



10 years of building efficient and effective tax administrations in Africa

www.ataftax.org

ATAF 1st EXPERTS MEETING ON DIGITALISATION AND ICT IN TAX ADMINISTRATION

Pretoria, South Africa | 6 – 8 November 2019

Fire and Ice Menlyn

DRAFT AGENDA

WEDNESDAY, 6 NOVEMBER 2019

09h00 – 10h30

OPENING SESSION

- **Mr Intikhab Shaik** – Acting Chief Officer: Digital, Information Services and Technology (DIST); SARS
- **Mr Logan Wort** – Executive Secretary; ATAF

10h45 – 11h00

MEDIA BRIEFING AND PRESS CONFERENCE

11h00 – 11h15

OFFICIAL PHOTO AND REFRESHMENT BREAK

11h15 – 13h00

SESSION 1: IMPLEMENTATION OF TAX ADMINISTRATION ICT SYSTEMS: COUNTRY EXPERIENCES

In this session, countries will present on the processes they have gone through to implement ICT systems in tax administrations. This will involve a discussion on the enabling laws and policies to set up the new systems, the political environment (political will and support or interference), the champions of the implementation, the transition process from the old manual system to the new system. It will explore the processes of eliciting system requirements from all stakeholders and the data requirements that the tax administration focused on. The session will also probe how the tax administration developed the system to meet the specified requirements, the re-engineering journey, the nature of applications that they deployed and the issues regarding people (human capacity), both internally and externally. It will also be important to bring out the key performance indicators for the systems. The presenters of the session will guide the discussion and engage the audience in an informative discourse. The discussion outcomes will feed into the development of a guideline document on implementing ICT tax administration systems in Africa i.e. *Requirements elicitation, Data Requirements, Applications and People Issues*.

Chair: Mr. Khalid Mellouk, Head of Information System Development Division - Morocco Tax Administration – 5mins

Presentation: Mr. Mayel Dabire – Burkina Faso | 15 minutes

Presentation: Mr. Dissadama Ouro-Bodi – Togo | 15 minutes

Presentation: Mr. Mohamadou Amadou Adji - Cameroon | 15 minutes

Presentation: Mr. Kouakou Jean Kouakou - Côte d'Ivoire | 15 minutes

Q&A and discussions

13h00 – 14h00

LUNCH





10 years of building efficient and effective tax administrations in Africa

www.ataftax.org

14h00 – 15h30

SESSION 2: COST OF ACQUISITION, SUPPORT AND MAINTENANCE OF TAX ADMINISTRATION ICT SYSTEMS

The session will shed light on the cost of acquiring, supporting and maintaining ICT systems in tax administration in Africa including customs, domestic taxes, and resource management functions to highlight the key cost centres which should be given attention in the proposed ICT framework for tax administration systems. The key discussions should explicitly highlight the Infrastructure set up, the approach to developing applications, the supportive human resources that augment the use of ICT systems and the evaluation of cost and benefit from the systems. The presenters should back up their presentations with the cost of ICT in Software (applications) acquisition, Software Maintenance (Change requests), Hardware acquisition, Hardware Maintenance, Licenses cost (Oracle, Microsoft, Linux), Network Infrastructure Links and Total ICT recurring Budget per year (lump sum).

Chair: *Mr Jean Elvis Bijinama, Head of Software Administration Division – Burundi – 5mins*

Presentation: Mr. Oumar Ngom - Senegal | 15 minutes

Presentation: Mrs. Mekpondon E. A. Alohou - Benin | 15 minutes

Presentation: Mr. Brightwell Nkambule – Kingdom of Eswatini | 15 minutes

Q&A and discussions

15h30 – 16h00

REFRESHMENT BREAK

16h00 – 17h30

SESSION 3: LESSONS LEARNT: WHAT WORKED AND WHAT FAILED IN IMPLEMENTING TAX ADMINISTRATION ICT SYSTEMS

Many African administrations have deployed ICT systems in various functions to help external clients register, file, assess, object to, declare imports or exports, pay taxes and track the status of their transactions with the tax administration. Internally, tax administrations have deployed ICT systems for recruitment, deployment, performance, fleet, payroll, leave, management, internal communication, procurement, document and knowledge management. In this session, the discussants will probe the necessary considerations and share insights on ICT systems initiatives concerning their sustainability, life cycle, development approach, change management, user expectations, integration capabilities, ICT risk, security, robustness, versatility, extensibility and adaptability of these systems.

Chair: *Mr. Gerald Ganda, Director of ICT - National Revenue Authority Sierra Leone – 5mins*

Presentation: Mr. Isaac Amoako - Ghana | 15 minutes

Presentation: Mr. Boubou Kante - Mali | 15 minutes

Presentation: Mr. Namory Keita - Guinea | 15 minutes

Presentation: Mr Mino O A Arijaona - Madagascar | 15 minutes

Q&A and discussions

17h30 –

EVENING AT LEISURE





10 years of building efficient and effective tax administrations in Africa

www.ataftax.org

ATAF 1st EXPERTS MEETING ON DIGITALISATION AND ICT IN TAX ADMINISTRATION

Pretoria, South Africa | 6 – 8 November 2019

Fire and Ice Menlyn

THURSDAY, 7 NOVEMBER 2019

09h00 – 11h00

SESSION 4: SOME SUCCESS STORIES IN TAX ADMINISTRATION ICT SYSTEMS

This session will build from the previous sessions to present country experiences on the implementation of tax administration ICT systems. The purpose of the session is to draw relevance from the experiences shared in the earlier sessions. The session will look at the existing home-built ICT systems in tax administration and the approaches. The session will also explore the possible benefits through integration, interfacing, data analysis, cognitive taxpayer issue resolution and responsiveness, user management and transparency. The audience will interrogate the efficacy of the approaches and delegates will opine on the presentations made. Each selected country experience presentation will highlight the development timelines, adaptability costs, support, maintenance, integration among others.

