

Insights on e-Government

Presented by
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19 February 2025



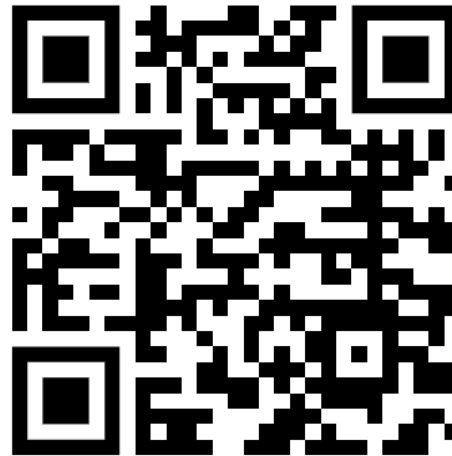
Tax Administration
Performance
Summit '25



AGENDA

- E-Gov the big picture
- E-gov and tax admin

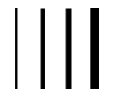
Further discussions



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What is your understanding of
e-Government?

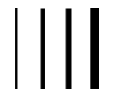
What are in your opinion the objectives of
e-Government?



UNDERSTANDING E-GOVERNMENT

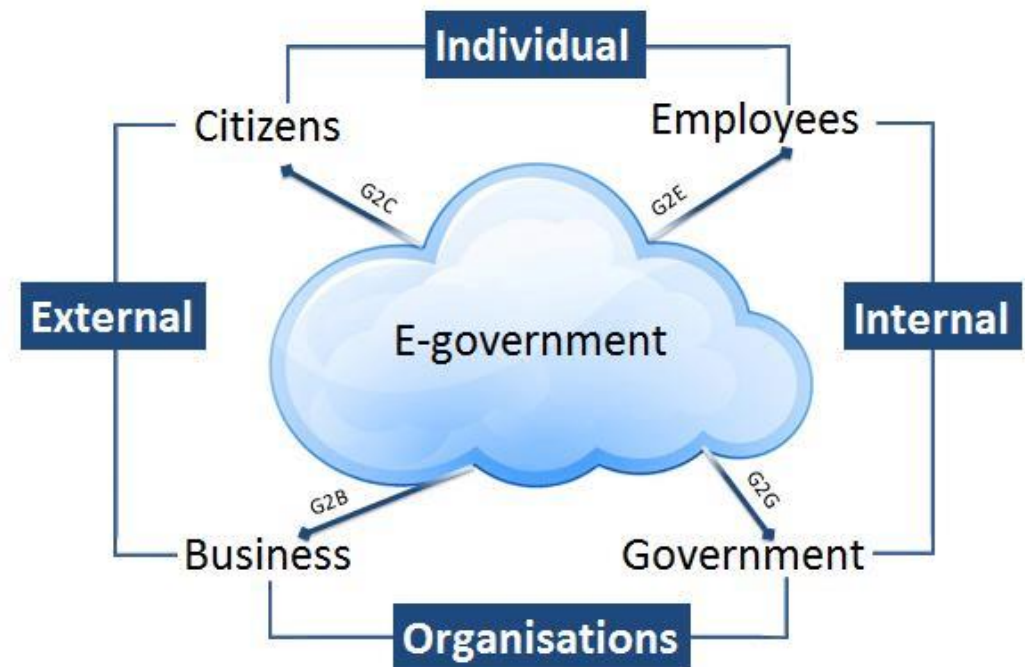


*“It’s when Robots and computers will
replace these people in Ottawa
(politicians)”*



