

# Client-Centric Approach in Tax Administration

COLLABORATIVE REPORT

2025

## PREFACE

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In recent years, tax authorities across the world have been confronted with a rapidly evolving environment shaped by digital transformation, rising public expectations, and increasing demand for transparency and responsiveness. These developments have highlighted the limitations of traditional compliance-focused models and created momentum for a more citizen-oriented approach to public service. Within this context, the concept of a Client-Centric Approach has emerged as a strategic response. It redefines the relationship between tax authorities and taxpayers by placing user experience, inclusivity, and trust at the center of tax administration reform.

There is a growing recognition that effective tax administration is grounded not solely in enforcement mechanisms, but in the quality and responsiveness of the relationship between tax authorities and the public. As tax systems become increasingly complex and digital technologies redefine the nature of service delivery, tax authorities must address diverse taxpayer needs and expectations. The client-centric approach advances this objective by fostering adaptive service design, differentiated support, and proactive engagement, thereby strengthening voluntary compliance, institutional credibility, and public trust.

This report presents the collective efforts of the BRICS Working Group on the Client-Centric Approach in Tax Administration, established to examine how tax authorities can adopt more responsive, inclusive, and service-oriented models. Drawing on comparative analysis, country experiences, and structured dialogue conducted throughout 2024 and 2025, the report identifies practical tools, institutional arrangements, and performance metrics to support reform, and serves as a reference for jurisdictions seeking to strengthen taxpayer engagement.

Rather than promoting a single model or uniform set of practices, the report recognizes the diverse legal frameworks, institutional histories, and administrative capacities of BRICS jurisdictions. The client-centric approach is therefore presented as a flexible framework, adaptable to local contexts, priorities, and stages of reform. The examples are intended to inform progress through context-sensitive strategies and sustained commitment.

The findings presented in this report reflect a shared commitment among BRICS tax authorities to strengthen the relationship between them and the societies they serve. As efforts to modernize tax administration continue, the client-centric approach offers a pathway for enhancing responsiveness, fostering trust, and supporting more inclusive governance. This report aims to support dialogue, mutual learning, and the advancement of service-oriented public institutions.

We would like to express our appreciation to all participating BRICS tax authorities for their valuable contributions, and in particular to the co-leaders of the Working Group for their leadership and coordination throughout this process.

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## EXECUTIVE SUMMARY

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The advancement of client-centric approach (CCA) is a vital component of modern tax administration and public governance. The need to rebalance the relationship between tax authorities and taxpayers has become more and more apparent as public sector institutions continue to change in response to globalization, digitalization, and evolving taxpayer expectations.

At the meeting held in Moscow in September 2024, the Heads of BRICS Tax Authorities agreed that a more client-centric model focused on client experience is a key driver of digital transformation and a way to improve tax compliance, reduce tax evasion, and enhance overall taxpayer satisfaction. Positioning the taxpayer as a valued client and a strategic partner in the design and delivery of fiscal services was recognized as one of the top priorities for the BRICS Tax Authorities, seeking to move beyond conventional concepts of compliance and enforcement.

BRICS Working Group on Client-Centric Approach in Tax Administration was established to explore what steps tax authorities could undertake to shift towards a more client-centric model, covering both strategic planning and the implementation of client-centric solutions that imply understanding of the taxpayers' perspective, and facilitate voluntary tax compliance, leveraging digital channels and AI-driven taxpayer education and support technologies.

Recognizing that tax authorities face a range of diverse and complex challenges, including legacy administrative structures and varying levels of digital maturity, it was decided to structure the knowledge and experience around three core sections that constitute the framework of a client-centric tax administration:

1. Strategic Planning that implies formulation and institutionalization of long-term policy direction, governance frameworks, and performance strategies aligned with client-centric principles.
2. Taxpayer Services covering the provision of adaptive, differentiated, and user-friendly services across physical and digital channels to accommodate diverse taxpayer needs.
3. Feedback Handling and Communication Mechanisms exploring the establishment of inclusive, structured, and transparent mechanisms to facilitate continuous taxpayer engagement and service enhancement.

This report consolidates a comparative assessment of practices, tools, and institutional arrangements that can be employed by tax authorities in pursuit of a client-centric model. It provides an overview of key components, critical factors and practices needed to achieve client-centricity within a tax authority, and defines KPIs and other measurement metrics to evaluate the client-centricity level of tax administration.

The report draws on a series of online and in-person meetings and comparative assessments (surveys) conducted by BRICS tax authorities in 2024 and 2025. These inputs form the basis for country-level insights that illustrate how the client-centric agenda is operationalized in practice.

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## ACRONYMS AND ABBREVIATIONS

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|                           |  |
|---------------------------|--|
| <b>ADA'A</b>              | Federal Performance Management System (United Arab Emirates)       |
| <b>AI</b>                 | Artificial Intelligence  |
| <b>AIS</b>                | Annual Information System  |
| <b>API</b>                | Application Programming Interface                                  |
| <b>CBDT</b>               | Central Board of Direct Taxes (India)                              |
| <b>CCA</b>                | Client-Centric Approach  |
| <b>CPGRAMS</b>            | Centralized Public Grievance Redress and Monitoring System (India) |
| <b>CRM</b>                | Customer Relationship Management                                   |
| <b>e-Defesa</b>           | Digital Taxpayer Defense System (Brazil)                           |
| <b>e-Nivaran</b>          | Electronic Resolution of Taxpayer Grievances (India)               |
| <b>EmaraTax</b>           | UAE's Integrated Digital Tax Platform                              |
| <b>ETA</b>                | Egyptian Tax Authority   |
| <b>FTA</b>                | Federal Tax Authority (United Arab Emirates)                       |
| <b>FTS</b>                | Federal Tax Service (Russia)                                       |
| <b>iGOT</b>               | Integrated Government Online Training (India)                      |
| <b>INTA</b>               | Iranian National Tax Administration                                |
| <b>KPI</b>                | Key Performance Indicator  |
| <b>MoR / MoR Ethiopia</b> | Ministry of Revenues and Customs Authority (Ethiopia)              |
| <b>PCCM</b>               | People Capability and Career Management (South Africa)             |
| <b>RFB</b>                | Receita Federal do Brasil (Brazilian Federal Revenue Service)      |
| <b>RPA</b>                | Robotic Process Automation   |
| <b>SARS</b>               | South African Revenue Service                                      |
| <b>SLA</b>                | Service Level Agreement  |
| <b>SME</b>                | Small and Medium Enterprises                                       |
| <b>STA</b>                | State Taxation Administration (China)                              |
| <b>Tara</b>               | Taxpayer Aware Robot Assistant (UAE)                               |
| <b>UX</b>                 | User Experience  |

# CHAPTER 1. EXPLORING CLIENT-CENTRICITY TOOLS IN BRICS TAX AUTHORITIES

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This chapter presents a consolidated overview of the core components that define a client-centric approach within tax authorities, along with practical tools used to operationalize these components. Each component is briefly described to clarify its role in shaping taxpayer experience and institutional service quality and is followed by examples that illustrate how tax authorities embed client-centric principles into day-to-day operations. Together, these elements reflect how tax authorities can plan, deliver, and refine services in alignment with taxpayer needs.

## 1. Strategic Planning

### 1.1. Documents Aimed at Improving Client-Centricity for External Clients

Documents aimed at enhancing client-centricity for external clients are strategies, standards, regulations, and other documents that outline approaches to improving tax administration based on identifying and studying the needs of external clients. They focus on continuously improving the interaction between public authorities, authorized organizations, and external clients in order to meet their needs and aim to exceed their expectations.

External clients include individuals and legal entities who are applicants or potential applicants, interacting either independently or through authorized representatives with public authorities and organizations to fulfill their needs.

Tools include:

- **Comprehensive Strategies to Improve Interaction with Taxpayers.** These strategies reflect institutional commitment to improving taxpayer experience and provide the structure needed to implement improvements effectively.
- **Personnel Training Programs Aimed at Enhancing Client Service.** These programs support service quality by building the capacity of personnel to interact effectively with taxpayers.
- **Multi-level Client Service Concepts.** These concepts support the tailoring of services to different taxpayer needs or segmented profiles.

Some tax authorities use structured guidance to embed client-centric principles into service delivery. In the Russian Federation, the federal *State for People* project is being implemented as part of the 42 Initiatives for *the Socio-Economic Development of Russia through 2030*. The project aims to create a client-centric state that places individuals and their needs at the center of public administration. As part of this initiative, several guiding documents have been adopted, including the *Declaration of Values of the Client-Centered State* and a set of standards: *State for Business*, *State for People*, and *Internal Client Standard*.

Similarly, the SARS maintains a dynamic *Service Charter* that is integrated into performance planning and regularly updated based on taxpayer feedback and service assessments.

The CBDT's *Taxpayers' Charter* serves as a client-centric framework that integrates the objectives of the tax authority with the expectations of taxpayers. It reflects a broader shift toward a more responsive and citizen-focused approach to tax administration.

## 1.2. Documents Aimed at Improving Client-Centricity for Internal Clients

Documents supporting internal client-centricity are strategies, standards, regulations, and other documents that define approaches to improving internal procedures and operations, as well as intra-organizational and inter-organizational interactions when executing internal processes involving internal clients. These approaches are based on identifying and studying employee needs.

An internal client (employee) refers to a civil servant of a tax authority, an employee of a subordinate organization, or a person authorized by law or contract to interact with external clients on behalf of public authorities.

Tools include:

- **Internal Communication Strategies.** Aim to improve coordination between departments and foster a shared service culture across the organization.
- **Specialized Training Programs.** Develop staff capabilities as internal service providers and enhance transversal competencies.
- **Knowledge Management Systems.** Help staff access and apply best practices, reduce duplication of effort, and enhance consistency in service delivery.

Several tax authorities use internal documentation to strengthen coordination, align staff behavior, and ensure consistent service delivery. For example, the FTA maintains internal consistency through documented processes within and between its departments, has designated technical focal points for taxpayers, and uses a system of internal clarifications that are formally signed off by the Director-General. Meanwhile, the CBDT integrates workflow documentation into its digital platforms to streamline intradepartmental communication. This includes the regular issuance of compliance documents, guidelines on assessment procedures, SOP (standard operating procedures) for work items, user guides for third-party reporting, and FAQs published on the official website.

Other tax authorities apply structured guidance to support real-time communication, clarify service roles, and reinforce performance expectations across units.

This component illustrates a notable disparity between conceptual commitment and technical execution. While many tax authorities have adopted internal communication strategies, fewer have developed or fully implemented tools such as knowledge management systems. Barriers to progress often include limited digital infrastructure, fragmented internal processes, and poor management of interdependencies across departments.

A stronger internal client focus depends on clear, shared documentation that guides how staff interact, deliver services, and align with broader institutional goals. When effectively developed, such documentation goes beyond abstract commitments. It facilitates coordination, clarifies responsibilities, and reinforces consistent performance expectations across units.

In contrast, weak or informal practices such as reliance on ad hoc instructions or unwritten norms can lead to service inconsistency, duplicated efforts, and confusion over roles. Advancing this component requires formal internal standards that are actively integrated into day-to-day operations and management systems to create a sustainable service culture.

### Box 1. Internal Client-Centric Documentation

#### South Africa

The SARS integrates internal client-centricity through a formalized structure of strategic and operational documentation. Its *Service Charter* is embedded directly into its Annual Performance Plans, ensuring staff understand their obligations and service standards at every level. This documentation is part of a broader alignment with the government-wide Batho Pele ('People First') principles, which emphasize transparency, measurable service standards, and internal accountability.

The SARS has also adopted a leadership model focused on service orientation and organizational behavioral alignment. This is reflected in its internal communication and performance evaluation systems. The documentation helps define performance standards across the service chain and supports the implementation of Strategic Objective 9, which focuses on building public trust.

*Figure 1. The SARS Service Charter Index showing internal performance against documented service standards. The year-on-year improvement from 79.45% to 87.43% reflects growing institutional alignment with internal client-centric commitments.*

*Note: PY =Previous Year (2023/24); CY= Current Year (2025/26) fiscal year.*

#### Service Charter Index

Year to date



### 1.3. Mechanisms and Tools to Handle Taxpayers' Interests and Needs

Mechanisms and tools for addressing taxpayers' interests and needs refer to the set of methods, approaches, and procedures used by tax authorities to identify, analyze, and respond to taxpayers' requests, suggestions, and requirements.

Tools include:

- **Regular Client Satisfaction Surveys.** Used to assess public perceptions of service delivery and track improvements over time.
- **Feedback Management Systems.** Provide direct channels for taxpayers to express concerns, make suggestions, or request support.
- **CRM Systems.** Support a structured, data-informed, and personalized approach to taxpayer engagement.

Practical, low-barrier mechanisms are used by some tax authorities to collect and act on taxpayer input. The MoR Ethiopia relies on suggestion boxes and service books to collect feedback from taxpayers.

The CBDT combines grievance platforms such as CPGRAMS (Centralized Public Grievance Redress and Monitoring System) and e-Nivaran (Electronic Resolution of Taxpayer Grievances) with digital systems to streamline issue resolution. Through its ORM (Online Response and Reputation Management) strategy, the CBDT routes grievances to the relevant internal verticals and leverages taxpayer feedback to improve service responsiveness.

The FTA integrates feedback collection into social media and polling, turning recurring queries into targeted educational materials.

#### 1.4. Approach to Training and Motivating of Employees

Tax authorities aim to develop the necessary level of client-centric competencies among civil servants through systematic training within professional development programs, segmented by target groups according to their position level and the nature of their responsibilities.

Tools include:

- **Regular Trainings in Communication and Conflict Management.** Aim to strengthen interpersonal and behavioral skills essential to modern taxpayer service.
- **Internal Reward and Incentive Systems Linked to Client Satisfaction.** Reinforce behaviors aligned with client service standards and support staff motivation.
- **Client Service Coordinator Roles.** Provide tailored, high-level assistance in complex or sensitive taxpayer interactions.

Various tax authorities link staff training and motivation to service quality. The SARS applies a structured capability model supported by a technical academy and staged progression.

While the CBDT combines mandatory training through the iGOT (Integrated Government Online Training) platform under *Mission Karmayogi* (delivered virtually) with offline regional trainings and performance recognition through the Finance Minister's Award and other regional-level awards.

The FTA takes a personalized approach by tailoring training plans for account managers and back-office officers, and assigning focal points to large taxpayers. The FTA's employee training programs encompass technical skills, customer service capabilities, and cultural competencies that enable staff to interact effectively with a diverse taxpayer population. The FTA also aligned its recognition and reward systems to incentivize excellent performance and fostered cross-functional collaboration to ensure the client's perspective is central to all decisions.

Progress in this area shows that tax authorities increasingly recognize the value of communication skills and staff support in delivering quality taxpayer services. However, the use of tools such as incentive systems and defined support roles remains uneven across institutions.

To address this, tax authorities are increasingly adopting structured, competency-based approaches to staff development. Integrated models combine learning paths, performance evaluations, and career

progression into a unified framework. Clearly defined competencies, role-specific benchmarks, and formal training plans help ensure that staff are equipped to meet evolving service expectations. When embedded into institutional systems, these approaches promote professionalism, consistency, and alignment with broader service objectives.

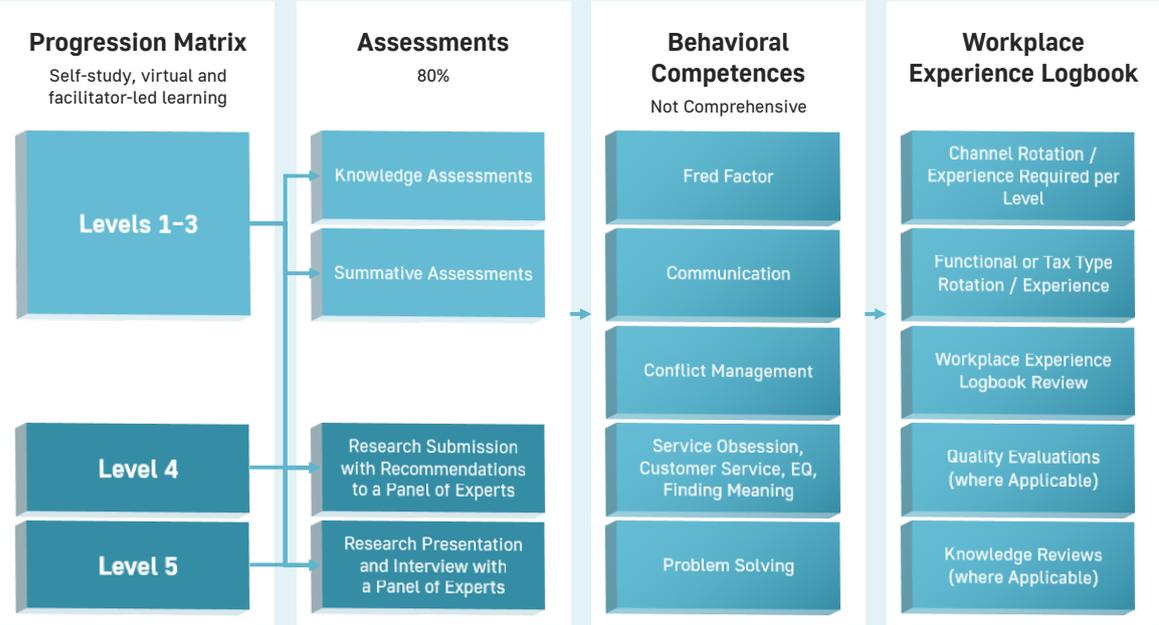
*Box 2. Training and Motivation of Employees*

**South Africa**

The SARS has developed a comprehensive internal framework for staff training and motivation through its PCCM (People Capability and Career Management) system. This model includes a five-level career progression structure, where advancement is tied to technical knowledge, behavioral attributes, and transversal skills. Each level has an assigned training path, and promotions are based on demonstrated capability and performance rather than vacancy availability.

The SARS operates a dedicated internal training academy and uses rigorous assessments to evaluate employee readiness. Manager-led change initiatives and workplace experience tracking are supported by structured reward and recognition programs. These elements ensure that training is embedded in daily operations and aligned with institutional goals. The model prioritizes readiness to serve external clients by first building internal accountability, alignment, and expertise.

*Figure 2. The SARS’s PCCM model structures employee development across five levels of progression. Advancement is based on formal assessments, behavioral competencies, and documented workplace experience. This integrated approach reinforces performance expectations and links training to operational readiness.*



**India**

Employees of the CBDT undergo comprehensive capacity-building programs at various stages of their careers, including the Middle-Management Program. These initiatives are designed to balance specialized training with general administrative instruction, ensuring holistic professional development. The specialized training component focuses on the specific roles and responsibilities

entrusted to each officer, and is tailored to enhance their domain expertise, strengthen technical skills, and build capacity to address complex challenges within functional areas. This approach ensures that officers remain well-prepared to meet the evolving demands of tax administration and to assume broader responsibilities as they progress through the administrative structure.

The CBDT also maintains global partnerships with organizations such as CATA (Commonwealth Association of Tax Administrators), IBFD (International Bureau of Fiscal Documentation), IMF (International Monetary Fund), and OECD (Organisation for Economic Co-operation and Development), along with premier Indian institutions. It organizes specialized technical training in areas such as international taxation, transfer pricing, risk assessment, investigative techniques, and data analysis. In addition, long-term training programs are offered to tax officers from least developed countries to support their efforts in strengthening domestic resource mobilization.

## 1.5. KPI/Taxpayer Satisfaction Index to Evaluate the Effectiveness of Client-Centric Approach

These are indicators that reflect how well the activities of public authorities and their employees meet the key needs and expectations of clients.

Tools include:

- **Percentage of Client Satisfaction.** Reflects how services are perceived by taxpayers, typically collected through structured surveys.
- **Response Time to Client Inquiries.** Indicates administrative efficiency and ability to provide timely service.
- **Tracking of Positive Feedback Entries and Complaints.** Helps identify service gaps and recognize areas of successful engagement.

Some tax authorities have integrated performance tracking tools to monitor client satisfaction and service quality. The RFB uses a standardized Taxpayer Satisfaction Index across channels, feeding survey data into internal dashboards. The FTA links taxpayer rights to measurable KPIs and collects real-time feedback through its digital portal and individual 'Taxpayer Experience' focused surveys. The FTA also has deployed a 'Customer Pulse' feedback mechanism to consistently gauge customer satisfaction across the FTA's services. The feedback received by the FTA is used to enhance service quality and optimize the taxpayer experience, and implement corrective measures where required. The MoR Ethiopia uses a *Customer Charter* to gather input on service standards.

In the Russian Federation, under the *State for People* project, the FTS assesses its services against client-centricity standards using self-assessment checklists. In parallel, internal KPIs on the implementation of client-centricity have been established in line with the FTS's 2025 *Activity Plan* and the planned period for 2026–2030, as well as with the activity plans of structural units within the central office of the FTS.

This component demonstrates a strong commitment to performance measurement across tax authorities, though disparities remain in how collected data is applied. Satisfaction tracking and complaint monitoring are widely used, but in many cases, the information remains isolated from internal decision-making and

resource planning. This limits its ability to inform operational reforms or drive service improvements in a systematic way.

