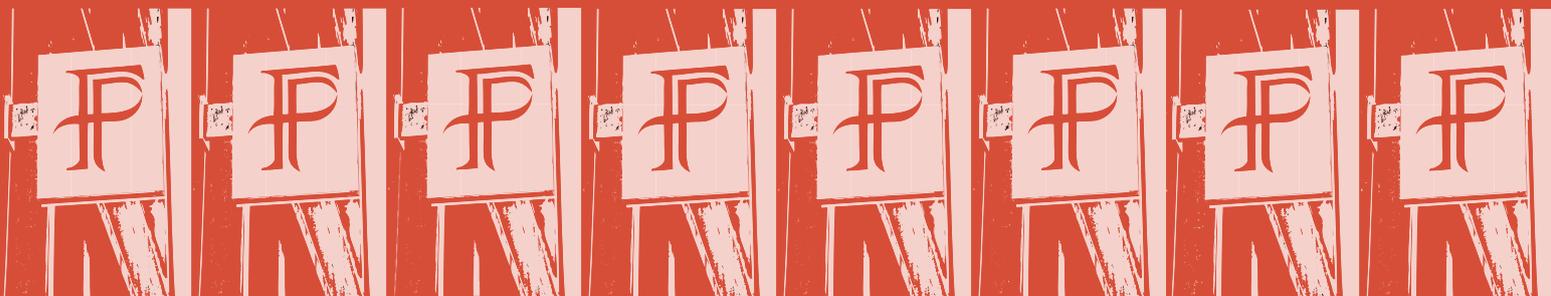


ANNUAL REPORT 2014

PUBLIC FINANCES DIRECTORATE GENERAL



FP DIRECTION GÉNÉRALE DES
FINANCES PUBLIQUES

The year's highlights

JANUARY – FEBRUARY	MARCH	APRIL	MAY	JUNE
<p>2 January</p> <p>An act empowering the Government to use a fast-track procedure to streamline formalities for businesses</p> <p>27 January</p> <p>Act on modernising local government action and strengthening metropolitan areas (the MAPTAM Act)</p> <p>17 February</p> <p>At a meeting of the Strategic Attractiveness Council, President Hollande announces the creation of a single point of contact for foreign investors within the DGFIP</p>	<p>29 March</p> <p>Entry into force of a Decree concerning a procedure for examining the tax situation of members of the Government, as stipulated in the Constitutional Bylaw of 11 October 2013 on transparency in public life. The DGFIP's departments will be involved in this procedure</p>	<p>4 April</p> <p>First meeting of the Anti-VAT Fraud Task Force</p> <p>14 April</p> <p>The Administrative Streamlining Board presents an initial set of 50 measures for cutting red tape faced by companies</p> <p>16 April</p> <p>Online income tax filing begins</p> <p>23 April</p> <p>France and Belgium sign an agreement concerning direct exchange of information with respect to VAT and direct taxation</p>	<p>15 May</p> <p>Launch of the "New Mayors" initiative, a national programme to provide information to newly-elected mayors</p> <p>19 May</p> <p>Completion of the central government's General Financial Statement for 2013</p> <p>22 May</p> <p>Signature of an agreement concerning a single cadastral map with the Minister for Ecology and the National Geographic Institute</p> <p>23 May</p> <p>Presentation of the national plan to combat fraud against the public purse</p> <p>28 May</p> <p>The Government Audit Office certifies the central government financial statements for 2013 with 5 significant reservations</p>	<p>4 June</p> <p>Presentation to the Cabinet of the 2013 Draft Budget Review Act</p> <p>11 June</p> <p>Presentation to the Cabinet of the first 2014 Supplementary Budget Bill</p> <p>13 June</p> <p>15 million online income tax filings during the online filing campaign</p> <p>18 juin</p> <p>Bruno Parent is appointed Public Finances Director-General, replacing Bruno Bézard, who becomes Director-General of the Treasury</p> <p>25 June</p> <p>Presentation to the Cabinet of a bill to streamline procedures for businesses. Signature of an amendment to the tax treaty between France and Switzerland that bolsters mutual assistance with respect to banking secrecy</p>
JULY – AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