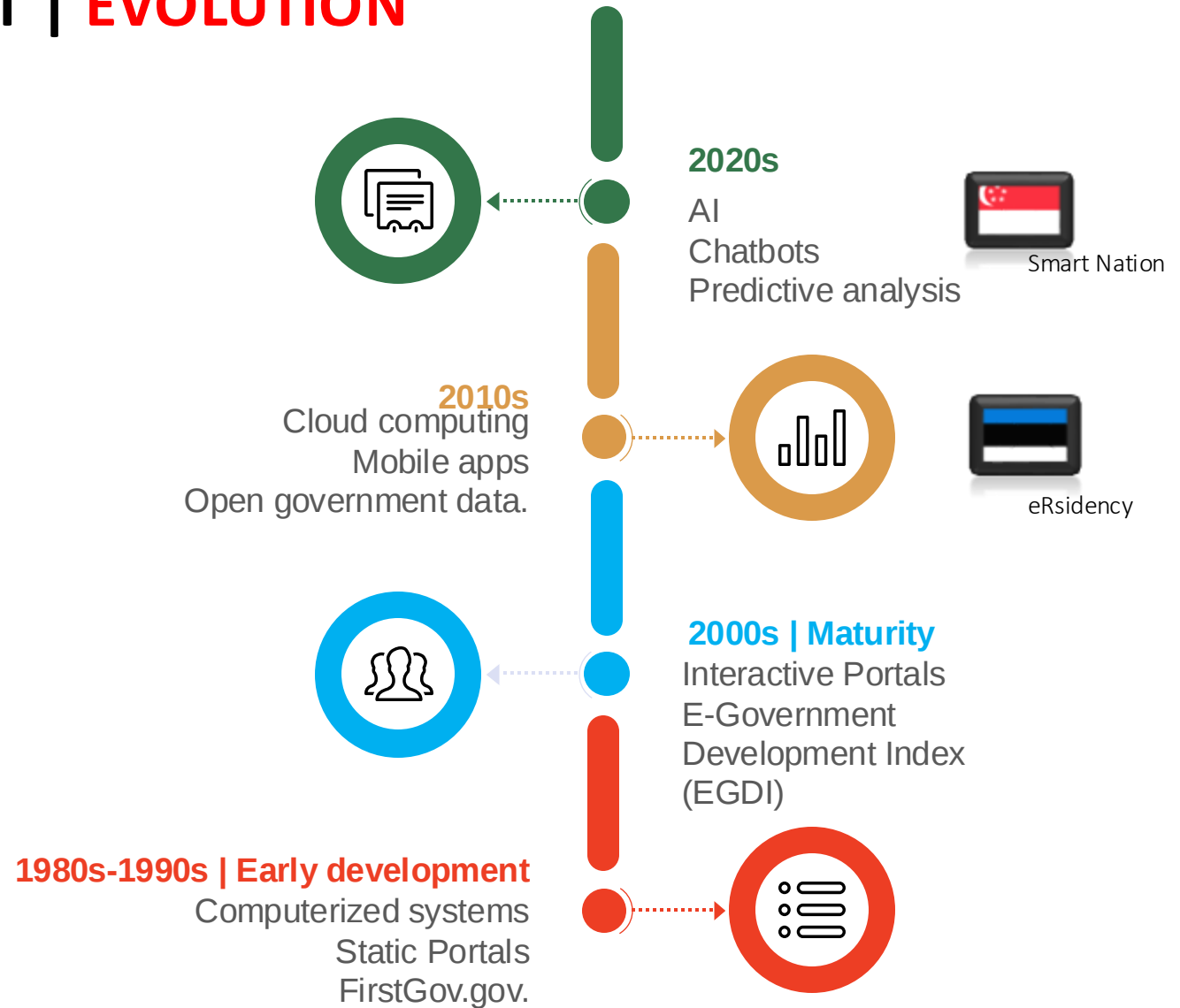
UNDERSTANDING E-GOVERNMENT | DEFINITION

- **E-Government** refers to the use of digital technologies, especially the internet, to enhance government operations, service delivery, and citizen engagement.
- It aims to improve efficiency, transparency, accessibility, and accountability in public administration.
- Covers interactions between government-to-citizen (G2C), government-to-business (G2B), and government-to-government (G2G) services.



