



Twinning Fiche

Project title: Institutional Strengthening of the Egyptian Tax Authority

**Beneficiary Administration:
The Egyptian Tax Authority (ETA)**

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EU funded project

TWINNING INSTRUMENT

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Abbreviations:

AA	Association Agreement
BC	Beneficiary Country
CL	Component Leaders
EC	European Commission
ENP	European Neighbourhood Policy
ETA	Egyptian Taxation Authority
EU	European Union
EUD	European Union Delegation
GoE	Government of Egypt
IMF	International Monetary Fund
IT	Information Technology
JAP	Joint Action Plan
KPIs	Key Performance Indicators
METAC	Middle East Regional Technical Assistance Centre
MIS	Management Information System
MiSMESIS	EU Support to implementation of strategies to foster MSME development in Egypt
MOF	Ministry of Finance
MS	Member State
MTI	Ministry of Trade and Industry
OECD	Organisation for Economic Co-operation and Development
PAO	Programme Administration Office
PL	Project Leader
PT	Project Team
RTA	Resident Twinning Advisor
SDS	Sustainable Development Strategy
SMEs	Small and Medium Enterprises
STEs	Short – Term Experts
TOR	Terms of Reference
VAT	Value Added Tax
WB	World Bank

1. Basic Information

1.1 Programme: EU Facility for Inclusive Growth and Job Creation, CRIS number: ENI/2016/039-543 financed under the European Neighbourhood Instrument, direct management mode¹.

For British applicants: Please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible, to participate) or be required to leave the project on the basis of Article 12.2 of the General Conditions to the grant agreement.

1.2 Twinning Sector: *Finance, Internal market and economic criteria FI*

1.3 EU funded budget: 1.800.000 million EUR

2. Objectives

2.1 Overall Objective(s):

To contribute to the national endeavours to improve the Egyptian Tax Administration (ETA)'s performance in order to:

- ✓ Facilitate a gradual harmonization of Egyptian tax practices with relevant European Union (EU) standards and norms;
- ✓ Contribute to the on-going reform of institutional measures in the tax area;
- ✓ Facilitate the business environment.

2.2 Specific objective:

The project will tackle the following areas by providing practical assistance to the ETA and the Ministry of Finance (MOF):

1. Enhancing the capacity and the business model of the ETA following the merger of Income Tax and Value Added Tax (VAT) Departments;
2. Developing of risk management techniques and performance monitoring program for an increased effectiveness and efficiency of the ETA operations.

2.3 Contribution of the project to the European Neighbourhood Policy (ENP), EU-Egypt Association Agreement (AA), and Egypt's Sustainable Development Strategy 2030:

Through its ENP, the EU works with its Southern and Eastern Neighbours to foster stabilisation, security and prosperity, in line with the Global Strategy for the European Union's Foreign and Security Policy.

The ENP builds upon the legal agreements in place between the EU and the partner countries. This proposed project falls within the framework of the "Euro-Mediterranean Association Agreement between the European Community and its Member States (MS) and the Arab Republic of Egypt" (AA), which entered into force in 2004 and sets the general framework of the cooperation between the EU and Egypt. **In particular, its article 46 guides the EU-Egypt cooperation in the field of taxation.** The Agreement thus formed the legal basis for the **Joint Action Plan** of Egypt and the EU established in 2007. This JAP sets out taxation priorities which have a particular relevance for this project:

¹

- ✓ Support tax strategy for the modernization and simplification of the tax administration. Define the necessary administrative structures and procedures, including a fiscal control strategy; audit and investigation methods, cooperation with the taxpayers and tax compliance. Identify all objectives in terms of financial, human, logistic and IT resources;
- ✓ Support on-going efforts to complete the network of bilateral agreements between Egypt and EU Member States on avoidance of double taxation, including the improvement of transparency and the exchange of information in accordance with international standards;
- ✓ Support the Egyptian efforts to improve the current VAT system. Initiate a dialogue on international and EU tax standards, including the principles related to transparency and exchange of information for tax purposes and to the Organisation for Economic Co-Operation and Development (OECD)'s principles on harmful tax practices;
- ✓ Improving macroeconomic governance, reforming the financial sector, strengthening the role of the private sector, enhancing the business climate, in particular for SMEs, eliminating institutional, regulatory and administrative obstacles with a view to attract increasing national and foreign investments and to create job opportunities, consequently alleviating poverty.

After the revision of the ENP in 2015, **Partnership Priorities** were adopted in 2017, replacing the JAP and laying the foundation for cooperation towards the achievement of socioeconomic goals set out in the Government of Egypt (GoE)'s "**Sustainable Development Strategy – Vision 2030**". The SDS puts forward a broad strategic vision of economic development, with commits to supporting a market-driven, competitive, diversified, knowledge-based economy, supported by a stable macroeconomic environment and a focus on maximizing value added and employment-generating sectors. The document acknowledges the importance of transparent and efficient governmental institutions to facilitate economic development.

In December 2016, the EU and Egypt also signed the EU Facility for Inclusive Growth and Job Creation, a key mechanism for the EU to support the implementation of Egypt's economic reforms aimed to improve the environment for business creation, including the simplification of taxation procedures for Small and Medium-sized Enterprises (SMEs).

3. Description

3.1 Background and justification:

The MOF is the entity responsible for tax policies and, under its mandate, the ETA is responsible for the collection, receipting and security of all direct taxes, indirect taxes, and international trade taxes. At present time, the ETA is divided into two departments (VAT and Income Tax), working in parallel under the authority of the Chairman of the ETA. Each department controls its own taxpayers, which are divided into groups depending on their turnover (small, medium and large). The ETA is present in the 27 Egypt' Governorates although there is only one Large Taxpayers Office (LTO) situated in Cairo and three Medium Taxpayers Offices (Ismailia, Port Said and Cairo).