<p>3 July</p> <p>Meeting with regional authorities</p> <p>16 July</p> <p>To improve its communication and boost prevention efforts, the DGFIP launches a web page specifically devoted to tax audits and combating tax fraud</p> <p>1 August</p> <p>Rollout of the Single Euro Payment Area (SEPA)</p> <p>4 August</p> <p>Opening of a pilot centre in Rouen to test new ways that the DGFIP can interact with users</p> <p>8 August</p> <p>2014 Supplementary Budget Act</p> <p>Tax cuts of €350 or €700 for lower-income households (first 2014 Supplementary Budget Act)</p>	<p>5 September</p> <p>Signature of an amendment to the tax treaty with Luxembourg</p> <p>19 September</p> <p>During protests, fire breaks out at the Morlaix Public Finances Centre</p> <p>25 September</p> <p>Vincent Mazauric is appointed Deputy Public Finances Director-General</p> <p>30 September</p> <p>During protests, fire at the Albertville Public Finances Centre</p>	<p>2 October</p> <p>50,000 local budgets adopt the standard data exchange protocol PES V2 as part of efforts to move to paperless accounting and finance procedures</p> <p>7 October</p> <p>In a large-scale crackdown on automated sales suppression devices, or "zappers", 110 civil servants from the National Tax Investigation Directorate, the Police and the Justice Ministry raid the premises of a software editor, as well as those of distributors and customers</p> <p>23-24 October</p> <p>OECD Forum on Tax Administration held in Dublin</p> <p>29 October</p> <p>Signature by 51 countries of a multilateral competent authority agreement to automatically exchange financial information</p> <p>30 October</p> <p>Progress report on the radical streamlining of administrative procedures, in the presence of President Hollande: presentation of 50 new measures</p>	<p>12 November</p> <p>Presentation to the Cabinet of the second 2014 Supplementary Budget Bill</p> <p>14-16 November</p> <p>The DGFIP presents its innovations in terms of digital services during Public Innovation Week, organised by the Secretariat-General for Government Modernisation</p> <p>18 November</p> <p>Christian Eckert signs an agreement with key local government associations concerning regular transmission of national-level data about local tax levies</p>	<p>1 December</p> <p>The Minister for Finance and Public Accounts and the Minister of State for the Budget present the new tax governance charter which provides strict rules governing the retroactivity of tax measures</p> <p>3 December</p> <p>The Minister for Finance and Public Accounts and the Minister of State for the Budget present the government's economic, tax and budgetary strategy</p> <p>4 December</p> <p>Professional civil service elections</p> <p>19 December</p> <p>Meeting with regional officials</p> <p>20 December</p> <p>The Company Procedures Streamlining Act contains 16 measures either introduced by the DGFIP or related to its activities</p> <p>25 December</p> <p>Entry into force of the new France-China income tax treaty</p> <p>30 December</p> <p>Publication of the Supplementary Budget Act of 29 December 2014 and the 2015 Budget Act</p>

