

How will you achieve your envisioned revenue increase

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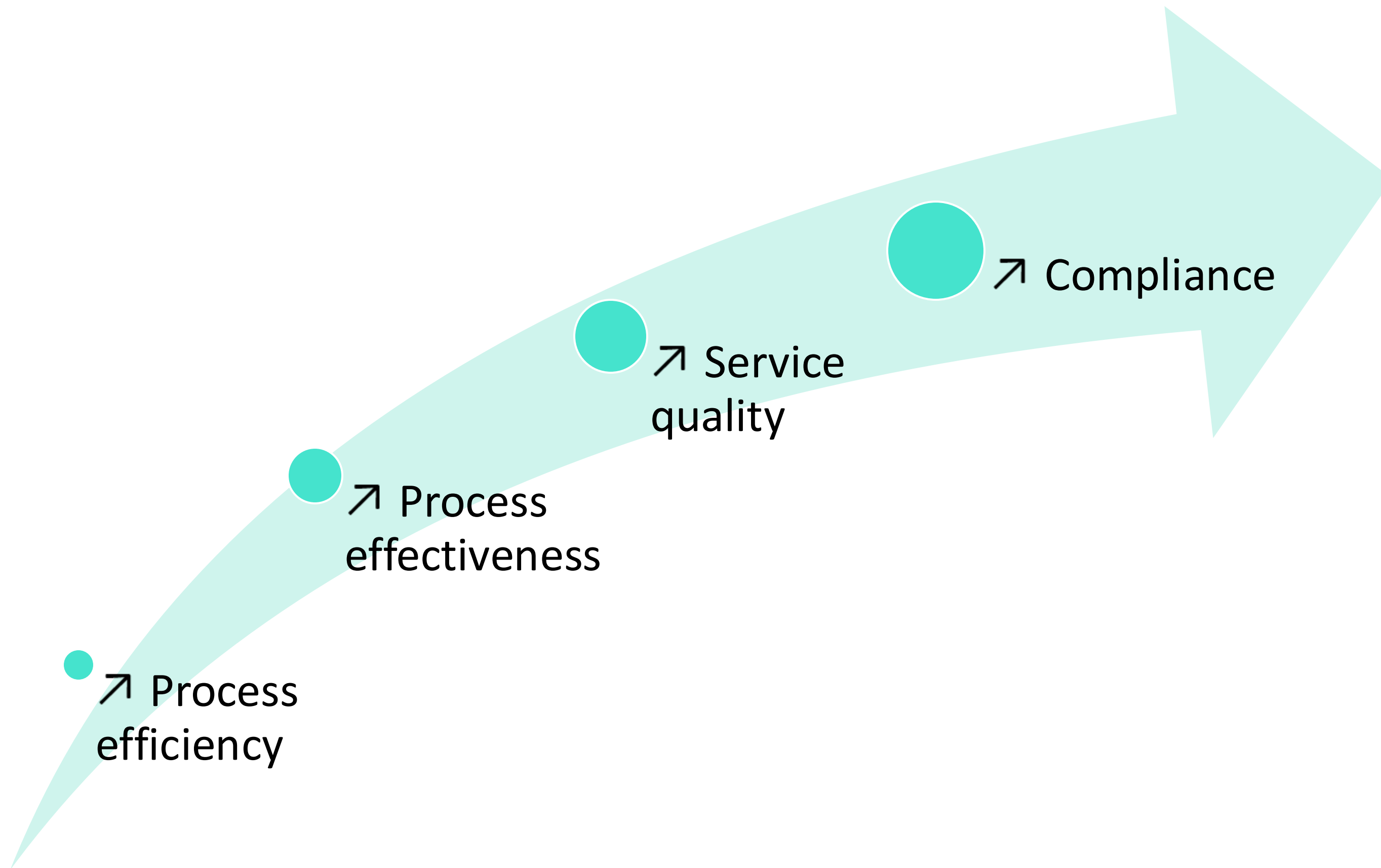
21 February 2025