Egypt is a lower-middle income country with a relatively diversified economy that still faces fiscal imbalances. Institutional imbalance is evident in the overcrowding of tax authorities to complete tax procedures, in an unfavourable work environment that lacks material and human resources compared to the tax population. Moreover, the revenue authorities rely on manual transactions, which lengthen the tax collection time.

Egypt's business population is characterized by a limited number of large and a great mass of small companies, fully or partially operating in the informal sector, whose weak economic growth and limited inclusiveness is also affected by longstanding structural constraints, including weak governance and difficult business environment. This is reflected in the high cost of administrative and regulatory compliance for SMEs, including tax and customs compliance.

Being aware of these weaknesses, the strengths might be summarized in the fact that there is an acceptance within the MoF and the ETA that there is a need to restructure the tax system to be fairer and more transparent with clear mechanisms to raise the efficiency of tax collection and reduce tax evasion, in addition to reducing and unifying the tax procedures regardless of the type of tax. The ETA has already embarked on a strategy to develop its capacity in combating tax avoidance and evasion and increasing tax collection, as well as facilitating compliance with special focus on SMEs.

This Twinning project will be implemented in the ongoing reforms framework following the Policy Partnership Priorities that were adopted on 25th July 2017 after the 2015 revision of the ENP policy. These priorities include cooperation in advancing socioeconomic goals set out in Egypt's "Sustainable development strategy - Vision 2030", with a view to building a stable and prosperous Egypt, as a continuation priorities set in the Joint Action Plan signed in 2007 under the ENP Agreement that entered into force in 2004. The Joint Action Plan included among others, support in tax strategies and institutional modernization; VAT implementation; and improving development of SMEs.

The project also falls under the "EU Facility for Inclusive Growth and Job Creation" signed by the EU, which focuses, among others, on improving the business environment for business creation by supporting reforms, which will lower the administrative burden for SMEs (taxation and customs) and facilitate financial inclusion. The Facility provides capacity building support to the MoF, as the entity responsible for tax policies, and to the Egyptian Tax Authority (ETA).

The facility supports the implementation of Egypt's Economic Reform Programme, on which basis Egypt and the IMF have concluded the Extended Fund Facility in November 2016. The EU facility addresses particularly important areas for reform, which include, inter alia, the introduction of a simplified tax regime for small companies, the implementation of the VAT law following its adoption in 2016, and the executive regulation number 66/2017 that was adopted in 2017.

3.2 Ongoing reforms:

The ETA' strategy started with the now-ongoing unification of the direct and indirect taxes departments and with the establishment of offices to organize taxpayers by segments. An efficient exchange of information function is being developed with international assistance in this area and a Tax Appeal Committee to solve taxpayers' disputes is already in place. An efficient and modern IT system has already been approved and will be implemented in the near future.

With regards to the legal framework that has an impact on the ETA's activities, infrastructure and organisation; it shall be outlined that the VAT Law replaced the sales tax law in 2016 and its executive regulations were issued in 2017. The Income Tax Law and its executive regulations are in place since 2005 and a comprehensive Unified Tax Procedural Code is under discussion expecting to be issued in a very near future. Legislation regarding SMEs, including measures addressed to simplify procedures for these companies is also expected to be issued soon. The Government also passed a new Civil Service Law

to restructure wages and control wage growth, linking performance to compensation, and a National Anticorruption Strategy 2019-2022 has been adopted.

A successful restructuring of the ETA is connected to the comprehensive reform of all components of the tax system, with legislation, infrastructure, technology and human resources playing a critical role. As such, assistance regarding all the components linked to the reform of the ETA is a major focus of this project, which is designed to provide capacity building and practical assistance in all the mentioned areas.

3.3 Linked activities:

This proposed twinning project forms part of the EU-funded assistance in the medium-to-long term. It focuses on technical capacity and is a logical continuation of EU assistance upon which it can build to support the modernization of the ETA, establishing a transparent public institution, improving the efficiency of the tax system as a whole and collecting more income tax.

In the same context, the EU financed a technical assistance project supporting ETA on “Enhancing Domestic Resource Mobilization in Egypt through a better tax and exchange of information system”. The project is being implemented by the OECD and aims to assist Egypt in the implementation of the new international standards to tackle tax avoidance and tax evasion. EU contribution is 1.2 million euro and will last until June 2020.

In January 2018 and within the framework of EUROPEAID/132633/C/SER/MULTI Framework contract Beneficiaries – Lot n°11 – Macro Economy, Statistics and Public Finance Management, the EU also contributed with a study on the implementation challenges of the VAT Law in Egypt.

Another project impacting indirectly this Twinning project is the “EU Support to implementation of strategies to foster Micro, Small and Medium Enterprises development in Egypt” (MiSMESIS), which is part of the EU funded *Inclusive Economic Growth Programme*. The EU contribution amounts to €2,392,200 in grants. This project’s objective is to support the Ministry of Trade and Industry (MTI) and its key stakeholders in the elaboration and implementation of relevant strategies to foster SME and entrepreneurship development as well as to improve the business environment in Egypt.

Besides the EU assistance, there are other initiatives on taxation currently under implementation by different International Organisations, including:

The OECD: The OECD Global Forum is providing ongoing technical assistance on transparency and Exchange of Information for tax purposes, which includes preliminary assessment of Egypt’s legal and regulatory framework to identify any gaps with the Exchange of Information on request standards.

The Global Forum delivered a workshop on Exchange of Information to ETA officials focused on the connection between the domestic tax investigation, the information-gathering framework and the international infrastructure for Exchange Of Infrastructure.

United States Agency for International Development (USAID): USAID has recently launched a 5-year Macro-Economic Stabilisation and Reform Activity program aimed at upgrading the PFM system and public investment in Egypt. Among the USAID activities it is foreseen to assess the current ETA's IT system and future plans on taxation.

The International Monetary Fund (IMF): Currently the IMF is supporting the MoF in the preparation of a Medium-Term Revenue Strategy that would be a legal framework for reform to widen the revenue base and improve tax policy and administration. The joint exercise is expected to be ready in June 2019.

