

\$) ! ! !

' ● ● —



uboub\$- Š9 olrtb-m1;

Sub-Priority 1.1: Combating international tax avoidance and aggressive tax planning

\$_; %ouh o= \$ l- < bm1t†7;7 0†| mo| 0; tblb|;7 |o9

- › -vvbv|bm] -m7 |=-;1btbt|;|;bm|}|bom o= †|ol-|b1 Š1_-m]; o= m P o Q -m7 ollom !;rou|bm]7 "b7|;rh |P =bQ -|bom o= 1_-tt;m];v =o o 7 -m7 7 ;^;torl;m| o= ;==;1|b^; %o- <v |o -11;vv -m7 †v; 7-|-
- › v†rrou|bm] l;l0;u |-Š -7|bmbv|u-|bomv |o %ouh 1ott-0ou-|b^ ;|;u]bm] 1_-tt;m|];v bd≠t;l;m|-|bom o= l;-v†u;v |o 1o†m|;u -v -m7 uo=b| "_b=|bm] P "Q
- › =-1btb|-|bm] -m7 1om|ub0≠ψb rh}r-|ob|<_0†bt7bm] %ouh †m7 m1t†vb^; u-l;%ouhb om -v|,"um †uor; -m7 ;m|u-t vb- 1o†m|

Activity: Forum on the Use of Data from Automatic Exchange of Information

\$_; =o1†v o= |_; ou†l=v %ouh %obbtt 0; om |_; 7;^;torl;m| o= ;== †v; |_; ollom !;rou|bm] "<v|;l P !"Q 7-|- bm |_; =otto%obm] rubou

- › Š-lbm|bm] 7-|- l-|1_bm] rovv=0|bt;b|b";v7-|- bm ou7;u |o ^;ub 1olrtb-m1; o= 7b==;u;m|]uo†rv o= |-Šr- <;uv8
- › m_-m1bm|o|rt;b-m1; ubvh l-mP-|m;1m| ubvh -m-t<v;v7 ubvh ruo v;]l;m|-|bom7 -]u;]-|;7 7-|- u;]-u7bm] |_; v-l; |-Šr- <;u7 ;|1:Q |-Šr- <;uv8
- › 7;m|b= <bm] l;|_o7v -m7 0|v| †w;1pb=17v|e≠uol =ou -7^-m 7-|- -m-t<P;1]v vo1b-t m;|%ouh -m-t<vbv7 ru;7b1|b^; -m7 0;_ lo7;ttbm]7 ;|1:Q 8
- › -1btb|-|bm|l|rt;b-m1; o= bm-m1b-t %ob||b|†|b;bm]v-|P;7 uQrou|bm o0tb]-|bomv:

\$_; "|;;ubm] 7ub†lrov;7 o= ;Šr;u|v =uol †v|ub-7 ;t]b†l7 ;u ou%- < -m7 =uol -m bm|;um-|bom-t r-u|m;u ou]-mbv-|bom P|_; \$u-mvr-u;m1< -m7 Š1_-m]; o= m=oul-|bom =ou \$-Š †urov;vQ ";1u;|-ub-| -1| -v |_; 7ub^bm] =ou1;7 v|;;ubm] -m7 1tov;t< lomb o^;u-tt o0f;1|b^;v 0< |_; ou†l7 -v v;| o†| bm |_; l-m7-|; '••vJ'••-

\$o v†rrt;l;m| |_; ou†l=v -1|b^b|b;v7]%o v†0]uo†rv _-^; 0;;m ;v| o0f;1|b^; o= 0ubm]bm] ;Šr;u|bv; |o ;Š-lbm; -m7 u;rou|bm 7;r|_o

- : "†0]uo†l **Use of data from CRS to identify non-compliance of taxpayers** %obbtt -m-t<v; -m7 u;rou| om ru-1|b1-t ;Šr;ub;m1; %ob|_ |_; †v; o= !" 7 1olrtb-m1; o= |-Šr- <;uv -m7 %obbtt ;Šrtou; rovvb0t; -rruo-1_;v bm |_; lov| ;==;1|b^; %o- < bm |_; 1om|;Š| o= |-Š -vv;vvl;m|:
- : "†0]uo†l **Ensuring Compliance of Financial Institutions** %obbtt b7;m|b= < -m7 u;r -0o†| ;==;1|b^; -rruo-1_;vFv|u-|;]b;v =ou ;mv†ubm] 1olr mv|b|†|bomv P vQ %ob|_ !" u;t-|;7 u;rou|bm] o0tb]-|bomv: -1_ v†0]uo†r %obbtt 1olrubv; o= |-Š o==b1b-tv 1ollbvvbom;7 0< v -7|bmbv|u-|bom |o r;u=oul vr;1b=b1 |-vhv 7;=bm;7 -m7 o†|tbn ";1u;|-ub-| %obbtt †m7;u|-h; o^;u-tt 1oou7bm-|bom o= |_; v†0]uo†r



