



13&14
JUNE 2018
Thessaloniki

IAPR's challenges in the data driven era

UNDER THE AUSPICES OF
H.E. THE PRESIDENT OF THE HELLENIC REPUBLIC
MR PROKOPIOS PAVLOPOULOS

**LOOKING
TOWARDS 2025**

STRATEGIC DIALOGUE OF THE HEADS OF
TAX ADMINISTRATIONS

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12/06/2018

1. Protection of revenue bases and increase of revenue collection

2. Boosting of compliance and fight against tax avoidance and fraud

3. Supply of simple, qualitative and cost effective services to tax payers and society at large.



Core functions of the Tax Administrations

Main challenges



Digital and
data driven
disruption

Societal
changes

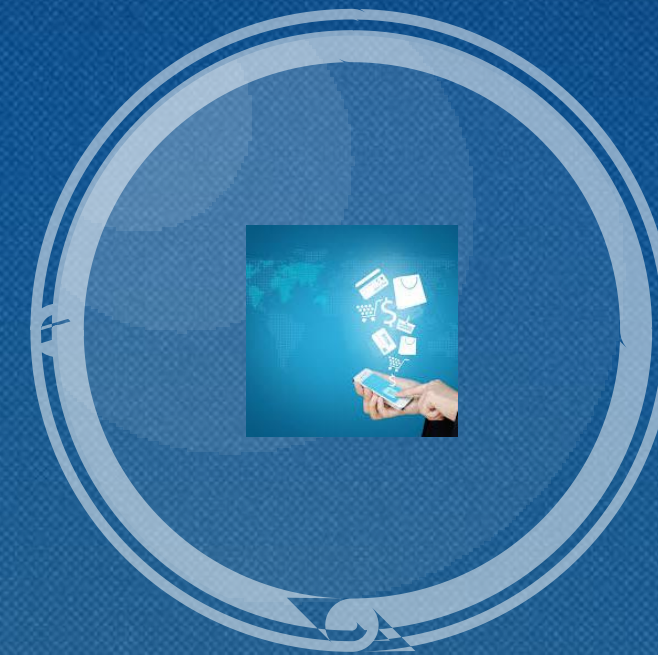
1. Digital transformation



New, platform driven,
business models



Tech-based enterprises,
taking advantage of the
technology evolution, such
as the blockchain and
Artificial Intelligence



Rise of alternative means
of payments, such as
cryptocurrencies and rise
of e-money institutions



Excess of data

2. Societal changes

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graph LR; A[2. Societal changes] --- B[Financial and economic situation]; A --- C[Limited resources – do more with less resources]; A --- D[Data protection concerns and exchange of information]; A --- E[Demographics];
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Financial and economic situation

Limited resources –
do more with less resources

Data protection concerns and exchange of
information

Demographics

What stresses us?

Three questions keep coming to our minds



How fit for purpose is IAPR and the TAs of the European Union



Readiness to exploit the opportunities of data driven processes



Risk of taxpayers, facilitated by digital disruption, lead the developments

Our challenges



1. Infrastructure and resources - are they sufficient?
2. Qualitative and skilled personnel in relation to demographics (aging) - currently the IT personnel represents 1% of the total IAPR personnel and tax auditors represent less than 10% of the total IAPR personnel
3. Measurement of performance of infrastructure and personnel
4. Capacity of IT systems
5. Data exploitation and data analytics
6. Enhancement of services rendered to the taxpayers
7. Legislation complexity

What wakes us up in the morning?

IAPR reforms' plan



1. Blueprint reform
2. IT strategy and IT roadmap
3. HR reform (new grading, wage grid and assessment system)
4. Recruitment of skilled IT personnel
5. Centralisation of functions (e.g. creation of a model Regional Collection Center (for Tax and Customs Debt)
6. Qualitative Taxpayer services
7. E-invoicing and e-bookkeeping
8. Tax compliance strategy
9. National Collection strategy
10. Tax and Customs Academy

Contribution at EU level

The first step has been made:
HOTA 2018

1

2

Getting to know each other personally is to the benefit of all of us

3

Strategic and structured dialogue is in place. Now we should look at ways to identify solutions and take common initiatives, such as “pilot approaches”

4

Formulate the method of working together to ensure close and efficient collaboration, build trust among us and set the basis for sharing best practices

**Thank you for your
attention!**