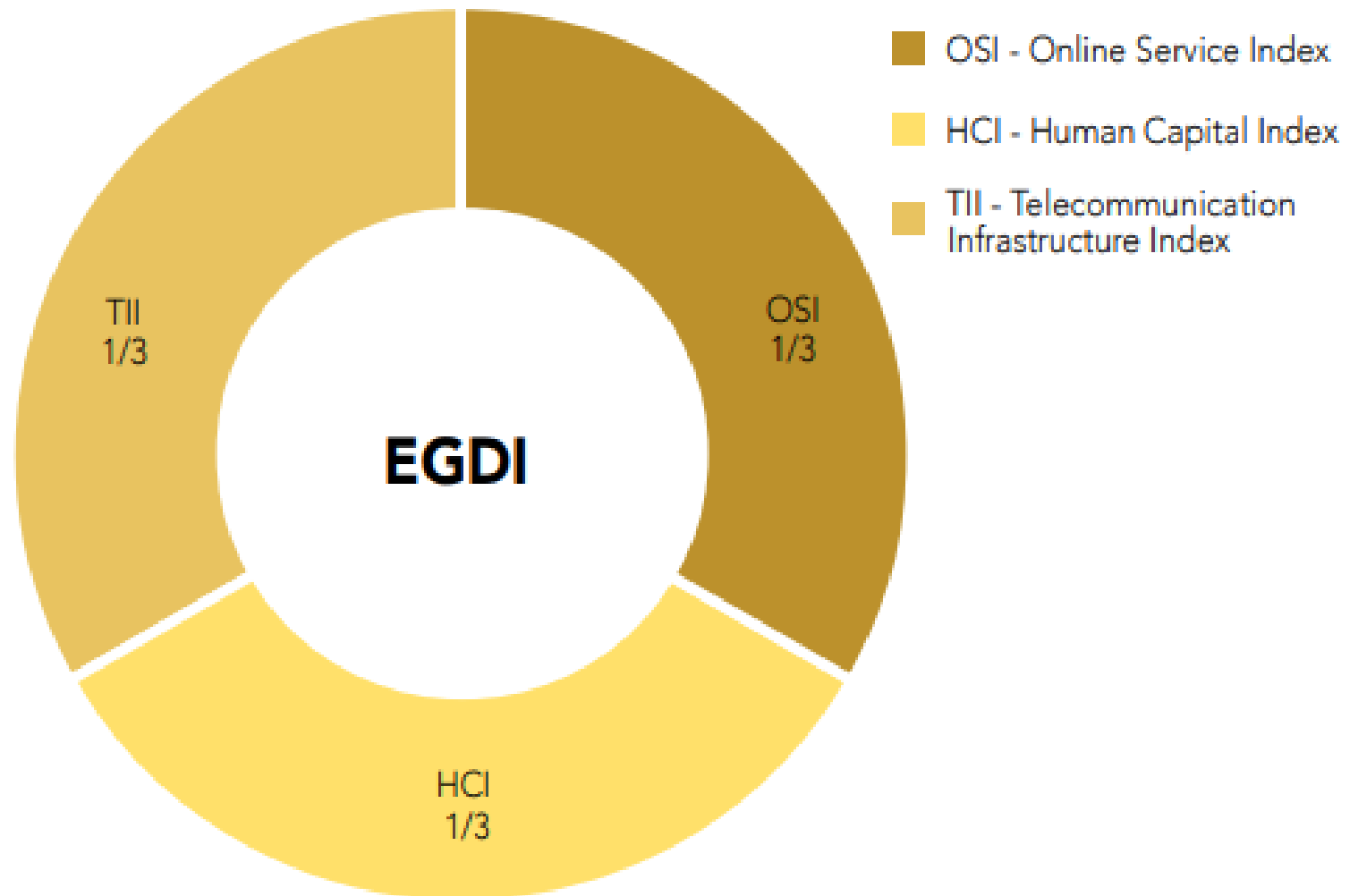
UNDERSTANDING E-GOVERNMENT | EVOLUTION

- ✓ E-Government has evolved from **basic information portals** to **AI-powered public administration**.
- ✓ Inclusion of digital literacy in the **Human Capital Index (HCI)**
- ✓ The shift towards **automation and predictive analytics** is improving efficiency and tax compliance.
- ✓ Future trends will focus on **AI governance, digital identities, and cybersecurity**.



WHERE ARE WE?

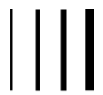
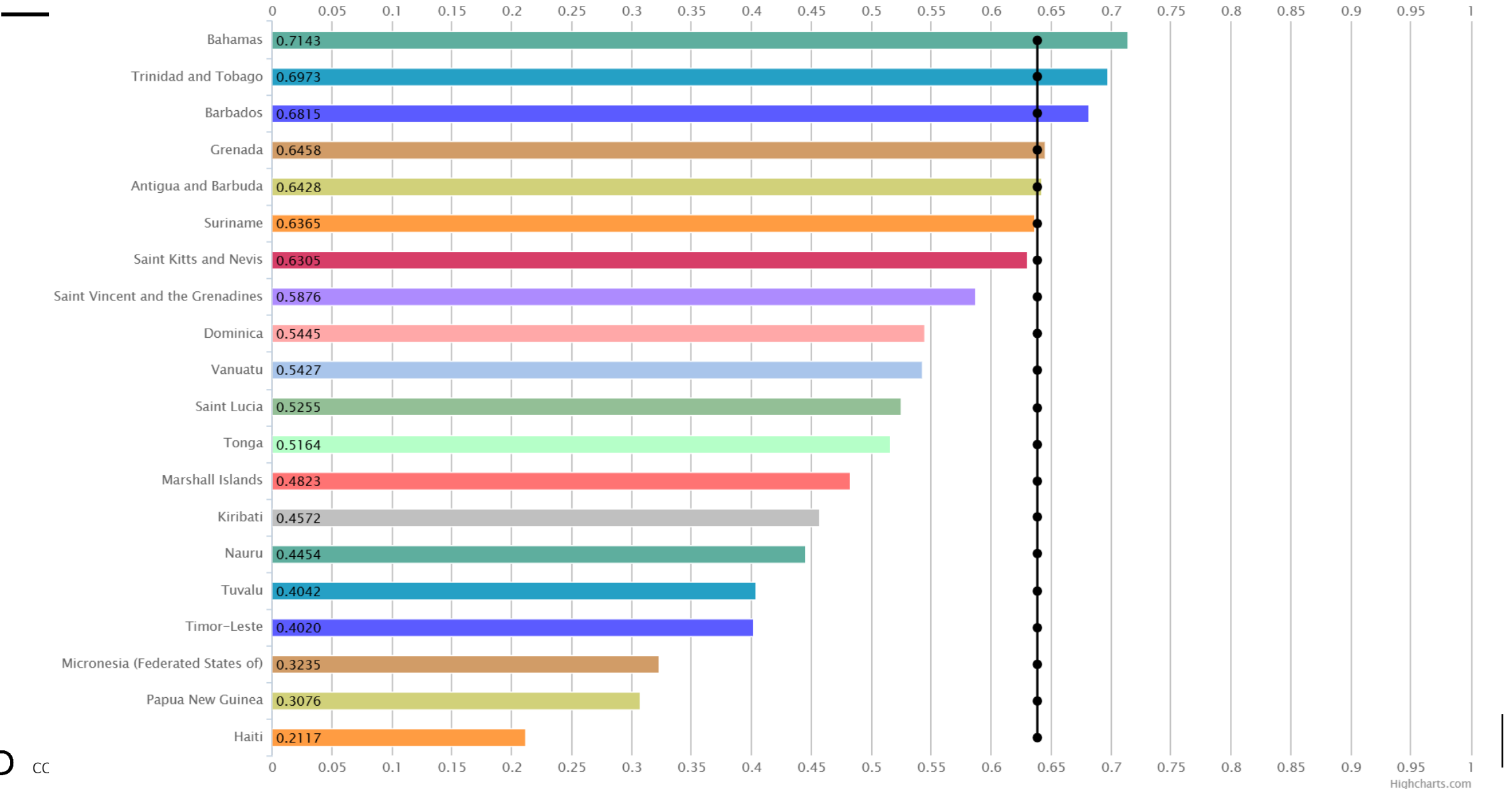
E-Government Development Index (EGDI)



WHERE ARE WE?