Middle East Regional Technical Assistance Centre (METAC): The METAC is a collaborative venture between the IMF, member countries and multilateral development partners, which strategic goal is to help the member countries to strengthen their institutional and human capacity to design and implement macroeconomic and financial policies that promote growth and reduce poverty.

In the context of this Twinning project, METAC's support to Egypt encompasses:

- ✓ Strengthening the MoF capacity to manage fiscal risk related to state-owned enterprises and economic authorities;
- ✓ Supporting Egypt Tax Authorities' efforts to strengthen revenue administration;

The **World Bank** has offered its support to the ETA for the implementation of upcoming changes.

3.4 List of applicable Union *acquis*/standards/norms:

Although the specifics of a tax authority in a particular country should be tailored to that specific country, there are standards and norms internationally accepted to enhance and improve performance of a tax administration. For the success of this particular project it might be useful to take into consideration the following instruments, frameworks and studies:

- Chapter 16 of the *acquis communautaire*. This chapter covers extensively the area of indirect taxation, namely value-added tax (VAT) and excise duties and lays down the scope, definitions and principles of VAT. Excise duties on tobacco products, alcoholic beverages and energy products are also subject to EU legislation.

(https://ec.europa.eu/neighbourhood-enlargement/policy/conditions-membership/chapters-of-the-acquis_en)

- EU VAT Directive 2006/112/EC
(<https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=celex%3A32006L0112>)
- EC Fiscal Blueprints
(https://ec.europa.eu/taxation_customs/sites/taxation/files/docs/body/fiscal_blueprint_en.pdf)
- EC Empirical Study on SMEs taxation in Europe https://ec.europa.eu/growth/content/sme-taxation-europe-%E2%80%93-empirical-study-applied-corporate-income-taxation-smes-compared-0_en
- TADAT assessment carried out by the IMF in 2015 and revised in 2017.
Although the assessment was submitted it has not being made public, therefore there is no link to consult it.
- Recommendations of IOs:
OECD, WB, IMF recommendations on supporting the development of more effective tax systems (<https://www.oecd.org/ctp/48993634.pdf>).
The OECD pillars on enhancing tax transparency, addressing tax avoidance, promoting tax policies for strong, sustainable and inclusive growth and supporting tax as a tool for development (<https://www.oecd.org/tax/centre-for-tax-policy-and-administration-brochure.pdf>)

3.5 Results per component:

Mandatory Result 1: Legislative Review

The current taxation legislative framework is reviewed and streamlined in order to gradually remove existing weaknesses, duplications, inconsistencies and to be better aligned to EU best practices.

Sub-results:

R1.1 Weaknesses of the Unified Procedure Law are gradually removed and Penalties and Sanctions are streamlined

R1.2 Income Tax Law legislation is revised and streamlined according to EU best practices

R1.3 VAT Law & regulations are reviewed & revised in the areas of Non Residents registration and potential adjustments to the VAT law are addressed

R1.4 Economic cities/Free Zones taxation is reviewed and procedures for better controls are developed

R1.5 Modern regulations and effective control and follow up procedures for Digital Economy & E-Commerce are developed

Mandatory Result 2: Reviewing the Institutional Framework

Integration plan with proposed action plan and transition plan for the merger between income tax and VAT are reviewed and revised to be better aligned to EU best practices.

Sub-results:

R2.1 New organizational structure with integration law reviewed & revised regarding functions, prerogatives, staffing & job descriptions

R2.2 An action plan to implement the proposed HQ administration, with timetable and provisions for transition, is developed

R2.3 A transition plan to facilitate the integration of the Income Tax & VAT functions is developed

R2.4 Good Governance practices for the new organization structure are aligned to EU best practices.

Mandatory Result 3: Building the capacity of ETA

The current compliance function is reviewed to foster risk management and analysis techniques and to develop and implement risk based audit programs. Audit Techniques will be developed and adopted to be better aligned to EU best practices.

Sub-results:

R3.1 Proposed compliance function is reviewed & revised regarding functional statements, prerogatives, staffing & job descriptions internal & external relationships and particularly the exchange of information

R3.2 Profiling Techniques in order to analyze the behavior of distinct sectors of taxpayers are developed and profile templates for selected economic sectors are built to be used in the risk analysis process

R3.3 Risk analysis and selection criteria for selected major economic sectors are developed

R3.4 Risk grids (Single tax and combined taxes) to select risky TPs and to determine the audit programs for income tax and VAT are developed

R3.5 Research & intelligence methods to identify and gather pertinent information (patterns, trends) for audit purposes & risk analysis are developed

R3.6 General and specific Audit programs based on selection criteria and taking into consideration Segmentation, Legal form, Geographical distribution, Turnover, etc. are developed to be incorporated in the yearly audit plan

R3.7 Audit programs are monitored, reviewed, and evaluated to assess performance and to use the results in future audit programming

R3.8 Refund audit methodologies and techniques are developed and learned

R3.9 Desk audit methodologies and techniques for SMEs are developed and learned

R3.10 Field audit methodologies and techniques for SMEs are developed and learned

R3.11 Latest EU developments in audit techniques for specialized industries in the Egyptian context such as Banking, Oil & Gas, Telecom, E-Commerce, etc. are introduced

R3.12 Different audit methodologies such as indirect methods and sampling methods are introduced to counter specific circumstances (unavailability of books and records, etc.) and to facilitate the audit process are introduced

R3.13 Quality assurance methodologies and standards to ensure uniform audit application are developed and put into practice.

Mandatory Result 4: Contemplating a Functional Review

The current appeal, human resources, and finance functions are reviewed and evaluated to be better aligned to EU best practices regarding work methodologies and staffing to promote efficiency and effectiveness. A modernized integrated Management Information Reporting System with key performance indicators (KPIs) for timely performance management shall be developed to facilitate the administration of the new merged entity by examining the performance of the tax administration in the areas of processes, revenue collection and human resources to help in decision making, control and analysis to measure results and propose improvements where needed.

