

2ND NTO TECHNICAL CONFERENCE

DIGITALISATION OF TAX ADMINISTRATIONS AND CONTEMPORARY ISSUES

05-07 September 2023 | Hybrid (Cape Town, South Africa)

SAST

Day One | Tuesday 05 September 2023

DIGITAL TRANSFORMATION OF TAX ADMINISTRATIONS

13:00-13:15

Welcome and opening (of the Technical Conference | Day One)

- Ms. Melinda Crane, Moderator, Deutsche Welle

High-level opening remarks

13:15-13:45

- Mr. Logan Wort, Executive Secretary, African Tax Administration Forum (ATAF) and NTO Head of Council
- Ms. Martina Metz, Director for Development Economics; Development Banks, German Federal Ministry for Economic Cooperation and Development (BMZ)
- Mr. Antti Karhunen, Director for "Sustainable Finance, Investment and Jobs; Economy that works for the People" at the Directorate General for International Partnerships (DG INTPA), European Commission

Keynote address

13:45-14:00

- Mr. Edward Kieswetter, Vice-chair person, ATAF Council and Commissioner, South African Revenue Service (SARS)

14:00-14:15

The NTO: Looking back and forward

- Mr. Marcio Ferreira Verdi, Executive Secretary, the Inter-American Center of Tax Administrations (CIAT)
- Mr. Logan Wort, Executive Secretary, ATAF and NTO Head of Council

¹ All sessions of the Conference will take a hybrid format.

Plenary Session 1: The Digitalisation Journey of Tax Administrations

The objective of the session is to explore the opportunities and challenges associated with the digital transformation of tax systems and operations, discuss best practices and case studies from around the world, and provide insights into the technological, legal, and organisational aspects of digital tax administration. The session aims to help tax administrators, policymakers, and tax professionals to gain a better understanding of the potential benefits and risks of digitalisation, and to provide practical guidance and recommendations for implementing digital tax administration in a way that maximises its benefits while minimising its potential pitfalls.

Presentation

- Mr. Peter Green, Head – Forum on Tax Administration (FTA), Organisation for Economic Co-operation and Development (OECD)

14:15-15:45

Panel discussion

- Mr. Olufemi Olarinde, Assistant Director and Technical Assistant on Tax Policy to the Executive Chairman, Federal Inland Revenue Service (FIRS), Nigeria
- Mr. Logan Wort, Executive Secretary, ATAF
- Mr. Wilson Prichard, Executive Director, International Centre for Tax and Development (ICTD)
- Mr. Erick Marinkovic Febre, Deputy Commissioner – IT Division, Internal Revenue Service of Chile (SII)

Open discussion and Q&A

Moderator

- Ms. Mary Baine, Deputy Executive Secretary, ATAF

15:45-16:15

Coffee Break

Plenary Session 2: Organisational Change Management as a Key Enabler for Digital Transformation

This session aims to explore how tax authorities can manage change effectively, identify and overcome resistance to change, and effectively shift paradigms to meet the demands of a digital world. Additionally, the session will examine strategies for optimising resources to ensure efficient and effective management of the digital transformation process, business process re-engineering including project portfolio management, workforce planning, training and development, and stakeholder engagement.

16:15-17:45

Presentation

- Mr. Richard Stern and Mr. Chris Sanger, Ernst and Young

Panel discussion

- Ms. Béatrice Sarrot Reynauld de Cresseneuil, Deputy Head of Department of International Relations, French Ministry of Finance
- Mr. Datuk Mohd Nizom Sairi, Chief Executive Officer/Director General, Inland Revenue of Malaysia
- Mr. Philippe Tchodie, Commissioner General, Togolese Revenue Office (OTR) and Chairman of ATAF Council

Open discussion and Q&A

Moderator

- Ms. Melinda Crane, Moderator, Deutsche Welle

17:45-18:00 Introduction to Day Two (Event Moderator)

18:00 End of Day One

Breakout sessions (2 parallel sessions)

Breakout session 1: Maximising Benefits and Minimising Risks: A Guide to Service Contracting for Digital Tax Systems

The session will explore the key elements of successful service or procurement contracts, including the obligations and responsibilities of both parties, risk management strategies, and the importance of flexibility and agility. It will explore the considerations for negotiating and drafting service level agreements, including performance and reliability standards, liability and indemnification provisions, and dispute resolution mechanisms. The session will further provide practical tips for ensuring that service contracts are future-proof and flexible enough to accommodate changing business needs and technological advancements.

