

## **2010 ANNUAL REPORT OF ACTIVITIES**

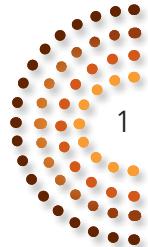


**AFRICAN TAX  
ADMINISTRATION FORUM**



## TABLE OF CONTENTS

<b>LIST OF ACRONYMS .....</b>	<b>2</b>
<b>MEMBERS OF THE 2010 ATAF COUNCIL.....</b>	<b>3</b>
<b>MESSAGE FROM THE CHAIRPERSON .....</b>	<b>4</b>
<b>FOREWORD BY THE EXECUTIVE SECRETARY.....</b>	<b>5</b>
<b>ATAF STRATEGIC FOUNDATION.....</b>	<b>6</b>
Vision .....	7
Mission .....	7
Mandate.....	7
Values.....	7
Strategic Objectives.....	7
<b>ESTABLISHING THE LEGAL FOUNDATION OF ATAF .....</b>	<b>9</b>
<b>THE ATAF AGREEMENT AND RULES &amp; PROCEDURES.....</b>	<b>9</b>
<b>THE ESTABLISHMENT OF ATAF INSTITUTIONS .....</b>	<b>10</b>
<b>ESTABLISHING THE SECRETARIAT.....</b>	<b>11</b>
<b>REPORT ON CAPACITY DEVELOPMENT ACTIVITIES.....</b>	<b>18</b>
<b>REPORT ON ATAF RESEARCH AND PROJECTS .....</b>	<b>23</b>
The Good Financial Governance Project and Research Stream .....	23
The ATAF Transfer Pricing Project.....	26
The ATAF Exchange of Information Project .....	26
The ATAF Research Project on “The Current State of African Tax Administrations and a Proposed Framework for the Future” .....	27
The ATAF Research Project on “The Establishment of an African Tax Centre” .....	28
<b>MULTILATERAL ACTIVITIES AND INTERNATIONAL ENGAGEMENTS.....</b>	<b>29</b>
<b>DEVELOPMENT PARTNER SUPPORT .....</b>	<b>33</b>



## **LIST OF ACRONYMS**

<b>AfDB</b>	African Development Bank
<b>AFROSAI-E</b>	African Organisation of English-speaking Supreme Audit Institutions
<b>ATC</b>	African Tax Centre(s)
<b>ATAF</b>	African Tax Administration Forum
<b>BMZ</b>	German Federal Ministry of Economic Cooperation and Development
<b>CABRI</b>	Collaborative African Budget Reform Initiative
<b>DFID</b>	Department for International Development, UK
<b>EC</b>	European Commission
<b>GFG</b>	Good Financial Governance
<b>GTZ</b>	German Agency for Technical Cooperation
<b>ICTD</b>	International Centre for Tax and Development
<b>ITD</b>	International Tax Dialogue
<b>IMF</b>	International Monetary Fund
<b>NORAD</b>	Norwegian Agency for Co-operation and Development
<b>MNE</b>	Multi-national Enterprise
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>TP</b>	Transfer Pricing
<b>SADC</b>	Southern African Development Community