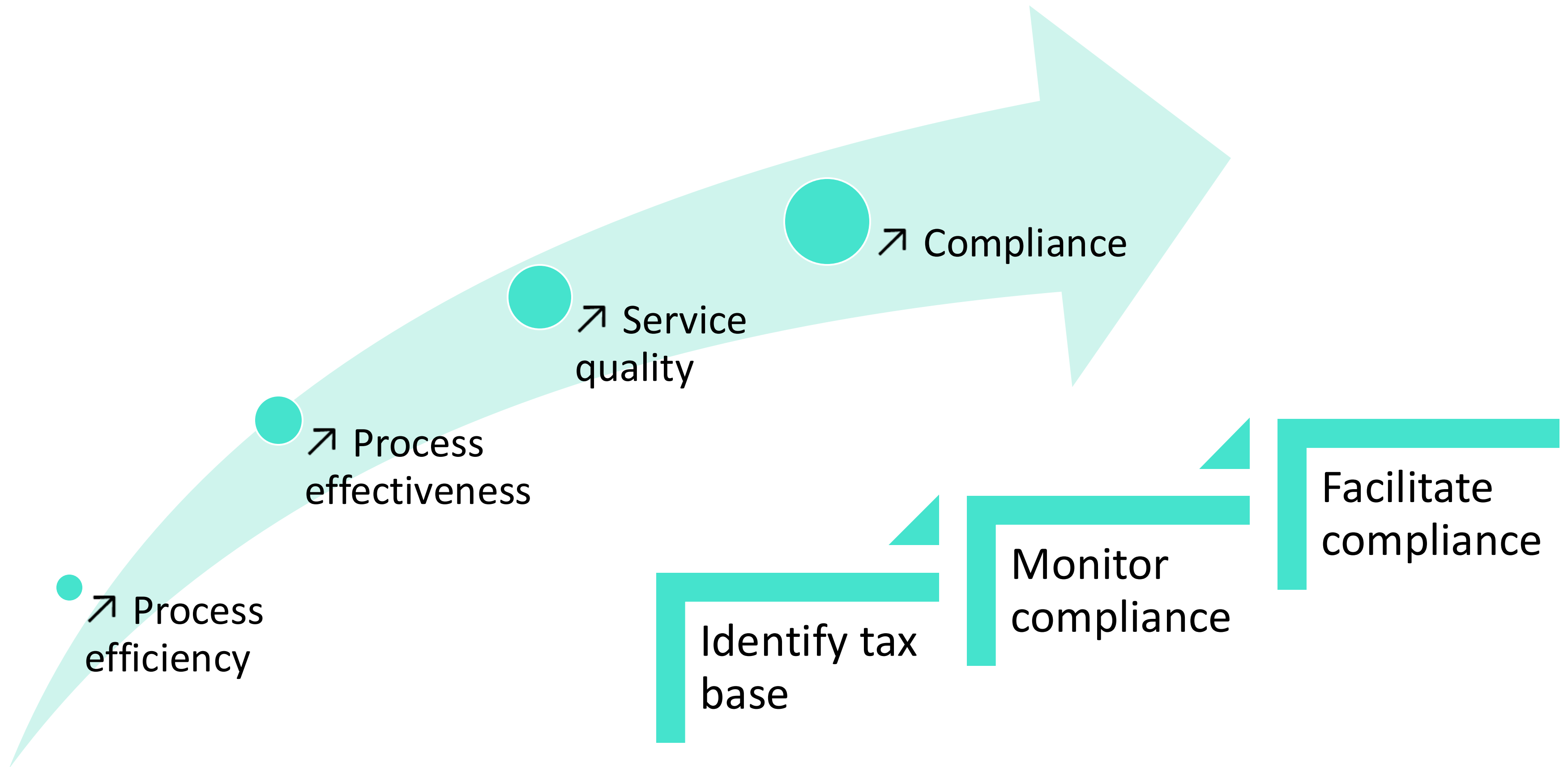
Tax Administration
Performance
Summit '25