Sub-results:

R4.1 Functional statements and prerogatives of the Appeal function are reviewed and streamlined

R4.2 Objections and appeals work methodologies of Income Tax & VAT are reviewed and streamlined

R4.3 Aligned staffing levels to qualifications and job descriptions for the Appeal function are assessed and streamlined

R4.4 Functional statements and prerogatives of the Human Resources function are reviewed and streamlined particularly for strategy, training, and management

R4.5 Human Resources work methodologies of Income Tax & VAT are reviewed and streamlined

R4.6 Aligned staffing levels to qualifications and job descriptions for the Human Resources function are assessed and streamlined

R4.7 Various appraisals schemes for employees are developed to enhance productivity and to foster a merit system

R4.8 Functional statements and prerogatives of the Finance function are reviewed and streamlined

R4.9 Finance work methodologies of Income Tax & VAT are reviewed and streamlined

R4.10 Aligned staffing levels to qualifications and job descriptions for the Finance function are assessed and streamlined

R4.11 Integrated Management Information Reporting System is designed and adopted

R4.12 Strategic and operational KPIs are developed and adopted.

Mandatory Result 5: Contemplating an effective Communication Strategy for Taxpayers Education and Awareness

A new communication strategy for taxpayers education and awareness will be adopted by fostering new methods and techniques to facilitate the introduction of the various initiatives to be adopted by ETA and MOF regarding the new Unified Tax Procedures Law, Simplified Tax schemes for small & micro taxpayers, etc. The strategy and plan shall also ensure success of the income tax and VAT integration plan by adequately reaching out to internal and external stakeholders.

Sub-results:

R5.1 Best practices for T/P awareness are introduced and adopted

R5.2 Plans for internal & external stakeholders awareness campaign are introduced.

3.6 Means/input from the EU Member State Partner Administration(s):

The project will be implemented in the form of a Twinning contract between the Beneficiary Country (BC) and the EU Member State (MS). The implementation of the project requires a Project Leader (PL), responsible for the overall coordination of project activities, one Resident Twinning Advisor (RTA), responsible for the management and implementation of the activities foreseen in the project, and a pool of short-term Experts. It is essential that the team have sufficiently expertise to cover all the areas included in the project description. The interested Member State(s) Twinning team shall include in its proposal the CVs of the designated Project Leader, Resident Twinning Advisor, and the proposed Short-Term Experts as Component Leaders. The details of implementation of the Twinning Project will be agreed upon during the preparation of the work plan.

- The Project leader is to oversee the overall project execution including the trainings/missions conducted by the short-term experts and the study tours to the Member State and assist to the steering committee meetings.
- The RTA is to coordinate the project execution, to supervise the short-term experts, and to ensure the timely and satisfactory delivery of the project results.
- Short-term experts are to cover the following: Administration reorganization; Modification of outdated legislations and regulations; Training on the development of taxpayer profiles, risk analysis and selection criteria, risk grids and research analysis; Training on audit techniques and methodologies; Experts with experience in the use of audit manuals and guides; Appeal Function; Human Resources Function; Finance Function; ICT; Training on database build-up and linkages, and management information systems; Experts in T/P education and awareness.

3.6.1 Profile and tasks of the Project Leader:

The Project Leader (PL) is a high-ranking public servant. They will be responsible for the overall planning and implementation of the Member States' inputs in this twinning project. The PL is expected to devote a minimum of 3 days per month to the project progress in addition to one visit to the beneficiary country (BC) every 3 months. In cooperation with the BC Project Leader appointed by MoF, they will be responsible for the organization of the project's steering committee which includes the RTA and representatives of the Programme Administration Office (PAO) and EU Delegation.

General Qualifications and Experience:

- ✓ Graduate in business administration, economics, commerce, law or other relevant areas, or equivalent professional experience of 8 years;
- ✓ AT least 3 years of management experience in the field of Income Tax and VAT with an EU Member State;
- ✓ Membership of a professional designation such as accounting, audit or law is an advantage.

Other skills:

- ✓ Excellent inter-personal skills;
- ✓ Proven leadership skills;
- ✓ Proficient use of the English language.

Specific Experience:

- ✓ High-ranking official, long-term civil servant from an EU Member State with at least 10 years' experience in developing and implementing strategies, policies and regulations in the fields of Income Tax, VAT, public institutions' reorganizations, compliance and auditing;
- ✓ Knowledge of the functional analysis of a tax authority;
- ✓ Knowledge of EU legislative and operational activities related to the various components of the project;

Tasks:

- Overall direction of the Project in cooperation with the BC Project Leader;
- Overseeing project implementation and financial management;
- Mediate in the events of conflict;
- Supervise the Resident Twinning Adviser (RTA);
- Prepare quarterly and final reports with the assistance of the RTA interim;

3.6.2 Profile and tasks of the Resident Twinning Advisor (24 months secondment):

General Qualifications and Experience:

- ✓ Graduate in business administration, economics, commerce, law or other relevant areas, or equivalent professional experience of 8 years;
- ✓ At least 3 years of management experience in a tax administration with an EU Member State;
- ✓ Membership of a professional designation such as accounting, audit or law is an advantage.

Other skills:

- ✓ Excellent inter-personal and communication skills;
- ✓ Previous experience of managing multi-disciplinary and multinational teams will be an asset;
- ✓ Proficient use of the English language.

Specific Experience:

- ✓ At least 3 years' experience in developing and implementing strategies, policies and regulations in the field of taxation
- ✓ Knowledge of the functional analysis of a tax authority;
- ✓ Knowledge of EU legislative and operational activities related to the various components of the project;
- ✓ Experience of similar international projects is an asset.