Activity: Forum on Implementation of measures to counter Base Erosion Profit Shifting (BEPS)

)b|_bm - v1or; o= |_; -m7-|; =ou '••vJ'••-7 |_; %ouh o= \$ ou om vr;1b=b1 -vr;1|v o= =o]u lbmb|t| v|-m7-u7v P_-ul=]tt |-Š r 1o]m|u<J0<J1o]m|u< u;rou|bm]7 7bvr]t|; u;vot]t|bomQ]m7;u |_; vr;1b=b1-tt< %ob|_ u;]-u7 |o9

- > m_-m1bm] |_; ru]p|b;lv]vd=;Š1_-m]; o= bm=oul-|7o%ob]m-|-Š u r-u|b1]tt-u =o1]v |o blruo^; tt-tb|< -m7 1om];m| o= |_; u]ttbm -m7 |o ;mv]u; ;==;1|b^; blrt;l;m|-|bom o= |_; |u-mvr-u;m1<=" o= |_; " 1|bom t-m -m7 & :
- > "]rrou|bm]1]m]vbv|;m| blrt;l;m|-|bom o= < o]m|u<J0<J o]m|]m7;u 1|bom •' o= " 1|bom t-m7 1omvb7;ubm] |_; 1_-tt; =-1; -m7 v_-ubm] |_; vot]t|bomv 0;bm] v]t]11;vv=]tt< -7or|; u;]ttbu;l;m|v:
- > ==;ubm] v]b] -o]tbv-|bom-t -m7 v|u]t]1|]tu-t vot]t|bomv =ou or] o= _-m7tbm] u]tt]7v|v |_; 1|bom •" < bvr]t|; !;vot]t|bomv ;Šbv|bm] ;Šr;ub;m1; o= r-u|b1br-|bm] |-Š -7lbmbv|u-|bomv:
- > -1btb|-|bm] |_; ;v|-0tbv_|;m| o= - 1ollom ru-1|b1; |o%o-u7v - P%ob1_-u; r-u| o= |_; =o]u lbmb|t|]b]v-|-m7-u]v]u]t]m] •" Q:

\$_-];m7- =ou ou]l=v |;|bm] b]v|]7;]u]tt]m];7u]o]r]rubvbm] o= " ;Šr;u|v =uol ;]b]t]17 ;ou]b-7 |-t<7 "%o;7;m7 "%ob|CE;ut-m7 -m7 = otb1< -m7 7lbmbv|u-|bom7 %ob1_-tvo -1|v -v vo]u]1; o= -7^b1 ruo^b7bm] 1omv]tt|-|bomv om rt-mmbm] -m7 1o]ou7bm-|bom o= 7;tb^;u< o= _b]_J]tt-tb|< o]t]r]t]v bm |_; u]ttm]bm] o= |_; ou]l-1| \$o v]rrt;l;m| |_; ou]l=v -1|b^b|b;v7 |%o o v]t]0]uo]trv _-^; 0;;m ;v| o0f;1|b^; o= 0ubm]bm] ;Šr;u|bv; |o ;Š-lbm; -m7 u;rou| bm 7;r|_ o

- : "]0]uo]trEffective Treatment of Tax Rulings subject to the Exchange between Tax Administrations %obtt ;Šrtou; -m7 u;rou| -0o]t| -rruo-1_;v |o |_; ;= o= |-Š u]ttbm]v ;Š1_-m];7 0;|%o;;m |-Š -7lbmbv|u-|bomv %ob| ruo1;vv o= P1olr]tt]vou< -m7 vrom|-m;o]v]Q om |-Š u]ttbm] 1omvbv|;m1< -m7 1om];m| o= |_; u]ttbm]v v]t]l-ub;v ;Š1_-rruorub-|; -m7 ;==;1|b^;]v; o= |-Š u]ttbm] bm=oul-|bom u;1
- : "]0]uo]trOptimising the Process of Handling Mutual Agreement Procedure (MAP) Requests %obtt b7;m|b< -m7 u;rou| om ou]-mbCE-|bom-t7 v|u vot]t|bomv blrt;l;m];7 0< l;l0;u |-Š -7lbmbv|u-|bomv bm ou o0v|-1t;v bm |_; -7lbmbv|u-|b^; ruo1;vv;v -m7 ru-1|b1;v bm blruo^; |_; |b|;tbm;vv o= 1-v;v7 -m7 bbbQ ;m_-m1; |_; ruo1;vv:

-1_ v]t]0]uo]tr %obtt 1olrubv; |-Š o==b1b-tv 1ollbv]vbom;7 0< v;r -7lbmbv|u-|bom |o r;u=oul vr;1b=b1 |-vhv 7;=bm;7 -m7 o]t]tbm " ;1u;|-ub-| %obtt]m7;u|-h; o^;u-tt 1oou7bm-|bom o= |_; v]t]0]uo]tr

Activity: Inclusive Framework on BEPS for Eastern Europe and Central Asia (Regional Event)