There is a growing shift toward using structured performance metrics to evaluate client-centric outcomes. Tax authorities are increasingly aligning service delivery with measurable standards such as timeliness, accessibility, and quality of interaction. When indicators are linked to clear service commitments or taxpayer rights, they help translate strategic goals into daily operations. Consistent data collection across service channels improves transparency and responsiveness. Actively using feedback within internal systems supports targeted improvements and strengthens accountability.

### Box 3. KPI and Satisfaction Index Use

#### Brazil

The RFB uses a Taxpayer Satisfaction Index to assess service quality across multiple channels. The index aggregates real-time feedback from chat, email, in-person, and digital services through standardized questionnaires. The data is compiled into dashboards and published quarterly in public reports.

The index evaluates service based on quality, ease of access, and response time. Results are disaggregated by geography and channel, allowing managers to identify specific issues and performance differences. It is embedded in the RFB’s 2024-2027 strategic map, and when a drop in satisfaction is detected, follow-up investigations are conducted to trace the cause, including at the regional or agent level.

Figure 3. Brazil’s Taxpayer Satisfaction Dashboard, presenting disaggregated service performance indicators across interaction channels. Metrics include Service Effectiveness (composite index), Customer Satisfaction, Response Time, and Demand Fulfilment, each reported quarterly.

#### General Indicators Dashboard

|                             |                              | Indicators Panel     |         |                   |            |           |                  |     |
|-----------------------------|------------------------------|----------------------|---------|-------------------|------------|-----------|------------------|-----|
|                             |                              | Year                 | Quarter | Region            |            |           |                  |     |
|                             |                              | Overview             | Chat    | Corporate Mailbox | Contact Us | In-Person | Digital Services | PAV |
| General Index               | <b>Service Effectiveness</b> | <b>82.22%</b><br>IEA | 74.35%  | 85.02%            | 85.17%     | 88.47%    | 86.28%           |     |
| Taxpayer Satisfaction Index | <b>Customer Satisfaction</b> | <b>76.13%</b><br>ISA | 67.62%  | 82.49%            | 69.69%     | 83.43%    | 73.51%           |     |
|                             | <b>Response Time</b>         | <b>80.10%</b><br>ITA | 81.65%  | 72.58%            | 85.83%     | 87.49%    | 85.34%           |     |
| Other Indexes               | <b>Demand Fulfilment</b>     | <b>90.43%</b><br>IDA | 73.79%  | 100%              | 100%       | 94.50%    | 100%             |     |

#### United Arab Emirates

The FTA tracks KPIs linked to taxpayers’ rights outlined in its *Taxpayer Charter*. These include measurable standards for service timeliness, information accessibility, and respectful treatment.

Metrics are monitored daily and cover areas such as certificate issuance timelines, complaint resolution, and digital service understanding and adoption by taxpayers following published user guides. The 'Customer Pulse' tool within the Emaratax (Integrated Digital Tax Platform) collects real-time feedback on service delivery and satisfaction from taxpayers and provides departments with actionable insights. This system supports internal performance review and feeds into broader service oversight within the federal government.

## 1.6. Availability of Approved Drafting Rules or Review Processes for Public-Facing Content

Content development rules are a set of guiding principles and standards that define how content (texts, images, videos, and other multimedia materials) should be created to achieve specific goals. These rules cover aspects such as writing style, text structure, terminology usage, formatting, and alignment with the target audience. They ensure content consistency, high quality, and ease of understanding for users.

Content review processes are procedures aimed at ensuring the accuracy, completeness, and compliance of content with established standards and requirements. Reviews may include proofreading, editing, readability testing, and verification against internal requirements. Review processes help identify errors, improve content quality, and ensure alignment with the target audience.

Tools include:

- **Content Development Rules.** Define standards for writing style, terminology, structure, and audience alignment.

In some cases, tax authorities rely on internal review mechanisms to maintain the quality of public-facing content. The CBDT operates under SOPs and hierarchical oversight, with senior officials and centralized authorities reviewing materials prior to publication. The Media Cell, functioning under the CBDT, serves as the nodal body for publishing taxpayer-facing content, following SOPs established for the process.

## 2. Taxpayer Services

### 2.1. Application of Tools and Technologies to Improve the Availability and Convenience of Tax Services

Tools refer to specific means, mechanisms, and methods used to enhance the availability and convenience of tax services. Examples include online services, mobile applications, chatbots, and electronic document management systems. Technologies refer to modern technical solutions used to automate processes, speed up request processing, and simplify interactions between users and tax authorities.

The purpose of applying tools and technologies in tax administration is to improve the quality of taxpayer services, reduce time costs, and facilitate tax payment and compliance with tax legislation.

Tools include:

- **Interactive Online Services.** These platforms offer real-time access to forms, status updates, and self-service features, forming the backbone of digital service ecosystems.

- **Mobile Applications.** Enable taxpayers to submit documents, track the status of applications, and access services through smartphones.
- **Integration with Popular Payment Systems.** Simplifies and expedites tax payment processes through interoperability with widely used payment platforms.

Tax authorities are increasingly adopting digital tools to enhance service accessibility. The CBDT's web portal integrates e-filing and case management with pre-filled forms and backend automation. Further, taxpayers are also given the option to pay using the UPI (Unified Payment Interface), enabling millions to make secure, real-time payments through user-friendly mobile apps.

The RFB combines centralized digital workflows with user input to improve interface design. In regions with limited connectivity the MoR is developing a unified e-tax platform to streamline filing and payments, while the most widely used digital service channel of the FTS is the Personal Taxpayer Account. At the same time, the FTS continues to offer in-person services through tax inspectorates and multifunctional public service centers.

The FTA has rolled out an extensive program for interaction with taxpayers across numerous initiatives and for continuous awareness building and education of taxpayers. The FTA program includes events (also social and network building events, for example, around major holidays), tax technical content based on in-person seminars, major online events, tax topical online briefing and awareness sessions, focus-group sessions to obtain feedback and suggestions on planned initiatives, etc. Recordings of in-person awareness sessions are also uploaded on social media platforms such as YouTube.

The component reflects growing reliance on digital tools to support taxpayer services, yet notable disparities remain in how these tools are deployed and connected. While many tax authorities have developed online portals, their functionality is often limited by weak integration with back-end systems, minimal cross-platform access, or the absence of real-time support features. The use of mobile applications, intelligent routing, and multilingual options also varies, particularly in lower-capacity environments. Even where walk-in centers or kiosks are available, inconsistencies in user experience persist. As a result, improved access does not always lead to a greater convenience.

At the same time, there is a clear shift toward more unified digital ecosystems that improve both access and usability. Self-service platforms combined with automated processes help reduce delays and administrative friction. Features such as pre-filled forms, document uploads, real-time tracking, and secure login systems streamline interactions and improve continuity. Interface design elements such as smart navigation and user-tested layouts support more intuitive use. Paired with hybrid access models and feedback-driven updates, these systems promote more inclusive and responsive service delivery.

#### *Box 4. Tools and Technologies to Improve the Tax Services' Availability and Convenience*

##### **India**

The CBDT has adopted a wide range of digital tools and technologies to enhance the availability and convenience of tax services. A central feature is the National Web Portal, which hosts e-filing functions, tax calculators, helpdesk services, and access to legal resources. To streamline compliance, the portal includes features such as pre-filled income tax returns, online payment integration, and secure login systems.

The AIS (Annual Information Statement) app provides taxpayers with a consolidated view of key financial information, including income details, financial transactions, tax payments, tax deducted or collected at source, and specified investments. Taxpayers can also submit feedback directly through the app on any information displayed in their AIS.

The department has also introduced faceless assessment and appeals mechanisms, reducing the need for physical interaction and promoting faster resolution of tax matters. Walk-in centers, known as Aaykar Seva Kendras, complement digital access with in-person support, while kiosks, grievance platforms, and AI-driven screening tools ensure services remain accessible across different user groups and regions.

## **Brazil**

The RFB has expanded the availability of services to taxpayers through a centralized digital platform designed for both individuals and legal entities. Initially developed during the pandemic, the system now consolidates access to key services in a unified, intuitive interface that is accessible from any device. Tools such as e-Defesa support procedural guidance and direct taxpayer requests to the correct service team within the tax authority, reducing unnecessary paperwork. Pre-filled income tax forms are widely adopted. All service requests can be filed digitally to ensure traceability and follow-up by the customer. Prototypes are tested with taxpayer feedback to ensure clarity and usability, reflecting a broader shift toward user-information-based service design.

## **2.2. Diversity of Interaction Channels Used by Taxpayers**

The availability of a sufficient variety of communication and information exchange methods between taxpayers and tax authorities is a key factor in enhancing service accessibility and taxpayer satisfaction.

Using multiple interaction channels offers several advantages: increases convenience for taxpayers by giving them the ability to choose the most comfortable method of communication; accelerates the processing of applications and inquiries by distributing the workload across different channels; and enhances public awareness of tax-related rights and obligations.

Tools include:

- **Websites.** Serve as the primary digital interface for information access and self-service functions.
- **Social Media Platforms.** Used to disseminate updates, reminders, and educational content to broad audiences.
- **In-person Visits.** Remain essential for handling complex cases and serving regions with limited digital access.
- **Telephone Services.** Provide real-time, voice-based support for taxpayer inquiries.
- **Email.** Used for case-specific support and asynchronous communication.
- **Events, Seminars, and Workshops.** Facilitate group engagement, taxpayer education, and stakeholder dialogue.
- **Chat Assistants.** Offer automated, round-the-clock responses to basic inquiries.
- **Mail/Post.** Still used in limited contexts, though largely phased out in favor of digital alternatives.

Tax authorities employ a mix of digital and physical channels to broaden taxpayer access. The CBDT supplements its walk-in centers with proactive digital engagement, including targeted

e-campaigns for non-filers, regular updates via social media and SMS for existing and potential taxpayers, and streamlined grievance redressal through platforms such as the CPGRAM portal

The RFB streamlines consultations through its omnichannel portal and uses tools such as *e-Defesa* to better structure, instruct, and direct taxpayer requests to customer service teams. The STA incorporates AI-guided services and popular platforms like WeChat and TikTok.

At the same time, the FTS and other authorities maintain a network of in-person service centers, including regional tax inspectorates and multifunctional public service centers, as some segments of the population continue to prefer and rely on face-to-face channels. Taxpayers in Russia also have access to the unified contact center of the FTS, which provides consultations on taxation, payment deadlines, reporting, benefits, and other matters.

The widespread use of core communication channels such as websites, call centers, and in-person offices reflects a solid baseline for taxpayer interaction. However, the adoption of more adaptive or personalized formats, including chat assistants, targeted email, and outreach events, remains inconsistent. In many cases, service infrastructure is in place, but the range of interaction modes is still limited, particularly in formats that support proactive or user-specific engagement. This points to a gap between service availability and interaction flexibility.

Meanwhile, there is a growing recognition that channel diversity is key to inclusive and responsive tax administration. Digital platforms often serve as the primary interface, but their effectiveness is amplified when complemented by mobile apps, social media access points, and hybrid support models. Personal account systems that integrate features such as pre-filing, automated updates, and real-time coordination offer streamlined experiences while maintaining user control. The addition of interaction layers, interface testing, and UX (user experience) monitoring reflects a shift from static systems toward more adaptive and service-oriented environments.

#### *Box 5. Interaction Channels Used by Taxpayers*

##### **China**

The STA offers a highly diversified set of taxpayer interaction channels, combining a robust online platform with multiple supplementary tools. The national e-tax portal allows users to complete nearly all tax procedures digitally, with over 200 service types available entirely online. Beyond the core platform, communication is supported through a dedicated interaction interface that offers personalized notifications, AI-supported form assistance, and coordination via internal work orders.

Additional access points include a hotline, WeChat, TikTok, and other social media platforms. New channels, such as an online taxpayer school and digital dispute settlement system, further expand engagement. Elements of gamification, such as culturally themed interfaces, are also used to increase uptake and user comfort.

##### **Russia**

The FTS uses Personal Taxpayer Account as the primary hub through which taxpayers interact with multiple services, including digital, in-person, and mobile channels, while ensuring data consistency and continuity across the system. This account allows users to manage tax returns, submit claims, request deductions, and make payments through a centralized interface. Features include automatic property tax calculation and invoicing, a unified tax payment account, proactive

pre-filling of tax declarations (including automatic uploading of income data), and one-click payment tools. If users identify discrepancies, they can submit correction requests, which trigger updates across relevant institutions. Additional channels include multifunctional public service centers for in-person access, along with mobile and web interfaces refined through ongoing user experience testing. A dedicated UX lab within the FTS conducts continuous research to improve usability and reduce user friction. According to independent studies, the average satisfaction score for the Personal Taxpayer Account is 4.4 out of 5, with a NPS (net promoter score) of 71%.

## India

The CBDT has introduced multiple channels of interaction to enhance taxpayer services and promote greater transparency. The e-Filing account on the Income Tax portal serves as a single-window platform for filing returns, responding to notices, and managing compliance seamlessly. To strengthen communication, the CBDT has launched an official WhatsApp channel and established a dedicated social media cell to provide timely updates and run awareness campaigns. Taxpayers are further supported through a responsive helpdesk system that addresses queries and technical issues. In addition, the AIS for Taxpayers and Income Tax India mobile apps offer convenient access to tax information, statements, and services on the go.

### 2.3. Steps Taken by Tax Authorities to Simplify and Speed Up Service Delivery Process

Tax authorities pursue a range of measures and initiatives aimed at optimizing taxpayer interactions, reducing bureaucratic burdens, and enhancing the efficiency of service delivery. Their efforts focus on the digitalization and standardization of processes, simplification of administrative procedures, improvement of information support, and stronger integration within interagency cooperation frameworks.

Tools include:

- **Establishment of a Single Call Center to Provide Unified Taxpayer Support.** Centralized call centers improve consistency, streamline assistance, and reduce administrative duplication.
- **Automation of Standard Procedures and Services.** Digitalizes repetitive tasks like return processing and document generation to enhance efficiency.
- **Extension of Mobile App Functionality.** Adds advanced features such as real-time updates, document uploads, and integrated communication within mobile interfaces.

To accelerate service delivery, several tax authorities have introduced automation and user-oriented design. The CBDT has streamlined tax administration through the implementation of faceless assessments, enabling fully digital interaction between taxpayers and officials. This approach supports greater transparency, automated return processing, and system-based audit selection.

The RFB and the STA apply AI and guided workflows to streamline submissions and reduce errors. The FTS supports more than 70 interactive services, including taxpayer personal accounts, information resources, business registration and management tools, support measures, risk assessment tools, registries, and electronic document exchange. In addition, services for seamless tax administration are in operation, such as the distributed ledger digital platform, a data delivery platform, the automated simplified taxation system, and API (application programming interface) services for integration with banks.

## 3. Feedback and Communication Mechanisms

### 3.1. Diversity of Survey Methods Used to Measure Taxpayer Satisfaction

Methods for assessing taxpayer satisfaction refer to the set of approaches and techniques used to measure the degree of taxpayer satisfaction with their interactions with tax authorities.

These methods help identify strengths and areas for improvement and inform the development of strategies to enhance service quality and build trust in public institutions. The choice of the most appropriate method depends on the research objective, the nature of the issue under study, and the financial resources of the tax authority.

An effective combination of different methods ensures a comprehensive evaluation of taxpayer satisfaction and creates a foundation for further improvement of tax administration activities.

Tools include:

- **Surveys Conducted by the Tax Authority Itself.** These allow direct control over the survey process and are widely used to assess satisfaction levels.
- **Surveys Conducted through Other Government Bodies.** Typically part of broader public sector evaluations, providing standardized but less tailored insights.
- **Surveys Conducted through External Consultants.** Outsourced approaches offering advanced analytics and perceived impartiality, though less frequently used.

Some tax authorities apply layered feedback mechanisms to assess taxpayer satisfaction. The STA coordinates input collection across all levels of government, using digital tools and algorithms to route issues and monitor service performance.

The FTS builds a continuous feedback improvement process that combines user submissions with regular sociological research, QR-based surveys, and studies conducted by its UX testing lab. Comprehensive analytics are used to evaluate communication effectiveness and inform improvement planning.

The RFB's service satisfaction survey is a guideline aimed at better understanding, monitoring and planning its service network. The central objective of the survey is to generate reliable information for decision-making and its scope is to investigate the quality of service, the ease with which citizens can access service channels and the response time to demands. It is applied in a standardized way to all the RFB service channels.

The CBDT actively seeks stakeholder feedback through regular engagement with industry associations on return filing and withholding tax compliance, as well as consultations with civil society organizations on proposed legislative changes.

Tax authorities often rely on internal surveys to assess taxpayer satisfaction, but make limited use of third-party evaluations or targeted outreach across different taxpayer groups. Although the importance of taxpayer perception is growing, tools to systematically capture experience across service types and user segments remain underdeveloped.

In response, some tax authorities are adopting broader approaches that combine real-time feedback with structured research. Digital surveys embedded in service platforms allow for immediate input, while

additional methods such as interviews, usability testing, and benchmarking provide deeper insights. Public reporting and regional comparisons further support transparency and continuous improvement in service quality.

### *Box 6. Survey Methods Used to Measure Taxpayer Satisfaction*

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#### **China**

The STA conducts annual taxpayer satisfaction surveys using integrated digital systems. Most feedback is gathered immediately after service transactions via its e-tax platform, where taxpayers are prompted with questionnaires or pop-up bubbles. The surveys assess multiple service dimensions, including convenience, staff behavior, clarity of documentation, IT functionality, and policy accessibility. Results are disaggregated across provincial tax authorities and used to produce national rankings, which promote regional competition and identify areas for targeted improvement. Findings are publicly available and directly inform administrative planning and staff development.

#### **Russia**

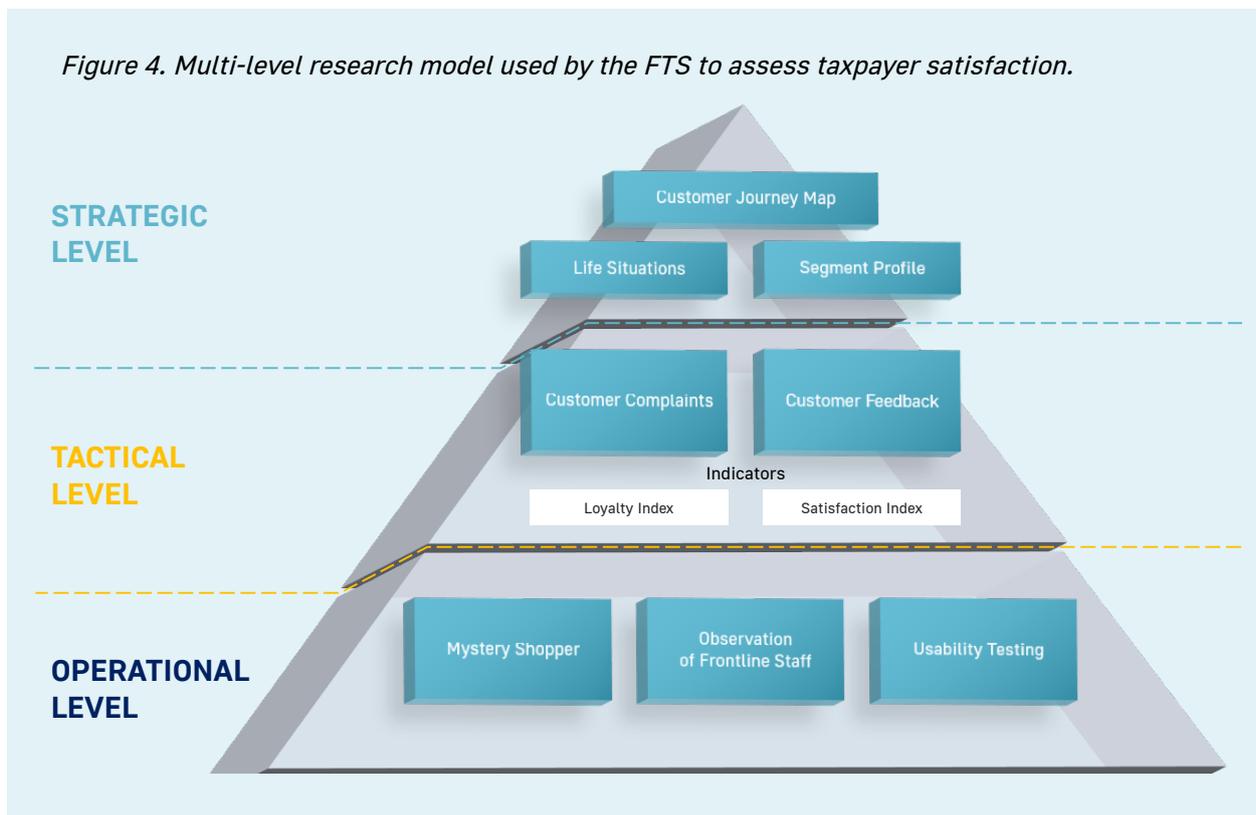
The FTS applies a multi-layered approach to measuring taxpayer satisfaction, combining field research, digital tools, and third-party analysis. On the operational level, it conducts usability testing, mystery shopper visits, and observational studies in service offices.