Chair: Mr. Mokhethi Edward Mabea – Lesotho Tax Modernisation Project – 5mins

Presentation: Ms. Arlette Wiclef Munezero – Rwanda (VAT + EBM) | 20 minutes

Presentation: Mmes Pumla Bam and Helena Strauss - RSA | 20 minutes

Presentation: Mr. Ritteen Ashvin-Prakash Indivar Luckoo - Mauritius | 15 minutes

Q&A and discussions

11h00 – 11h30

REFRESHMENT BREAK

11h30 – 13h00

SESSION 5: TAKING IT FORWARD: HOW TO GET IT RIGHT?

During this session, delegates will group in separate teams to discuss components for the approaches and proposals leading to an acceptable framework/checklist for implementing ICT systems in Africa. The followings drivers will be considered including soft-issues and technical issues: 1) political will, 2) policy and legislative support, 3) Champions of the implementation, 4) mobilization of various stakeholders' commitment, 5) elicitation of requirements, feasibility, functional versus non-functional requirements, 6) acquisition (internal versus donor support; in-house versus commercial off-the-shelf products); 7) implementation of the enterprise architecture (matching business processes with technology), 7) long-term overall sustainability, etc.

The group leaders will draw lessons from previous sessions, country experiences, and good practices to draw outcome statements and areas that need further investigation for tax administrations. The chair will conduct a wrap up of suggestions from the teams

Chair: Ms. Charity Mosweu - Director Information Technology, Botswana – 5mins

Group Discussions

Presentation: Outcomes of group discussions | Q&A and discussions

13h00 – 14h00



LUNCH



10 years of building efficient and effective tax administrations in Africa

www.ataftax.org

14h00 – 15h30

SESSION 6: A MODEL AFRICAN TAX ADMINISTRATION ICT SYSTEM: WHAT SHOULD IT LOOK LIKE?

African tax administrations have historically deployed outsourced systems in their functions. The result has been the haphazard deployment of multisource applications, infrastructure and hardware, often incompatible, with staff not skilled enough to operate them. This has undermined their value to the institutions and constrained the return on investment. In this session, the presenters will guide the audience towards a uniform but adaptable tax administration system for African countries. The discussion will also create insights towards what should form an African tax ICT systems field guide, i.e. the check list or keys steps to follow when implementing a tax ICT system. The session should also pick from the lessons and experiences of the previous discussions. In addition, the session should highlight the key synergies that African countries should harness from working on a uniform tax administration standard infrastructure with the possibility for each country to assimilate it to its unique ecosystem. This session should also evaluate whether African countries are ready to develop local ICT solutions like mobile apps and systems to address the DRM challenges of the day (should the ICT systems be outsourced or built-in-house?). The session will answer these key questions by exploring the potential pros and cons of either alternative.

Facilitator: *Setting the Scene*

Group Discussions

Presentation: Outcomes of group discussions | Q&A and discussions

15h30 – 16h00

REFRESHMENT BREAK

19h00 – 22h30

OFFICIAL DINNER HOSTED BY THE ATAF





10 years of building efficient and effective tax administrations in Africa

www.ataftax.org

ATAF 1st EXPERTS MEETING ON DIGITALISATION AND ICT IN TAX ADMINISTRATION

Pretoria, South Africa | 6 – 8 November 2019

Fire and Ice Menlyn

AGENDA

FRIDAY, 8 NOVEMBER 2019

09h00 – 10h30 **SESSION 7: VALIDATING RESEARCH QUESTIONS**

Given the views generated from the sessions on the model or ideal tax administration ICT systems, the lessons learned, and problems encountered, this session will guide on the key questions that ATAF must ask to conduct a research that will guide the development of an African framework for ICT systems implementation. The ATAF consultants will present the proposed research questions and thereafter the delegates will:

- Review the research questions for the tax administration ICT systems field guide
- Propose the methodology to be used for the study
- Propose the quality of data that ATAF must collect
- Make proposals on what the tax administrations ICT guide should contain
- Propose six country case studies where ATAF may benchmark sound practices in the compilation of a model African ICT systems guide

Chair: *Dr Nara Monkam - Director Research, ATAF*

Presentation: Ms Cissy Nakayiwa & Michael Masembe - ATAF Consultants

Group discussion

Q&A and discussions

10h30 – 11h00 **CLOSING SESSION**

Closing Remarks:

- **Presentation of the OUTCOME STATEMENT**
- **Mr Logan WORT** – Executive Secretary; ATAF

11h00 – **VISIT OF THE SOUTH AFRICAN REVENUE SERVICE (SARS)**

A field tour of one of SARS' tax administration ICT systems to showcase the process flow, infrastructure, service and the end product.