\$_ ;v; l;|bm]v -u; - h;< ;t;l;m| o= |_; m1]tt]vb^; u-l;%ouh7 ;m- f]ubv7b1|bomv |o 7bv]t]vv |_; blrt;l;m|-|bom o= |_; " r-1h-]; or |_;bu r;uvr;1|b^;v bm|o |_;]to0-t 7b-to]t]; \$_- r]urov; o= |_; u;]b



Activity: "Prevention of VAT fraud in the in automobile sector" (Case Study Workshop)

\$ _; | -Š = u - † 7 b m | _; - u; - o = u; v; tt b m] | _; † v; 7 1 - u v b v ^; u < % o b

ruo 1; 7 † u; = o u | - Š - | b o m o = l - u] b m v 1 _; l; 7 † v; | - Š ; Š; l r | b o m v % o _;

; l 0; u " | - |; 0 † | | _; 1 - u v 7 o m o | t; - ^; | _; 7 o l b 1 b t; - u; - o = ; l 0; u " | -

7; 7 † 1 | b o m o = b m r † | (\$ % o _; m | _; 1 - u m o | 0; b m] u; 1; b ^; 7 = u o l |

b m ^ o b 1; := ũ † † 7 1 - v; v b m | _; - † | o † o 0; b t; b m 1 | o u | o = | _; & ; l 0; u " | -

0 † | - t v o % o o † † 7 0; † v; = † t | o m o m & ; l 0; u " | - |; v v b m 1; | _ b v r u - 1 | b

\$ _ b v % o o u h v _ o r % o b t t r u o ^ b 7; - m o r r o u | † m b | < = o u \$ l; l 0; u | - Š -

- m 7 v _ - u; ; Š r; u b; m 1; v - m 7 b 7; m | b = < 0; v | r u - 1 | b 1; v u;] - u 7 b m] 9

- › ru; ^; m | b o m - m 7 1 o m | u o t l; - v † u; v † v; 7 | o 1 o l 0 - | l - u] b m v 1 _;
- = b t; 7 o = v; 1 o m 7 _ - m 7 1 - u v | u - 7 b m]
- › r u - 1 | b 1 - t b l r t; l; m | - | b o m v r; 1 b = b 1 t;] b v t - | b ^; r u o ^ b v b o m v b m
- † u b m] | _; ; ^; m | b m = o u l - | b o m 7 ^ b; % o v - m 7 0; v | r u - 1 | b 1; v o m 1 - v
- % o _; m u; v; t t b m] † v; 7 - † | o l o 0 b t; % o b t t 0; r u; v; m |; 7 | _ - | r - u | b 1 b r
- = † u | _; u % o o u h - m 7 b m ; - u t < 7; |; 1 | b o m o = (\$ = u - † 7:
- b m b m] o = ; Š r; u b; m 1; = u o l 0; v | r u - 1 | b 1; 1 - v; v = u o l o | _; u \$ | - Š
- b m - l o u; v † † 1; v v = † t = b] _ | -] - b m v | (\$ = u - † 7 b m | _; - u; - o = u; v - t

Sub-Priority 1.3: Compounding the complexity and risk of digitalised economy

\$ _; % o o u h o = \$ l - < b m 1 t † 7; 7 0 † | m o | 0; t b l b |; 7 | o 9

- › 1 o m | u b 0 † | b m] | o | _; 7; ^; t o r l; m | o = ; = ; 1 | b ^; 1 o l r t b - m 1; r u o]
- 0 - v; 7 - m 7 0 - t - m 1; 7 - r r u o - 1 _; v P; :]: - † 7 b | v 7 ; Š - l b m - | b o m v 7
- 1 | b ^ b | b; v Q b m u 7 b -] | b | o m; | 1 o o r; u - | o u v
- › r u o l o | b m] | _; h m o % o t; 7; v _ - u b m] o m m; % o 0 † v b m; v v l o 7; t v -
- ; Š r; u b; m 1; v o m r u - 1 | b 1 - t - r r t b 1 - | b o m o = ; † a d t v b m] 7 †; - † † r u b t r t]
- m - t < v b m] - m 7 † v b m] 7 - | - o 0 | - b m; 7 = u o l v _ - u b m] ; 1 o m o l < r t -
- › b 7; m | b = < b m] - m 7 v † r r o u | b m] | _; b m | u o 7 † 1 | b o m o = m; % o 7 l
- ; Š 1 _ - m]; 7 - | - 0; | % o; ; m | - Š - 7 l b o l b v; Š - || b o m v - 1 | b o m v; 7 o † | 0 <
- 7 b | b | - t ; 1 o m o l < r t - | = o u l v | u - 7 b m] - 1 u o v v 0 o u 7; u v

Activity: "Virtual currency - cryptocurrencies" (Workshop)

\$ _; % o o u t 7 b v o m | _; 1 † v r o = - l - f o u | - Š u; ^ o t † | b o m - v 1 u < r | o 1 † u u