At the tactical level, it analyzes pain points and grievance patterns, while on the strategic level it uses customer journey mapping and segmentation. Surveys are conducted in-house and through external platforms, using channels like social media, the tax portal, and the national public services portal.

In addition to these tools, the FTS regularly implements comprehensive sociological studies. Surveys conducted in 2022–2023 assessed taxpayer attitudes toward tax payment and perceptions of the tax authority based on a sample of 1,200 respondents. The 15 Years Later study, involving 7,600 participants, showed a 29% increase in trust in the tax system and a 10% increase in about the understanding of the necessity of paying taxes. In 2024, the Perception of the FTS study was conducted with 6,000 respondents, examining preferences in communication channels and the nature of taxpayer requests.

Over 40,000 deep interviews are carried out annually to capture feedback from various taxpayer categories, including businesses, self-employed individuals, and regional populations. These interviews help identify pain points and refine the FTS's service methodology. Comparative tracking, external benchmarking, and both internal and external client feedback form part of a broad data ecosystem aimed at shaping taxpayer experience and policy.

Figure 4. Multi-level research model used by the FTS to assess taxpayer satisfaction.



### 3.2. Diversity of Channels for Collecting Feedback, Including Taxpayer Needs and Concerns

This refers to the set of channels used to gather information about service quality, identify existing problems and taxpayer expectations, and organize regular monitoring of public opinion to inform effective management decisions in tax administration.

A diverse range of communication channels creates a complete picture of feedback collection practices and helps strengthen the connection between authorities and the public.

Tools include:

- **Online feedback forms.**
- **Consultations with external experts.**
- **Focus groups and structured surveys.**

Tax authorities use a variety of channels to collect feedback and understand taxpayer needs. The STA applies structured, multi-tiered systems supported by digital tools and categorization methods. The CBDT gathers input through social media, traditional media, focus group interactions, and community forums, while the RFB embeds feedback prompts directly into service interactions. The FTA complements digital collection with customer council groups, business advisory groups across tax types and for registered tax agents, zero-bureaucracy workshops with selected taxpayers, and targeted outreach to the SME segment through a dedicated Muwafaq, its Taxpayer Collaboration Program. The FTS invites taxpayers to complete short surveys following the receipt of public services in digital format, covering various aspects of their recent interaction. During in-person visits, feedback can be submitted by scanning a unique QR code placed at each employee workstation.

The component reflects growing attention to feedback collection, though current practices remain uneven in both scope and integration. While consultations with external experts are fairly common, digital feedback tools and formalized response systems are still underutilized. In many cases, input is gathered on an ad hoc basis without clear processes for categorization, escalation, or follow-up. As a result, opportunities to turn taxpayer concerns into actionable improvements are often missed.

In contrast, more advanced approaches use multiple channels to collect and act on feedback in a structured way. Digital platforms, advisory groups, feedback ratings, and designated contact points help gather input from a range of taxpayer profiles. Internally, responses are routed to the appropriate units such as policy, technical support, or service delivery and processed through defined workflows. This helps prioritize actions, close feedback loops, and support ongoing improvements in service and policy.

### *Box 7. Channels for Collecting Feedback on Taxpayer Needs and Concerns*

#### **China**

The STA collects taxpayer feedback through an integrated, multi-tier system that connects national, provincial, municipal, and county-level offices. Feedback is gathered through digital service platforms, dispute management channels, internal work orders, and data analytics tied to service usage. For common or recurring concerns, the STA uses algorithmic tools to identify high-frequency issues and route them to the appropriate departments.

Feedback related to policy clarity is directed to the tax policy unit, while technical issues are sent to IT teams, and implementation inconsistencies are addressed by local authorities. Personalized needs are filtered and forwarded to relevant local offices, with efforts made to distinguish between reasonable and unreasonable demands. Emergency cases are escalated directly to the general administration for rapid intervention.

#### **United Arab Emirates**

The FTA employs a broad set of channels to collect taxpayer feedback and concerns, ranging from structured Business Advisory Groups to digital and in-person tools. These include focal points for large and very large taxpayers, SME-specific units, customer councils, mystery shopper reports, chatbot-based interactions, and feedback ratings on published guidance (as available on the FTA website). Advisory groups hold regular direct meetings, while digital platforms such as EmaraTax, Tara (the AI-enabled chatbot), social media platforms, phone lines, and awareness sessions serve as additional entry points for taxpayer input. All channels are structured to cover diverse taxpayer segments and are monitored continuously to inform service updates and policy direction.

### **3.3. Impact of Collected Feedback on Interaction with Taxpayers and Internal Process Review**

This is the process of purposefully using information received about citizens' perceptions, experiences, concerns, and suggestions to continuously improve the quality of services provided and to regularly verify internal operations against quality standards and established regulations.

Taxpayer feedback is used to improve both service delivery and internal processes. In the FTS and the RFB, input from taxpayers has supported broader reforms and policy adjustments. For example, prior to the introduction of the no-declaration tax administration regime for self-

employed individuals, the FTS conducted a sociological survey among freelancers to understand their preferences regarding tax payment procedures and expectations from the new regime. The results showed that over 70% of respondents expressed a desire to report income legally and reduce the risk of being accused of illegal entrepreneurship. Additionally, the STA applies a formal routing system to process feedback across departments, while the CBDT and the FTA have built internal mechanisms to review and act on it.

### **3.4. Diversity of Communication Methods with Key Stakeholders (e.g. Large Businesses, Expert Networks)**

This refers to the set of tools and approaches used by tax authorities to maintain active dialogue and mutually beneficial cooperation with participants in the country's economic life. These methods aim to build strong relationships, facilitate the exchange of experience and knowledge, strengthen mutual understanding, and promote a shared understanding of the challenges and goals facing the tax sector and society.

Stakeholder engagement takes place through structured consultations, public councils, webinars, and institutional partnerships. The Public Council of the FTS serves as a standing consultative platform for dialogue with the business and expert communities. Proposals from its members are taken into account when preparing clarifications, refining digital services, and improving communication systems. The STA's tripartite mechanism and the RFB's cooperation with tax professionals are examples of dialogue used to gather feedback and improve coordination. In some cases, outreach also involves media monitoring, sponsored events, or staff embedded in stakeholder networks.

### **3.5. Use of Digital Platforms and Social Media for Communication with Taxpayers**

This is a modern approach to establishing continuous and open dialogue between tax authorities and the general public through the use of information and communication technologies and social media.

It involves the use of specialized web portals, mobile applications, forums, and pages on popular social networks to disseminate up-to-date information, introduce new initiatives and reforms, explain legal norms and procedures, and quickly address emerging questions.

Public communication is carried out through a range of tools, including official websites, social media, public events, and education platforms. The STA uses multi-channel strategies that combine online portals, physical outreach, and dedicated service platforms.

When introducing new measures, the FTS launches dedicated promotional web pages explaining key changes to tax legislation. These pages also feature short videos that present the main updates in a clear and interactive format.

The CBDT and the ETA emphasize structured communication units, while the MoR Ethiopia and the RFB integrate awareness campaigns and media content to promote tax compliance.

The CBDT periodically issues SOPs and collaborates with All India Radio and national television broadcasters to conduct outreach programs. It also engages the public through initiatives such as Samvaad on its official YouTube channel, which features both short-term and long-term content, including informational cartoons. These efforts are particularly relevant in the context of the introduction of the new Income Tax Act, 2025.

### **3.6. Number of Methods for Publicly Informing Taxpayers on Tax Legislation, Administration, and Obligations**

This refers to the range of methods and tools used by tax authorities to ensure taxpayers are adequately informed about current legal norms, tax collection procedures, reporting processes, and related obligations.

The diversity of methods is intended to maximize the accessibility of information for all population groups, encouraging conscious compliance with legal obligations and improving overall financial literacy.

Interaction on an individual level typically involves digital accounts, mobile messaging, hotlines, and in-person services. The STA and the FTA offer personalized digital platforms with notification systems and service requests. The FTS provides taxpayer information through multiple channels, including its official website, social media accounts, media publications, in-person consultations at regional offices, and telephone assistance via the unified contact center. The MoR Ethiopia, the ETA, and the CBDT rely on both face-to-face interaction and broad communication campaigns, while the RFB and the SARS use a mix of online messaging and official portals.

### **3.7. Level of Interaction with Taxpayers on an Individual Basis (Notifications and Responses)**

This refers to the activities of tax authorities aimed at personalized interaction and individual assistance to taxpayers. Such interaction involves ongoing, direct, and personal contact, with solutions tailored to the specific needs of each taxpayer.

Digital platforms and social media are widely used to share updates, explain tax procedures, and respond to taxpayer queries. Some tax authorities like the RFB, the STA, and the CBDT use infographics, videos, and interactive content to improve understanding and encourage compliance. The FTA maintains official channels for public announcements and feedback collection.

Despite notable progress in digitalization, the FTS deliberately maintains traditional in-person channels. This approach is supported by a 2024 survey showing that 22% of respondents prefer face-to-face interaction with the tax authority.

The MoR Ethiopia and the ETA emphasize accessibility and digital transformation as part of broader engagement strategies.

### **3.8. Frequency of Using Digital Platforms and Social Media Compared to Traditional Channels**

The frequency of using digital platforms and social media compared to traditional communication channels reflects the shift toward digital interaction between government bodies and citizens, highlighting the trend of gradually replacing traditional forms of engagement with modern technologies and tools.

Tax authorities report growing reliance on digital platforms and social media, with improvements in accessibility, responsiveness, and taxpayer engagement. The STA notes widespread use of new media accounts; the RFB and the FTS emphasize the shift from offline to online interaction. The MoR Ethiopia and the ETA link digital communication to higher compliance and satisfaction, while

the FTA uses outreach data to refine messaging. For the CBDT, both platforms play a central role, with targeted outreach programs tailored to different taxpayer segments.

### **3.9. Evaluation of the Effectiveness of Communication Channels**

This is a comprehensive process of systematically analyzing and measuring how different categories of taxpayers use various communication channels. The main goal of this evaluation is to determine how effectively each channel supports achieving the set objectives in relation to specific taxpayer target groups.

Evaluation practices vary widely. The STA and the FTS use structured indicators and surveys to assess service reach and quality. In addition to measuring satisfaction, the FTS tracks specific indicators such as the average time to deliver particular services, average in-person wait times, ease of interaction with the tax authority, and user ratings in App Store and Google Play. The CBDT monitors content performance and engagement metrics on social media. The RFB and the FTA collect taxpayer feedback through surveys and online tools, and the MoR Ethiopia applies perception surveys and call center reviews. The ETA uses web-based feedback tools, whereas the SARS measures post-transaction experience of taxpayers by different channels (e.g. website, social media, etc).

## CHAPTER 2. CLIENT-CENTRIC STRATEGY: FROM DESIGN TO DELIVERY AND IMPACT

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This chapter examines how tax authorities have operationalized client-centric principles through strategy development, institutional reform, and service innovation. It draws on diverse jurisdictional experiences to highlight the challenges encountered and the approaches used to address them. The chapter is organized into three sections: strategic challenges and enabling reforms; methods and tools used to implement client-centric strategies; and selected projects that illustrate results in practice.

### 1. Strategic Challenges and Jurisdictional Provisions

As jurisdictions navigate different stages of client-centric strategy development, tax authorities should consider the institutional and contextual factors that shape progress. These include legal rigidity, organizational culture, and the everyday experiences of taxpayers. A realistic assessment of such constraints can help tailor reforms and increase the likelihood of sustained, meaningful change.

This section presents a thematic analysis of key challenges encountered and the concrete solutions adopted by tax authorities in their efforts to design and operationalize client-centric approaches, offering practical insights that can inform similar reforms in other contexts.

#### 1.1. Reframing the Role of the Tax Authority

Efforts to implement client-centric strategies often begin with redefining how tax authorities present themselves to the public. This section highlights key challenges related to public perception and institutional trust that tax authorities need to address to build credibility, promote voluntary compliance, and shift how their role is understood.

- **Trust Deficit and Negative Institutional Image.** Where tax authorities are perceived as punitive or unapproachable, especially by underserved populations, reform efforts are likely to face resistance and limited voluntary engagement. To address this, administrations should prioritize strategies that strengthen their identity as service-oriented institutions. In practice, several jurisdictions have adopted empathy-driven communication, issued formal declarations of purpose, and introduced co-designed service models that emphasize equity, accessibility, and procedural fairness.
- **Lack of Transparency in the Use of Tax Revenues.** When taxpayers are unclear about how their contributions are spent, trust in the tax system can erode. To strengthen legitimacy and promote voluntary compliance, tax administrations should consider improving transparency through targeted public communication. Several authorities have achieved this through public information campaigns, digital reporting tools, and simplified narratives that connect tax contributions directly to visible public services.
- **Weak Civic Norms around Tax Compliance.** Where taxation is seen as a burdensome obligation rather than a shared civic duty, voluntary compliance tends to remain low. To build stronger civic engagement, tax administrations should invest in outreach and education that frame taxation as a reciprocal relationship. This has been reinforced in several jurisdictions through simplified registration procedures and inclusive messaging that highlight taxpayer rights and responsibilities within a fair and inclusive fiscal compact.

#### 1.2. Building Strategic Capacity in Evolving Systems

This section examines how client-centric strategies have taken shape in evolving institutional environments. In many cases, strategic direction emerged incrementally, developed through practice, internal alignment, and iterative reform rather than being defined from the outset.

- **Strategy Developed in Parallel with Implementation.** In many tax authorities, reforms to improve taxpayer experience were initiated before client-centricity was fully conceptualized. Rather than delaying action, administrations advanced change through phased implementation, continuous feedback, and learning by doing. This approach enabled priorities to evolve in real time and allowed strategy to emerge from practice.
- **Uncertainty around the Definition of Client-centricity.** In many administrations, the concept of client-centricity was not clearly defined or consistently understood, even at senior levels. Progress often depended on creating space for internal dialogue and structured reflection. Drawing on peer experience, sharing early lessons, and piloting reforms enabled institutions to clarify the concept in practice and build a more coherent understanding across departments.

The INTA launched its client-centric approach without a unified institutional definition, instead building alignment gradually through stakeholder engagement, audit model refinement, and taxpayer segmentation.

The FTA followed a phased trajectory, beginning with full digitalization and later incorporating themes of inclusion, accessibility, and public trust, supported by revisions to organizational structures and performance metrics.

The CBDT has progressively enhanced its digital tax services, beginning with basic online filing, followed by the introduction of pre-filled returns to improve convenience, and most recently, to provide comprehensive taxpayer information through AIS.

In other cases (e.g. the ETA), strategic direction developed more gradually, evolving from early awareness-raising efforts and service delivery improvements.

### 1.3. Aligning Tax Authorities and People Around a New Culture

This section looks at how tax authorities have worked to align internal stakeholders around the principles of client-centric reform. In many cases, organizational change required reconciling differing interpretations of strategy, reshaping institutional mindsets, and addressing uneven capacity across teams and regions.

- **Diverging Interpretations of Strategic Direction.** When leaders and middle managers held differing views on what client-centricity required, reform efforts often became fragmented. To build alignment, tax administrations introduced joint planning sessions, strategic workshops, and routine engagement across central and regional levels.
- **Traditional Mindsets and Lack of Cross-functional Integration.** Staff in many tax administrations were accustomed to compliance and enforcement roles, with limited exposure to service-based approaches or collaborative workflows. To support cultural change, administrations introduced targeted training, internal communication campaigns, and organizational restructuring.
- **Inconsistent Institutional Capacity and Legal Interpretation.** Differences in staff readiness and varying interpretations of legal provisions led to uneven implementation across regions or departments. In response, several administrations introduced targeted staff development programs, centralized interpretive guidance, and legal harmonization efforts to promote more consistent application of client-centric practices.

To strengthen internal alignment and build a client-centered culture, the FTS has launched a range of internal initiatives. These include open conversations between senior leadership and staff,

structured leadership development programs such as the ‘Leader’s School’, ‘Leader’s Reserve’, and ‘Make Career Yourself’, as well as public presentations of strategic plans by central office divisions. A strong emphasis is placed on cultivating a feedback-oriented work culture. The FTS has also restructured its weekly leadership meetings to include the heads of all 89 regional tax departments and 23 interregional inspectorates. During these sessions, deputy commissioners report directly to the head of the FTS on the implementation of projects assigned to their subordinate structural units. This approach ensures that all regional and interregional bodies operate within a unified information space and remain aligned with the central strategic agenda.

The CBDT conducts multilevel interactions and workshops involving employees across different levels of the organizational hierarchy. In addition, instructions and SOPs are periodically developed or updated based on feedback from local offices.

#### 1.4. Navigating Legal and Structural Constraints

This section outlines how tax authorities have addressed legal and structural barriers that limited the pace or scope of client-centric reforms. In many cases, progress required working within rigid frameworks, clarifying institutional mandates, and ensuring consistent rule interpretation across different administrative levels.

- **Rigid Legal Frameworks and Procedural Inflexibility.** Outdated laws, formalistic procedures, and slow legislative cycles often made it difficult to introduce reforms aligned with evolving taxpayer needs. In response, some tax administrations pursued phased reforms, internal legal reviews, and procedural workarounds that simplified compliance while remaining within the boundaries of existing legislation.
- **Fragmentation of Mandates and Administrative Complexity.** Overlapping responsibilities between agencies or departments created bottlenecks and hindered coordination. To address this, tax administrations established inter-agency agreements, clarified roles, and introduced coordination mechanisms to streamline decision-making and implementation.
- **Inconsistent Interpretation and Uneven Application of Rules.** Legal provisions were sometimes applied differently across regions or administrative units, leading to uncertainty for both taxpayers and staff. To improve consistency, tax administrations issued unified legal guidance, clarified procedures, and launched harmonization initiatives across departments.

The FTA identified legislative inflexibility as a major barrier to simplifying registration procedures. In response, it negotiated inter-agency agreements that reduced manual completion of required registration fields from 64 to fewer than 10, avoiding the need for formal legal amendments.

The Government of India has promulgated a new Income Tax Act with fewer sections and chapters, making it easier to understand and implement, while preserving core taxation principles and ensuring continuity.

#### 1.5. Serving Diverse Populations in a Digital World

This section examines how tax administrations have adapted service delivery to meet the needs of diverse taxpayer groups in increasingly digital environments. Reforms in this area have focused on addressing digital exclusion, improving accessibility, and personalizing support based on user capacity and context.

- **Digital Exclusion and Unequal Access.** Gaps in connectivity, digital literacy, and infrastructure limited access to services for some taxpayer groups. To avoid reinforcing exclusion, tax administrations

introduced multi-channel service models, conducted community outreach, and developed simplified digital tools to improve access and coverage.

- **Personalized Service Models for Diverse User Needs.** Standardized service delivery often failed to accommodate the different capacities, preferences, and circumstances of taxpayers. In response, administrations implemented segmentation strategies and hybrid models that combined digital channels with in-person assistance, tailoring support to users with varying levels of digital literacy, income, or infrastructure access.

The INTA developed a taxpayer segmentation model based on digital capability and income level, offering mobile apps to tech-savvy groups and in-person support for others.

The CBDT has introduced initiatives such as Tax Return Preparer scheme and Electronic Return Intermediary facilities to assist taxpayers with limited digital proficiency. Additional measures include offline utilities for return filing and Aadhaar-based login (unique identification number) to simplify authentication. These efforts enhance accessibility, provide personalized support, and promote broader compliance within the country's digital tax ecosystem.

## 2. Strategy Implementation: Execution Steps and Methodologies

Building on the strategic challenges and jurisdictional dynamics outlined earlier, this section focuses on how tax authorities have operationalized client-centric reforms. It examines the tools, roles, and workflows that supported implementation, offering practical approaches that other administrations may consider when embedding similar reforms into institutional practice.

The discussion is structured in two parts. The first highlights the tools and approaches used to advance client-centric strategies, focusing on methods that improved service delivery, staff engagement, and responsiveness. The second examines how these strategies were translated into internal processes and operational changes that sustained reform over time.

### 2.1. Methods, Approaches, and Tools Used for Client-Centric Strategy Implementation

Client-centric transformation has been supported by a targeted set of tools designed to reshape service delivery, improve responsiveness to taxpayer needs, and ensure reforms are tailored to diverse user profiles. Tax authorities aiming to implement similar reforms may consider combining digital platforms, segmentation models, and user experience mechanisms to strengthen external service quality and institutional adaptability:

- **Digital Tools and Service Platforms Serve as the Operational Backbone of Client-centric Reform.** These tools, including mobile apps, grievance systems, and usability testing environments, have enabled simplified compliance and real-time interaction with taxpayers. The specific applications of these tools are detailed further in Section 1.3 through country-level project examples.