Preface



The Public Finances Directorate General (DGFIP) has a wide and varied remit. Its key role with respect to government revenues and expenditure, as well as that of keeping the public accounts, make the Directorate one of the cornerstones of the French Republic.

When it comes to quality and types of services that it provides to its individual and corporate users and its partners (primarily local authorities), the DGFIP is an effective and innovative government department. This drives a significant part of the DGFIP's strategy: simple, fast tax formalities for taxpayers and easy access to the information they need, paperless, efficient financial management for local authorities – these are just some of the concerns that inform our daily activities and provide a basis on which to build solid, long-lasting trust.

The DGFIP carries out tax audits to address all types of breaches of tax legislation. It does so in the interests of fairness: punishing the most serious cases and quickly and efficiently collecting unpaid taxes.

The DGFIP is also a professional, highly-skilled group of women and men who constantly strive to meet the expectations of their fellow citizens, thereby upholding the central government's impeccable reputation.

The goal of this annual report is to present the DGFIP's various actions, the dedication of its staff and the key events that – directly or indirectly – had an impact on the organisation in 2014¹.

Bruno PARENT
Public Finances Director-General

1. A statistical supplement with key figures for each area of the DGFIP will be published in May 2015

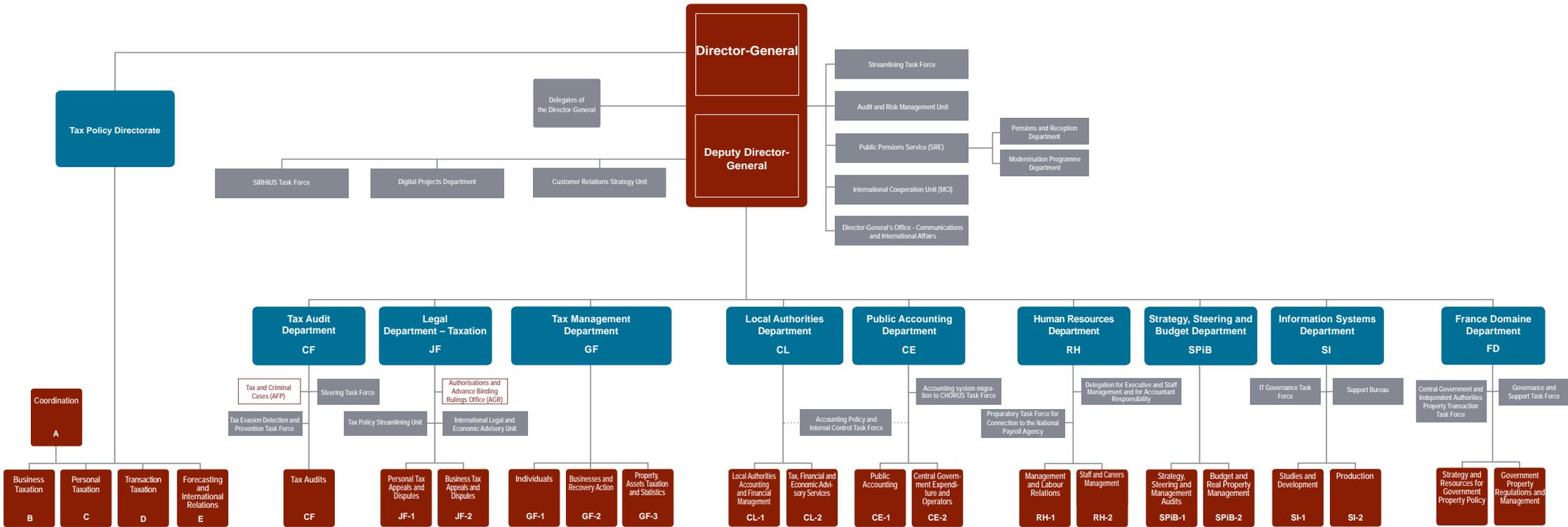


Management team:

First row: Nathalie Morin (Head of France Domaine Department), Yannick Girault (Head of Customer Relations Strategy Unit), Marc Dora (Delegate of the Director-General, Est), Hugues Perrin (Head of Human Resources Department), Danièle Mougnot de Blasi (Delegate of the Director-General, Ouest), Daniel Dubost (Head of the Streamlining Task Force), Véronique Bied-Charreton (Head of Tax Policy Directorate), Bruno Parent (Public Finances Director-General), Vincent Mazauric (Deputy Director-General), Nathalie Biquard (Head of Local Authorities Department), Françoise Noiton (Delegate of the Director-General, Rhône-Alpes Bourgogne), Bruno Rousselet (Head of the Tax Management Department), Jean-François Stoll (Delegate of the Director-General, Île-de-France).

Second row: Thierry Pourquier (Director-General's Office – Communications and International Affairs), Jean-Louis Bourgeon (Delegate of the Director-General, Centre Auvergne Antilles Guyane), Gilles Viault (Head of the Audit and Risk Management Unit), Jean-Marc Valès (Delegate of the Director-General, Sud-Est Réunion Mayotte), Olivier Sivieude (Head of the Tax Audit Department), Noël Eyrignoux (Delegate of the Director-General, Sud-Ouest), Audran Le Baron (Head of the Digital Projects Department), Isabelle Martel (Delegate of the Director-General, Sud-Pyrénées), François Tanguy (Head of the Public Accounting Department), Alain Piau (Head of the Public Pensions Service), Jean-Luc Barçon-Maurin (Head of the Legal Department – Taxation), Denise Bonel (Delegate of the Director-General, Nord), Alain Issarni (Head of the Information Systems Department), Alexandre Gardette (Head of the Strategy, Steering and Budget Department).

DGFIP Organisation chart (January 2015)



A brief look at the DGFIP

Under the authority of the Ministry for Finance and Public Accounts and the Ministry of State for the Budget, the Public Finances Directorate General (DGFIP) carries out a wide range of tax-related and public governance functions as defined in the Decree of 3 April 2008¹.

In the area of taxation, the DGFIP helps define tax policy and drafts bills and changes to regulations. It monitors the establishment of tax bases, as well as the audit and collection of taxes, levies, contributions and tax obligations of all kinds.

It fights tax evasion via audits and preventive means, but also employs more dissuasive measures, particularly prosecution.

The DGFIP's remit also includes topographic, land registry and property registration duties.

Finally, the DGFIP serves as the representative of France in international tax negotiations and investigates requests for special tax arrangements.

In the area of governance, the DGFIP is tasked with keeping accounts for the central government. It both draws up and checks the accounts, and is responsible for their accuracy.

The DGFIP drafts and implements rules and procedures governing auditing and settlement of public expenditures, the financial and accounting management for national government-funded institutions as well as local government-funded teaching institutions.

The DGFIP's remit also includes financial and accounting management for local authorities and their institutions (auditing and settlement of expenditures, collection of local revenue, bookkeeping, financial analysis, consulting and economic and financial expertise for public investment projects).