= u o l | _; r _ < v b 1 - t % o o u t 7 | o o m t b m; : \$ _; u; b v - m b m 1 u; - v; o = | _;

^ b u | † - t 1 † u u; m 1 < 7 ; v r; 1 b - t t < \$ 7 b m % o _ - | 1 o m 1; u m v | _; b u o % o

- m 7 - v - 0 † v b m; v v: o % o 7 _ o % o; ^; u 7 | _; m; % o] ; m; u - | b o m o = 1 u

| _; u; † l 7 b |; 1 o b m 7 - v _ - m 7 o m; u o K - u; % o o u h b m] % o b | _ u;] †

0; 1 o l b m] - 1 1; r |; 7 = o u l v o = | u - m v - 1 | b o m v:

& v b m] ^ b u | † - t 1 † u u; m 1 < v 1 _; l; v - v - r - < l; m | - t |; u m - | b ^; _ - v b | v r

o m | _; 0 - v b v o = | _; t - 1 h o = u † t b m] v - m 7 v † r; u ^ b v b o m | o Š ^ b u | †

- 7 l b m b v | u - | b o m v - u; 7; ^; t o r b m] 1 o l r t b - m 1; r u o] u - l l; v b m | _ b v - u

1 - r | † u b m] | _; u; t; ^ - m | b m = o u l - | b o m 5

\$ _; ; ^; m | % o b t t r u o ^ b 7; - m o r r o u | † m b | < = o u \$ | - Š - 7 l b m b v | u

; Š r; u b; m 1; - m 7 b 7; m | b = < 0; v | r u - 1 | b 1; v u;] - u 7 b m] 9

- › % o - < v o = 7; |; 1 | b o m - m 7 = b v 1 - t 1 o m | u o t o = | _; u; ^; m †; v] - b m; :
- l - 7; o m | _; l - u h; | o = ^ b u | † - t 1 † u u; m 1 < 8



Sub-Priority 1.5: Promoting voluntary tax compliance

\$ _; %ouh o= \$ l- < bm1t†7;7 0†| mo| 0; tblb|;7 |o9

- > =-1btb| -|bm] |_; 7; ^mt; %ouh o= \$ l- < bm1t†7;7 0†| mo| 0; tblb|;7 |o9
- > 0ubm]bm]; %ouh o= \$ l- < bm1t†7;7 0†| mo| 0; tblb|;7 |o9
- > ruolo|bm] |_; -rrt†7;7 0†| mo| 0; tblb|;7 |o9

Activity: Measuring the level of tax compliance and actions supporting it in practice (Webinar)

\$ _; oof; 1|b^; v o= |_bv %ouh o= \$ l- < bm1t†7;7 0†| mo| 0; tblb|;7 |o9

- >)_-| bv |_; t; ^; t o= |_Š 1olrtb-m1; bm \$ l; l0; u 1o†m|ub; v J
- >)_-| bv |_Š -7|bmbv|u-|bom=v uot; -m7 %ouh o= \$ l; l0; uv r; u=oul; 7 |o ; m_-m1; |_Š 1olrtb-m1; 5

< |_; ;m7 o= |_bv %ouh o= \$ l- < bm1t†7;7 0†| mo| 0; tblb|;7 |o9

Activity: Forum on Communications

\$ %ouh o= \$ l- < bm1t†7;7 0†| mo| 0; tblb|;7 |o9

- > oll†mb1-|bom v|u-|;]b;v bm |_Š -l; vbm]bv7u-1bemm; tv7 |-u]
- > \$; 1_moto] < J0-v; 7 1oll†mb1-|bom bm8|_Š b]-b|l-t m1o||u†-rtb d m|v o
- > ;7b- -m7 |_Š -7|bmbv|u-|bomv8 rotb1b; v om _o%ouh o= \$ l; l0; uv r; u=oul; 7 |o ; m_-m1; |_Š 1olrtb-m1; 5
- > -uh; |bm] v|u-|;]b;v7 1oll†mb1-|bom7 1|-]r b u] mu; v†t|v bm