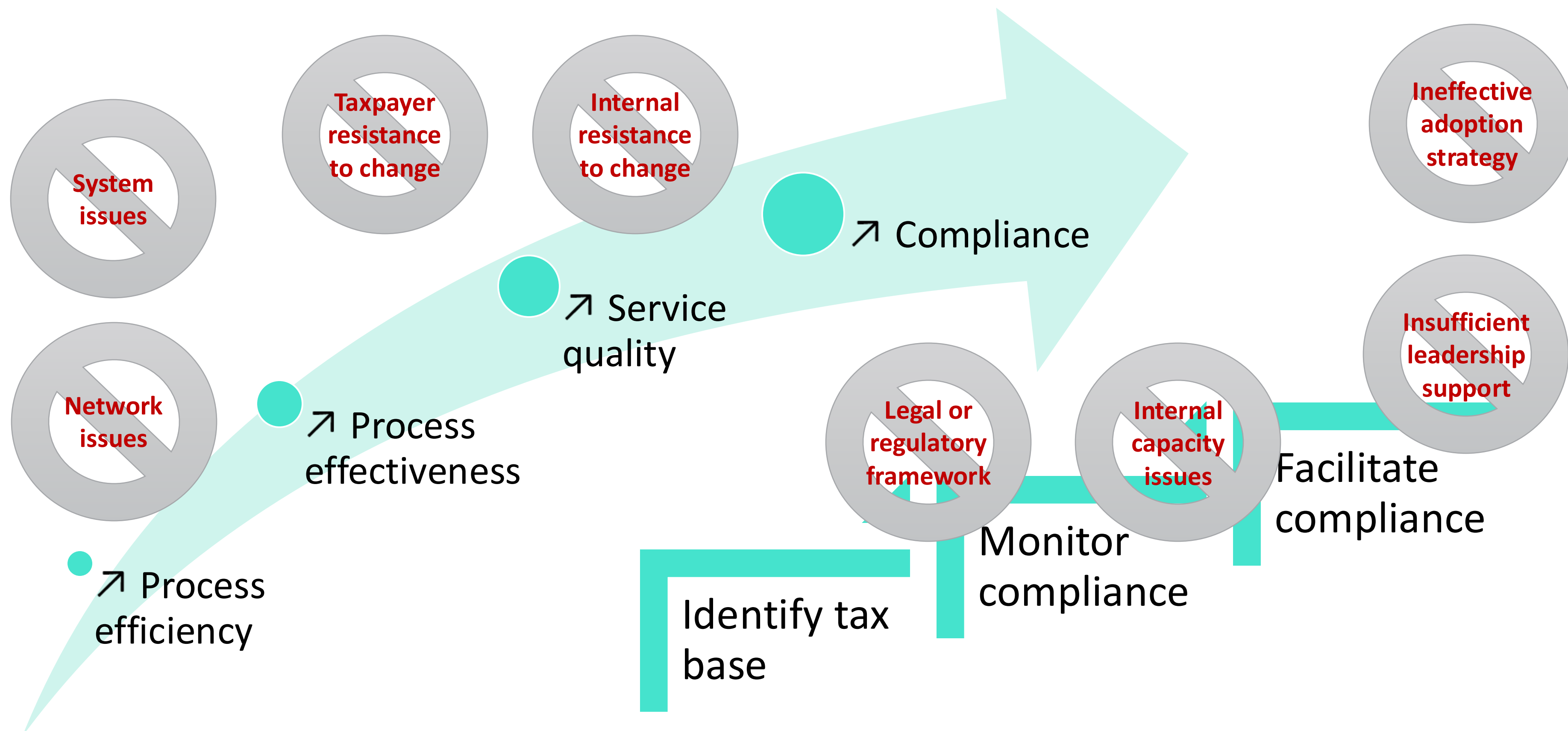
Why does a tax administration implement IT?



How digital transformation leads to revenue increase



Some factors hinder achieving revenue increase



Moving from problems to revenue mobilisation



WHO'S IN CONTROL?