Conceptual Presentation

- Ms. Erika Bozzay, Senior Policy Advisor, Infrastructure and Public Procurement Division, OECD

Case Studies Presentations

- Mr. Osama Samer, Deputy Director – Directorate General of Digital Initiatives, Federal Board of Revenue, Pakistan

Breakout session 2: Leading in a Period of Change

The objective of this session is to equip attendees with the tools and strategies they need to lead effectively in a rapidly changing and uncertain environment. The session will explore the challenges and opportunities that arise during times of change, and provide attendees with practical guidance on how to lead their organisations through these periods of transition. It will explore the key skills and competencies that are essential for successful leadership during times of change, including emotional intelligence, adaptability, and communication. The session will also cover best practices for managing change and resilience, including strategies for managing resistance, fostering a culture of innovation, and developing a vision for the future. The session is intended to provide a clear understanding of how to lead organisations through periods of change and emerge stronger and more resilient on the other side.

Conceptual Presentation

- Mr. Lee Newman, Dean, IE Business School, Spain

Case Studies Presentations

- Mr. Edward Kieswetter, Commissioner, South African Revenue Services (SARS)

10:30-12:00

- Mr. Simon Peter Kiyingi, Manager – Business Intelligence Competence Center, Uganda Revenue Authority (URA)
- Mr. Hans van Deuren, Digital Transformation Expert, the Netherlands
- Mr. Nitin Gupta, Chairman – Central Board of Direct Taxes, Indian Revenue Service
- Mr. Wilson Prichard, Executive Director, ICTD

Open discussion and Q&A

Moderator

Open discussion and Q&A

Moderator

- Ms. Catherine Lemesle, Secretary General, Exchange and Research Centre for Leaders of Tax Administrations (CREDAF)
- Mr. Duncan Onduru, Executive Director, Commonwealth Association of Tax Administrators (CATA)

12:00-14:00

Lunch

14:00-14:15

Welcome and opening | Day Two (Event moderator)

Plenary session 3: Empowering Taxpayers through Technology-Driven Services and Education

The objective of this session is to explore the potential of technology-driven services in enhancing tax compliance and reducing compliance cost. The focus will be on how technology can be leveraged to improve the efficiency and effectiveness of tax compliance, including the use of data analytics, e-filing, and e-payment systems. The session will also examine the challenges faced by tax administrators and preparedness of taxpayers in implementing technology-driven services, and the strategies for overcoming these challenges.

14:15-15:45

Presentation

- Mr. Ferenc Vágújhelyi, Commissioner, Customs Administration, Hungary

Panel discussion

- Ms. Francesca Vitale, Head – International Department, Italian Revenue Agency
- Mr. Aurice Akakpo, Deputy Director of IT, Directorate General of Taxation of Benin (DGI)
- Mr. Darlington Y. Talery, Commissioner, Liberia Revenue Authority

Open discussion and Q&A

Moderator

- Mr. Babatunde Oladapo, Executive Secretary, West African Tax Administration Forum (WATAF)

15:45-16:15 Coffee Break

Plenary Session 4: E-invoicing and Electronic Receipts

This session will focus on the comprehensive understanding of the benefits and practical application of electronic invoicing and receipts for tax compliance. The session will cover the latest developments in e-invoicing standards, technology, and best practices for implementing an e-invoicing system. It will discuss the advantages of electronic invoicing and receipts for tax purposes, including increased accuracy, improved efficiency, and reduced costs, as well as the legal and regulatory requirements for electronic invoicing and receipts.

Presentation

- Mr. Vinicius Pimentel de Freitas, Chief Technology Officer (CTO), CIAT
- Mr. Erick Marinkovic Febre, Deputy Commissioner – IT Division, SII
- 16:15-17:45 • Mr. Adan Ramirez Hernandez, Administrator of Management of Services and Procedures with Electronic Media, Mexican Tax Administration Service (SAT)

Panel discussion

- Mr. Fabrizio Santoro, Research Fellow, ICTD
- Mr. Osama Sameer, Deputy Director – Directorate General of Digital Initiatives, FBR, Pakistan
- Ms. Louise Kalisa Ingabire, Commissioner – Information Technology and Digital Transformation, Rwandan Revenue Authority (RRA)

Open discussion and Q&A

Moderator

- Ms. Melinda Crane, Moderator, Deutsche Welle

17:45-18:00 Introduction to Day Three (Event Moderator)

18:00 End of Day Two

Day Three | Thursday 07 September 2023

SAST

EMERGING TECHNOLOGIES AND THEIR POTENTIAL IMPACT ON REVENUE ADMINISTRATIONS

Breakout sessions (2 parallel sessions)

Breakout session 3: Data Analytics: The Power of Data

The focus will be on understanding the potential for data analytics to drive effective and efficient tax administration, including improving tax compliance and revenue collection, reducing tax fraud and errors, and enhancing taxpayer services. It will look at data analytics tools, techniques, and best practices.