The FTS's My Tax mobile application enables self-employed individuals to register, pay taxes, and generate verified income statements with minimal effort. It serves as the primary digital tool for Russia's self-employment tax regime, where there is no obligation to file reports or tax returns. Income is tracked automatically through the app, and receipts for services are issued directly within the interface, removing the need to purchase a cash register. The tax is calculated automatically, and the user is only required to make the payment within the specified deadline.

Registration is fully digital and can be completed either through the app itself or via mobile banking applications, with no in-person visit required.

The CBDT uses grievance and compliance systems such as e-Nivaran and CPGRAMS to streamline taxpayer interactions. Grievance redressal is monitored through the Timely Completion Rate metric, with over 90 percent of cases resolved within 30 days of filing.

The RFB has a portal where it offers taxpayers, individuals and companies all digital services in one place, with the user interface adapted for computer, tablet or smartphone.

- **Taxpayer Segmentation and Personalized Support Enable Administrations to Organize Services around the Specific Needs of Different Groups.** By tailoring service delivery to reflect differences in taxpayer size, income level, or digital access, administrations can reduce barriers to compliance and improve the overall taxpayer experience.

The FTA applies a comprehensive segmentation model across SMEs, large businesses, very large businesses, and government entities. SMEs receive tailored support through the Muwafaq package and dedicated account managers.

- **User Experience Monitoring and Feedback Loops Make It Possible to Observe How Taxpayers Interact with Services and to Adjust Processes in Response to Concrete Data.** In parallel with expanding digital infrastructure, tax administrations have invested in tools to capture, analyze, and respond to user feedback. These mechanisms support continuous service improvement by incorporating direct input into both digital and in-person service design.

The FTS's Usability Lab studies and improves the design of interactive services and the official website, in addition to testing digital interfaces at the development stage. It evaluates convenience, clarity, and task completion, using both expert assessments based on international best practices and user research involving external participants. During testing, indicators such as task completion time, number of errors, success rate, and user satisfaction are tracked to support product improvement.

The FTA runs taxpayer customer councils and business advisory groups that contribute to service reviews based on tax-type and segment-specific experiences.

## 2.2. Steps Undertaken to Achieve the Strategic Goals

To move from strategic vision to operational reality, tax authorities undertook a series of institutional and procedural changes. These included reorganizing internal structures, defining new responsibilities, embedding feedback into decision-making, and creating incentives for staff participation. Reform implementation often required shifts in management culture, internal communication, and leadership visibility to ensure that client-centric principles translated into daily practice. Illustration of the steps that may be taken in this regard is provided below.

- **Aligning Strategic Priorities through Internal Planning.** Some tax authorities translated high-level client-centric principles into departmental responsibilities, requiring units to develop concrete implementation plans. These efforts helped embed strategic goals into everyday decision-making and created accountability structures within the organization.

## *Box 8. Examples of Aligning Strategic Priorities through Internal Planning*

### **Russia**

Each department of the central office of the FTS was tasked with developing a three-year strategy aligned with the objectives set out in the FTS's *Declaration of Client-Centricity*.

These strategies followed the framework outlined in the *Manifesto 2030*, which emphasized principles such as '100% trust' and '0% cost'. To support implementation, deputy commissioners conducted in-person visits to regional offices, using these meetings to explain the strategy in practical terms and clarify operational expectations.

### **China**

The STA embedded taxpayer demand analysis into its internal planning and review processes. Data collected from multiple service channels is analyzed using an AI-supported model and fed into structured review cycles.

These planning processes inform service adjustments and implementation priorities, allowing operational teams to align their activities with real-time client needs and strategic goals.

### **India**

The CBDT aligns its strategic priorities through systematic internal planning, guided by feedback and regular analysis of work progress reports. Focus areas include grievance resolution and litigation management, with clear targets set for each fiscal year. These priorities are reinforced through detailed instructions, extensive top-down communication by senior officers, and bottom-up feedback mechanisms, ensuring that departmental activities remain closely aligned with strategic goals and fostering accountability across the organization.

- **Restructuring Internal Operations to Deliver Segmented Services.** Beyond planning and prioritization, some tax authorities restructured their internal operations to reflect the specific needs of different taxpayer categories. These adjustments focused on reorganizing staff roles, simplifying communication channels, and tailoring service delivery models to support more differentiated and accessible engagement.

The ETA merged VAT and income tax administration at the regional level to reduce duplication and improve coordination. Previously, taxpayers had to interact with separate units for different tax types, creating inefficiencies and fragmented service. The restructuring created a unified contact point for multiple tax obligations, streamlining taxpayer experience and laying the foundation for a more integrated approach to client segmentation.

- **Enabling Employee-driven Contributions to Reform.** Mechanisms were introduced to involve staff in problem-solving and service design. These channels supported institutional learning, encouraged ownership, and connected frontline insight with leadership decision-making.

### *Box 9. Examples of Employee-Driven Contributions to Reform*

#### **Egypt**

The ETA's Give Idea platform enables employees to submit proposals or raise questions about legal procedures and service processes. Input is reviewed at the leadership level, with feedback or implementation steps communicated to staff. The platform also facilitates internal surveys, helping management identify recurring service issues and opportunities for improvement from within the organization.

#### **United Arab Emirates**

The FTA developed an internal platform that enables employees to submit ideas, observations, or service improvement proposals. Submissions are routed to the relevant departments for evaluation and potential implementation. This system functions as a staff-driven feedback loop and supports broader cultural change by encouraging ownership and decentralized problem-solving.

#### **Russia**

The FTS developed two feedback and proposal channels: Initiative 1.0 allows employees across any level to submit suggestions to central methodologists, while Initiative 2.0 enables regional leaders to coordinate and submit more developed proposals. Both systems include tracking dashboards, deadlines, and automatic escalation for unresolved ideas, reinforcing a culture of responsiveness and accountability.

#### **India**

The CBDT's outreach programs play a key role in reinforcing reforms through leadership visibility. These efforts include the organization of conferences, training sessions, and periodic reviews across various verticals to engage officers. The chairperson and other senior officials of the CBDT regularly visit field offices and engage in both formal and informal interactions, including meetings with staff associations, to foster direct communication and feedback. The redrafting of the Income Tax Act was led by officers of the CBDT, with inputs drawn from all field formations. Such initiatives strengthen reform implementation and promote alignment across the organization.

- **Institutionalizing Feedback and Monitoring Mechanisms.** Some tax authorities embedded continuous evaluation systems into the reform process. These mechanisms made it possible to track progress, adjust implementation, and learn from taxpayer experiences to improve service quality over time.

### *Box 10. Examples of Institutionalizing Feedback and Monitoring Mechanisms*

#### **China**

The STA established a layered feedback system that integrates offline service windows, online platforms, and direct client interactions. Data from these channels is analyzed using an AI-supported demand analysis model and feeds into a formal review cycle that includes investigation, adjustment, and follow-up. This process enables continuous, data-driven refinement of services based on real user experiences.

## India

The CBDT uses platforms such as CPGRAMS and e-Nivaran to collect and manage taxpayer grievances, track resolution timelines, and support follow-up feedback. In parallel, taxpayer hubs with physical kiosks have been established in regional cities to offer in-person assistance and capture live feedback. Inputs from these channels are centrally monitored and inform ongoing service adjustments.

- **Motivating and Supporting Employee Engagement in Reform.** Client-centric reform required more than procedural inclusion. Tax administrations worked to foster a workplace culture where staff could contribute meaningfully, receive recognition, and align their day-to-day responsibilities with broader institutional goals. This was achieved through a combination of participation channels, performance-based recognition, professional development, and well-being initiatives.

### *Box 11. Examples of Supporting Employee Engagement in Reform*

## India

Motivation is reinforced through performance-linked recognition. Employees who contributed to reform efforts, such as taxpayer services, grievance redressal, and the design or re-engineering of business processes including automation, received formal acknowledgement through the Finance Minister's Awards, regional awards, and recommendations for inter-departmental deputations. Appreciation is also conveyed through commendation letters and positive feedback in annual performance appraisal reports, reinforcing a culture in which strategic participation is both encouraged and visibly rewarded.

## Russia

The FTS provides staff with access to a pilot Employee Wellness program offering 24/7 psychological, legal, and lifestyle support to help address everyday challenges. The program is fully anonymous and reflects the organization's commitment to employee well-being beyond job performance. In addition to digital services, staff are eligible for care through the FTS's departmental clinic, which offers annual medical check-ups accompanied by a dedicated day of paid leave. Employees may also receive treatment at government-run health resorts located in coastal towns, available for a symbolic fee. Some larger regional offices are equipped with on-site gyms and group fitness facilities. Regional visits and strategic sessions are also used to ensure that employees have a direct voice in the decision-making process.

## United Arab Emirates

Project ownership was a key motivational factor, particularly among younger staff. Employees who proposed successful initiatives were often given responsibility for managing them. The Youth Council provided early-career professionals with a platform to contribute ideas towards innovation and present them directly to leadership without managerial gatekeeping.

## Egypt

The ETA combines performance appraisal with opportunities for professional development. Staff are recognized through internal assessments and may be nominated for participation in international tax training programs that support broader institutional capacity-building.

## Iran

The focus in Iran was on improving work conditions and reducing bureaucratic burden. Staff could publicly appraise how their own ideas were handled by the administration, creating visible accountability. Workload reduction and faster resolution procedures were used not only to improve client service but also to make the job more manageable for frontline employees.

## South Africa

The SARS is piloting a modernization initiative aimed at improving employee satisfaction and motivation across the full lifecycle of employment. It tracks employee engagement levels from entry to exit and links staff well-being to service outcomes. The hypothesis guiding the program is that an engaged employee base directly improves the experience of taxpayers and traders thereby enhancing performance and organizational efficiency.

### 3. Strategy Implementation: Practical Projects and Outcomes

Tax authorities have implemented client-centric strategies through a combination of internal planning and on-the-ground initiatives. These efforts have translated strategic goals into practical outcomes, leading to new approaches in service delivery, taxpayer engagement, and institutional performance.

This section highlights selected projects organized around four themes: simplification, tailored support, communication and transparency, and voluntary compliance. Each table summarizes key features, reported outcomes, and, where available, the methods used to assess results. The examples provide insight into how administrations have advanced reform through targeted implementation.

#### 3.1. Digitalization to Simplify Compliance

Digitalization also plays a critical role in simplifying visible compliance interactions. By redesigning how taxpayers register, file, and access support, tax administrations reduce complexity, improve turnaround times, and make services more intuitive. This section highlights efforts to modernize core tax functions through automation, proactive support tools, and user-centered system design.

Administrations aiming to improve service delivery may benefit from embedding automation and data-sharing into the foundations of compliance. The examples below illustrate how these approaches have led to measurable improvements in access, accuracy, and processing speed.

*Table 1. Digitalization to Simplify Compliance*

| PROJECT / INITIATIVE                   | IMPLEMENTATION FEATURES AND OBSERVED OUTCOMES  |
|--|--|
| <b>Russia</b>                          |  |
| Mobile App<br>My Tax for Self-Employed | <p>The My Tax app enables self-employed individuals to register, obtain tax status online within minutes without visiting a tax office, record income, and pay taxes entirely via mobile.</p> <p>It uses real-time data from banks and digital platforms to automate tax calculation without requiring returns or cash registers. The app includes a simple, automated tool for generating receipts, tracking income, and calculating tax obligations.</p> |

|   |   |
|---|---|
|   | Users can pay accrued taxes directly through the app using a bank card. Launched with a user-centered design, it eliminates the need for prior tax knowledge and has registered over 13.9 million users, significantly easing compliance and expanding voluntary participation.   |
| One-Day Registration & Account Unfreezing | Businesses can register a new entity online within 24 hours. An additional fast-track tool enables frozen bank accounts to be unfrozen within one business day upon resolution of compliance issues. These services are part of a broader agenda to minimize administrative delays and have contributed to measurable reductions in registration timelines and the elimination of service bottlenecks, as reported through internal monitoring systems. |

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## United Arab Emirates

|  |   |
|--|---|
| Phased E-Invoicing with Data Integration   | The Ministry of Finance and the FTA are developing the national e-invoicing system and shall introduce it in phases.  |
| Integration with other Government Entities | The EmaraTax system is integrated with customs and some government departments to automatically populate key fields, easing compliance and reducing input errors.                 |
| Integration with Accounting Systems        | The FTA has signed collaboration initiatives with selected accounting platforms to draw data and further automate tax returns completion to support self-compliance by taxpayers. |

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## India

|                                 |   |
|---------------------------------|---|
| Faceless Assessment             | The CBDT's Faceless Assessment Scheme reduces human interface in tax scrutiny by conducting assessments electronically through the ITBA (Income Tax Business Application) portal, with all communication and document submission managed via the online e-filing portal. The system also ensures that officers are not assigned fixed jurisdictions, and that case allocation changes with each audit cycle. It uses data analytics and risk profiling to select cases for scrutiny. This approach minimizes discretion, expedites processing, and promotes greater taxpayer trust. |
| E-Filing Portal Revamp          | The CBDT introduced a redesigned income tax system featuring pre-filled returns, faceless assessments, and digital filing for appeals. In 2024, over 38 million income tax returns were processed within seven days, including 16 million in a single day. During peak periods, the helpdesk system responded to more than one million taxpayer queries through chat, phone calls, and co-browsing support.   |
| AIS (Annual Information System) | <p>AIS consolidates financial data from employers, banks, and registries into a unified digital account. It supports pre-filled returns, real-time taxpayer feedback, and dynamic compliance updates, simplifying filing and improving accuracy.</p> <p>The AIS for Taxpayers mobile app provides convenient access to the Annual Information Statement and the Taxpayer Information Summary, enabling users to view, verify, and respond to their tax data from any location.</p>  |

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**Iran****Entrepreneur Tax Base Platform**

The INTA introduced a digital channel for entrepreneurs to submit monthly financial data. The system automatically calculates tax obligations based on account movement, eliminating the need for manual self-declaration. It also enables users to share payment confirmations with other agencies. Processing times for deductions were reduced from 37 to 3-6 days.

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**Brazil****Pre-Filled Personal Income Tax Return**

Returns are automatically populated based on integrated data from employers, financial institutions, and other government agencies. In 2024, the pre-filled returns were available to 75% of Brazilian taxpayers, with more than 42,421,000 returns submitted and 42% (approximately 18,700,000) completed using the pre-filled option.

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### 3.2. Tailored Support for Diverse Taxpayer Segments

Client-centricity often requires acknowledging that different taxpayer groups face distinct barriers, levels of understanding, and compliance behaviors. Standardized services may not address these differences effectively. Administrations aiming to improve inclusion and service relevance can benefit from designing targeted initiatives for specific segments such as SMEs, self-employed individuals, large corporations, or emerging digital sectors. The examples below illustrate how tailored support can improve engagement, reduce friction, and expand formal participation.

*Table 2. Tailored Support for Diverse Taxpayer Segments*

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| Project / Initiative        | Implementation Features and Observed Outcomes   |
|-----------------------------|---|
| <b>Brazil</b>               |   |
| Get Closer (Aproxime)       | A proactive engagement initiative targeting large companies that are not subject to differentiated monitoring. It offers early-stage technical guidance, continuous monitoring, and dedicated communication channels to help resolve potential tax issues before they escalate. The program has contributed to a reduction in cases requiring audit intervention and has fostered ongoing dialogue with high-potential taxpayers, as tracked through resolution timelines and audit deferral metrics. |
| Trust Us (Confia)           | A cooperative compliance model aimed at strengthening institutional trust with large corporate taxpayers. Built on voluntary participation, mutual transparency, and structured engagement, the program offers participating companies greater predictability in tax treatment and access to early advisory support. It has contributed to lower audit exposure and an increase in voluntary disclosures, as reflected in periodic compliance assessments.  |
| <b>United Arab Emirates</b> |   |
| Muwafaq Package (for SMEs)  | A comprehensive support program designed for SMEs. It includes simplified explanations of legal texts and materials, discounts on accounting tools, and direct assistance from assigned relationship managers. The initiative improved SME visibility within the tax system and helped lower entry barriers for newly established businesses, as reflected in uptake data and onboarding support records maintained by the SME support unit.  |

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|-----------------------------------|--|
| Moáther Package (for influencers) | A specialized initiative targeting digital content creators, offering personalized outreach and support from a dedicated taxpayer services team. The program supports self-compliance by providing awareness sessions on the VAT treatment of the unique types of supplies and services typically offered by digital content creators. |
|-----------------------------------|--|

### Egypt

|   |   |
|---|---|
| Simplified Tax Regime for Small Taxpayers | Introduced for businesses with annual turnover below EGP 20 million, this regime simplified filing and reduced reporting obligations. It contributed to a noticeable rise in small business registrations following implementation. |
|---|---|

### India

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|-------------------------|--|
| Sugam Income Tax Return | The Sugam ITR is a simplified ITR form designed for small taxpayers, particularly small businesses and professionals. It promotes easier compliance and encourages broader participation in the formal tax system. |
|-------------------------|--|

## 3.3. Transparency, Communication, and Voluntary Compliance

Strengthening the relationship between taxpayers and the state often depends on clear communication, visible accountability, and a culture of voluntary compliance. Where tax obligations are poorly understood or perceived as arbitrary, trust and cooperation tend to erode. Tax authorities seeking to build public confidence can benefit from initiatives that improve transparency, explain tax responsibilities in accessible terms, and encourage proactive engagement. The following examples show how communication strategies and visibility tools have supported greater clarity, fairness, and compliance.

*Table 3. Transparency, Communication, and Voluntary Compliance*

| Project / Initiative   | Implementation Features and Observed Outcomes  |
|--|--|
| <b>Brazil</b>  |  |
| Short Educational Video Series ( <i>Aprendizágil</i> )         | A series of short, animated videos explaining tax procedures in plain language. Although a concrete evaluation has not yet been conducted, initial user feedback suggests that the format may help improve understanding among new filers.   |
| <b>Iran</b>  |  |
| Taxpayer-Directed Revenue Allocation Platform                  | A system that enables taxpayers to choose which government development projects a portion of their taxes will fund. Over 360,000 participants selected from 1,900 projects in the platform’s first year.<br><br>The platform provides payment confirmation and enables public tracking of project outcomes, allowing taxpayers to see how their contributions are used (e.g. funding a road or student dormitory) thereby reinforcing transparency and civic engagement. |
| <b>Russia</b>  |  |
| Integrated Services via Life Situations (‘30 Life Situations’) | The FTS collaborated with other government agencies to embed tax procedures into 30 common life scenarios, such as starting a business or registering a child. This whole-of-government approach reduced duplication across systems, eliminated redundant document requests, and streamlined interactions for taxpayers. Service improvements were monitored through reductions in interagency processing times and feedback from taxpayer assistance centers.           |

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## Egypt

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| Investor Gate and Public Tax Dashboard | A multilingual digital portal that provides personalized tax guidance for investors and enhances public visibility into tax administration performance. The platform includes real-time dashboards displaying VAT refund processing times and other service-level indicators, contributing to greater transparency and institutional accountability. |
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|--|--|
| Amnesty Initiative for Informal Businesses | A time-limited initiative that enabled businesses operating outside the formal economy to regularize their status without penalties for prior non-compliance. The program aimed to lower entry barriers, expand the registered taxpayer base, and foster a more inclusive relationship between the tax administration and informal sector operators. |
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## South Africa

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| Segmented Outreach and Multilingual Services | The SARS implemented a segmented outreach strategy that included taxpayer-specific webinars, customized communication tools, and multilingual materials adapted to all 12 official languages. These efforts expanded access for small traders and previously underserved communities, with measurable increases in webinar participation and use of translated self-service portals. |
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## United Arab Emirates

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|--|--|
| Voluntary Disclosure and Post-Filing Engagement System | The FTA introduced simplified procedures for amending returns and voluntarily disclosing post-filing errors. The system also supports early detection and correction of errors before filing deadlines through taxpayer education campaigns and advisory services to promote early correction without triggering penalties, reinforcing trust and cooperative behavior between taxpayers and the administration. |
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## India

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|----------------|--|
| NUDGE Campaign | The CBDT's NUDGE Campaign consists of targeted interventions based on behavioral analysis, designed to encourage voluntary compliance through timely reminders and informative prompts rather than coercive measures. The initiative aims to improve filing timeliness, reduce litigation, and foster greater compliance without relying on upfront penalties. |
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## CHAPTER 3. SEAMLESS TAX ADMINISTRATION/MAKING TAX COMPLIANCE AND INTERACTION WITH THE TAX AUTHORITY FAST AND EASY

This chapter examines how tax authorities are redesigning compliance processes to be faster, more intuitive, and embedded into the tools and environments taxpayers already use. It presents both current practices that enable integration with existing platforms and future directions focused on automation, personalization, and system design. The chapter also explores the internal strategies, including implementation methods, organizational processes, and workforce transformation, required to deliver these changes at scale.

### 1. Integration of Digital Tools into Taxpayers' Activities: Current Projects and Ecosystem Embedding

This section explores how tax authorities embed compliance mechanisms into taxpayers' daily environments by integrating tax systems with commercial, administrative, and financial platforms. These efforts aim to enable continuous data exchange, reduce procedural burdens, and create seamless taxpayer experiences.