; l0; uv %ouh o= \$ l- < bm1t†7;7 0†| mo| 0; tblb|;7 |o9

\$ _; ou†l om oll†mb1-|bomv %ouh o= \$ l- < bm1t†7;7 0†| mo| 0; tblb|;7 |o9



uboub|< '9 uo]u;vv bm ;Jv;u^b1;v -m7 t†-tb|< o=

Sub-Priority 2.1: Digitalisation of taxpayer services

\$ _; %ouh o= \$ l-< bm1t†7;7 0†| mo| 0; tblb|;7 |o9

- › =otto%bm]J†r |o |_; ruo]u;vv|b-%†-w†|v o= |-Š -7rb o]b|v| -|bo r |o o==;u ;m7J|oJ;m77 lo7;um 7b]b|-t v;u^b1;v l;;|bm] |_; v;1†ub|< %_bt; 0;bm] ;-v< |o -11;vv -m7 †v;
- › b7;m|b=<bm] |_; ;==;1l|th^b m%o -b m =o=| -|bom -m7 7o1†l;m|v -^-bt-0t; |o |-Šr-<;7u v m r t t p 7 m;bm] |_; †v; o= ;-ut< buu;]†t-ub|< bm ou7;u |o =ov|;u - 7<m-lb1 -m7 v|u†1|†u;7 7b-to]†;
- › ruolo|bm]0|u_o;-7;u -7or|bom o= ru;J=bttu7b]mŠ bŭ b|††m v -m7 =† blrt;l;m|-|bom o= 7b]b|-t vot†|bomv |o 0; †v;7 =ou ror†t-|bm | -Š u;|†umv P \$7 (\$7 ;|1:Q
- › ;Šrtoubm] |_; bmmo^ -†bŭ; m =u=ov|v %o_† |o |_;u]o^;uml;m| -];m |_bu7 r-u|b; %o;tt -v v†11;vv=†t blrt;l;†m††|bom]o†;l;m| v|u-|;]b|;v ruo^b7; _b]_J†t-tb|< v;u^b1;v |_uof]_ v;1†u; 7b]b| 1_-mm;†v

Activity: New challenges and ways to enhance taxpayer service in the digital age (Webinar)

\$ _; oof;1|b^;v o= |_bv %o;0bm-u -u; |_; =otto%bm]9

- › |o †m7;uv|-m7;%o_7;|^;torl;m|v -u; _-rr;mbm] b m 7v†r;†|b-††t†_ -m r 1om1;umbm] 1†v|ol;u v;u^b1;:
- › |o ru;v;m]]oo7 ru-1|b1; ;Š†lv†;w =omu;]z b 1|bom lo7;tv7 |;1_ vot†|bom]v "h<r;7 %o_-|v†r ;|1:
- › |o]-bm] %o b7;-v -m7 |o m†|_d%o |o -7^-m1;]oo7 |-Šr-<;u v;u ru-1|b1;:

Activity: Implementation of solutions for pre-filled tax returns (IOTA Project)

m |_; 1o†uv; o= |_; t-v| 7;1-7;7 ru;J=btt;7 |-Š u;|†umv %o;u; l;l0;u 1o†m|ub;v: u;J=bttbm] l-h;v ru;r-ubm] -m7 to7]bm] |-Š u %o_bt; u;7†1bm] vol; o= |_; m;;7 =ou 1ov|t< -†7b| -1|b^b|b;v: Š \$ l;l0;u 1o†m|ub;v %o_o _-^; -tu;-7< blrt;l;m|;7 ru;J=btt;7 |-Š ;7b=b1-|ou< =ou o|_;u l;l0;u 1o†m|ub;v o= \$ |_-| -u; -0o†| |o | \$ ruof;1| %o_btt-7;ôpt7r u-1|b1;]b†b m;] -m o^;u^b;%o o= ru;J=btt u;|†umv|_ -vr;1b-t =o1†v om |_; ;Šr;ub;m1; o= |_ov; l;l0;u 1o -rrtb;7 ru;J=bttbm] ou -0o†| |o -rrt<: \$ _; \$ uof;1| %o_btt -vv;vv =bttbm] -m7 b|v blr-1| om ;m_-m1bm] |_; t†-tb|< o= |-Šr-<;u v; u-1|b1; †b7; %o_btt 0; †v;7 =ou 7;^;torbm] ru;J=btt;7 |-Š u;|†u l;l0;u 1o†m|ub;v:

Sub-Priority 2.2: Enhancing the quality of taxpayer services

\$ _; %ouh o= \$ l-< bm1t†7;7 0†| mo| 0; tblb|;7 |o9

- › ;Šrtoubm] |_-††|v;|-φ;7 Pu;-tJ|b|;Q ^;ub=b1|d|bu;†††u;o;1u v o uv ou olbv vbomv %o_;m 7r-;vbrm]b|-tŠ;vb m |_; =b;t7 o= (\$



- > ;m_-m1b-m]0btb|b;v o= l;l0;u |-Š -7lmbmbv|u-|b1bmbv;Z o0k |-Š u
|-Šr-;<;uv Pbm7b^b7†-tv -m7 1olr-mb;vQ7 -tvo |_uo†]_ |_;
|;1_mbt†;v
- > -m-t<vbm] |_; \$ l;l0;u 1o†m|u< -rruo|-1u];y; 7o rb m# o ûb-7|bmbv
-m7 v†rrou|v =ou m;%o |-Šr-;<;uv
- > ;Šrtoubm] |_; u;1;m|1oum 7 †b1|bmbv †u^;<v -m7 -m-t<|b1v |o 0;|
|-Šr-;<;u m;;7v
- > b7;m|b<bm] ;Š-lrt;v o= 0yψμ;mu]-|1;bm|b m]o μ_ u;t-|bomv_br 0;
|-Šr-;<;u -m7 \$-Š 7lmbmbv|u-|bom7 -m7 1om=b7;m1; bm |_;
v;u^b7;vbm1t†7bm] |_; †v; o= 1b|bCE;mv] u;rou|bm] P;:]: 1
|-Šr-;<;uv= ub]_|v