Conceptual Presentation

- Mr. Anthony Mwandha, Risk Management Expert and Tax Administrations Advisor, Uganda

10:30-12:00

Case Studies Presentations

- Mr. Daniel G.P.M. Appiah, Tax Auditor, Ghana Revenue Authority
- Ms. Paulina Correa A., Chief – IT Planning, Internal Revenue Service (SRI), Ecuador
- Mr. Samuel Micah Gaalya, Technical Specialist – Digitalisation of Tax Administrations, Tax for SDGs, United Nations Development Programme (UNDP)

Open discussion and Q&A

Breakout session 4: Cyber Risks and Threats Facing Tax Administrations

The objective of this session is to raise awareness and educate participants on the current and evolving cyber risks and threats that tax administration systems, processes, and data face, including hacking, phishing, malware, and ransomware attacks. The session will evaluate the importance of developing and implementing effective cyber security strategies to mitigate them.

Conceptual Presentation

- Mr. Humphreys Edward, International Standards Organization (ISO)

Case Studies Presentations

- Mr. Robert Mutebi, Commissioner – Information Technology and Innovation, Uganda Revenue Authority (URA)
- Ms. Mariami Khutsisvili, Chief Operating Officer – Information Security Team, Georgia Department of Revenue
- Ms. Louise Kalisa Ingabire, Commissioner – Information Technology and Digital Transformation, RRA

Open discussion and Q&A

Moderator

- Ms. Tochukwu Sandra Onyemata, Communications and Liaison Manager, WATAF

Moderator

- Mr. Emeka Nwankwo, Manager – Domestic Taxes, ATAF

12:00-14:00 Lunch

14:00-14:10 **Welcome and opening | Day Three (Event moderator)**

Plenary session 5: Blockchain, Artificial Intelligence, and Machine Learning in Tax Services and Enforcement

The integration of Blockchain, Artificial Intelligence (AI), and Machine Learning (ML) in Taxpayer Services and Compliance is a topic of great significance in today’s rapidly evolving technological landscape. This session aims to provide a comprehensive overview of how these innovative technologies can enhance the process of tax compliance and enforcement. It will cover the role of blockchain, AI, and ML in shaping the future of tax compliance and enforcement including their potential in areas of detection of non-compliance, taxpayer education and efficiency in tax administration.

Presentation

14:10-15:40

- Mr. Reriton Weldert Gomes, General Coordinator – Registry and Tax Benefits, Federal Revenue of Brasil
- Mr. Giovanni Tencio, Director – Tax Audit, Directorate General of Taxation (DGI), Costa Rica

Panel discussion

- Mr. Datuk Mohd Nizom Sairi, Chief Executive Officer/Director General, Inland Revenue of Malaysia
- Ms. Nena Dokuzov, Head – Blockchain Technology Group, Ministry of Economic Development and Technology, Slovenia

Open discussion and Q&A

Moderator

- Ms. Melinda Crane, Moderator, Deutsche Welle

15:40-16:00 Coffee Break

Plenary Session 6: Shaping the Future of Tax: Embracing the Evolving Role of the Tax Person

The global tax environment is undergoing a rapid transformation, which demands a corresponding evolution of the tax profession. The tax expert of the future will require a unique combination of skills that will include understanding of dynamic business models, technological competence, and data savviness. This shift necessitates a re-evaluation of HR practices, including recruitment, training, compensation, performance evaluation, and succession planning, to guarantee the tax profession remains current and prepared to tackle the future. Thus, the objective of this session is to explore the changing landscape of the tax profession and the impact of emerging technologies on the role of the tax person. The session will also explore the skills and competencies required for revenue administrations to succeed in this new environment.

Presentation

16:00-17:30

- Mr. Edward Kieswetter, Commissioner, SARS

Panel discussion

- Mr. Harrison Chapu, Project Manager – TaxOnline, Zambia Revenue Authority (ZRA)
- Mr. Richard Stern, Ernst and Young/University of Vienna (WU) – Global Tax Policy Center
- Mr. Jonathan Athow, Director General – Customer Strategy and Tax Design, His Majesty's Revenue and Customs (HMRC)
- Ms. Everlyn Muendo, Policy Associate, Tax Justice Network Africa (TJNA)

Open discussion and Q&A

Moderator

- Ms. Varsha Singh, Head – Strategic Partnership and International Cooperation, ATAF

Closing remarks

17:30-18:00

- Mr. Logan Wort, Executive Secretary, African Tax Administration Forum (ATAF) and NTO Head of Council
- Mr. Edward Kieswetter, Commissioner, South African Revenue Service (SARS)
- Mr. Guenther Taube, Head - Sector Programme Good Financial Governance, Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) and International Tax Compact (ITC) Secretariat

18:00

End of the Conference