2024 E-Government Development Index

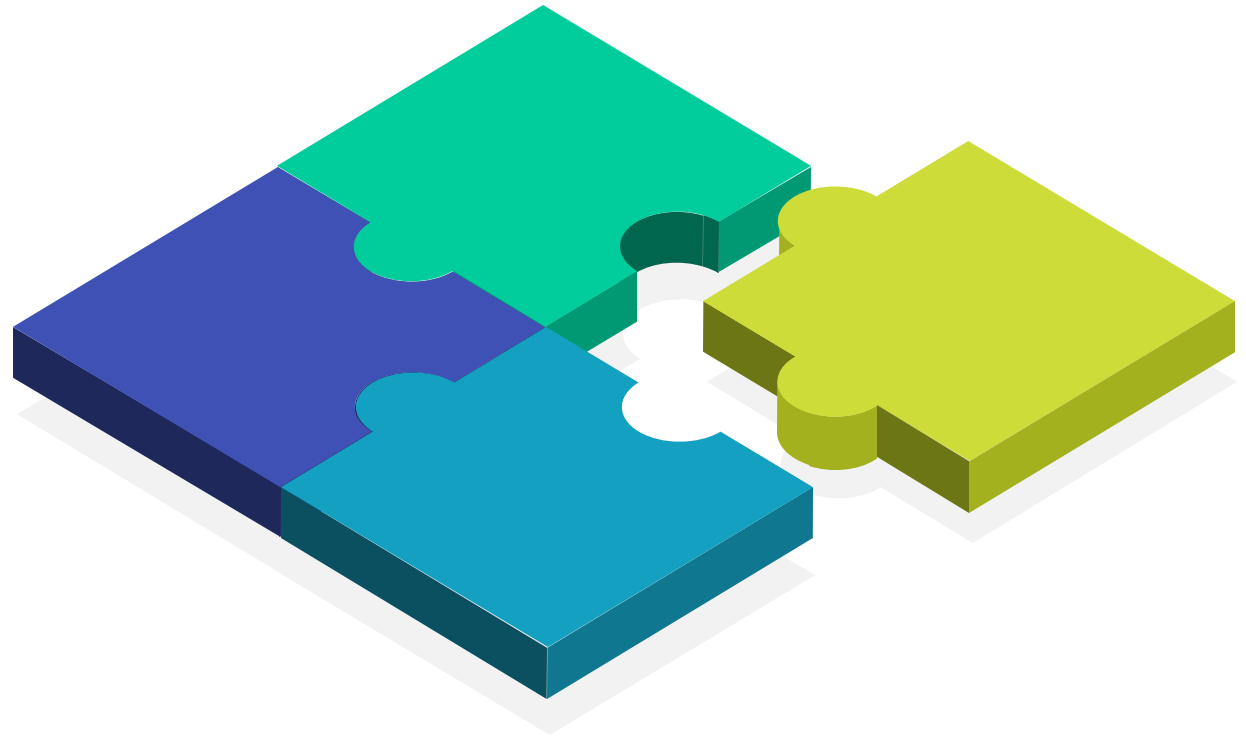
World Average



E-GOVERNMENT: A COLLECTIVE RESPONSIBILITY

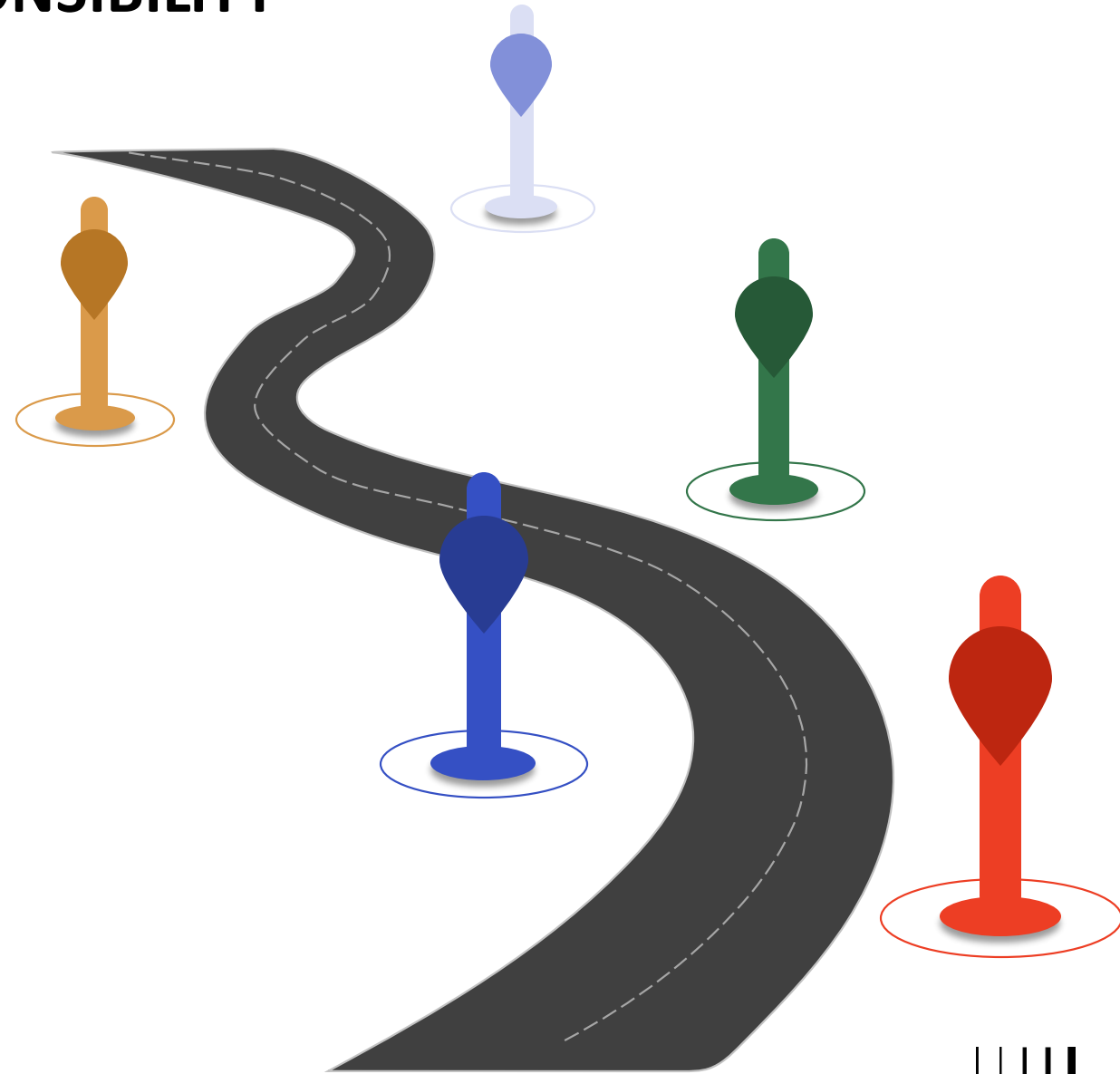
E-Government is a nationwide strategy and transformative journey, but its success depends on the active participation of each government institution.