The DGFIP drafts and implements rules and procedures concerning the acquisition, management and sale of State property, and also implements the government's policy regarding this property.

The DGFIP also helps prefects and local economic players to support businesses.

Via the Tax and Social Security Debt Settlement Committee (CCSF), it plays a key role in authorising repayment plans for tax and social security arrears, and it is also involved in prevention and support measures for ailing businesses through its role in the *Département* Committees for the Examination of Business Financing Problems (CODEFIs).

The Directorate's organisational chart is indicative of the wide range of its activities.



In 2014, the DGFIP was particularly active in efforts to launch two priority government projects.

- The fight against tax fraud, via the Offshore Disclosure Unit, which is tasked with dealing with taxpayers who hold undeclared funds abroad.
- Management of the Competitiveness and Employment Tax Credit (CICE), one of the key measures in the Responsibility Pact (see below).

Moreover, the DGFIP also provides assistance to the High Authority for Transparency in Public Life, created by the Acts of 11 October 2013, in the form of verifying the asset declarations of senior public officials, in particular ministers and members of the two houses of Parliament.

1. The DGFIP is the result of the merger of the Directorate General of Taxes and the Public Accounting Directorate General, whose remits it has taken on.

1 - Winning and maintaining the trust of our users and partners

Making users and partners the focus of our digital strategy

- The DGFIP intends to become a ground-breaking government department and a benchmark in terms of digital technology. For this reason, it seeks to provide its users with ongoing assurances concerning the quality of the online services it offers. This extends beyond online income tax filing, although this means of declaring taxes has been chosen by more than 13 million taxpayers.
- The DGFIP continues to develop the online services of tomorrow by working closely with users. Initial efforts to redesign the impots.gouv.fr website were started in 2014, and brought together users and DGFIP members of staff. The goal is, by 2016, to change the site into a secure portal offering access to all online finance-related services.



CLOSE-UP: The first anniversary of the Digital Projects Department, a digital innovation lab



The Digital Projects Department was created at the end of 2013. It is tasked with leading the digital changeover by proposing innovative tools that appeal to users and that are adapted to the DGFIP's various missions.

As part of this, in June 2014 the first UX Camp/DGFIP hackathon was held, in partnership with Etalab and The Family, a Paris incubator. The goal was to examine how, by 2015–2016, the impots.gouv.fr website could be transformed into a web portal where users can complete formalities in a simple, intuitive manner. At the day-long event, some fifty web designers and developers, most of them from the world of start-ups, split into ten groups that attempted to reconfigure the user experience (UX) on the DGFIP website.

During Public-Sector Innovation Week, organised in November 2014 by the Secretariat-General for Government Modernisation, the DGFIP presented its latest digital advances. In particular, these included a smartphone app, impots.gouv, and a soon-to-be-launched online service for purchasing electronic tax stamps (*timbres.impots.gouv.fr*).



- On 2 January 2014, the DGFIP unveiled Patrim, an online tool to help users estimate the value of their property as part of an administrative procedure (such as a tax audit or an expropriation), or in the case of a donation, an inheritance tax filing or the payment of France's wealth tax. This new service, which is available in a secure section of the impots.gouv.fr website, was made possible by the DGFIP making available millions of data records concerning the sale of non-commercial properties.



- For several years now, the DGFIP, national associations of elected officials and the Government Audit Office have worked jointly to set up paperless financial procedures for local authorities. Since 2013, the DGFIP has assisted authorising officers with the switch to PES V2, a standard data exchange protocol – a prerequisite to the changeover to paperless accounting data for 165,000 local budgets, including supporting documentation. Thanks to everyone's hard work, rollout of the new protocol expanded rapidly throughout 2014, and the end-of-year deployment deadline was met for a very large percentage of local budgets.



SOME FACTS AT A GLANCE

- 36 million income tax returns
- Over 15 million income tax returns filed online, and nearly 13 million online filers (36% of all income tax returns)
- 4.8 million taxpayers opted for paperless returns
- 4 million users opted for online income tax and residence tax notices
- Each year, local authorities transfer to the DGFIP some 650 million documents, all of which will, in the future, be in electronic format



www.impots.gouv.fr: the DGFIP's dedicated website for individual and business taxpayers

Espace tax4business on impots.gouv.fr: a single point of contact for foreign investors

www.collectivites-locales.gouv.fr: a government web portal for local authorities

www.tipi.budget.gouv.fr and www.amendes.gouv.fr: online payment sites for local public services and fines, respectively

www.cadastre.gouv.fr: the site for consulting France's land registry map

Expanded ways for users to access DGFIP services

- During the 2014 tax return and tax notice season, nearly 18 million individuals made appointments with the DGFIP's various departments. Moreover, throughout the year, over 500,000 pensioners contacted the DGFIP by phone and e-mail.
- Several pilot projects were launched during the year, with an eye to providing users with an alternative to in-person access to DGFIP services. An initial call centre was opened in Rouen and a second will be set up in Chartres in 2015; the idea is to bring together several *département* call centres into a single site and to handle the easiest procedures over the phone. To help them avoid making a special trip, users in the Val-de-Marne and Aube *départements* are encouraged to check the website or to telephone before making a special appointment.
- Lastly, automated payment means have expanded rapidly. At the end of 2014, 1.5 million payments totalling €133m were made using the TIPI online payment system. This system is now available to public healthcare establishments.