uboub|;^;θorl;m| o= \$ -m7 blrt;l;m|bm] m;%o |;1_ v o†|bomv

Sub-Priority 3.1: Use of cutting-edge technology and intelligent solutions

\$_; %oouh o= \$ l-< bm1t†7;7 0†| mo| 0; t|b|;7 |o9

- > -m-t<vbm] |_; ;Šbv|bm] 7;rî;u o r b m;v -o=t;Šb0t; -m7 -]bt; |;1_
;m^buoml;|m†| ;m-0t; |-Š -7lmbmbv|u-|bomv |o †v; -†|ol-|;7
ruo1;vv;v -m7 |o blruo^; or;u-|bom-t ;==b1b;m1<7 bm1u;-v;1
- > v†rrou|bm] ††v|_o;u m;%o |;1_moto|< bm ;J-†7b| -m7 bm ub
|;1_mbt††qvblruo^; |-Š -†7b| ruo1;vv -m7 bm1u;-v; |_;bu t†-tb

Activity: "Introduction of online invoicing - experiences of European tax authorities" (Workshop)

mtbm; bm^ob1bm] v<v|;lv _-^; 0;;m bm|uo7†1;7 bm lou; 1o†m|ub
_-^; 0;;m or;u-|bm] v†11;vv=†tt<7 %o_b1_ 1oll†mb1-|; 7-|- o= bm
or;u-|ouv Pou -m ;Š|u-1| o= |_;lQ |o |_; |-Š -†|_oub|< -†|ol-|b1-t
_†l-m bm|;u^;m|bom:

m |_; 1o†uv; o= |_bv %oouhv_or7 r-u|b1brr-urb|ma 1%o btt;tv 7; |; m] b†r-;g mb
-vr;1|v7 7;|-btv o= t;]-t u;]†t-|bomv7 bm|uo7†1|ou< ruo1;vv;v -n
o= 7b==;u;m| omtbm; bmb^o b;1bm]; 7v 0v|;lv\$ l;l0;u |-Š -7lmbmbv|u-|
\$_;]b^;m v<v|;lv] 0;m;=b1b-t ;==;1|v ;Š;u|;7 om -7lmbmbv|u-|b
or;u-|ouv l†v| 0; †m7;uv|oo7 -v 0;v| ru-1|b1;v7 %ob|_ vr;1b-t u;]
-m7 ;t;1|uomb1 bm^ob1bm]:

\$_; ;^;m| %o btt -tvo -77u;vv bvv†;v u;t-|bm] |o 7-|- 7bv1tov†u;v 1
-v rov vb0btb|b;v -m7 u;v††|v o= ubvh -m-t<vbm] -m7 |-Š -†7b| 0†b
;vb7;v ru;v;m|bm] |_; 0;v| ru-1|b1;v7 ;==;1|b^; or;u-|bom -m7 v
v<v|;lv %o btt 0; v_-u;7 -lom] r-u|b1br-m|v =uol \$ l;l0;u 1o†m|u



Sub-Priority 3.2: Use of big data and the deployment of analytics

\$ _; %ouh o= \$ l-< bm1t†7;7 0†| mo| 0; tblb|;7 |o9

- › b7;m|b=<bm] -m7vσutp|lōφbnx]l-Šblbvbm] |_; †v; o= 7-|-7 bm -m-t<|b|bv1om7†1| |_; u;-tJ|bl; b7;m|b=b1-|bom o= ro|m| | -1ht; | -Š momJ1olrtb-m1; -m7 ;^ -vbomv
- › _;trb|ro] ;Šr-m7 -m7 v_-ur;m u;v;-u1_ -m7 -|m-†<|b|bv1om7-r-0 =ov|;u ;^b7;m1;J0-v;7 -m7 7-|-J7ub^;m 7;1bvbomJl-hbm] l;l0;u | -Š -7lbmbv|u-|bomv
- › b7;m|b=<bm] -m7 v_-ubm] l;l0;u;u;Š1;|bb1;-m1b;|rtō|lm| |_-;|bom o l;|_o7oto]b;v7 |ootv -m7 |;1_mbt†;v 1om1;umbm] 7-|- t†-t 7-|- t†-tb|< blruo]pl;lm\$blbv; |_; ;==;1|b^;m;vv o= 7-|- -m-t