Every entity plays a crucial role in building a seamless, efficient, and citizen-centric digital ecosystem, contributing to the bigger picture of national development

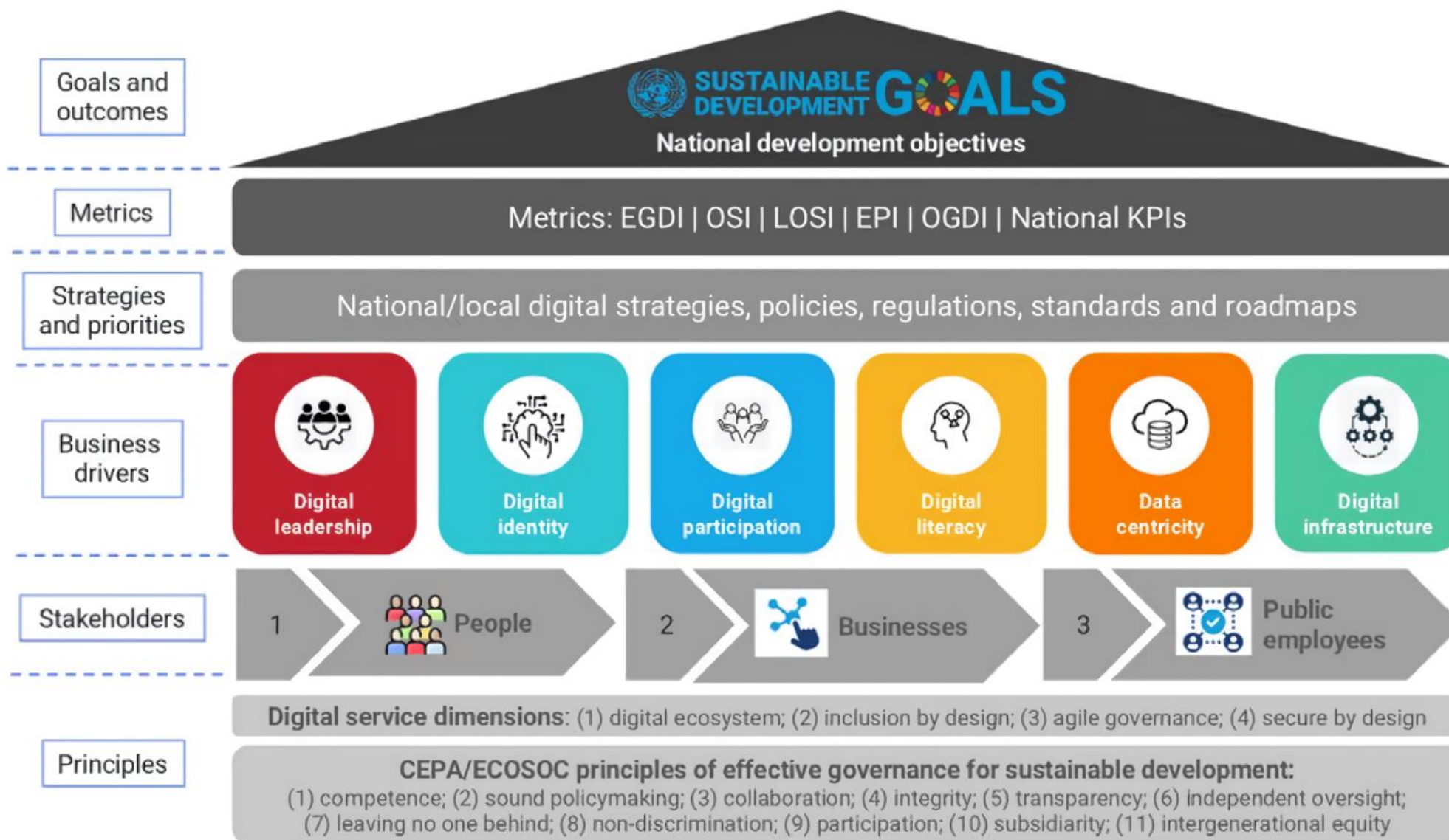


E-GOVERNMENT: A COLLECTIVE RESPONSIBILITY

How do we get there?