UNE QUESTION SUR
VOS IMPÔTS ?
UNE DÉMARCHE À
ACCOMPLIR ?

DANS L'OISE,
UN SEUL NUMÉRO DE TÉLÉPHONE !

0811 36 36 00

DU LUNDI AU VENDREDI DE 8H30 À 19H00 !

ET UNE SEULE ADRESSE COURRIEL
financespubliques60@dgfip.finances.gouv.fr

 [financespubliques60](https://www.facebook.com/financespubliques60)

CLOSE-UP: In 2014, ongoing efforts to modernise *impots.gouv.fr*

A simpler and more user-friendly interface offers the services that users need when they need them – filing, payment, claims, amendments, etc.

Moreover, access to users' personal space has been made more visible. *impots.gouv.fr* can now be accessed from tablets and smartphones.

The site hosted 103 million visits in 2014

- To make it easier for outside applicants to sign up for its competitive exams, the DGFIP now provides a website that allows applicants to complete all formalities on line. Since the first year of operation, almost 99% of applications have been made via this new service.



Window of the Beauvais payment department

SOME FACTS AT A GLANCE

- In addition to in-person help at a DGFIP tax office, some 7.3 million calls were fielded by the Tax Call Centres and the Direct Debit Call Centres in 2014
- Users contacted the DGFIP via the Internet 6.7 million times in 2014 (e-mail and online procedures, excluding online tax filings)
- Half a million former civil servants contacted the Public Pensions Service
- 99% of retirement dossiers were processed within the mandated time-frame
- 33% of pensions were calculated based on individual pension accounts.

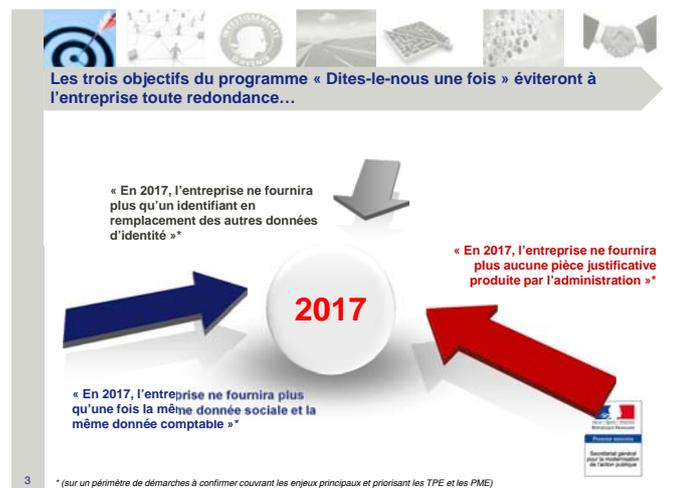
Cutting red tape for businesses

- The DGFIP plays an active role in implementing streamlining measures introduced by President Hollande. Throughout 2014, the Directorate took part in discussions, particularly those led by the Administrative Streamlining Board, which was set up on 8 January 2014. Its efforts brought about the adoption of several measures, and contributed to the promulgation of two acts, one in January and one in December, designed to encourage a more coherent and transparent environment and to lighten businesses' administrative burdens.

- VAT tax rules have been simplified. The 2014 Budget Act included a provision under which, starting in 2015, advance payments by 600,000 businesses liable for VAT would be made every six months, instead of quarterly.

- Access to the Research Tax Credit has been simplified, both in terms of reporting procedures and how it is calculated. A guide that explains the tax credit, particularly the eligibility conditions, is now provided to businesses to keep them better informed.

- Since 2013, the DGFIP, INSEE and the Social Security Directorate have worked jointly on the "Tell Us Once" modernisation initiative. The goal is to reduce the number and/or the frequency of information requests made to businesses by government departments. A total of 17 procedures have been streamlined (including the Initial Declaration by Transport, Public Works and Construction Firms for the Purposes of Defence and Civil Safety, the Commercial Property Tax return, etc.)