Tasks:

- Liaise with the Project Leader and BC counterpart;
- Manage day-to-day operations;
- Manage the short-term experts (STEs);
- Monitor project implementation and achievement of project objectives;
- Draft interim quarterly reports and final reports to be submitted to the Project Leaders;
- Maintain close contact with the PAO and the EU Delegation.

Resident Twinning Adviser Assistant

In the implementation of their daily tasks, the RTA will be supported by an assistant, . The assistant will support the RTA as his/her project administrative work. They will be asked to attend meetings and take minutes and translations of technical documents when needed.

Interpreter / Translator

In the implementation of the requirements of the project, the RTA will be supported by an interpreter / translator for reports, annexes or output stemming out of the project. She/he will also assist in interpretation at meetings or whenever is required during the implementation of the activities of the STEs or RTA.

3.6.3 Profile and tasks of Component Leaders:

Component Leaders (CL) are expected to have in depth expertise for the component that the CL is leading. CLs are to be suitably qualified and capable to provide the necessary skills according to the nature of the related component. The designated CLs are to possess hand-on experience and competences matching project components.

General Qualifications

- ✓ Graduate in business administration, economics, commerce, law or other relevant areas, or equivalent professional experience of 8 years;

Specific Experience and Technical Expertise:

- ✓ At least 3 years' experience with a revenue or tax administration;
- ✓ Demonstrated expertise in a tax administration in reorganizations, functional reviews, procedures and processes;
- ✓ Specific skills to support the modification of outdated legislation and regulations;
- ✓ Demonstrated expertise in a tax administration in audit techniques, procedures and processes, with experience in use of modern manuals and guides;
- ✓ Demonstrated expertise in a tax administration in designing integrated MIS, developing KPIs, and in Tax Performance Management & Follow-up;
- ✓ Demonstrated expertise in a tax administration in communication and designing T/P awareness campaigns;
- ✓ Previous experience in designing and developing gap analysis and identifying necessary reform actions to be undertaken;
- ✓ An edge in providing on-the-job training and daily knowledge transfer to beneficiary is required;
- ✓ Proficient written and spoken English;
- ✓ Familiar with the use of Microsoft Office applications.

Tasks:

The tasks of Component Leaders will be to ensure the following:

- Ensure the completion of each component with the required outcome;
- Assess the need to add any activity to a component with the PLs and RTAs;
- Ensure that STEs are best selected to implement the required activities.

Additional tasks will also be set out in the MS proposal during the drafting of the work plan. The RTA and PLs will draft ToRs for each CL assignment as part of the project implementation.

3.6.4 Profile and tasks of the short-term experts

The RTA will be assisted by STEs so as to cover the full range of expertise required as per each component according to the related field. STEs are to be suitably qualified and capable to provide the necessary skills according to the nature of each activity. The designated experts are to possess hand-on experience and competences matching project components, each in her/his related field.

Tasks: The tasks of STEs will also be set out in the MS proposal during the drafting of the work plan. The RTA and PLs will draft ToRs for each STE assignment as part of the project implementation.

Profile:

General Qualifications and Experience:

- ✓ Graduate in business administration, economics, commerce, law or other relevant areas, or equivalent professional experience of 8 years;
- ✓ At least 3 years of management experience in the field of Income Tax and VAT with an EU Member State.

Specific and Technical expertise:

- ✓ At least 8 years' experience with a revenue or tax administration;
- ✓ Previous experience in designing and developing gap analysis and identifying necessary reform actions to be undertaken;
- ✓ An edge in providing on-the-job training and daily knowledge transfer to beneficiary is required;
- ✓ Proficient written and spoken English;
- ✓ Familiar with the use of Microsoft Office applications.

Fields of Expertise: (Non Exhaustive)

- ✓ Demonstrated expertise in a tax administration in reorganizations, functional reviews, procedures and processes;
- ✓ Specific skills to support the modification of outdated legislation and regulations;
- ✓ Demonstrated expertise in a tax administration in audit techniques, procedures and processes, with experience in use of modern manuals and guides;
- ✓ Demonstrated expertise in a tax administration in designing integrated MIS, developing KPIs, and in Tax Performance Management & Follow-up;
- ✓ Demonstrated expertise in a tax administration in communication and designing T/P awareness campaigns.

4. Budget

Maximum Budget available for the Grant is 1,800,000 Euro

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting:

The European Union Delegation (EUD) Office is the Contracting Authority and in charge of the coordination of all activities and the administrative management of the Support to the Association Agreement Programme. The EUD will be the responsible institution for the management of this twinning project. It manages the tenders, contracts and payments in accordance with the procedures defined in the Practical Guide to contract procedures financed from the general Budget of the EU in the context of external actions.

European Union Delegation contact details:

Francesca Mazzucco (Programme Manager – Programme Manager, Economic Governance and SME Finance Economic Section, European Union Delegation to Egypt): Francesca.Mazzucco@eeas.europa.eu

Moreover, all correspondence must be sent in copy to:

Bozkurt Eralp (Head of Finance and Contracts, European Union Delegation to Egypt):
Bozkurt.eralp@eeas.europa.eu

5.2 Institutional framework

The Beneficiary Administration (BA) will be the Egyptian Tax Authority (ETA) under the Ministry of Finance (MoF) of Egypt.

5.3 Counterparts in the Beneficiary Administration:

The PL and RTA counterparts will be staff of the Beneficiary administration and will be actively involved in the management and coordination of the project.

5.3.1 Contact person:

Ms. Nervana Ishak
Assistant of the Chairman of the Egyptian Tax Authority
vana_ishak2003@hotmail.com.

5.3.2 PL counterpart

Mr. Abd El Azeem Hussein Abd El Azeem
Chairman of the Egyptian Tax Authority

5.3.3 RTA counterpart

Ms. Nervana Ishak
Assistant of the Chairman of the Egyptian Tax Authority
vana_ishak2003@hotmail.com

6. Duration of the project

27 months (24 months for implementation and 3 months for closure).

7. Sustainability

The assistance required under this project is meant to complete the enhancement and transition of the tax administration.