E-GOVERNMENT - MODEL FRAMEWORK FOR SUSTAINABLE DEVELOPMENT



E-GOVERNMENT - MODEL FRAMEWORK | PRINCIPLES

Principles

Digital service dimensions: (1) digital ecosystem; (2) inclusion by design; (3) agile governance; (4) secure by design

CEPA/ECOSOC principles of effective governance for sustainable development:

(1) competence; (2) sound policymaking; (3) collaboration; (4) integrity; (5) transparency; (6) independent oversight; (7) leaving no one behind; (8) non-discrimination; (9) participation; (10) subsidiarity; (11) intergenerational equity



Effectiveness

- ✓ Competence
- ✓ Sound policymaking
- ✓ Collaboration



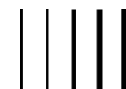
Accountability

- ✓ Integrity
- ✓ Transparency
- ✓ Independent oversight.



Inclusiveness

- ✓ Leaving no one behind
- ✓ Participation
- ✓ Intergenerational Equity



E-GOVERNMENT - MODEL FRAMEWORK | STAKEHOLDERS



- **People (Citizens & Residents)** – Digital services for public benefit.
- **Businesses** – Digital tools for registration, tax filing, and regulation compliance.
- **Public Employees** – Need for training, capacity-building, and e-governance literacy.

E-GOVERNMENT - MODEL FRAMEWORK | BUSINESS DRIVERS

1. Digital Leadership

To articulate a common vision, adopt holistic strategies, implement robust digital platforms, and build a vibrant digital ecosystem.

3. Digital Participation

A key dimension of governance and one of the pillars of sustainable development.

5. Data Centricity

The concept and practice of positioning data as a core strategic asset in all digital development, services and applications, regardless of the technologies used



2. Digital Identity

Without a legal digital identity, people are invisible to government agencies and at risk of being excluded from accessing even the most basic services.

4. Digital Literacy

In the fast-changing digital environment, developing, strengthening, and maintaining digital literacy requires a life-course approach

6. Digital Infrastructure

A robust digital infrastructure is developed through updating and modernization, and also by integrating and streamlining digital services across the whole of government and the digital ecosystem.



NOTE ON DIGITAL LITERACY

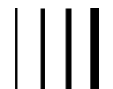
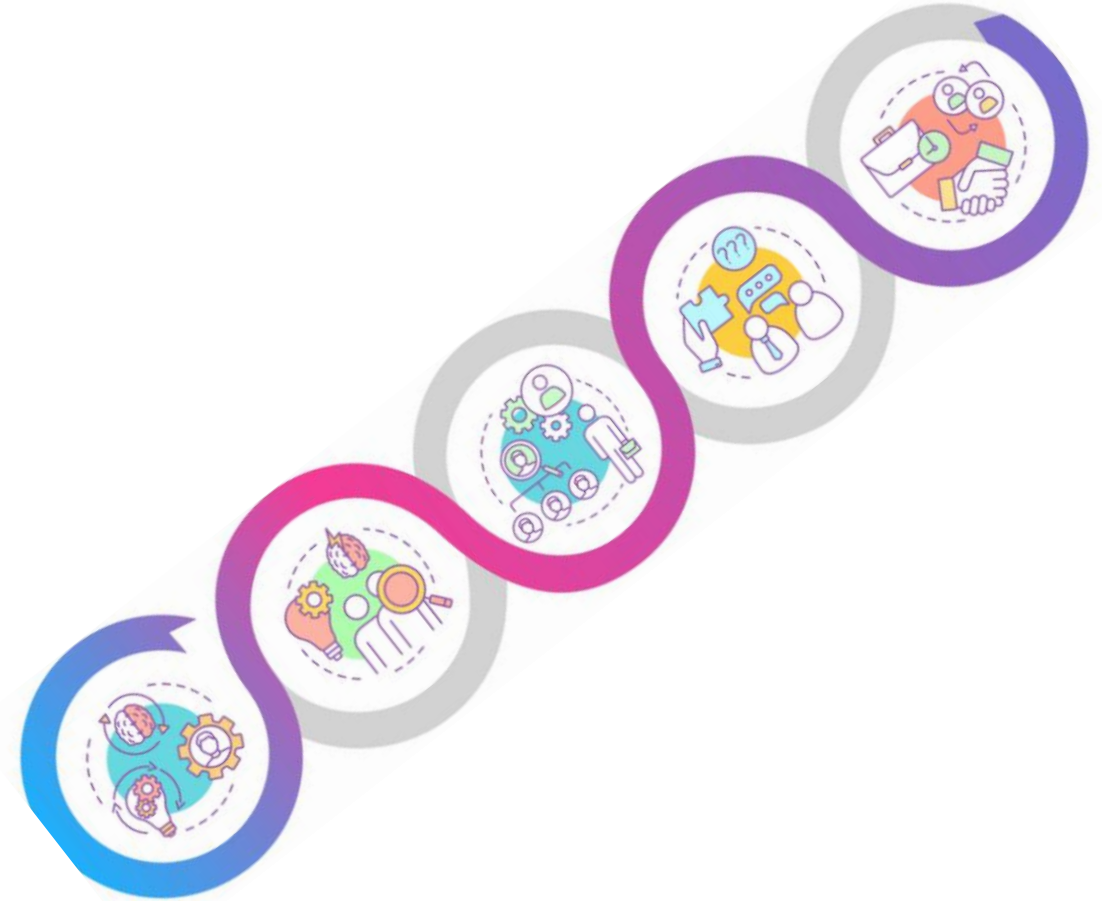
Extends beyond technological competencies