The three objectives of the "Tell Us Once" programme to help businesses avoid redundancy...
 "In 2017, a company need only provide an identification number, which replaces all other forms of identification"
 "In 2017, a company need not supply any supporting documentation that is issued by a government department"
 "In 2017, a company need only provide the same social and accounting data one single time"

- MPS, the Streamlined Public Procurement service, was launched in 2014. Businesses may now file a bid for a public contract with only their SIRET (company registration) number. Following a pilot phase in April 2014 for calls for bids under a certain amount, the scheme was rolled out for all such calls, regardless of size, starting on 1 November 2014. The DGFIP played an active role in setting up this new service, which affects some 300,000 businesses.

- A mini one-stop-shop was set up for VAT payments on services offered online to consumers resident in the EU. This streamlining measure means that taxpayers do not have to register in each Member State where the service is consumed to file and pay VAT. In the same way, businesses based in non-EU countries that provide online services to consumers resident in the EU can register to file and pay VAT in a single EU Member State, even if their customers live in more than one country.

CLOSE-UP: As of 1 October 2014, all businesses have access to online tax procedures

All businesses subject to standard tax rules (régime réel) with respect to VAT must now declare and pay their VAT obligations online.

Given the procedures already in force and that in 2015 all businesses must file and pay payroll taxes and file earnings reports online, businesses' use of the *impots.gouv.fr* site to file and pay key corporate taxes has now become the de facto standard.

RECOURS OBLIGATOIRE AUX TÉLÉPROCÉDURES

Toutes les entreprises doivent télédéclarer et télépayer leurs principaux impôts :

- ▶ déclaration et paiement de **TVA** et taxes annexes, demande de remboursement de crédit de TVA généralisation en octobre 2014
- ▶ déclaration de **résultats** généralisation en mai 2015
- ▶ paiement de la **TS** généralisation en février 2015
- ▶ paiement de l'**IS**
- ▶ déclaration et paiement de la **CVAE**
- ▶ paiement de la **CFE-IFER** par un moyen dématérialisé et consultation en ligne des avis CFE-IFER généralisation en 2015

MANDATORY USE OF ONLINE PROCEDURES

All businesses must now file and settle their primary taxes online. These include:

- Filing and payment of VAT and related taxes, as well as VAT refund requests rolled out in October 2014
- Earnings reports rolled out in May 2015
- Payment of payroll tax rolled out in February 2015
- Payment of corporate income tax
- Filing and payment of the contribution on business value added (CVAE)
- Online payment of business premises contribution (CFE), ancillary taxes and flat-rate tax on network businesses (IFER) and online consultation of tax notices rolled out in 2015

SOME FACTS AT A GLANCE

- 5,349,155 businesses liable for VAT
- 1,955,392 businesses liable for corporation tax
- 4,889,321 business premises contribution (CFE), ancillary taxes and flat-rate tax on network businesses (IFER) and other tax assessment notices

2 - Helping to make our economy competitive and to keep our public institutions on a sound financial footing

Making every effort to ensure that French businesses are competitive

- The goal of the Competitiveness and Employment Tax Credit (CICE) is to provide French firms with the margins they need to invest and hire, thanks to cuts in labour costs. The CICE, which is available for all business with employees, offers substantial tax savings, equivalent to 4% of the wage bill, not including salaries of more than 2.5 times the French minimum wage. This rate was increased to 6% in 2014. In 2014, more than 900,000 businesses of all sizes requested tax credits totalling €10.2 billion based on wages paid in 2013. The Directorate's business tax departments expended considerable efforts to accommodate them.
- In 2014, the DGFIP included nearly a dozen new mid-tier companies in its pilot "Alliance of Trust" scheme, which was launched the year before. The idea is to gain more experience with this radical new approach.



- At the second meeting of Comité Place de Paris 2020 on 1 December 2014, the Minister for Finance and Public Accounts presented the charter on the principle of non-retroactivity with respect to taxation. Changes in tax laws will no longer apply to current or past financial years. This charter will bolster legal predictability in France.

Ensuring the fairness of France's tax system by combating tax evasion

The DGFIP plays an active role in the fight against tax evasion, particularly at an international level, and focuses its efforts on so-called complex tax schemes and those involving large sums.

- Tax inspectors now have access to more up-to-date investigative tools. In 2014, it became mandatory for businesses being inspected to submit their accounting entries in a standardised electronic format.
- The 2014 Supplementary Budget Act introduced three measures for improving anti-taxation efforts, particularly with respect to VAT. The Act improves enforcement of the VAT on profit margins scheme with respect to intercommunity trade in second-hand vehicles. It also obliges new, short-lived firms in the construction sector to file monthly or quarterly VAT declarations, and it updates the right of discovery in order to bolster the DGFIP's ability to detect tax fraud by allowing it to question third parties about unidentified individuals, in compliance with the provisions set out by the CNIL (National Commission for Data Protection and Privacy).