For tax authorities seeking to simplify compliance and improve coverage, the following examples illustrate how system design, inter-agency coordination, and automation can align tax processes with the routine activities of citizens and businesses.

#### 1.1. Embedding Tax Administration into Natural Business Processes

Tax authorities increasingly move beyond digital service delivery toward system-level integration, embedding compliance mechanisms into the tools and platforms that taxpayers already use. These reforms aim to make compliance 'invisible' by aligning tax processes with everyday business transactions and eliminating the need for manual filing or separate reporting actions.

Tax authorities seeking to modernize compliance may consider this model to streamline tax processes and reduce taxpayer effort. By linking obligations to existing commercial tools, they can expand coverage and enable faster, more accurate data capture without increasing procedural complexity.

*Table 4. Embedding Tax into Natural Business Processes*

| Project / Initiative          | Integration Design and Implementation   |
|-------------------------------|---|
| <b>Egypt</b>                  |   |
| E-Invoice and Receipt Systems | The ETA's unified e-invoicing and e-receipt infrastructure integrates directly into the point-of-sale environment, capturing transactional data from both B2B and B2C operations in real time. By embedding fiscal data collection into the sales process itself, the system ensures that tax obligations are recorded at the moment of transaction. This design supports continuous VAT monitoring and enhances data-driven oversight across the economy. It also enables improvements such as faster refund processing, with the administration aiming to reduce turnaround times from 45 to 20 days. |
| <b>South Africa</b>           |   |
| Auto Assessment Process       | Individual tax assessments are automatically generated using third-party data (banks, employers, medical schemes, etc.), and a notification of results is sent to the taxpayer. In 2024, over 5 million taxpayers were auto-assessed with a 90% accuracy rate, requiring minimal manual interaction.  |

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## Russia

ASTS (Automated Simplified Taxation System): Embedded Integration Model

ASTS represents a fully integrated tax regime embedded within Russia's financial infrastructure. By leveraging transaction data from banks and point-of-sale systems, ASTS eliminates the need for traditional tax return filing, replacing up to 10 standard reporting forms. The system automatically calculates turnover tax obligations with minimal manual intervention, providing businesses with a streamlined, data-driven compliance experience. As of now, the regime operates in 69 regions and serves over 30,000 participating businesses. Activities can be managed not only through the taxpayer's online account, but also via integrated banking platforms. Banks can handle tasks such as salary payments, personal income tax calculations, and payments made through the unified tax payment system, freeing up time for entrepreneurs to focus on growing their businesses.

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## India

TRACES: TDS Reconciliation, Analysis, and Correction Enabling System for Withholding Tax

India has deeply integrated tax compliance into business processes through its robust TDS (Tax Deducted at Source) system, managed via the online TRACES portal. TDS statements and certificates are filed electronically, making the deduction process seamless for vendors and service providers. Importantly, lower deduction certificates are embedded into payment workflows, allowing deductors to automatically apply reduced rates where applicable. Tax credits for deducted amounts are instantly reflected in Form 26AS, providing taxpayers with electronic confirmation of credits and enabling accurate offset against tax liabilities. This reduces manual compliance burdens and enhances both transparency and efficiency.

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## 1.2. System and Stakeholder Integration

Seamless tax administration increasingly depends on the integration of tax systems with a wide range of public and private entities. By linking with financial institutions, government registries, customs agencies, and other partners, tax authorities can access timely data streams that support automation, cross-verification, and tailored service delivery. These integrations reduce administrative burdens for taxpayers and enhance the authority's capacity to monitor economic activity in a coordinated way.

Tax authorities aiming to scale digital compliance may benefit from investing in broader ecosystem integration. Partnerships with banks, payment platforms, technology vendors, and municipal authorities help secure reliable data flows, improve implementation consistency, and extend the reach of tax services. Embedding tax processes into these platforms ensures that compliance is supported by a connected network of actors operating across the economy.

- **Governmental Systems Integration.** Public sector integration enables shared infrastructure and harmonized procedures across domains such as taxation, customs, social protection, and business registration. These linkages support more unified service delivery and reduce administrative friction for taxpayers.
- **Financial Sector Integration.** Collaborations with banks and payment providers make it possible to embed tax obligations into day-to-day financial transactions. Features such as real-time withholding, auto-generated payments, and direct refund disbursements strengthen compliance through existing financial behaviors.

Table 5. Integration of Tax Systems with Financial and Government Entities

| Project / Initiative                     | Integration Design and Implementation  |
|--|--|
| <b>Egypt</b>                             |  |
| Governmental System Integration          | The ETA has already integrated with 28 public entities, including Customs, the National Insurance Authority, and commercial registries, and plans to integrate with other 47 entities, bringing the total number of entities integrated to 75. This facilitates automated cross-checking, registration validation, and coordinated enforcement across platforms.   |
| <b>South Africa</b>                      |  |
| Third-Party Data Integration             | Integrates data from banks, employers, and government registers into individual taxpayer profiles. Supports automatic risk assessment, targeted auditing, and seamless population of personal income tax returns.  |
| <b>Russia</b>                            |  |
| Data Delivery Platform                   | Links the FTS to 30 ministries, 89 regional governments, and over 600 executive and institutional bodies through a distributed exchange data-sharing infrastructure. The platform enables continuous integration with national registries and administrative systems, supporting automated policy coordination, shared services, and access to more than 225 unified datasets.   |
| <b>India</b>                             |  |
| AIS (Annual Information System)          | Consolidates financial data from employers, banks, and registries into a single taxpayer account. Enables return pre-filing, real-time feedback and corrections by taxpayers, and a continuously updated compliance profile.   |
| <b>United Arab Emirates</b>              |  |
| EmaraTax Bank and Government Integration | EmaraTax integrates directly with banking systems and other government entities to facilitate real-time tax refund processing. When a taxpayer submits a refund request, the platform automatically updates the status as under review, approved, or refunded on their dashboard, without any need to contact the FTA or the bank. This seamless integration enables full transparency, reduces administrative burdens, and enhances service delivery. |

- **Distributed Data Platforms and Ecosystem Partnerships.** Distributed data platforms allow tax authorities to access synchronized, depersonalized datasets across jurisdictions, improving coordination and risk analysis. Collaboration with technology vendors, advisory bodies, and municipal actors further supports scalable system design, usability testing, and responsiveness to emerging taxpayer segments.

The RFB actively partners with software developers and accountants during reform pilots, using their input to refine technical features and support early adoption by businesses.

The FTA works with the Telecommunications and Digital Government Regulatory Authority (TDRA) to monitor the registration of social media influencers.

### 1.3. Enhancing Self-Service and Real-Time Interfaces

An essential feature of seamless tax administration is enabling taxpayers to manage their obligations independently and in real time. Self-service tools allow individuals and businesses to register, file, and access support without needing to interact with tax offices. These systems improve efficiency, simplify procedures, and broaden access for a wider range of users.

Several tax authorities have developed self-service interfaces that combine automation with ease of use. These include mobile apps, intelligent assistants, and web portals that support pre-filled returns, immediate feedback, and multilingual help.

For tax authorities seeking to improve taxpayer access and reduce service bottlenecks, such tools offer a practical way to expand reach and strengthen service responsiveness.

#### *Box 12. The SARS Experience in Enhancing Taxpayers' Self-Service*

##### **South Africa**

The SARS has adopted a multi-channel strategy to expand on-demand access and self-service options. Taxpayers can file, register, or request services via the SARS MobiApp, web portal, kiosks, or through third-party platforms such as WhatsApp and USSD (the latter does not require internet connectivity).

These tools support a wide range of services, including password resets, compliance status checks, and reference number retrieval. A generative AI assistant, initially launched as a chatbot in 2019 and upgraded in 2024, now handles over one million interactions across mobile and web interfaces. By embedding these tools into commonly used communication platforms, the SARS has extended digital access to previously underserved segments while reducing pressure on contact centers.

*Figure 5. The SARS Multi-Channel Self-Service Model*



## India

India has implemented an Instant PAN (Permanent Account Number) generation facility that exemplifies seamless, real-time self-service for taxpayers. The service allows individuals to obtain a PAN instantly through Aadhaar-based verification, either online or at designated kiosks. The process involves simple Aadhaar authentication using a one-time password sent to the linked mobile number, eliminating the need for physical documents or lengthy procedures. The digitally signed e-PAN can be downloaded immediately, enabling taxpayers to manage their tax identity independently and efficiently. This facility enhances accessibility, reduces service bottlenecks, and supports the government's vision of a fast and user-friendly tax administration.

### 1.4. Using Big Data to Drive Service Design and Risk Assessment

Tax authorities are increasingly applying timely data analytics to improve compliance, reduce risk, and deliver more tailored services. Instead of relying solely on retrospective audits, many now use integrated data platforms to segment taxpayers, detect inconsistencies early, and offer adaptive compliance pathways.

By drawing on third-party and transactional data, these systems enable preventive interventions and support more nuanced decision-making. Dynamic analytics provides a scalable means of identifying risk and refining service delivery, particularly for tax authorities aiming to move from reactive enforcement toward more proactive, preventive approaches.

The INTA applies AI models to transaction and behavior data submitted via the Entrepreneur Tax Base Platform. Generates risk profiles used to guide audit selection and adjust compliance approaches for different taxpayer segments.

The CBDT follows a well-defined online risk management strategy that guides case selection based on identified focus areas and risk profiles. This strategy is informed by independent evaluations, data analytics, and feedback from field offices. These priorities are embedded in the rules governing the selection of cases for audit and verification.

### 1.5. Implementation Challenges and Workforce Needs

As tax authorities modernize and embed digital processes into everyday life, they face a range of challenges related to institutional capacity, workforce readiness, and user adoption. Seamless systems require strong infrastructure as well as the internal coordination needed to deliver services effectively.

Tax authorities planning or expanding digital integration should anticipate both technical and organizational barriers. Experience across jurisdictions suggests that sustained progress requires iterative planning, cross-functional coordination, and a clear focus on user needs, both internal and external.

- **Institutional and Operational Readiness.** In many cases, digital reforms have required restructuring internal workflows, rethinking legacy processes, and building new units to handle data governance, API management, or user-centered service design.

The RFB identified iterative pilot testing as important before scaling up reforms, particularly in cooperative compliance models like *Confia*, which depend on early trust-building and procedural clarity.

- **User Adoption and Stakeholder Coordination.** Even where systems are fully built, success depends on external uptake. Resistance from taxpayers, weak system integration by vendors, or lack of stakeholder alignment can slow or undermine implementation.

The ETA identified ongoing engagement and education as crucial during the phased rollout of mandatory e-invoicing.

The FTS addressed adoption gaps in digital reporting by linking system benefits (e.g. automatic deductions) to tangible taxpayer incentives.

## 2. Approaches and Implementation Practices for Seamless Tax Processes

Seamless tax administration is not achieved through technology alone. It also requires institutional restructuring, operational redesign, and the ability to adapt staff roles and skills to new modes of service delivery. As tax authorities embed tax into the platforms and processes that people already use, the focus shifts to how these systems are implemented in practice.

This section examines the strategies used to create low-friction, digitally enabled tax processes, along with the challenges encountered during implementation and the evolving workforce capabilities needed to sustain this transition.

### 2.1. Strategies and Methods Used to Achieve Seamless Tax Administration

This section shifts inward, analyzing how internal workflows, staffing, and institutional structures have been adapted to support those seamless experiences.

To implement seamless tax processes, tax authorities have pursued a range of operational strategies that go beyond technical integration. These include optimizing internal workflows, automating routine tasks, applying behavioral insights to improve compliance, and segmenting services to meet diverse taxpayer needs.

Tax authorities aiming to strengthen internal delivery may draw on these practices to align institutional design with the demands of responsive, digital interaction.

- **Process Optimization through Digital Mapping and Procedural Redesign.** To support seamless tax administration, some tax authorities have begun using digital process data to analyze how internal workflows actually function. Process mining is one of such methods. It captures event logs from information systems and reconstructs the real sequence of administrative actions. These reconstructions make it possible to detect inefficiencies, delays, and unnecessary steps that are often missed in formal process descriptions.

The resulting models, often referred to as digital twins, help teams monitor operations continuously and test the impact of proposed changes before implementation. Applying these tools can support more consistent management across departments and strengthen the link between internal processes and external service performance. For tax authorities aiming to improve speed and predictability, this approach provides a structured path to reform that is data-informed and responsive to operational realities.

The FTS applied process mining across 12% of all workflows in its Unified Digital Data Platform (*AIS-Nalog 3 system*), enabling the analysis and optimization of operations based on digital traces. This resulted in a 14.4% reduction in labor costs, reduced desk audit duration from 29 to 12 days, and cut tax refund processing time from 19 to 8 days.

The CBDT's *Faceless Assessment Scheme* optimizes internal workflows by subdividing each work item and allocating tasks to Assessment Units, Verification Units, Review Units, and other relevant offices. Notices are generated online through the ITBA portal, and case progress is tracked through MIS reports, ensuring transparency and operational efficiency.

- **Automation of Routine Transactions Through Robotic Tools.** To reduce manual workload, improve speed, and minimize errors, some tax authorities are applying Robotic Process Automation (RPA) to handle routine tasks such as data transfers, form population, and notifications. These tools serve as transitional solutions in legacy environments, supporting progress toward more fully integrated digital systems.

RPA reduces the risk of human error, shortens processing times, and lowers the administrative burden, allowing staff to focus on more complex, judgment-based tasks. It also enables progress in system modernization even in the face of infrastructure, budget, or interoperability constraints. RPA offers a practical way to improve service efficiency and maintain reform momentum in environments with legacy systems or limited resources, especially when full-scale upgrades are not yet feasible.

The FTS uses RPA to handle internal data transfers and taxpayer correspondence. Employees can configure bots themselves to automate repetitive digital tasks across disconnected systems. This solution is designed to eliminate routine operations by launching bots (software programs) that replicate certain user actions within information systems. These include tasks such as working with spreadsheets, importing and exporting data between systems, verifying data accuracy, filling out screen forms, and generating reports. The introduction of RPA has led to adjustments in workload standards, enabling staff to focus on more analytical tasks. It has also reduced labor costs for routine work, decreased error rates, and improved the quality and speed of internal processes.

The FTA applies RPA in the tax registration process to handle applications for tax registration more efficiently and with fewer manual steps, improving both speed and consistency.

The RFB described the use of robotic agents to manage routine back-office operations, allowing experienced staff to focus on analytical or advisory roles. While not explicitly named as RPA, the approach reflects similar logic and application.

The CBDT has implemented online rectification applications and system-based redressal mechanisms, minimizing manual intervention except at the backend. This automation enables faster processing, reduces errors, and enhances taxpayer satisfaction. In addition, automated computation significantly reduces routine workloads in field offices, thereby strengthening overall service delivery.

- **Operationalizing Personalized Taxpayer Services.** Building on the segmentation and automation strategies outlined earlier, many tax authorities are now embedding personalized service logic into their core systems. These workflows route users based on risk levels, compliance behavior, or business

type, enabling more adaptive and efficient service delivery. For example, compliant taxpayers may be routed into fast-track refund systems, while new or higher-risk profiles receive guided support or closer review. This segmentation supports differentiated workflows, helping allocate resources based on taxpayer profiles without altering communication strategies.

- **Behavioral Science as a Tool for Frictionless Compliance.** Several tax authorities have introduced behavioral science to improve how taxpayers engage with tax systems and to support voluntary compliance. Drawing on psychology, economics, and sociology, this approach helps tax authorities design services and communication that match how people actually behave rather than how they are assumed to behave. Techniques include framing messages to highlight specific outcomes, using social norms to guide decisions, and removing unnecessary complexity from taxpayer interactions.

Behavioral methods are especially effective in contexts where compliance depends on individual decision-making rather than automated enforcement. These interventions are also cost-efficient, scalable, and adaptable to different taxpayer segments. When incorporated strategically, behavioral tools can support seamless tax administration by creating small but measurable shifts in how people perceive their obligations and interact with tax systems.

### *Box 13. The SARS Experience in Implementing Behavioral Science*

#### **South Africa**

The SARS has introduced a behavioral science program to improve tax compliance and make its communication with taxpayers more effective. Since 2021, a dedicated team has worked on message design, staff training, and testing different communication strategies. The team runs controlled trials to find out which messages lead to better outcomes.

In one test with corporate taxpayers, messages that warned about potential financial loss led to a 4.7 percent increase in on-time filing. Another trial with PAYE (Pay-As-You-Earn) employers showed a 3.3 percent improvement when messages appealed to social norms and a sense of responsibility. Based on these results, the SARS rolled out the most effective messages to all employers and achieved a 6.6 percentage point increase in timely submissions.

The SARS now uses the EAST framework (Easy, Attractive, Social, and Timely) to guide its taxpayer communication. A review committee ensures these principles are consistently applied across all major messaging efforts.

The RFB is in the early stages of applying behavioral insights. The RFB has begun testing message tone and language to assess their impact on taxpayer response. While capacity constraints have delayed formal trials, plans are underway to initiate randomized testing and collaborate with other administrations to build expertise.

The CBDT applies behavior-based segmentation in its outreach and verification systems. Tailored communication and channel support are directed toward less engaged taxpayer groups. Informational videos uploaded on online platforms are customized to address the needs of different audience segments.

## 2.2 Major Challenges Faced During Implementation and Solutions Applied

The shift toward seamless tax administration presents several challenges. As tax authorities have restructured internal operations, adopted new technologies, and redesigned taxpayer services, a range of implementation barriers continues to emerge.

These include both technical and organizational obstacles, from outdated systems and resource constraints to workforce adaptation and public trust. Addressing these barriers requires flexible strategies, incremental planning, and continuous learning.

- **Legacy IT Systems and Fragmented Infrastructure.** Many tax authorities begin their digital transformation efforts from a position of fragmented infrastructure and outdated legacy systems. These environments often lacked interoperability, creating barriers to seamless data exchange, automation, and service integration. In some cases, systems are not designed to support modular updates, making even small changes costly and time-consuming. This limits the scope of innovation and slows the rollout of seamless services.

To manage these constraints, many tax authorities implement transitional strategies rather than delaying reform until full-scale modernization is possible. RPA is used to bridge disconnected systems by automating routine tasks across platforms. Others invest in modular components or microservices to enable targeted upgrades without overhauling entire systems. Phased cloud migration proves useful for increasing agility, expanding storage capacity, and improving access to shared data environments. These approaches offer practical options for jurisdictions working within legacy constraints while advancing toward more integrated systems.

The SARS addresses limitations in legacy infrastructure by investing in cloud-based systems and data-sharing platforms, enabling timely interaction with banking institutions and external agencies such as the Department of Home Affairs.

- **Time and Resource Constraints.** Implementation efforts are often challenged by limited staff capacity, compressed timelines, and competing operational demands. Many tax authorities launch reform projects while continuing to manage day-to-day tax operations, leaving little room for dedicated teams or long-term planning. In some cases, resource shortages delay pilot testing, user training, or the deployment of digital tools.

To respond, tax authorities focus on achievable short-term goals while maintaining a broader strategic direction. Quick wins are prioritized to build momentum and demonstrate early value. Experimental approaches, such as behavioral trials or modular rollouts, allow progress in stages without overcommitting resources. Small, cross-functional teams also prove effective in reducing overhead and improving coordination during early implementation phases. These tactics offer practical lessons for tax authorities working under resource constraints and aiming to maintain reform continuity alongside ongoing operations.

- **Trust Deficits and Taxpayer Skepticism.** As highlighted earlier, some tax authorities encounter resistance rooted in longstanding trust deficits. To address this, they emphasize usability, responsiveness, and plain-language communication. Some tax authorities remain reluctant to engage with automated processes, fearing miscommunication or lack of recourse. Others view new systems as opaque or inaccessible, particularly when previous interactions with tax authorities have been transactional or enforcement-driven.

To rebuild trust, tax authorities prioritize transparency, simplicity, and responsiveness. Several introduce responsive feedback mechanisms to keep taxpayers informed and engaged throughout their

interactions. Behaviorally informed messaging clarifies obligations, reduces uncertainty, and presents compliance as a social norm. Others focus on improving system usability, offering multilingual interfaces, and aligning communication with the language and tone used by taxpayers themselves.

The FTA prioritized plain-language communication and responsive service during the early rollout of new systems. The authority adapted its tone and channels based on taxpayer feedback to improve confidence and uptake.

- **Workforce Transformation and Required Skills.** Initial reforms are often hindered by low digital competencies and resistance to change. Many tax authorities encounter long-standing work habits rooted in routine-heavy environments, where staff are accustomed to manual processes and remain hesitant to adopt new technologies. These challenges are compounded by limited digital skills, particularly among long-serving personnel. To address this, tax authorities introduce structural and cultural responses such as role rotation, targeted communication, peer learning, and soft skill development to build acceptance and readiness across teams.

As reforms progress, it becomes clear that long-term workforce transformation requires more than technical training. Digital systems reshape core responsibilities, elevating the importance of systems thinking, data literacy, behavioral insight, and empathetic communication, while reducing the emphasis on manual processing.