- While it is of course necessary to support acquisition of core digital skills (Cloud computing, AI, etc.) it is crucial that public servants:
 - Acquire strong capabilities in Data Literacy
 - Be able to adopt a digital mindset
 - Participate in continuous evolution



DIGITAL POLICIES, STRATEGIES & PRIORITIES

- Digital transformation requires strong policies and legal frameworks.
- Focus areas include:
 - **Inclusion** – Accessibility, literacy, etc
 - **Interoperability standards** – Connecting government systems.
 - **Cybersecurity regulations** – Ensuring trust in e-services.
 - **AI & Emerging Tech Integration** – Ethical use of AI in public administration.



MEASURING & EVALUATING DIGITAL GOVERNMENT (METRICS)

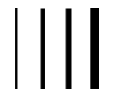
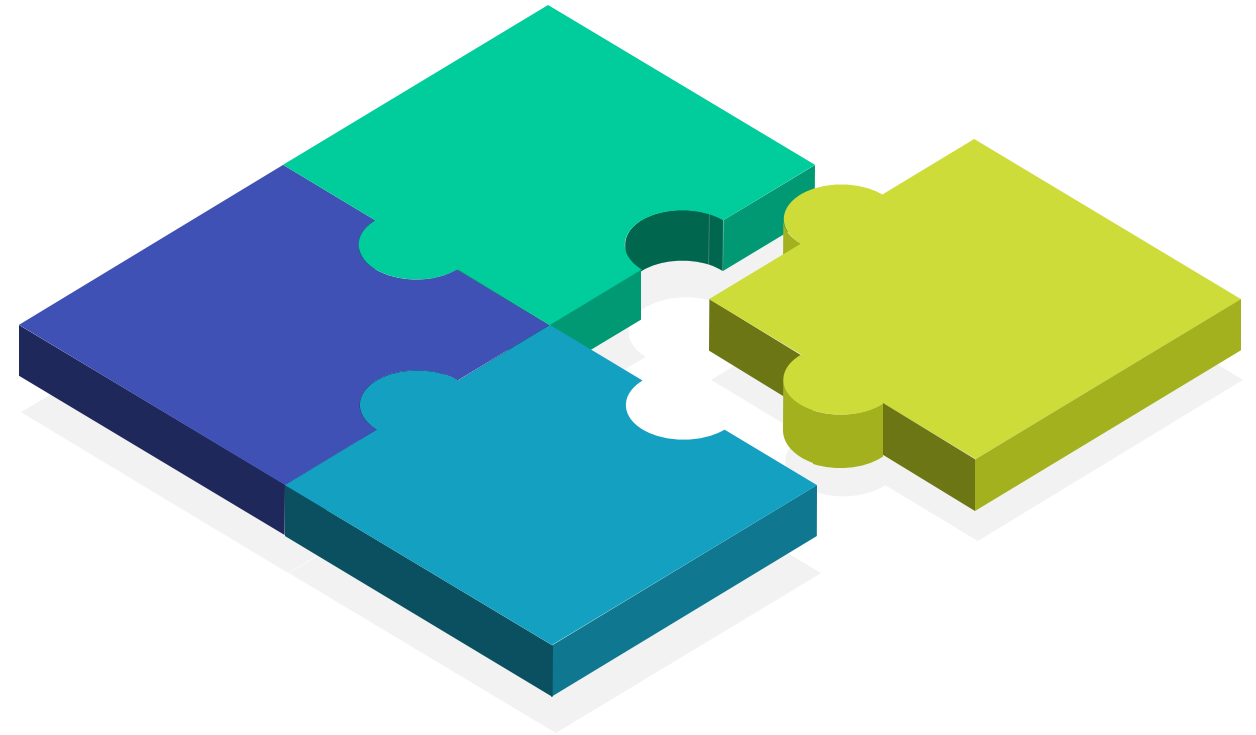
- E-Government Development Index (EGDI): Measures digital readiness globally.
- Local Online Services Index (LOSI): Evaluates digital services at the local level.
- Other key indicators:
 - Online Services Availability
 - Digital Literacy & Inclusion
 - Cybersecurity & Data Protection
- Monitoring ensures continuous improvement in digital governance.



E-GOV IN TAX ADMINISTRATION: THE FUTURE OF TAXATION

E-Gov is the Big Picture –
Where Do IRDs Fit?

E-Gov is the Big Picture –
How Do IRDs Fit?



E-GOV IN TAX ADMINISTRATION: THE FUTURE OF TAXATION



e-Government Services

Online tax return filing and e-payments.

Digital tax certificates and automated approvals.

Seamless integration with national and international financial systems.