- In order to process adjusted tax returns filed by taxpayers with undeclared foreign assets, the DGFIP created the Offshore Disclosure Unit (STDR). Since the Unit was set up in June 2013, it has received 36,000 returns, 25,400 of which were filed in 2014. A total of €1.9 billion in taxes and penalties were collected in 2014.



Ministerial visit to the Offshore Disclosure Unit in September 2014

- Data mining – a statistical, predictive method of analysing data – allows the DGFIP to more effectively target its auditing efforts. More cases of tax division can be detected, and more rapidly. The Directorate is expanding its know-how in data mining, and the initial results are quite promising.
- 2014 also saw the introduction of a cross-governmental task force to deal with VAT fraud. Resources to fight this specific type of fraud can be pooled and coordinated.

CLOSE-UP: Automatic information exchange – a new resource for fighting tax evasion and tax avoidance

In 2017, France will be one of 58 States and jurisdictions that will automatically exchange banking and life insurance data for individuals.

Since 2013, France – represented by the DGFIP's Tax Policy Directorate – has played a key role in this initiative, alongside its European G5 partners (Germany, Spain, Italy and the UK). Thanks to the ministerial-level agreement signed in Berlin on 29 October 2014, automatic information exchange will become operational. In order to make this initiative an effective tax audit tool, the signatories' tax authorities must make proper use of the information supplied.

Concurrently, the DGFIP and the US's Internal Revenue Service jointly chair the Offshore Compliance Network in an effort to facilitate exchanges between members of the OECD's Forum on Tax Administration.

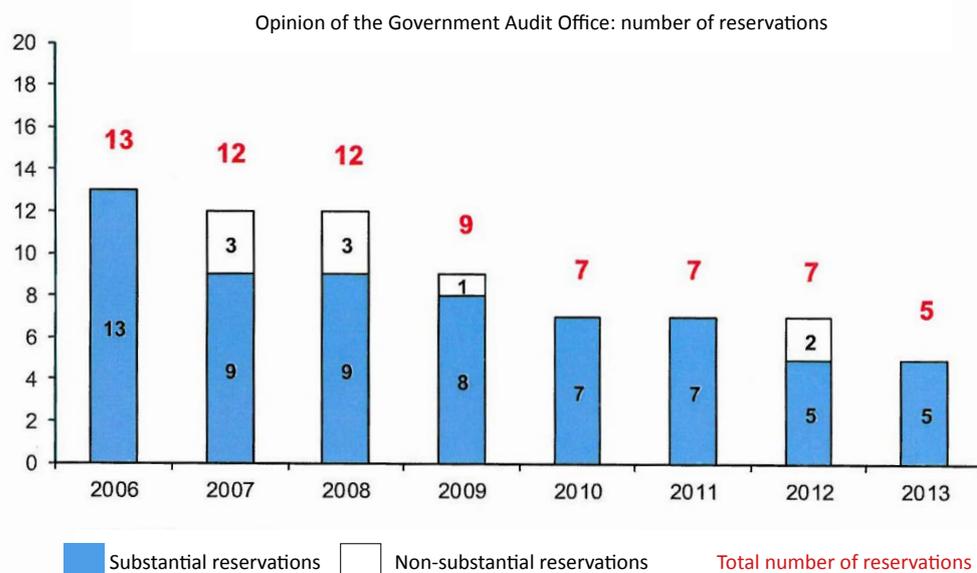
Excellence in public governance and public accounts – cornerstones for France’s credibility in the eyes of its partners and international financial institutions

◉ In 2014, efforts continued to reduce payment times by the government. For the second year in a row, the average payment time was under 20 days. These excellent results are partly due to the rollout of invoicing processing units (which aggregate the processing of invoices by accounting departments, which represents about half of all transactions) and to the introduction of paperless invoicing, particularly within the Ministry of the Interior and in several educational authorities.



Champagne-Ardennes Invoice Processing Unit

◉ France is the only country in the euro area whose accounts are certified by a fully independent external auditor. The central government’s General Financial Statement for 2013 was true and faithful, and gave a fair view of the government’s net assets and financial situation. The external auditor had five reservations, in particular concerning the government’s financial information system and the effectiveness of internal audit and control systems. This is a smaller number of reserves than previously (see chart below).



◉ Certification for government healthcare institutions’ (EPS) accounts is underway. To allow these institutions to have their accounts certified, in compliance with requirements set out in the Act of 21 July 2009, the DGFIP has increased its offer of internal accounting and financial controls. The year witnessed ongoing efforts to improve risk management in the initial 31 national-level EPSs, and to launch similar processes for some 100 regional EPSs, which will be the focus of future efforts.