uboub\$<“9-7lbmbv|u-|b^; 1-r-1b|< o= \$-Š 7lbmbv

Sub-Priority 4.1: Transforming structures and processes

\$ _; %ouh o= \$ l-< bm1t†7;7 0†| mo| 0; tblb|;7 |o9

- › -m-t<vbm] -m7 ruolo|bm] |_;†vŠm|rv,w \$ou=mv=oul-|bom v|u-| blrt;l;m|;7 |o 7;^;tor m;%o 1ou; -m7 v†rrou|bm] 1-r-0btb|b;v - %o-<v o= %ouhbm] -v u;vromv; |o |_; 1_-m];v bm |_; or;u-|bm
- › ;Šrtoubm] ;|_v_b=|v bm ou]-mbv-|bom-t 7;vb]m7 bm1t†7bm] | -m7 uot;v o= l;l0;u | -Š -77b|rob b|mu†|u;evr;vor;u-|bom-t ruo7†1| or|blbv; |_; †v; o= -^ -bt-0t; u;vo†u1;v

Activity: “Implementing proactive business transformation strategies in tax administrations” (Workshop)

lrt;l|m|bm] ruo-1|b^; 0†vbm;vv |u-mv=oul-|bom v|u-|;]b;v bm ou7 r;u=oul-m1; bv 1u†1b-t =ou -m< ;m|b|< "†11;vv=†t 0†vbm;vv |u-r v†0v|-m|b-t 0;m;=b|v bm1t†7bm]]u;-|;u v|u-|;]b1 1t-ub|<7 1 1om|bm†b|< b]b|-t rt-|=oulv7 -m7 o|_;u bmmo^-|bomv -u; 1_-m] %ouh: \$ _; %out7 lo^;v vo =-v| |_-| lou; |_-m -]u;-| v|u-|;]<bv m; ;%o |;1_moto]b;v u;t†bu; m;%o vhbttv7 b::: 7b==;u;m| %o-< o= |_b bv |_-; -0btb|< |o v;; -t|;um-|b^; -m]t;v -m7 r;uvr;1|b^;v -m7 |o 1u; |_-| %obtt ruor;t b|vbm] ;|v o \$ u-mv=oul-|bom bv - 1_-m]; l-m-];l; %o_b1_ _-v |_-; -bl |o -tb]m ;ort;7 uo1;vv -m \$ \$; b|mo a†er]†1b|b| ou]-mbv-|bom-t v|u†1|†u;v bm |_-; blrt;l|m|-|bom o= - v†1_ v|u-| \$ _bv %ouhv_or %obtt ruo^b7; -m o^;u^b;%o o= 0†vbm;vv |u-mv=oul-|bom v|u-|;]b;v bm ou7 t†b1ht< |o -77u;vv |_-; 1_-tt;m];v -m7 |o -7f†v| |o ;^;uJ1_-m ;m^buoml;m| bm |_-; m;%o ;u- o= ;1omolb1 7;=b1b|v -m7 bm1u;-v; 0<]o^;uml;m|v -uo†m7 |_-; %out7: \$ _; ;^;m| %obtt -tvo tooh bm| v|u†1|†u; om v|u-|;]< blrt;l|m|-|bom -m7 0†vbm;vv |u-mv=oul-|bom -7lbmbv|u-|bomv %obtt v_-u; 0;v| ;Šr;ub;m1;v bm †m7;u|-hb ou]-mbv-|bom-t 7;vb]m bm1t†7bm] 1_-m]bm] v|u†1|†u;v -m7 uo -7lbmbv|u-|bom:



Sub-Priority 4.2: Measuring tax administration performance

\$ _; %ouh o= \$ l- < bm1t†7;7 0†| mo| 0; t|b|;7 |o9

- › -m-t<vbm] |_; lov| u;1;m| lo7;tv -m7 l;|_o7oto]b;v blrt;l;m|;7 l;-v†ubm] ;m7J|oJ;m7 ruo1;vv;v bm |-Š -7lbmbv|u-|bom
- › =-1btb|_|b]m]u;^b;%o o= |_; r;u=oul-m1;m7;-v†ur;v†ubm] blruo^;l;m| o= r;u=oul-m1; l;-v†u;E;ou| 0;M|;u b7;m|b=b1-|bo ;l;u]bm] v<v|;lb1 ubvhv -m7 %o;-hm;vv;v bm or;u-|bom-t ruo1
- › ruo^b7bm] orrou|†mb|< \$o Š;-7lbmbv|u-|bom b-]mov|b1 vv; \$oo\$ \$Qm7 |o v_-u; |_; ;Šr;ub;m1;v o= \$ l;l0;uv bm 1om -vv;vvl;m|v Pbm 1tov; 1ott-0ou-|bom %o|_ Q
- › o==;ubm] orrou|†mb|< \$o Š;-7lbmbv|u-|bom b-]mov|b1 vv; \$ l;l0;uv _†vbm] |_; 7-|- ^-bt-0t; bm " ! F\$