Process Automation

(AI-driven) fraud detection and risk assessment.

Automated case management and compliance tracking.

Electronic invoicing and real-time transaction monitoring.



Mobile-First Approach

Mobile-friendly tax portals and apps.

SMS and chatbot support for taxpayer queries.

Mobile payment integration for ease of tax remittance.



Data Utilization and Analytics

(AI-powered) predictive analysis for revenue forecasting.

Real-time data integration for better decision-making.

Enhanced taxpayer segmentation and personalized services.



Cloud Adoption and Cybersecurity

Secure cloud-based tax administration systems.

Compliance with global data protection regulations.

Multi-factor authentication for taxpayer data security.



Stakeholder Collaboration and Change Management

Inter-agency cooperation for holistic fiscal oversight.

Training programs for tax officers on digital tools.

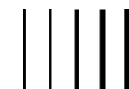
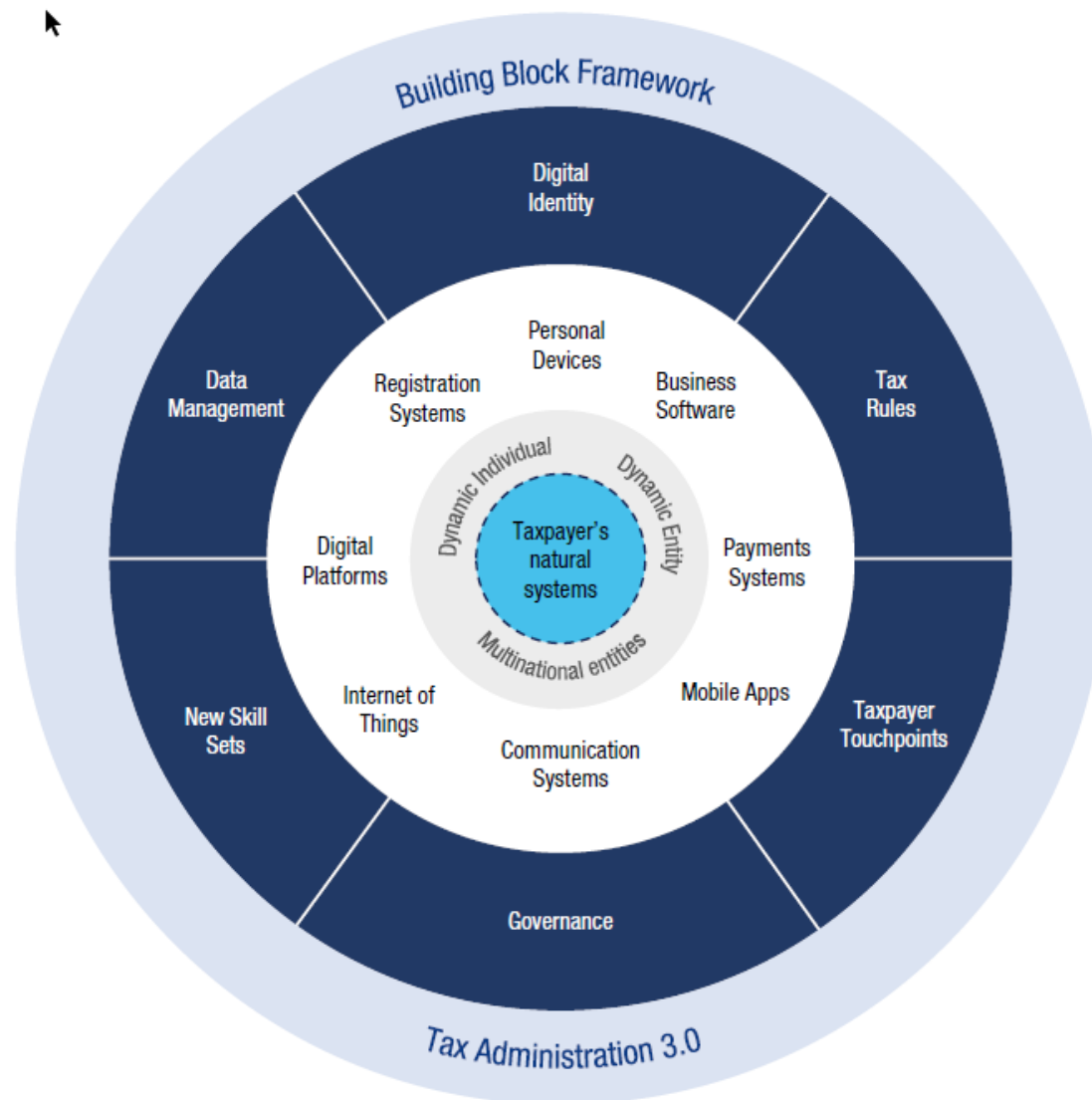
Public awareness campaigns on digital tax services.

Accessible and free solutions

E-GOV IN TAX ADMINISTRATION: THE FUTURE OF TAXATION

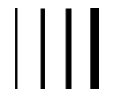
Tax Administration 3.0

- Data driven
- Event based, detailed & real-time data
- Enables validation & automation
- Interoperable ecosystems
- Enables international cooperation



E-GOV IN TAX ADMINISTRATION: THE FUTURE OF TAXATION

How can you, as the IRD, contribute to advancing the national e-Government strategy while aligning it with your own strategic goals? And how can you influence it?





Thank You

For Your Attention