In response, tax authorities invested in targeted training programs, internal capacity-building efforts, and new models of collaboration. Some created internal academies or cross-functional learning tracks. Others updated hiring criteria to reflect the need for digital fluency, adaptability, and client-oriented mindsets. These experiences demonstrate that investing in both technical and interpersonal skills is critical for sustaining reform and building a responsive, future-ready workforce.

The FTA stressed the value of team spirit and flexibility during system rollout, encouraging staff to take on multi-role responsibilities and adapt to taxpayer-facing tasks beyond their formal job descriptions. This was integrated in the mid-year and year-end evaluation process.

The SARS developed a behavioral science framework and upskilling program to support internal adoption. Cross-functional training was implemented to embed behavioral thinking across operational units.

The RFB redesigned some internal contests and hiring pathways to attract digitally capable staff and encourage team-based work structures. The organization also recognized the importance of reconciling innovation with the institutional knowledge of veteran employees.

### 3. Further Development of Seamless Interaction and Compliance

Tax authorities are shifting their focus from digitizing standalone services to a comprehensive redesign of the taxpayer experience. As modernization progresses, they aim to integrate compliance processes directly into the digital environments citizens and businesses already use, including accounting software, payment platforms, identity frameworks and mobile applications.

This section examines how tax authorities are moving beyond superficial automation toward deeply integrated systems that support seamless data exchanges and intelligent, minimally invasive interactions.

It also introduces embedded tax administration, where routine transactions automatically satisfy compliance obligations, and taxpayers no longer need to intervene.

### 3.1. Planned Initiatives to Further Enhance the Seamless Integration of Tax Administration into Citizens and Businesses' Processes

While Section 2.1 has focused on internal operational redesign, this section turns outward and examines how tax systems are embedded within the platforms and tools used by taxpayers in their everyday activities.

Tax authorities are advancing integrated systems through targeted projects that reduce friction, simplify interactions, and create smarter compliance pathways, making it easier for taxpayers to register, report, and stay compliant using familiar tools.

These efforts extend to planned initiatives and future directions designed to further enhance seamless interaction between taxpayers and tax authorities.

- **Intelligent Automation.** Looking ahead, many tax authorities are preparing to embed smart compliance routines directly into the digital tools that businesses use every day.

For tax authorities aiming to reduce manual processing and improve responsiveness, this model offers a practical path forward. Machine learning can be applied to verify identities, validate documents, and detect anomalies at the point of data entry, while API and ERP (Enterprise Resource Planning) integrations allow transactional data to flow directly into tax systems in real time.

This approach supports capabilities such as dynamic risk scoring, zero-touch approvals for low-risk cases, and automated prompts triggered by live business events, all within the platforms already familiar to taxpayers.

The INTA plans to strengthen taxpayer-data verification during onboarding by deploying AI to compare real transaction patterns with declared business types and automatically flag inconsistencies. Officials identified early-stage misreporting, such as false activity declarations, as a major risk. These measures aim to ensure downstream compliance tools rely on accurate, trusted data.

- **Trusted and Structured Data.** As tax systems become more automated and interconnected, establishing a unified digital identity framework and enforcing consistent data standards becomes critical. These foundations allow taxpayers to authenticate securely and ensure that compliance mechanisms rely on verified, high-quality information. A single digital identity enables users to access services across platforms, while standardized activity classifications and data validation routines support integration across systems.

Prioritizing trusted data infrastructure can reduce fraud, eliminate duplication, and improve the reliability of downstream processes such as risk profiling and return pre-filing. These elements are not ends in themselves but provide the structural backbone for embedded compliance to operate effectively within broader ecosystems.

#### *Box 14. Examples of Trusted and Structured Data*

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##### **Brazil**

As part of an ongoing tax reform process, the RFB launched a pilot project in July 2025 involving 500 companies. The goal is to test new prototypes of system-to-system integration, allowing data to flow between taxpayer ERP platforms and tax administration systems at federal, state, and municipal levels.

##### **India**

To address the challenges posed by fragmented infrastructure and legacy systems in tax administration, new projects such as PAN 2.0 and ITBA 2.0 are being developed for compatibility with existing platforms. Interoperability and flexibility are key considerations in defining project requirements, ensuring modular upgrades and seamless integration. These efforts support phased modernization, enabling innovation while preserving continuity and minimizing disruption to tax services.

##### **South Africa**

The SARS is working with the Department of Home Affairs and the Reserve Bank to develop a national digital identity framework. The goal is to enable taxpayers to authenticate themselves across platforms using verifiable credentials. It is expected to become a core enabler of cross-system integration, particularly in areas like VAT reporting and document verification.

##### **United Arab Emirates**

The FTA will require businesses to classify their activities and industry sectors using standard industry codes through its Taxonomy Project, producing granular, machine-readable data. These data will feed advanced risk-profiling systems that segment taxpayers and calibrate compliance strategies. The FTA intends to use these classifications to pre-populate tax returns and expedite approvals for low-risk filings.

- **User-Centric Simplification.** User-centric simplification offers a practical way to expand compliance to segments that have historically been underserved or difficult to formalize.

Tax authorities seeking to improve accessibility and encourage voluntary participation should consider tailoring procedures based on taxpayer capacity and behavior. Measures such as low-cost accounting software, relationship managers, and simplified reporting processes can be matched to risk profiles to ensure support is both proportional and effective.

#### *Box 15. Examples of User-Centric Simplifications*

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##### **United Arab Emirates**

The Muwafaq package continues to serve as a model for targeted SME support. Planned updates include further expanding access to discounts for accounting tools (e.g. Zoho's accounting software), and third-party tax support services (i.e. tax agents), increasing the role of relationship managers, and strengthening links with the ongoing Taxonomy Project. This will allow the FTA to deliver services based on taxpayer risk profiles and activity types, including faster refund approvals for compliant businesses.

## India

The CBDT is working to improve accessibility and segmentation. The planned PAN 2.0 platform and improvements to tax tribunal systems, such as e-court infrastructure, high-speed internet, and video conferencing systems to enable remote participation in hearings, are intended to make tax dispute resolution more accessible. In parallel, the tax authority is refining its segmentation model to identify taxpayers who are non-compliant due to lack of awareness or support, rather than intent. This approach informs tailored messaging and education campaigns.

## Brazil

The RFB, as part of the Consumption Tax Reform, has launched two key tools to support companies in adapting to the new Contribution on Goods and Services, Tax on Goods and Services and selective tax systems: Assisted Tax Calculation, which allows companies to simulate and validate tax operations in a controlled environment, helping to anticipate impacts and ensure compliance; and the Tax Calculator, an official mechanism that automatically applies the new legal rules for calculating taxes, available both as an online simulator and through API integration with corporate systems. These tools aim to increase transparency, reduce errors and simplify tax obligations, promoting a more collaborative relationship between taxpayers and the tax authority.

### 3.2. Outlook for Embedded Tax Administration

Building on existing ecosystem integration, tax authorities are increasingly exploring how predictive tools and system-to-system data flows can enable proactive, low-touch compliance. The future of embedded tax administration is not shaped by a single technology but by a broader shift toward systems that are automatic, trusted, and aligned with how people live and work. Rather than managing isolated tasks such as filing or payment, tax authorities are working to embed compliance into the everyday flow of business activity. This approach aims to make compliance less visible, more tailored, and largely system-driven.

To support this transition, tax authorities may consider investing in tools that improve accessibility, personalization, and integration across digital platforms. Solutions that operate within a shared infrastructure can deliver more seamless taxpayer experiences when deployed in combination.

The following examples highlight approaches that have the potential to reshape how compliance is delivered in practice.

- **Embedded Payment and One-Click Settlement.** Several tax authorities are working to reduce friction in the payment process by embedding tax settlement directly into the platforms taxpayers already use, such as payroll systems, accounting software, and online banking apps. The long-term vision is to make tax payments as seamless as any other recurring transaction, requiring little to no user intervention.
- **Use of External Data to Improve Accuracy.** Improving the quality and consistency of taxpayer data remains a key priority. Tax authorities are expanding access to third-party data, including bank feeds, registries, and employer records, to support pre-validation, automated assessment, and risk detection. Shared policy practices and common data standards are also helping improve consistency across systems and jurisdictions. These data sources underpin both automated processing and personalized digital interactions.
- **Conversational Interfaces and Responsive Support.** Taxpayers increasingly expect services that are fast, intuitive, and accessible across multiple channels. To meet this demand, many tax authorities are adopting digital support tools such as chatbots, virtual assistants, and guided help widgets. These tools assist users instantly, help navigate complex processes, and resolve routine issues without

escalation. Increasingly, these interfaces are powered by artificial intelligence, allowing them to guide behavior, respond to taxpayer needs, and provide timely decision support.

Often, they operate using the same data infrastructure and user profiles that support automation and risk management systems. Responsive interfaces are not standalone improvements but part of a broader shift in how tax authorities deliver service and design compliance. When implemented strategically, they support a transition toward smarter, lower-friction tax systems that can adapt to user behavior and reduce administrative burden.

- **Automated Compliance by Design.** Many tax authorities are working toward systems where tax is assessed, reported, and settled automatically through verified data flows. The long-term vision is to remove the need for taxpayer-initiated steps such as filing or calculating returns. Compliance becomes a background process, integrated into the systems taxpayers already use, rather than a separate task. When combined with trusted data sources and standardized infrastructure, this approach streamlines compliance, minimizes error, and allows tax obligations to be fulfilled as part of routine transactions.
- **Trust-Based Administration Models.** As tax systems become more data-driven, tax authorities are exploring ways to strengthen trust through transparency, segmentation, and behavioral design. The goal is to shift from broad enforcement to cooperative models that reward compliance and respond to taxpayer expectations.

This includes presenting obligations clearly, using plain-language communication, and designing interactions that feel fair and respectful. Trust-based models aim to encourage voluntary compliance by aligning administration with taxpayer expectations and reducing unnecessary friction.

# CHAPTER 4. IMPACT OF TAXPAYERS' FEEDBACK ON REENGINEERING OF BUSINESS PROCESSES IN TAX ADMINISTRATION

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Tax authorities are placing growing importance on listening to taxpayers as part of their reform and service improvement agendas. Beyond using feedback as a monitoring tool, many tax administrations are integrating it into core operational and planning processes.

This chapter examines how feedback is collected, analyzed, and applied in practice. It explores the mechanisms used to gather input, the institutional processes for turning feedback into operational change, and the challenges that tax authorities face in using feedback to shape sustainable reforms.

## 1. Collection and Application of Feedback

Tax authorities are placing greater emphasis on understanding how taxpayers experience services and how their opinions can inform change. Rather than treating feedback as a one-time survey or a back-end indicator, many jurisdictions now integrate it directly into platforms, performance systems, and service design processes.

This section outlines how tax authorities collect and apply taxpayer feedback. Each approach shows how tax authorities build more responsive systems by listening to users and acting on what they hear.

### 1.1. Methods to Gather Feedback from Taxpayers

A wide range of methods are used to collect feedback, depending on when it is gathered, how it is delivered, and who it involves. Some are integrated into everyday services, while others are part of longer-term monitoring or targeted engagement. These approaches differ in scope and format, but all aim to capture how taxpayers experience administrative processes and highlight where changes may be needed.

- **Instant Feedback Collected During Service Use.** Tax authorities are making it easier for users to provide feedback at the moment a service is delivered. These systems are typically embedded into websites, documents, or communications, allowing users to respond while the interaction is still recent. Most rely on quick, accessible formats that ask about specific aspects of the service, such as ease of use or clarity of instructions. This approach helps identify problems early and supports ongoing improvements by linking user input directly to service delivery.

The INTA places QR codes on the desks and doors of tax inspectors so that taxpayers can provide immediate, anonymous feedback after an in-person visit.

The RFB invites users to scan a QR code at the end of each service interaction (online or offline) to rate the experience on quality, accessibility, and speed.

The SARS invites users to an end of transaction survey to comment on their experience when interacting with digital services.

- **Public Involvement in Service and Policy Design.** Some tax authorities are creating more formal opportunities for taxpayers to contribute to how services and policies are designed. These approaches go beyond one-way communication and aim to include users early in the development of guidance, digital tools, or administrative rules. Engaging the public through consultations, workshops, or structured input mechanisms allows tax authorities to better understand taxpayer needs and surface concerns

before policies are implemented. This form of participation also helps strengthen transparency and trust by showing that feedback can influence outcomes.

The INTA posts draft tax instructions and regulations on its website for public comment before finalizing them. Taxpayers are given a window (typically two weeks to one month) to provide input on whether the proposed changes align with their needs or create unintended burdens.

The ETA organizes regular forums and workshops with professional associations such as lawyers, doctors, and accountants to gather structured input on service issues and policy proposals.

The CBDT hosts taxpayer lounges at trade fairs and public meetings in tier-two and tier-three cities. These events allow taxpayers to ask questions, offer suggestions, and share feedback directly with senior tax officials.

- **Ongoing Feedback Through Surveys and Monitoring.** Some tax authorities collect feedback through systems designed to monitor user sentiment and service performance over time. These systems rely on structured surveys, digital tracking tools, or centralized monitoring platforms. Unlike instant feedback tied to specific services or participatory input into design, this approach focuses on collecting standardized data at scale. The goal is to identify patterns, measure clarity or satisfaction across taxpayer groups, and inform broader service and communication strategies.

The SARS runs an annual 'Clarity and Certainty' survey to evaluate how well taxpayers understand their obligations and the guidance provided. The results are collected through stratified sampling and analyzed to better inform education efforts and strategic targets.

The STA uses AI-based tools to process taxpayer feedback from e-tax platforms, hotlines, and interactions. These tools automatically categorize input, flag recurring pain points, and generate insights that feed into ongoing service adjustments.

The CBDT operates a structured ORM system across social media platforms. Taxpayer comments, queries, and complaints are monitored in real time, grouped by topic, and used to refine messaging and outreach.

## 1.2. Internal Use of Feedback for Operational Improvement

Feedback mechanisms are most effective when they are supported by structured internal processes that ensure input is routed, reviewed, and acted upon. Feedback is treated as both a source of information and a practical tool for guiding operational improvements. This often involves formal processes that direct input to the appropriate teams for review, ensuring that it reaches those best positioned to respond.

For example, at the FTS, a dedicated unit is responsible for analyzing both external and internal user experience, drawing on a range of feedback sources including taxpayer grievances, staff surveys, and service interaction data. This feedback is used to support internal audits, identify service bottlenecks, and map client journeys. Staff are surveyed on their satisfaction with internal systems, and recurring issues, such as delays in subsystem performance, are tracked and communicated to responsible managers. Dashboards provide visibility into performance trends, and units that demonstrate responsiveness to user input are given priority in funding decisions. To enhance this work, the FTS is developing a more comprehensive feedback system that includes expanded sociological research and a digital heat map to

visualize taxpayer interaction points. These tools aim to deliver timely, actionable insights to product teams managing digital services.

The ETA uses a structured workflow to route feedback to technical teams for evaluation and implementation. When recurring or systemic issues are identified, feedback may also be escalated to the executive office, where senior leadership can intervene through procedural changes, retraining, or adjustments to service design. By positioning feedback at the highest level of review, the authority strengthens its ability to respond systematically to service challenges.

### **1.3. Limitations in Applying Feedback**

While feedback is widely recognized as a valuable input, tax authorities often face significant challenges in collecting and applying it effectively. These limitations may be technical, behavioral, or structural, and they directly affect how confidently feedback can be used to guide reform.

In some contexts, cultural and social dynamics make it difficult to obtain clear and honest responses. For example, in the experience of the INTA, taxpayers are often reluctant to express dissatisfaction directly. As a result, feedback tends to be vague or overly positive, limiting its usefulness in identifying service problems or targeting improvements.

While some tax authorities face limitations in processing feedback systematically, the RFB compiles input from both online and offline service interactions into a centralized dashboard. This data is reviewed monthly and supports timely local-level action where feasible. However, broader institutional changes may require consensus across the RFB's 10 tax regions, which can extend implementation timelines. This balance allows for both agile response at the operational level and coordinated improvements across the national network.

Even when feedback is available in large volumes, participation can fluctuate and affect data quality. For instance, the SARS has experienced a significant decline in response rates during peak filing periods, and repeated outreach contributes to survey fatigue. As a result, datasets become less representative over time and may skew administrative understanding of taxpayer sentiment.

Interpretation challenges also arise when qualitative feedback is inconsistent or lacks context. The FTS has identified three major categories of challenges in working with user feedback: low willingness among taxpayers to provide feedback, underdeveloped feedback collection channels, and difficulty interpreting open-ended responses due to emotional language, fragmented phrasing, and lack of clarity. Without reliable benchmarks or standard formats for interpretation, staff often resort to subjective judgment, which reduces consistency and makes it harder to act on feedback systematically.

Tax authorities may also face institutional barriers that prevent feedback from leading to meaningful change. In some cases, taxpayers are unaware that feedback mechanisms exist or doubt their ability to influence outcomes. Even when input is clearly expressed, tax authorities may lack the legal authority or procedural flexibility to act on it, especially when formal amendments or rigid administrative protocols are involved. In other instances, duplicated or poorly structured submissions hinder efforts to identify specific problems or propose actionable solutions.

## **2. Reengineering Processes Through Taxpayer Feedback**

Turning feedback into real improvements requires more than just collecting input. Many tax authorities follow defined steps to evaluate, route, and act on feedback. This includes assessing the relevance and potential impact of submissions, assigning them to the appropriate units, and testing changes before scaling. In some cases, feedback is also used to shape the planning and design of broader reform efforts.

These practices help reduce the risk of ad hoc adjustments and support more consistent, responsive reengineering efforts.

- **Feedback Evaluation Criteria.** Given the volume and variety of feedback received, tax authorities apply structured criteria to determine which issues require further attention. These approaches help distinguish input that is actionable and significant from comments that may require clarification, further validation, or lower-priority follow-up. Most tax authorities apply combinations of methods to support consistent decision-making.

One common practice is to organize feedback by topic, urgency, or service area, which helps tax authorities understand the nature of the issue and assign it to the appropriate team. Once categorized, many tax authorities evaluate feedback based on its expected impact and the complexity of resolving it, aiming to prioritize suggestions that are both meaningful and achievable. In some cases, volume and risk factors are also weighed, particularly when repeated input suggests broader operational issues or potential compliance consequences.

The FTS uses a proposal prioritization matrix to assess feedback based on its effectiveness for taxpayers and the ease of implementation. Suggestions that are both highly beneficial for users and relatively easy to implement are prioritized for early action.

The ETA identifies topics that generate large volumes of queries or service interactions. These signals are used to flag areas that may require urgent clarification or procedural updates.

- **Testing and Piloting Before Scaling.** Applying taxpayer feedback through small-scale testing helps reduce risk and improve outcomes before changes are rolled out more widely. This approach allows tax authorities to observe how adjustments perform in practice, make refinements based on actual user response, and avoid unintended consequences. By building testing into their reengineering process, tax authorities can apply feedback in a more deliberate and adaptive way.

The RFB tested its VAT reform procedures with a group of 500 companies, using structured feedback from taxpayers to adjust the systems and legal framework before launching nationwide implementation.

The CBDT applies limited-user testing when introducing digital procedures, refining workflows based on direct input from selected users.

The INTA uses pilot offices to introduce procedural changes informed by feedback. Adjustments are evaluated locally before being adopted broadly.

- **Real-Time Adjustment Within Ongoing Projects.** Some tax authorities incorporate feedback directly into services that are already in use. Rather than waiting for post-implementation reviews or full project cycles, adjustments are made while systems remain active. This allows teams to respond to recurring issues quickly and apply changes with minimal disruption.

The ETA applies user feedback to revise form fields and procedural elements while services are ongoing. These changes respond to specific service-level issues and are integrated without interrupting broader platform operations.

The CBDT, with the adoption of jurisdiction-less audits under the Faceless Assessment Scheme, now performs case allocation, distribution, and review selection in real time to efficiently manage and optimize audit workloads across field offices.

- **Applying Feedback to Shape Reform.** Once feedback is evaluated, the results often inform not only which reforms are pursued, but also how they are structured and delivered. Input that highlights frequent difficulties or systemic challenges is more likely to push related projects forward, while initiatives with limited relevance may be delayed or revised. In some cases, evaluation findings lead tax authorities to simplify project scope, shift implementation timelines, or adopt more adaptive delivery models. This approach allows tax authorities to better align reforms with taxpayer experience and operational realities.

In the FTA, feedback analysis revealed that taxpayers frequently struggled to track the status of refund requests. Based on these findings, the FTA accelerated the rollout of Emaratax enhancements that integrated refund tracking with banking and government systems. The platform now displays real-time updates such as 'under review', 'approved', or 'refunded' directly on taxpayer dashboards.

## CHAPTER 5. ANALYSIS OF KPIS AND OTHER MEASUREMENT METRICS

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This chapter examines how tax authorities measure the implementation of client-centric strategies through key performance indicators and related metrics. It uses examples from different jurisdictions to show how performance is tracked in service delivery and internal capacity. The chapter is structured in two parts: the first part covers metrics related to decision quality, interaction speed, and the convenience, simplicity, and accessibility of services; the second part focuses on internal factors that support service delivery, such as employee stability and satisfaction.