Revenue Mobilisation Control Panel

The background image is a complex, futuristic digital interface. It features a grid of various data visualization elements: a large circular gauge with a blue needle in the top left; a bar chart with multiple blue bars in the top center; a line graph with a red trend line in the top right; a smaller bar chart in the middle left; a line graph with a red trend line in the middle center; a circular gauge with a blue needle in the bottom left; a large circular gauge with a blue needle in the bottom right; and a panel with several horizontal bars and a grid of small icons in the bottom right. The overall aesthetic is high-tech and data-driven, with a color palette dominated by blues, greens, and reds.

REVENUE MOBILISATION CONTROL PANEL



System



Infrastructure



Taxpayer resistance



Internal resistance



**Legal/regulatory
framework**



Capacity



Adoption strategy



Leadership support



1. For each dial, indicate where you are, and whether/to what extent it is impacting your revenue
2. Select 2 knobs that you intend or need to turn to the right
3. Identify 2 actions (per knob) that would help achieve your objective in step 2
4. Ten (10) minutes will be allowed for step 3
5. Open forum: each country will present 1 knob + 2 solutions, and we will go round robin

System



Set up a dedicated help desk & secure an ITAS support agreement with adequate SLA targets

Conduct periodic data cleansing initiatives

Implement ongoing data quality management (processes, tools, culture)

Infrastructure



Install uninterruptible power supply across IRD's computer equipment

Connect to a stable network, secure reliable internet connection & sufficient bandwidth

Implement a long term, secure, scalable and reliable data center solution

Taxpayer resistance



Enforcement compliance - target taxpayers who may be exploiting existing loopholes

Support taxpayers who are late adopters – built & foster their trust in the new system

Leverage behavioral insight to craft a partnership based on trust with all taxpayer segments

Internal resistance



Identify & support tax officers who may be particularly attached to legacy system

Identify & support tax officers who may have entrenched habits or fixed mind-sets

Foster interest and enthusiasm across IRD for continuous improvement of IRD performance

Legal or regulatory framework



Review laws & regulations to facilitate digitalization of services and transactions

Review laws & regulations to enable secure data sharing between agencies

Survey & partake in international dialogue, advise national authorities as standards evolve

Capacity



Develop deep internal knowledge of the functionality of the ITAS and on data analytics

Implement continuous learning and capacity building culture across IRD

Adopt a knowledge sharing culture and implement processes & tools at IRD to that effect

Adoption strategy



Foster awareness & positive vibes across internal user and taxpayer communities

Adopt a digitalization roadmap to improve compliance – achieve short term targets (risk-based enforcement, VAT invoice matching,...)

Achieve long term compliance improvement roadmap targets (E-Invoicing, prefilled returns, ...)

Leadership support



Call upon MOF authorities to make public statements in support of the project

Ensure the Steering Committee is mobilized, supports & guides strategic project teams

Dedicate a senior committee to steering continuous performance improvement at IRD

Revenue Mobilisation Control Panel

The background image is a complex, futuristic digital interface. It features a dark background with various glowing elements: a large circular gauge on the top left, a bar chart with vertical lines of varying heights in the top center, a line graph with a fluctuating blue line in the middle, and several smaller circular gauges and data readouts at the bottom. The overall aesthetic is high-tech and data-driven, with a color palette dominated by blues, greens, and reds.

REVENUE MOBILISATION CONTROL PANEL



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MTS 2025 ROADMAP



- **Configuration:** export and import settings
- **Taxpayer Segmentation:** Define the segments based on indicators, bulk update of segments, show segment on work-items
- **Usability:** indicate manual assessment per period(s), list of audit cases per officer, list of collection cases per officer, limit start dates
- **Workflow & Case Management:** configurable registration workflow, introduce approval step for manual reassessment and additional assessment, uniform approval process (accept, reject, cancel)
- **Self-service TP portal:** messaging to individual or to group of TPs
- **Assessment:** estimate based on data
- **Base:** Self-service BI, starmodels instead of datamarts

Thank You
For Your Attention