The ETA will ensure that the knowledge gained through this twinning results in the amendment of the organizational structure and existing laws and will also be embedded in the right people by properly selecting the right candidates to pursue this training. In essence, the newly learned skills, approaches and methodologies shall be adopted as the new working methodologies of the ETA across all operational directorates. This knowledge shall be transferred to all the beneficiaries in all tax offices and will be properly followed up by a quality assurance program.

The guidelines delivered under the project will be integrated into the ETA's training system and used as essential tools for carrying out ETA's activities. The twinning project team will also ensure during the term of the project that results and sub-results of the project's components will be put into practice as quickly as possible.

To maintain the achievements of this Twinning project, it is expected that effective mechanisms to disseminate and consolidate the results will be put in place by the ETA and that it counts with the necessary budget resources to ensure sustainability.

As this Twinning project includes support to development of sector policies and new legislation, its sustainability will be best ensured if its impact is consulted and backed up by internal and external stakeholders in those cases required by the Egyptian legislation. Sufficient time should be allocated to this preparatory work during the project because a fast-track adoption of procedures and legislation might risk its implementation and enforcement.

8. Crosscutting issues

Egypt's national "Sustainable development strategy - Vision 2030" follows the sustainable development principle as a general framework for improving the quality of lives and welfare, thus dealing with three main dimensions: economic, social and environmental.

This Twinning project follows the policies and programs established in the SDS, more specifically those in relation with transparency and efficiency of government institutions and it is doubtless that an efficient performance of the ETA as responsible authority for the collection, receipting and security of domestic and international taxes will have a positive impact in the abovementioned dimensions.

The proposed project will support the implementation of good governance in the area of taxation as elements of proper governance, modernized legislation, efficient functions, standardizing and promoting quality auditing. The selection of both trainers and trainees will be made on non-discriminatory criteria and participation of women in both positions will be monitored and reported through the interim progress reports.

9. Conditionality and sequencing

Conditionality

- ✓ The ETA will maintain a consistent policy in the area of tax reform and adhere to the objectives regarding tax administration underlying the project throughout project implementation.

- ✓ The identification of key actors at the ETA and their availability and participation in the implementation of the project.

Sequencing

- ✓ The MS Twinning Partner will propose a sequencing of the activities to accommodate the work schedule of ETA staff. This sequencing, along with the training plan, will be integrated in the proposed work plan for the entire project in a logical path.

10. Indicators for performance measurement

Component 1:

- ◆ Amended Unified Procedural Law with revised penalties and sanctions schemes
- ◆ Streamlined existing laws and regulations with no duplications and inconsistencies
- ◆ Amended VAT law
- ◆ New income tax law encompassing all existing amendments and modernized revisions

Component 2:

- ◆ Improved proposed organizational structure
- ◆ Merger integration plan with proposed action plan and transition plan
- ◆ Proposed good governance principles for the new merged entity

Component 3:

- ◆ Modernized compliance function with related depts. and detailed functions
- ◆ Risk analysis techniques are developed and adopted
- ◆ Risk grids are built and used in annual audit plans
- ◆ Risk based audit programs are implemented

Component 4:

- ◆ New work methodologies are adopted
- ◆ A functional integrated Management Information Reporting System with (KPIs) for timely performance for all functions and departments is developed and adopted

Component 5:

- ◆ New communication methods and techniques are in place
- ◆ Communication plan with an established timeline is developed

11. Facilities available

ETA shall provide needed office space to accommodate the RTA, the assistant and the interpreter along with PC workstations. In addition, ETA will make available working place for the STEs, and for the training to be provided in some activities.

Facilities will be provided at the ETA premises in Cairo where the project will be implemented.

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format (compulsory)
2. Twinning Budget

Annex 1: Logical Framework Matrix

Log Frame Planning Matrix for Project		Twinning Number:		Support to the EU-Egypt Association Agreement Program	
Building and Upgrading the Institutional and Technical Capacities of the Egyptian Tax Authority				Total budget: €1,800,000	
	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Overall Objective	<p>To contribute to the national endeavours to improve Egyptian Tax Administration (ETA) performance in view to:</p> <ul style="list-style-type: none"> Facilitate a gradual harmonization of Egyptian tax practices with relevant European Union (EU) standards and norms Contribute to the on-going reform of institutional measures in tax area Facilitate businesses environment 	<ul style="list-style-type: none"> Institutional reform is embraced by the ETA and MOF through public commitment to reform Institutional building and modernization has commenced by ETA approving the reform plan 	<ul style="list-style-type: none"> Articles or papers issued by international organizations depicting the state of reform Statistical data from ETA indicating improvement of tax revenues 	Political instability	<p>The need for significant reform is embraced by Egypt's authorities.</p> <p>ETA staff are included in the reform process</p> <p>Appropriate support and encouragement is given to ETA officials to adopt to new work methods and approaches</p>
Specific (Project) Objective(s)	<ul style="list-style-type: none"> Enhancing the capacities and the business model of ETA following the merger of Income Tax and Value Added Tax Departments Developing of risk management techniques and performance monitoring program for an increased effectiveness and efficiency of ETA operations 	<ul style="list-style-type: none"> Future growth in income tax revenues Reengineered functions is in place and functioning is significantly improved Modernized risk based approach audit selection system is fully in use in major tax offices Compliance, risk management and auditing techniques standardized across major tax offices Performance management is significantly improved. 	See Sub-results below	Allocation of needed human and financial resources to manage the operations and ensure sustainability is not mobilized	
Component 1. Legislation Review					
	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Mandatory results/outputs by components	<ul style="list-style-type: none"> Current taxation legislative framework is reviewed and streamlined in order to gradually remove existing weaknesses, duplications, inconsistencies and to be better aligned to EU best practices Modified Unified Procedural Law with revised penalties and sanctions schemes 	<ul style="list-style-type: none"> Existing laws and regulations are streamlined to remove duplications, and inconsistencies Potential adjustments to the VAT law are addressed New income tax law encompassing all existing amendments and modernized revisions 	<ul style="list-style-type: none"> Project progress reports 	<ul style="list-style-type: none"> No endorsement of modernized legislation Delays in adopting new laws and regulations 	<ul style="list-style-type: none"> Appropriate resourcing is committed to the reform agenda Adoption of new laws and regulation by ETA & MOF New regulations will