### 1. Metrics on Client-Centric Strategy Implementation

Effective implementation of client-centric strategies requires systematic performance measurement across core dimensions of service delivery. This section presents the principal metrics used by tax authorities to monitor progress in three key areas: decision quality, interaction speed, and the convenience, simplicity, and accessibility of services. These areas are monitored through a combination of internal performance indicators and taxpayer feedback.

#### 1.1. Decision Quality

Decision quality refers to the extent to which tax authorities apply the law and make decisions in a consistent, fair, timely and clearly communicated manner. In the context of a client-centric approach, it also encompasses how taxpayers perceive and respond to these decisions, particularly in situations involving disputes, complaints, or other forms of administrative review. This dimension reflects the quality and reliability of the decision-making process, as well as the clarity and transparency with which outcomes are communicated.

The clarity of how tax liabilities are calculated is equally important in shaping taxpayer perceptions. Transparent, consistent, and tailored calculation methods can improve the perceived fairness of the system and support voluntary compliance. Ensuring that taxpayers understand not just what they owe, but why they owe it is a key aspect of client-centric design, and it complements automation and digital access.

Internal control and quality assessment of tax authority operations track how decisions are made and managed within the organization, including legal accuracy, procedural efficiency, and dispute outcomes.

Internal control indicators include:

- **Tax Compliance Index.** The index measures the extent to which taxpayers comply with their obligations, such as filing, payment, and reporting. The index provides insight into the effectiveness of administrative decisions and the clarity of enforcement processes.
- **Pre-trial Dispute Resolution Indicator.** The indicator tracks the share of disputes resolved before reaching litigation. It is used to assess the efficiency and accessibility of internal review mechanisms, and reflects the authority's ability to address issues early in the process.

#### *Box 16. Examples of Internal Performance Metrics Related to Decision Quality*

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##### **Brazil**

The RFB uses a dedicated *Simplification Index* to track the reduction in the number of normative acts and the complexity of tax obligations. This helps monitor how administrative and legal streamlining affect the clarity and efficiency of decision-making processes.

## Russia

The FTS uses a key performance indicator for field audit effectiveness, which is calculated using risk-based approach. A digital tool estimates the potential amount of additional tax assessments, adjusted by a correction coefficient, to generate the indicator. The FTS also tracks audit coverage, reflecting the proportion of taxpayers subject to on-site audits. Field audits are applied selectively and only to taxpayers who demonstrate signs of tax evasion or are unwilling to comply voluntarily, in line with the agency's shift toward digital services, analytical tools, and trust-based interaction.

The FTS also applies a performance indicator for court outcomes, tracking the value of claims resolved in favor of the tax authority. This is used to strengthen dispute resolution practices and promote pre-trial settlement. Legal action is pursued only when the FTS is confident in its position, in order to protect taxpayers from excessive litigation costs and improve the overall quality of enforcement.

## United Arab Emirates

The FTA tracks how often its reconsideration decisions are appealed. A lower appeal rate suggests that taxpayers find the original decisions fair and do not require further escalation.

## China

The STA applies a *Timely Complaints Resolution Indicator* to measure how efficiently it resolves taxpayer complaints within a set deadline. These complaints, submitted through hotlines, online platforms, or in writing, often involve dissatisfaction with services, including tax decisions.

## South Africa

The SARS uses two main indices to monitor taxpayer compliance: Voluntary Compliance Index, which tracks timely fulfillment of registration, filing, payment, and reporting duties, and Tax Compliance Index, which accounts for late compliance. These indices are analyzed by tax product and overall, helping the SARS identify where targeted interventions may be needed.

## India

The CBDT employs the indicator Timely Completion Rate of Tax Service Complaints to assess the efficiency of tax authorities in resolving taxpayer grievances within prescribed timelines. This metric reflects both service effectiveness and the degree of taxpayer rights protection. Data on tax service complaints is consolidated from multiple sources, including online submissions through e-Nivaran, offline submissions via letters, and electronic submissions via email.

In addition to internal assessments, some indicators focus on how the outcomes of decision-making are presented and delivered to taxpayers, particularly in terms of fairness, transparency, and clarity.

External-facing indicators include:

- **Taxpayer Satisfaction Index.** The index captures overall satisfaction with tax decisions and related administrative processes. It is typically based on post-interaction or periodic surveys and reflects the taxpayer's general approval of how decisions are made and communicated.
- **Interaction Quality.** The indicator focuses on how taxpayers experience the delivery of decisions, including perceptions of fairness, professionalism, and clarity during the interaction.

### *Box 17. Examples of Taxpayer Evaluation Metrics Related to Decision Quality*

#### **China**

The STA applies a Policy Certainty Index to measure how clearly and consistently preferential tax policies are understood and applied. The score is based on taxpayer feedback gathered through structured satisfaction surveys and is used to assess policy communication and stability of administrative guidance over time.

#### **United Arab Emirates**

The FTA collects structured feedback from taxpayers following such interactions as audits, clarifications, and inquiries to assess the fairness, clarity, and professionalism of its decision-making processes. The survey captures views on respectful treatment, responsiveness, and the extent to which decisions reflect individual circumstances. Results are analyzed at the departmental level and inform training, process improvements, and efforts to ensure greater consistency in how decisions are communicated.

#### **South Africa**

The SARS monitors Intermediary Satisfaction as a formal performance indicator, specifically targeting the views of tax practitioners and representatives who interact with the authority on behalf of clients. The SARS collects feedback on the quality, fairness, and efficiency of decision-related processes, including assessments and objections.

#### **India**

The e-Nivaran grievance module includes a built-in feedback option to capture taxpayer responses following resolution. Feedback is typically received when taxpayers are dissatisfied, while the absence of feedback often occurs even in fully resolved cases, providing a valuable signal for interpreting user experience.

## **1.2. Interaction Speed**

Interaction speed refers to the extent to which tax authorities process requests, complete transactions, and respond to taxpayer inquiries in a timely and efficient manner. In the context of a client-centric approach, it defines how taxpayers experience the timeliness of services they receive, including registrations, certificates, complaints, and other routine interactions. This dimension demonstrates the efficiency and accessibility of service delivery, as well as the responsiveness with which administrative tasks are carried out.

Internal control and measurement of task execution speed focus on how efficiently tax authorities perform core administrative processes. These include the time required to register taxpayers, issue certificates, resolve complaints, process appeals, and complete other service-related tasks. The goal is to ensure that operations are delivered within expected timeframes, avoid unnecessary delays, and maintain accountability for service standards.

- **Response or Processing Time Indicator** is widely used, as it serves as a practical benchmark for managing service expectations and identifying areas where procedural improvements may be needed.

The CBDT tracks the turnaround time on social media. This indicator measures how quickly taxpayer queries are addressed on informal platforms such as X (Twitter), highlighting responsiveness beyond traditional channels.

In the SARS, *Service Charter* score is derived from the categories outlined in the published *Service Charter* and weighted to produce a composite score. It measures service transactions across the value chain, including engagement, registration, deregistration, returns and assessments, verifications, audits, payments, refunds, debt management, disputes, challenged tax clearance status, the voluntary disclosure program and service recovery. These transactions are assessed against service levels and assigned a Likert weight score based on taxpayer priorities to determine the overall outcome.

Taxpayer evaluation of interaction speed reflects how taxpayers experience the timeliness of their interactions with the tax authority. These indicators are typically collected through post-interaction surveys, feedback systems, or structured evaluations, and capture perceptions of how quickly services are delivered or inquiries are resolved.

- **Satisfaction with Response or Interaction Time** is used in several jurisdictions to measure whether taxpayers view the timing of services delivered as acceptable. These evaluations may relate to hotline consultations, registration processes, complaint handling, or other service channels.

India uses Grievance Redressal Assessment Index to assess taxpayer satisfaction with the timeliness and effectiveness of grievance resolution. The index is based on structured feedback collected through the CPGRAMS platform. The CBDT utilizes both e-Nivaran and CPGRAMS to address grievances and monitor their resolution, reflecting the extent to which taxpayers perceive their complaints as being effectively acknowledged and addressed.

The FTA measures satisfaction with the speed and quality of responses through the ADA'A (Federal Performance Management System). Taxpayers evaluate whether their inquiries were handled quickly and professionally, and the results are used internally to assess departmental performance across service areas.

### 1.3. Convenience, Simplicity, and Accessibility

Convenience, simplicity, and accessibility refer to how easily taxpayers can access and use the services offered by the tax authority. This includes the internal structure of service channels, such as platform design and digital integration, as well as taxpayer feedback on how intuitive and user-friendly those services are in practice.

Internal control and measurement of the convenience, simplicity, and accessibility of interaction track how service platforms and administrative procedures are designed and managed to support accessible and user-friendly taxpayer interaction. They may focus on digital platform uptake, automation rates, service rejection patterns, or back-end system monitoring.

- **Digital Service Usage and Accessibility** is an indicator serving as a practical measure of how well digital systems facilitate taxpayer engagement and reduce reliance on in-person channels.

The STA tracks the intelligent interaction rate, which measures the proportion of taxpayer interactions completed through automated online services. This indicator reflects how effectively the digital platforms support efficient and convenient interaction without the need for manual assistance.

The FTA uses internal audits to monitor whether departments meet key performance targets related to service accessibility and ease of use. Service requests and incident reports submitted by users are reviewed and may result in system change requests or internal process updates.

Taxpayer evaluation of the convenience, simplicity, and accessibility of interaction reflect how taxpayers experience and perceive the accessibility and user-friendliness of tax services. They are typically gathered through structured satisfaction surveys, app ratings, or public feedback tools.

- **Satisfaction with Ease of Access or Convenience of Interaction** is widely applied to assess how intuitive and accessible taxpayers find the services provided. The indicator helps identify areas where service delivery can be streamlined or made more responsive to user needs, particularly in complex or high-volume interaction environments.

The FTA assesses user experience with its Live Tax Connect channel, a video-based support service that allows taxpayers to schedule virtual appointments and receive real-time assistance. Taxpayers provide qualitative feedback on ease of access, responsiveness, and the clarity of guidance received.

To support the taxpayer community and enhance service quality, the FTA actively seeks feedback from taxpayers following their interactions. As part of this effort, a survey is conducted to understand how well the FTA has cultivated a culture where taxpayers feel confident and encouraged to share their feedback.

## 2. Metrics Related to Taxpayers' Services and Handling Feedback

Beyond the direct delivery of taxpayer services, client-centric models also require attention to the internal conditions that shape service quality. This section outlines the indicators used to assess two key enablers of effective engagement: employee stability and employee satisfaction. These dimensions are tracked through metrics on staff turnover, retention, and onboarding, as well as tools that capture engagement levels, workplace culture, and leadership practices.

### 2.1. Employee Stability

Employee stability refers to the continuity, retention, and performance consistency of staff within the tax authority. In a client-centric environment, stable and well-supported personnel contribute to more reliable service delivery and institutional knowledge. Authorities track employee stability using a range of indicators, including turnover rates, staffing ratios, and performance monitoring tools.

#### *Box 18. Examples of Employee Stability KPIs*

##### **Russia**

To evaluate onboarding effectiveness and support early-stage staff integration, the FTS monitors the percentage of new employees and recent hires who begin their duties through the 'Best Start' program. The authority also conducts institutional research on the work culture of civil servants to assess organizational climate and employee engagement, contributing to broader efforts to improve staff stability and reduce attrition. In parallel, the FTS monitors staffing levels relative

to the authorized headcount and conducts exit interviews to understand the reasons behind employee departures.

It also tracks recognition statistics, including the number of staff who receive internal FTS awards, state honors, and commendations from other agencies.

### **United Arab Emirates**

The FTA monitors employee turnover as a key measure of workforce stability, with a target rate below 8%. After identifying high attrition among mid-career employees (with 2-4 years of service), the authority introduced a targeted retention program that included structured training, mentoring, and early leadership opportunities. The initiative contributed to a marked improvement in retention within this segment and helped reduce overall turnover.

### **China**

The STA tracks the stability index of hotline service personnel, measuring the proportion of staff who have remained in service for three years or more. This indicator is based on quarterly personnel records and focuses specifically on the workforce behind the country's main taxpayer interaction platform, which handles consultations, complaint resolution, and tax policy guidance.

## **2.2. Employee Satisfaction**

Employee satisfaction refers to how tax authority staff perceive their work environment, leadership, communication, and opportunities for growth. Tax authorities monitor employee satisfaction using a range of internal indicators, including surveys, feedback mechanisms, and assessments of inclusion, engagement, and communication practices.

- **Employee Engagement Index** is applied to assess how connected and committed staff feel to the organization's goals, values, and work environment. It is often used to monitor motivation, alignment with institutional priorities, and the overall quality of the internal culture.

### *Box 19. Examples of Employee Satisfaction KPIs*

#### **South Africa**

The SARS applies several behavioural indicators (KPIs) to gain insights into the employee experience, covering dimensions such as satisfaction, engagement, and organisational culture. Although satisfaction is not measured through a standalone metric, the SARS conducts an employee engagement survey and implements integrity assurance measures that help build trust within the institution. The leadership development program is designed to strengthen leadership capacity, with a focus on enhancing public confidence and employee engagement. In addition, the PCCM Framework supports capability development and career progression aligned with the organization's strategic direction. The framework measures and develops employee growth across four pillars: depth of knowledge, breadth of skills, attributes (quality of capability), and practice (performance output).

#### **United Arab Emirates**

The FTA applies a formal employee satisfaction rate indicator, supported by a range of internal initiatives to enhance staff well-being and engagement. These include targeted mental health and

work-life balance programs, personalized learning tracks, and certified training. A peer recognition platform has been launched to highlight contributions, while the internal Abshir platform enables employees to share feedback and suggestions about the work environment. The FTA has ranked third position among federal government entities in the UAE in the employee happiness survey report for 2024.

## **Russia**

The FTS measures employee satisfaction through its internal employee net promoter score (eNPS), which tracks how likely staff are to recommend their workplace. Employees are asked to rate their likelihood of recommending the FTS as a place to work on a scale from 0 (not at all likely) to 10 (extremely likely). The final score is calculated by subtracting the percentage of detractors from the percentage of promoters. The results are interpreted using loyalty zones such as 'crisis', 'risk', and 'stable loyalty'. This initiative is supported by periodic assessments of internal communication and leadership performance, providing a broader picture of employee engagement and institutional trust.

## CONCLUSION

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BRICS tax authorities increasingly embrace client-centric approaches by strategically redesigning services, integrating seamless digital solutions, and actively incorporating taxpayer feedback. These efforts enhance ease of compliance, improve service quality, and foster stronger, more responsive relationships between tax authorities and taxpayers.

They also reflect a broader shift in tax administration that is guided by principles of inclusion, transparency, and collaboration. The use of real-time data, system integration, behavioral insights, and performance metrics focused on user experience positions the client-centric approach as a driver of both administrative efficiency and institutional trust. Through advanced information systems, tax authorities can tailor services to taxpayer needs while also identifying risk patterns and behavioral trends, allowing for more effective and efficient compliance management.

The report emphasizes the importance of strengthening internal capacity, with staff engagement, institutional alignment, and adaptive leadership identified as central to sustainable client-centric transformation. The practices documented in this report serve as technical references for future policy design and digital reform, and as building blocks for a more cooperative, data-driven, and equitable fiscal governance model across BRICS jurisdictions.

As such, the report provides actionable insights that can inform fiscal policymaking and support the digital transformation of tax administration across BRICS jurisdictions.

This work is the result of a collaborative effort undertaken by the BRICS Working Group on Client-Centric Approach in Tax Administration throughout 2024 and 2025. The group explored and compared national practices employed by BRICS tax authorities to better serve both their external clients (taxpayers) and internal clients (employees).

The report consolidates key components, enabling factors, and effective practices necessary to achieve client-centricity within tax authorities. It also defines key performance indicators and other metrics that support evaluation of implementation progress and model maturity. The findings are based on a series of online and in-person meetings and comparative assessments conducted throughout 2024 and 2025.

Chapter 1 of the report provides an overview of how BRICS tax authorities integrate client-centric principles into their operations to enhance taxpayer experience and service quality. The Chapter is organized into three main sections:

- **Strategic Planning:** This section explores the documents and strategies used to guide client-centric approach, including policies aimed at both external (taxpayers) and internal (employees) clients. It highlights mechanisms for understanding taxpayer needs, approaches to employee training and motivation, performance indicators such as taxpayer satisfaction indices, and standards for producing clear, user-friendly public communications.
- **Taxpayer Services:** This section outlines the use of modern tools and technologies to improve accessibility and convenience. It also covers the variety of communication and information exchange methods used between taxpayers and tax authorities to support broader outreach and enhance taxpayer satisfaction.
- **Feedback and Communication Mechanisms:** This section examines how tax authorities collect and utilize taxpayer feedback through diverse surveys and communication channels, including digital platforms and social media. It assesses the impact of this feedback on service enhancement and internal process improvement, and evaluates the effectiveness of different communication strategies.

Chapter 2 explores how BRICS tax authorities have transformed client-centric strategies into institutional reforms and innovative services. Drawing from various jurisdictional experiences, it examines both the challenges encountered and the practical solutions implemented to improve taxpayer engagement and satisfaction. The chapter is divided into three key sections:

- **Strategic Challenges and Jurisdictional Provisions:** This section addresses the fundamental shifts required to reposition tax authorities as service-oriented institutions. It covers challenges such as redefining the role of tax authorities, building strategic capacity in rapidly evolving environments, fostering a client-centric organizational culture, adapting to legal and structural constraints, and ensuring inclusivity for diverse taxpayer groups in an increasingly digital landscape.
- **Strategy Implementation: Execution Steps and Methodologies:** This part details the practical tools, approaches, and workflows used by tax authorities to operationalize client-centric reforms. It outlines the specific steps taken to translate strategic goals into internal processes and lasting operational changes that sustain reform.
- **Strategy Implementation: Practical Projects and Outcomes:** The section highlights successful initiatives organized around four key themes — simplification, tailored support, communication and transparency, and voluntary compliance. These include digital solutions that streamline compliance, customized support for diverse taxpayer groups, and measures to foster transparency, improve communication, and encourage voluntary compliance.

Chapter 3 explores how BRICS tax authorities transform tax compliance into a seamless, user-friendly experience by embedding tax processes into the digital environments where taxpayers already operate. It presents both current practices adopted by tax authorities to enable integration with existing platforms, and future directions focused on automation, personalization, and system design. The chapter is divided into three sections:

- **Integration of Digital Tools into Taxpayers' Activities:** This section explores how tax authorities are embedding compliance mechanisms into taxpayers' daily environments by integrating tax systems with commercial, administrative, and financial platforms. Key efforts include embedding tax administration into business tools and platforms already used by taxpayers, enabling real-time services and self-service options, and leveraging big data for smarter service design and risk management. It also discusses the implementation challenges and the evolving workforce capabilities to support these innovations.
- **Approaches and Implementation Practices for Seamless Tax Processes:** This part outlines strategies and methodologies used to achieve seamless tax processes, including optimizing internal workflows, automating routine tasks, applying behavioral insights to improve compliance, and segmenting services to address diverse taxpayer needs. It also presents common challenges such as system complexity, time and resource constraints, and taxpayer skepticism, along with the practical solutions adopted to overcome them.
- **Further Development of Seamless Interaction and Compliance:** This section examines how tax authorities move beyond superficial automation toward deeply integrated systems that support seamless data exchanges and intelligent, minimally invasive interactions. It also explores embedded tax administration, where routine transactions automatically satisfy compliance obligations without requiring taxpayer intervention.

Chapter 4 highlights the increasing role of taxpayer feedback in driving reform and enhancing service quality within BRICS tax authorities.

Moving beyond its traditional use as a monitoring tool, feedback is now being embedded into core operational and strategic planning processes to support meaningful, sustainable improvements. The chapter focuses

on how feedback is systematically collected and applied, detailing the various methods used to gather taxpayer input and the institutional processes that translate this input into operational change. It also addresses the challenges tax authorities face in effectively leveraging feedback.

Lastly, Chapter 5 examines how BRICS tax authorities measure the implementation and impact of client-centric strategies through key performance indicators (KPIs) and related metrics.

Taken together, these efforts reflect a growing alignment across BRICS jurisdictions toward a shared vision of modern tax administration. The client-centric journey continues to evolve, with BRICS tax authorities well-positioned to shape the future of inclusive, responsive, and trusted tax administration, building on the strength of their collective insight and coordinated progress.

## ANNEX I. INDICATORS AND CALCULATION APPROACHES

### SUPPORTING CHAPTER 5 ANALYSIS

This section of the annex presents selected KPIs with defined calculation formulas, illustrating how tax authorities monitor various dimensions of client-centric implementation. The indicators correspond to the measurement areas described in Chapter 5 of this report.