Sub-Priority 4.3: Ethics and fighting tax corruption

\$ _; %ouh o= \$ l- < bm1t†7;7 0†| mo| 0; t|b|;7 |o9

- › bm^;m|ou<bm] |_; 0;v| ru-1|b1;v %ob|_bm \$ l;l0;uv _br 7;^;torl;m| -m7 -7or|bom o= bm|;um-t rotb1b;v |_-| 7;-t %ob|_ v†1_ -v 7bv1brtbm;7 _-u-vvl;m|7 lbv1om7†1|7 ;|1:
- › b7;m|b=<bm] -m7 ruolo|bm] -rr;u;1|b^m]o]e;l;|_m|; o= |-Š 1ouu†r|bon7 ubv1tv†7bm]]o^;um-m1;7 bm|;um-t l;1_-mbvlv blrt;l;m|;7 |o 7;|;1| -m7 ru;^;m| ubvhv r;u|-bmbm] |o 1ouu†r
- › v_-ubm] |_; hmo%ot;7]; -m7 ;Šr;ub;v;|;-φbm|_-m7†v;mŠ;r;m7;m u;^b;%ov o= |-Š -7lbmbv|u-|bom r;u=oulPm;1; 0|<-|_boum|uou|b ;r-u|l;m|7 ;m;u-t †7b| ;r-u|l;m|Q

Sub-Priority 4.4: Human Resource development and smart management of staff

\$ _; %ouh o= \$ l- < bm1t†7;7 0†| mo| 0; t|b|;7 |o9

- › b7;m|b=<bm] -m7 v†rrou|bm] |_; 7bv;lbm-|bom o= 0;v| blrt;l;m|-|bom|u-;]b≠v u v|-== t;-umbm] -m7|o7;^mt-ortl;m| |u-mv=oul-|bom-t 1_-m];7 0†bt7 -m -]bt;7 ;m]-];7 -m7 vhbtt; -7lbmbv|u-|bomv
- › ;Šrtoubm] l;l0;u -rruort1m;m b=ou-m7 u;1u†b|bm] m;%o];m;u-| P;:] 7-|- v1b;m|bv|v7 0;_^-bo†u-t ;1omolbv|v7 ;|1:Q |o h; r;u=oul-m1; |u-mv=oul-|bom bm |-Š -7lbmbv|u-|bomv
- › ;m1o†u-]b]m]m mo^-|b^; p_nb n;H]m] |-Š -7lbmbv|u-|bomv -m7 b m;%o -rruo-1_;v =ou v|-== r;u=oul-m1; l-m-];l;m|
- › v†rrou|bm] |_; 7;^;v|r|≠m|l|b^-|bom l;1_-mbvlv7 r;uvomm;t v v†u^;<v -m7 v;1†u; uo|-(dqm_rort b,1b;-v-0btb|< -m7 r;u=oul-m -7lbmbv|u-|bom



Activity: Forum on Human Resource Management

†]; m†l0;u o= ;lrto<;;v bm - u-rb7t< 1-m]bm] %out7 %_ ;u;]
 l;;| |-Š -7lbmbv|u-|bomv %b|_ 7;l-m7v |o 0; lou; ;==;1|b^; -m7 ;
 -m7 - u-rb7 \$ 7;^;torl;m| J |-Š -7lbmbv|u-|bomv %btt _-^; |o u;t
 -m7 u;1u†b| m;%o |-t;m|;7 r;ort; ru;r-u;7 =ou |_ ; =†|†u;: \$ _; blrtb
 1omm;1|;7 |o |_bv u;rt-1;l;m| o= _†l-m u;vo†u1;v o0^bo†vt< o†]
 -u;- o= \$ %ouh:

\$ _; m;%o \$ ou†l %btt ruo^b7; -m orrou|†mb|< |o -7 ru;%v |_ ; l-l
 v|u-|;]b;v -m7 bmmo^-|b^; -rruo-1_ ;v o= l-m-]bm] _†l-m u;vo†u1;
 7†ubm] |_ ; 1o†uv; o= b|v -1|b^b|b;v7 r-u|b1†t-ut< -v u;]-u7v9

- > !;1u†b|l;m| _ ";t;1|bom
- > ;u=oul-m1; ^-t†-|bom -m7 -m-];l;m|
- > uolo|bomvF\$u-mv=;u
- > -m-]bm] u;7†1|bomv bm v|-==
- > uo=;vvbom-t ;-umbm] -m7 ;^;torl;m|
- > olr;|;m1; =u-l;%ouh
- > o|b^-|bom -m7 ;u=oul-m1; rru-bv-t

\$ _; ou†l %btt l;;| om1; r;u <;-u 0-v;7 om -m -];m7- b|;lv =o1†v;7
 or;u-|bom-t bvv†;v -v "7;≠ubm] Qko†r l-7; †r =uol l;l0;uv: o= |_
 1|b^b|< =u-l;%ouh o= |_bv ou†l %btt 0; 7;=bm;7 bm |_ ; l-m7-
 |orb1v o= bm|;u;v|7 rt-mm;7 o†|1ol;v7 bm1††7bm] vr;1b=b1 |-vh