	<ul style="list-style-type: none"> ◆ New Income tax law ◆ Modified VAT law 				be implemented
Sub-results per component	1.1 Weaknesses of the Unified Procedure Law are gradually removed and Penalties and Sanctions are streamlined - Weaknesses of the Unified Procedure Law are gradually removed	Weaknesses for the new unified procedure law determined with best practices solution for them	End of activity report with recommendations	Delay in enacting the modified Unified	Modified Unified Procedural Law is enacted
	- Penalties and Sanctions are streamlined	Penalties & sanctions of new law reviewed for unification for all types of taxes	End of activity report with recommendations	Procedural law Delays in adopting amendments	Amendments are endorsed by ETA & MOF
	1.2 Income Tax Law legislation is revised and streamlined according to EU best practices - Income Tax Law legislation weaknesses assessed	Law & regulations reviewed & assessed	End of activity report with recommendations		
	- Income Tax regulations, decrees, instructions, and decisions are streamlined for duplication and inconsistencies	Cleansed list of regulations, decrees, instructions, and decision	End of activity report with recommendations		
	- Income Tax Law legislation is revised and streamlined according to EU best practices	Income Tax Law revised	Draft law of Income Tax	Delay in enacting the income tax law	Draft law is endorsed by ETA & MOF
	1.3 VAT Law & regulations are reviewed & revised in the areas of Non Residents registration and potential adjustments to the VAT law are addressed	VAT Law and regulations reviewed & revised in a draft law or regulations	End of activity report with recommendations	Delay in enacting the modified recommended regulations	New regulations are endorsed by ETA & MOF
	1.4 Economic cities/Free Zones taxation is reviewed and procedures for better controls are developed	Economic cities/Free Zones taxation reviewed & assessed	End of activity report with recommendations		
	1.5 Modern regulations and effective control and follow up procedures for Digital Economy & E-Commerce are developed	Digital Economy & E-Commerce regulations and control procedures	End of activity report with recommendations	Delay in enacting the modified recommended regulations	New regulations are endorsed by ETA & MOF

Component 2. Institutional Framework

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
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Mandatory results/outputs by components	<ul style="list-style-type: none"> Integration plan with proposed action plan and transition plan for the merger between income tax and VAT are reviewed and revised to be better aligned to EU best practices 	<ul style="list-style-type: none"> Improvements to the proposed organizational structure Integration plan with proposed action plan and transition plan Good governance principles for the new merged entity 	<ul style="list-style-type: none"> Project progress reports Revised integration plan Action plan Transition plan 	<ul style="list-style-type: none"> No endorsement of revised organizational structure No endorsement of action plan and transition plan 	<ul style="list-style-type: none"> Adoption of revised organizational structure Swift implementation of the integration plan, action plan, and transition plan
Sub-results per component	2.1 New organizational structure with integration law reviewed & revised regarding functions, prerogatives, staffing & job descriptions	New organizational structure with integration law reviewed & revised	End of activity report with recommendations	Delay in enacting the revised organizational structure	New organizational structure (currently in progress) is approved by MoF and subject to revision evaluation
	2.2 An action plan to implement the proposed HQ administration, with timetable and provisions for transition, is developed	Detailed action plan with timetable to facilitate transition into one entity	End of activity report with recommendations	Delay in enacting the action plan	Action plan is accepted by ETA & MOF and necessary steps are put in place
	2.3 A transition plan to facilitate the integration of the Income Tax & VAT functions is developed	Detailed transitional plans for integration developed	End of activity report with recommendations	Delay in enacting the transition plan	Strong commitment by ETA & MOF to pursue the merger transition plan
	2.4 Good Governance practices for the new organization structure are aligned to EU best practices	Good Governance practices set for the new structure are put into practice	End of activity report with recommendations Compatibility with SIGMA papers	Delay in enacting Good Governance practices	ETA endorses the good governance practices

Component 3. Capacity Building

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Mandatory results/outputs by components	<p>Compliance Function</p> <ul style="list-style-type: none"> Current compliance function is reviewed to foster risk management and analysis techniques and to develop and implement risk based audit programs. 	<ul style="list-style-type: none"> Modernized compliance function with related depts. and detailed functions Risk analysis techniques are developed and adopted 	<ul style="list-style-type: none"> Project progress reports External assessments by international organizations (IMF, WB, EU) through periodical evaluation and progress reports ETA internal reports (national and regional) quantifying revenues generated from risk based audit 	<ul style="list-style-type: none"> No endorsement of modernized compliance function 	<ul style="list-style-type: none"> Skilled staff can be retained The design of the Risk based Audit programs is implemented, maintained and operationally kept up to date Proper update and adjustments of Risk Grids on regular basis