#### Selected Decision Quality Indicators with Calculation Formulas (Internal Control)

##### A) INTERNAL CONTROL AND QUALITY ASSESSMENT OF TAX AUTHORITY OPERATIONS

###### BRAZIL

- Overall Revenue Collection Index

*Calculation formula for the indicator:*

$$(A/B) \times 100$$

*A = Amount collected*

*B = Collection target for the period*

- Tax Compliance Index (collection)

*Calculation formula for the indicator:*

$$[(A + B + C) / D] \times 100$$

*A = Amount paid*

*B = Amount to be compensated*

*C = Amount to be excluded*

*D = Amount recognized by the taxpayer*

- Tax Compliance Index (ancillary tax obligations)

*Calculation formula for the indicator:*

$$[A / (A + B)] \times 100$$

*A = Number of declarants*

*B = Number of non-compliant declarants (taxpayers who do not submit a declaration)*

- Simplification Index

*Calculation formula for the indicator:*

$$(A / B) \times 100$$

*A = number of normative acts updated in the year*

*B = number of normative acts in force in the year*

- Tax Inspection Compliance

*Calculation formula for the indicator:*

$$[(IFT \times 30\%) + (IAT \times 40\%) + (IRT \times 30\%)]$$

*IFT = Tax Compliance Facilitation Indicator, which corresponds to the arithmetic mean of the result of tax compliance facilitation actions covering the various taxpayer segments.*

*IAT = Tax Compliance Assistance Indicator, which corresponds to the arithmetic mean of the result of assistance actions to promote compliance covering the various taxpayer segments.*

*IRT = Ex-officio Regularization Indicator for Tax Compliance, which assesses the regularization of tax credit, in relation to the quantity and quality of ex-officio constitutional procedures covering taxpayer segments.*

- Indicator of Average Time for Tax Cases in 1<sup>st</sup> and 2<sup>nd</sup> Instance Litigation

*Calculation formula for the indicator:*

$$\frac{[(Q1 \times TM1) + Q2 \times (TM1+TM2)]}{(Q1+Q2)}$$

*Q1 = Number of cases in first instance administrative litigation at the RFB on the date the indicator is measured.*

*Q2 = Number of cases in second instance administrative litigation at the RFB on the date the indicator is measured.*

*TM1 = Average time of cases in 1st instance administrative litigation at the RFB on the indicator's measurement date, given by  $A1/Q1$ , where  $A1$  is the sum of the difference (in days) between the indicator's measurement date and the dates of entry of cases in 1st instance administrative litigation at the RFB.*

*TM2 = Average time of cases in 2nd instance administrative litigation at the RFB on the indicator's measurement date, given by  $A2/Q2$ , where  $A2$  is the sum of the difference (in days) between the indicator's measurement date and the dates of entry of cases in 2nd instance administrative litigation at the RFB.*

- Complaints to Ombudsman

*Calculation formula for the indicator:*

$$(A / B) \times 100$$

*A = Number of complaints and requests received by the Ombudsman's Office in the measurement quarter*

*B = (Monthly average of the number of complaints and requests received by the Ombudsman's Office in the last 24 months, moving average in months) x 3*

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## CHINA

- Timely Complaints Resolution

*Calculation formula for the indicator:*

$$\frac{\text{(The number of tax service complaints within the specified time limit)}}{\text{The total amount of tax service complaints}} \times 100\%$$

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## EGYPT

- Pre-Trial Dispute Resolution Share

*Calculation formula for the indicator:*

$$\frac{\text{(Number of disputes resolved pre-trial)}}{\text{Total number of taxpayer disputes}} \times 100\%$$

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## IRAN

- Pre-Trial Dispute Resolution

*Calculation formula for the indicator:*

$$\frac{\text{(Number of disputes resolved pre-trial)}}{\text{Total number of taxpayer disputes}} \times 100\%$$

- Incorrect Payments Ratio

*Calculation formula for the indicator:*

$$\frac{\text{(Sum of incorrect payments)}}{\text{Total sum of payments}} \times 100\%$$

- Pre-Trial Dispute Ratio

*Calculation formula for the indicator:*

$$\frac{\text{(Tax disputes escalated to court after pre-trial stage)}}{\text{Total denied pre-trial complaints}} \times 100\%$$

---

— Court Win Rate by Amount

*Calculation formula for the indicator:*

**(Tax authority claim amounts upheld by court/ Total amount under dispute in court) x 100%**

---

— Field Audit Effectiveness

*Calculation formula for the indicator:*

**(Actual amount of additional tax assessed / Expected additional tax) x 100%**

---

— Field Audit Scope

*Calculation formula for the indicator:*

**(Number of taxpayers subject to field audits / Total number of taxpayers) x 100%**

---

— Taxpayer Satisfaction Score

*Calculation formula for the indicator:*

**(Weighted average of the survey results based on scoring allocated to each positive response on a question on the questionnaire / number of respondents) x 100%**

*— Randomised Behavioural Trial Intervention Impact: On-time filing rate*

*(A/B × 100) – (C/D × 100)*

*A = Number of taxpayers who filed on time in the treatment group*

*B = Total number of randomly assigned taxpayers in the treatment group*

*C = Number of taxpayers who filed on time in the control group*

*D = Total number of randomly assigned taxpayers in the control group*

*Control vs. Treatment Group*

*Control Group: A randomly selected group of taxpayers who receive the standard, business-as-usual communication. This group serves as the baseline for comparison.*

*Treatment Group: A randomly selected group of taxpayers who receive the new, behaviorally designed communication being tested. We compare their behaviour to the control group to see if the new message had an impact.*

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— Share of Reconsideration Decisions Appealed

*Calculation formula for the indicator:*

**(Number of objections to reconsideration decisions / Total number of reconsideration decisions) x 100%**

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— Decision Fairness Evaluation Survey

*Calculation formula for the indicator:*

**(Number of positive responses from taxpayers / Total number of responses) x 100%**

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— Timely Completion Rate of CPGRAMS Grievances

*Calculation formula for the indicator:*

**(The number of CPGRAMS disposed within the specified time period / The total number of CPGRAMS received during the period) X 100**

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— Timely Completion Rate of Tax Service Complaints

*Calculation formula for the indicator:*

**(The number of tax service complaints settled within the specified time limit / The total amount of tax service complaints) X 100**

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## Selected Decision Quality Indicators with Calculation Formulas (Taxpayer Evaluation)

### B) TAXPAYER EVALUATION OF TAX AUTHORITY PERFORMANCE

#### BRAZIL

- Taxpayer Satisfaction Index

*Calculation formula for the indicator:*

$$[(ISAq \times 0,5) + (ISAf \times 0,25) + (ISAt \times 0,25)] \times 100$$

*ISAq = Measures taxpayer satisfaction with the quality of the service provided.*

*ISAf = Measures taxpayer satisfaction with ease of access to service channels.*

*ISAt = Measures taxpayer satisfaction with service response time.*

#### EGYPT

- Taxpayer Satisfaction Index

*Calculation formula for the indicator:*

$$\frac{\text{Number of positive responses from taxpayers}}{\text{Total number of responses}} \times 100\%$$

#### SOUTH AFRICA

- Intermediary Satisfaction

*Calculation formula for the indicator:*

**Weighted average of the survey results based on scoring allocated to each question on the questionnaire x Number of respondents**

#### UAE

- Overall Service Interaction

*Calculation formula for the indicator:*

$$\frac{\text{Number of positive responses from taxpayers}}{\text{Total number of responses}} \times 100\%$$

- Complaint Handling Satisfaction

*Calculation formula for the indicator:*

$$\frac{\text{Number of positive responses from taxpayers}}{\text{Total number of responses}} \times 100\%$$

## Selected Interaction Speed Indicators with Calculation Formulas (Internal Control)

### A) INTERNAL CONTROL AND MEASUREMENT OF TASK EXECUTION SPEED BY THE TAX AUTHORITY

#### BRAZIL

- Service Response Time

*Calculation formula for the indicator:*

$$[\text{ITA}(\text{pr}) + \text{ITA}(\text{ch}) + \text{ITA}(\text{pd}) + \text{ITA}(\text{fc, cc, pv})] \times 100$$

*ITA = Service Response Time*

*pr = face-to-face service at FRB Units*

*ch = Chat*

*pd = Digital Services*

*fc = Contact Us*

*cc = Corporate E-Mail Service*

*pv = Service Stations*

#### CHINA

- Average Interaction Duration

*Calculation formula for the indicator:*

$$\text{Average interaction duration} = \text{Total interaction duration} / \text{Total number of interactions}$$

#### EGYPT

- Average Interaction Duration

*Calculation formula for the indicator:*

$$\text{Average interaction duration} = \text{Total interaction duration} / \text{Total number of interactions}$$

#### UAE

- Service Level Agreement (SLA) Adherence (general support requests, complaints, and reconsideration processed within SLA timelines)

*Calculation formula for the indicator:*

$$(\text{Total number of requests processed within the SLA timelines} / \text{Total number of requests received}) \times 100\%$$

## Selected Interaction Speed Indicators with Calculation Formulas (Taxpayer Evaluation)

### B) TAXPAYER EVALUATION OF INTERACTION SPEED

#### BRAZIL

- Satisfaction with Response Time

*Calculation formula for the indicator:*

$$\text{ISA-t} = \sum \text{RFt} [(\text{tt MSx10}) + (\text{tt Sx8}) + (\text{tt SIx5}) + (\text{tt Ix2}) + (\text{tt MIx0})] / (\sum \text{RFt} \times 10)$$

*ISA-t = Satisfaction index in relation to the 'Response Time' parameter*

*RF = Tax Region (10) – spatial division adopted by the RFB to better manage its operations in the country*

*MS = Very satisfied*

*S = Satisfied*

*SI = Neither satisfied nor dissatisfied*

*I = Dissatisfied*

*MI = Very dissatisfied*

#### UAE

- Satisfaction with Response Speed and Quality

*Calculation formula for the indicator:*

$$(\text{Number of positive responses from taxpayers} / \text{Total number of responses}) \times 100\%$$

## Selected Indicators on Convenience, Simplicity, and Accessibility of Interaction with Calculation Formulas (Internal Control)

### A) INTERNAL CONTROL AND MEASUREMENT OF THE CONVENIENCE, SIMPLICITY, AND ACCESSIBILITY OF INTERACTION

#### BRAZIL

- Demand Response Index (chat)

*Calculation formula for the indicator:*

$$1 - (\text{Dem Repr tt} / \text{n}^\circ \text{atend tt} + \text{Dem Repr tt})$$

*Dem Repr tt = Total repressed demand*

*n°atend tt = Total services provided*

#### CHINA

- Intelligent Interaction Rate

*Calculation formula for the indicator:*

$$(\text{Total volume of tax collection and payment interactive services} / \text{Total interaction volume}) \times 100\%$$

#### RUSSIA

- Share of Tax Declarations Filed Digitally

*Calculation formula for the indicator:*

$$(\text{Number of digital submissions for filing tax returns} / \text{Total number of submissions}) \times 100\%$$

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## INDIA

- No. of CPGRAMS Grievances Settled

*Calculation formula for the indicator:*

**(The number of CPGRAMS disposed within the specified time period / The total number of CPGRAMS received during the period) x 100%**

- No. of Grievances Settled

*Calculation formula for the indicator:*

**(The number of tax service complaints settled within the specified time limit / The total number of tax service complaints) x 100%**

## Selected Indicators on Convenience, Simplicity, and Accessibility of Interaction with Calculation Formulas (Taxpayer Evaluation)

### B) TAXPAYER EVALUATION OF THE CONVENIENCE, SIMPLICITY, AND ACCESSIBILITY OF INTERACTION

#### BRAZIL

- Satisfaction with Ease of Access

*Calculation formula for the indicator:*

**ISA-f =  $\sum RF_t [(tt MS \times 10) + (tt S \times 8) + (tt SI \times 5) + (tt I \times 2) + (tt MI \times 0)] / (\sum RF \times 10)$**

*ISA-f = Satisfaction Index in relation to the 'Ease of Access' parameter*

*RF = Tax Region (10) – spatial division adopted by the RFB to better manage its operations in the country*

*MS = Very satisfied*

*S = Satisfied*

*SI = Neither satisfied nor dissatisfied*

*I = Dissatisfied*

*MI = Very dissatisfied*

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#### RUSSIA

- Overall Satisfaction with Public Services

*Calculation formula for the indicator:*

**(Number of positive responses from taxpayers / Total number of responses) x 100%**

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#### UAE

- Satisfaction with Availability of Communication Channels

*Calculation formula for the indicator:*

**(Number of positive responses from taxpayers / Total number of responses) x 100%**

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#### INDIA

- Feedback

*Calculation formula for the indicator:*

**(Number of satisfied feedback from taxpayer / The total volume of grievances) x 100%**

## Selected Employee Stability Indicators with Calculation Formulas

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### CHINA

- Stability Index of Hotline Service Staff

*Calculation formula for the indicator:*

**(Number of 12366 Staff with 3 Years or More of Service / Total number of 12366 Staff) x 100%**

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### EGYPT

- Employee Stability Index

*Calculation formula for the indicator:*

**(Number of employees with 3+ years of service / Total number of employees) x 100%**

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### RUSSIA

- Position Fill Rate

*Calculation formula for the indicator:*

**(Number of staff employed / Approved headcount) x 100%**

- Stability Index

*Calculation formula for the indicator:*

**(Number of employees with 3+ years of service / Total number of employees) x 100%**

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### UAE

- Turnover Rate

*Calculation formula for the indicator:*

**(Number of employees who left during the period / Average number of employees during the period) x 100%**

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## Selected Employee Satisfaction Indicators with Calculation Formulas

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### BRAZIL

- Employee Engagement Index

*Calculation formula for the indicator:*

**(A / B) x 100**

*A = Number of civil servants and other employees engaged in the work*

*B = Total civil servants and other employees interviewed*

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## RUSSIA

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— eNPS

*Calculation formula for the indicator:*

**1. Employee survey: «On a scale of 0 to 10, how likely are you to recommend our organization as a place to work?»**

*2. Responses classification:*

— Promoters (9-10 points): Loyal employees who actively support the organization.

— Passives (7-8 points): Satisfied but not engaged.

— Detractors (0-6 points): Disloyal, may quit or criticize the employer

*((Amount of promoters – Amount of detractors) / Total amount of employees) x 100%*

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## SOUTH AFRICA

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— Integrity Index

*Calculation formula for the indicator:*

**Integrity Index = 0.25A + 0.45C + 0.30P, where**

*the numerical values represent dimension weights,*

*A = Authenticity (25% weight),*

*C = Competencies of integrity (45% weight); and*

*P = Pillars of integrity (30% weight)*

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## UAE

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— Employee Satisfaction Rate

*Calculation formula for the indicator:*

**Satisfaction Rate =  $\sum$ (Percentage of Respondents \* Assigned Weight )**

*The satisfaction rate is calculated based on internal initiatives aimed at improving staff wellbeing and engagement. These initiatives include support for mental health, work-life balance, and other related programs. Each initiative is assigned a weight based on its importance or impact, and the overall satisfaction rate is determined by summing the weighted responses.*

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## ANNEX II. ABOUT THE BRICS HEADS OF TAX AUTHORITIES FORUM

### About the Forum

The BRICS Heads of Tax Authorities Forum (the Forum) is a permanent platform for institutionalized cooperation among BRICS member states in the field of tax administration. The Forum operates under the rotating chairmanship of the BRICS Summit host country, which also provides the annual Secretariat, ensuring continuity and coordination of activities during its tenure.

The Forum convenes annual in-person meetings of the Heads of Tax Authorities (at Commissioner level), supported by their experts. These high-level meetings serve as the Forum's primary decision-making platform and provide strategic direction for its workstreams and initiatives.

The Forum's work is guided by an Annual Work Plan structured around three thematic pillars: People, Data, and Technology. This Work Plan is developed collaboratively under the leadership of the rotating Chair, approved by the Forum, and implemented through multi-disciplinary working groups. It supports the development of joint tools, digital platforms, and knowledge products aimed at modernizing tax administration and advancing shared priorities.

Each member state appoints a national focal point to coordinate its engagement and facilitate the implementation of the Forum's outputs. These focal points ensure streamlined communication, enable continuity between chairmanships, and support execution of Forum decisions at the national level.

The Forum's governance, decision-making procedures, and implementation mechanisms are set out in the BRICS Heads of Tax Authorities Governance Framework, adopted by consensus.

### Country Focal Points

These designated representatives may be contacted for queries related to Forum coordination, report content, or country-level implementation efforts.

#### Federal Revenue of Brazil

|                                 |   |                                  |
|---------------------------------|---|----------------------------------|
| Mr. Joao Paulo Martins da Silva | Head of the International Relations Office  | joao-paulo.silva@rfb.gov.br      |
| Mr. Flavio A. G. M. Araujo      | Coordinator for Tax and Customs Affairs/Deputy Head of the International Relations Office | Flavio.Antonio-Araujo@rfb.gov.br |
| Mr. Fabio Cembranel             | Head of Division of International Institutional Relations                                 | fabio.cembranel@rfb.gov.br       |

#### State Taxation Administration of China

|                 |  |                     |
|-----------------|--|---------------------|
| Mr. Jiayin Guo  | Deputy Director, International Tax Department              | gjy@chinatax.gov.cn |
| Mr. Suhua Huang | Deputy Director-General of International Department of STA | hsh@chinatax.gov.cn |

#### Tax Authority of Egypt

|                        |                                  |                                 |
|------------------------|----------------------------------|---------------------------------|
| Mrs. Afaf Ebrahim      | Deputy Head of the Tax Authority | Afaf.Ebrahim@eta.gov.eg         |
| Mr. Abdel Razek Shawky | Deputy Head of the Tax Authority | AbdelRazek.Shawky155@eta.gov.eg |

|  |   |                          |
|--|---|--------------------------|
| Mr. Mohamed Keshk  | Deputy Head of the Tax Authority  | Mohamed.keshk@eta.gov.eg |
| <b>Ministry of Revenues of Ethiopia</b>                  |   |                          |
| Mr. Osman Mahamed  | Director of the Strategic Partnership Directorate   | cismanmahamed@gmail.com  |
| <b>Central Board of Taxes of India</b>                   |   |                          |
| Ms. Alankrutha Attaluri                                  | Director (FT&TR-V)<br>Foreign Tax & Tax Research Division   | dir-fttr5@gov.in         |
| Mr. Prabodh Yadav  | DCIT (OSD) [FT&TR – V(1)] under<br>Director (FT&TR-V), CBDT   | dcit.osd-fttr5-1@gov.in  |
| <b>Iranian National Tax Administration</b>               |   |                          |
| Mr. Morteza Mollanazar                                   | INTA, Deputy DG of Presidency and<br>International Affairs  | m.mollanazar@tax.gov.ir  |
| <b>Federal Tax Service of Russia</b>                     |   |                          |
| Mr. Elisey Balta   | Head of International Cooperation<br>and Capital Movement Control<br>Directorate  | balta@tax.gov.ru         |
| Ms. Ekaterina Mikhailu                                   | Deputy Head of International<br>Cooperation and Capital Movement<br>Control Directorate                                   | e.mixajlu@tax.gov.ru     |
| Ms. Alla Bagryantseva                                    | Head of BRICS Tax Cooperation<br>Division at the International<br>Cooperation and Capital Movement<br>Control Directorate | a.bagryanceva@tax.gov.ru |
| <b>South African Revenue Service</b>                     |   |                          |
| Ms. Thabile Ntombela                                     | Head, International Cooperation   | TNtombela@sars.gov.za    |
| Mr. Johan George Fourie                                  | International Co-operation  | JFourie4@sars.gov.za     |
| <b>Federal Tax Authority of the United Arab Emirates</b> |   |                          |
| Ms. Saida Kaddoumi<br>Osman                              | Acting Director of Tax Policy and<br>International Relations Department   | skosman@tax.gov.ae       |
| Ms. Meera Qassim   | International Relations Senior<br>Analyst   | Meera.Qassim@tax.gov.ae  |

## Forum Resources and Publications

**Publications and tools developed under the BRICS Heads of Tax Authorities Forum can be accessed via the BRICS Tax Cooperation website.** These include collaborative reports, technical papers, digital platforms, and knowledge resources produced through Forum working groups and annual work plans.

## RELATED PUBLICATIONS



### 1. Compendium of HR Practices in BRICS Tax Authorities (2025)

Prepared by the BRICS Working Group on Human Resources, the compendium consolidates practices across the HR life cycle: recruitment, onboarding, development, promotion, and off-boarding. It highlights innovative tools, KPIs, and case studies from BRICS tax administrations, offering a structured framework for building agile, professional, and motivated workforces in the context of digital transformation.



### 2. BRICS Tax Collaboration Tool (2025)

Developed by the BRICS Working Group on Sourcing and Use of Data, the BRICS Tax Collaboration Tool is a digital platform that showcases forward-looking practices and tax technologies from BRICS countries. Updated annually, the Tool provides solutions that improve service delivery, enhance compliance, and strengthen operational capacity across key focus areas: tax audit, taxpayer services, and data sourcing. Users can browse solutions by country or thematic area to access practical insights on their background, technical scope, data flows, and outcomes. The platform also facilitates direct communication with the contributing tax authorities, supporting knowledge sharing and collaborative development of data-driven practices.



Scan to access the BRICS Tax Collaboration Tool