◉ With respect to government-controlled institutions, the DGFIP continued its work to improve accounting quality. Specifically, it promoted certification of accounts by statutory auditors, and encouraged these entities to continue to roll out internal accounting and financial controls, to shorten the time lags for the production of their financial statements, and to produce reliable accounts of their property stock. Finally, the DGFIP encourages public bodies to employ paperless management procedures, and begin preparing for the introduction of paperless invoicing as of 2017.

CLOSE-UP: the DGFIP continues to develop its international relations and to help foreign firms set up in France

Via technical cooperation actions with a number of partner countries, the DGFIP is able to export its accounting and financial know-how. Moreover, the Directorate has set up an information site for businesses wishing to set up shop in France that want to learn more about France's current tax legislation.



SOME FACTS AT A GLANCE

- €422 billion in tax revenues collected by the DGFIP
- €1.3 trillion in government pension commitments at 31 December 2013
- Tax4BusinessFR – a dedicated information source for foreign firms on the *impots.gouv.fr* website

Building a genuine state property policy at regional level

- In 2013, France's regions became the focus of the government's property policy
- In 2014, new Regional Property Guidelines (SDIR) were drawn up under the supervision of the Prefect of the region, and a pilot phase began in four regions. The new guidelines make it possible to assess property needs and the possibilities of pooling on more than a *département* scale; they also include both decentralised government departments and central government agencies in the overall assessment.
- At the same time, France Domaine has developed a socioeconomic method for analysing real estate projects; using it, the various possible scenarios can be benchmarked as soon as building plans are drawn up.
- Finally, emphasis is being placed on detailed scheduling of real estate expenditures (distinguishing between expenditures incurred by the central government as a property owner and those as a "tenant"); these expenditures are analysed separately when drafting the multiyear State budget. Moreover, the DGFIP is also heavily involved in public land issues with an eye to expanding social housing.



SOME FACTS AT A GLANCE

Total amount of government property disposals in 2014: €506 million

3 - Providing support for a changing professional environment

A professional community in flux

- Following the merger of the Directorate General of Taxes and the Public Accounting Directorate General, management rules have been harmonised. As a result, in 2014, members of staff can broaden their career paths in a unified professional environment.
- After drafting and implementing amalgamated training courses, 2014 saw changes to in-service training, and the use of new online training methods. These new methods complement and extend the current training catalogue, whose themes are selected each year based on the DGFIP's strategic policies.



e-training

- (1) Click on the bubbles to guide Leo
- (2) Can I file my tax return using my smartphone?
- (3) Can I use my smartphone to access my user account?
- (4) How can I change my profile ?



- On 4 December 2014, more than five million staff in the three branches of the civil service went to the polls to choose their representatives. With an electoral base of more than 110,000 people, the DGFIP's rate of participation was 86%.

Overhauling our working environment and our toolset

- For several years now, examining working conditions has been one of the DGFIP's top priorities. Each local directorate now has a "Working Conditions" Unit, tasked with coordinating the monitoring of labour issues (staff morale survey, social scoreboards, and the Single Document for the Evaluation of Occupational Hazards) and with encouraging implementation of directorate-level action plans in line with the needs of staff.
- Streamlining efforts continue apace. One hundred and fifty streamlining measures were adopted in 2014, bringing the total number of such measures – which make life easier for both users and DGFIP staff – to 370. Some of the most recent measures include paperless statistical reports and invoices, eliminating the production of non-essential documents, automation of manual tasks, and the collection of change-of-address data provided by individuals to the post office and inclusion of this data in the DGFIP's IT applications.
- In 2014, the DGFIP also began a multiyear programme to update its IT applications and infrastructure. The project has several goals: to ensure the sustainability and security of the DGFIP's key applications, lower maintenance costs and improve usability. As part of this, an initial set of studies has been carried out prior to large-scale efforts being launched in 2015.
- After a one-year pilot phase, the DGFIP has also introduced its own collaborative network (wiFiP), which is available to all staff and departments that are involved in joint projects. Its watchwords are cross-departmental cooperation trust and breaking down barriers. By the end of 2014, thousands of DGFIP staff have been able to dialogue, share expertise and work together in an informal and forward-looking manner as part of more than one hundred local and national groups.
- The NAUSICAA document reference system now contains nearly 55,000 documents produced by the DGFIP's various departments. A new version of Nausicaa was deployed in December 2014, and efforts are underway to introduce a single, cross-departmental search engine for the various document silos available to staff.
- The BOFiP database, accessible to the general public, continues to be a flagship source of accurate tax information. The impots.gouv.fr website also offers useful information in its non-specialist pages.



Available online:

The DGFIP's annual performance plan for 2014

The 2014 budget and staffing numbers

The full range of documents issued by the DGFIP

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