			<ul style="list-style-type: none"> Statistics generated from ETA database for evaluation & follow-up purposes 		
	Audit Function <ul style="list-style-type: none"> Audit Techniques are developed and adopted to be better aligned to EU best practices 	<ul style="list-style-type: none"> Audit techniques are improved, enhanced and implemented Approximately three hundred (300) auditors trained on the state of the art compliance and auditing techniques 	<ul style="list-style-type: none"> Project training material and training evaluation reports 	<ul style="list-style-type: none"> Reluctance to adopt new audit techniques 	<ul style="list-style-type: none"> Skilled staff can be retained
Sub-results per component	Compliance Function			<ul style="list-style-type: none"> Compliance function not operational within the new organizational structure 	<ul style="list-style-type: none"> Appropriate resourcing is committed to the reform agenda Skilled staff can be retained The methods developed are applied in daily operations ETA will automate the taxpayers profiles and risk grids Secondary databases are made available; e.g. Land Registry, Customs, ...
	3.1 Proposed compliance function is reviewed & revised regarding functional statements, prerogatives staffing & job descriptions internal & external relationships and particularly the exchange of information	<ul style="list-style-type: none"> Review undertaken in collaboration with ETA officials Report with recommendations prepared for improvement from the current state particularly within the merger context 	End of activity report with recommendations		
	3.2 Profiling Techniques in order to analyze the behavior of distinct sectors of taxpayers are developed and profile templates for selected economic sectors are built to be used in the risk analysis process	<ul style="list-style-type: none"> Training on profiling techniques is conducted Profile template for selected economic sectors are built and used in the risk analysis process 	Profiling Techniques Manual and Profile Template for selected economic sectors available		
	3.3 Risk analysis and selection criteria for selected major economic sectors are developed	Risk elements for selected major economic sectors are determined and Selection Criteria are identified	Selection Criteria for major economic sectors available		
	3.4 Risk grids (Single tax and combined taxes for income tax and VAT) to select risky TPs and to determine the audit programs for income tax and VAT are developed	Based on the profile templates and identified risk elements, the risk grids for income tax and VAT are developed (separately and combined)	New Risk Grids for income tax and VAT available		
	3.5 Research & intelligence methods to identify and gather pertinent information (patterns, trends) for audit purposes & risk analysis are developed	Training is conducted for: <ul style="list-style-type: none"> Gathering & sorting information Extracting information from Profiles Introducing and Implementing economic tax analysis Using patterns and trends to shape audit strategy 	Research Analysis Procedures Manual available		

	3.6 Audit programs based on selection criteria are developed & taking into consideration Segmentation, Legal form, Geographical distribution, Turnover, etc.	General and Specific audit programs are developed using selection criteria & risk grids to be incorporated in the yearly audit plan	Template of Audit Plan available		
	3.7 Audit programs are monitor, reviewed and evaluated	Evaluation of audit programs used to assess performance and to feed future audit programming where : <ul style="list-style-type: none"> ◆ Reporting templates are provided ◆ Existing reporting schedules are reviewed ◆ Finalized reporting schedules are designed 	Reporting templates and revised reporting schedules available		
Sub-results per component	Audit Function				
	3.8 VAT Refund audit methodologies and techniques are introduced	<ul style="list-style-type: none"> ◆ Training on Refund audit techniques is conducted ◆ Training material and content are set 	Procedures / guidelines for Refund Audit methodologies & techniques available		
	3.9 Desk audit methodologies and techniques for SMEs are introduced	<ul style="list-style-type: none"> ◆ Training on Desk audit techniques is conducted ◆ Training material and content are set 	Procedures / guidelines for Desk Audit methodologies & techniques for SMEs available		
	3.10 Field audit methodologies and techniques for SMEs are introduced	<ul style="list-style-type: none"> ◆ Training on field audit techniques is conducted ◆ Training material and content are set 	Procedures / guidelines for field Audit methodologies & techniques for SMEs available		
	3.11 Latest EU in development audit techniques for specialized industries in the Egyptian context such as Banking, Oil & Gas, Telecom, E-Commerce, etc. are introduced	<ul style="list-style-type: none"> ◆ Skills in conducting specialized audit are developed and acquired ◆ Training on audit techniques for specialized industries is conducted ◆ Training material and content are set 	Audit Guidelines for specialized industries available		
	3.12 Different audit methodologies (Indirect methods) and sampling methods are introduced	<ul style="list-style-type: none"> ◆ Training on indirect methods and sampling techniques is conducted ◆ Training material and content are set 	Procedures of Indirect Audit methods and Sampling methodologies techniques available		
	3.13 Quality assurance methodologies and standards to ensure uniform audit application are developed and put into	<ul style="list-style-type: none"> ◆ Training on Quality assurance methodologies is conducted ◆ Training material and content are 	Procedures / guidelines for Quality Assurance methods available		

	practice	set			
Component 4. Functional Review					
	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Mandatory results/outputs by components	<ul style="list-style-type: none"> Current appeal, human resources, and finance functions are reviewed and evaluated to be better aligned to EU best practices regarding work methodologies and staffing to promote efficiency and effectiveness. A modernized integrated Management Information Reporting System with key performance indicators (KPIs) for timely performance management shall be developed to facilitate the administration of the new merged entity by examining the performance of the tax administration in the areas of processes, revenue collection and human resources to help in decision making, control and analysis to measure results and propose improvements where needed 	<ul style="list-style-type: none"> Work methodologies with the relationships with other functions and departments are in place A functional integrated Management Information Reporting System with (KPIs) for timely performance for all functions and departments is in place 	<ul style="list-style-type: none"> Project progress reports End of activities report with recommendations Integrated Management Information Reporting System available Key Performance Indicators available 	<ul style="list-style-type: none"> No endorsement for revised functional analysis Lack of equipment to power the Integrated Management Information Reporting System 	<ul style="list-style-type: none"> Adoption of revised functional analysis Use of new appraisal mechanisms to foster human resources KPIs are used to monitor performance of ETA
Sub-results per component	Appeal Function				
	4.1 Functional statements and prerogatives are reviewed and streamlined	Revised functional statements and prerogatives are in place	End of activities report with recommendations	Delay in enacting the revised appeal functional statements	Revised functional statements of the appeal function in the new organizational structure (currently in progress) is approved by MoF and ETA
	4.2 Objections and appeals work methodologies to streamline processes of Income tax & VAT are introduced	Work methodologies of Income Tax & VAT are reviewed and streamlined according to EU best practices	End of activities report with recommendations	Delay in streamlining work methodologies of appeal functions between income tax and VAT	New work methodologies are in place
	4.3 Aligned staffing levels to qualifications and job descriptions are assessed and streamlined	Staffing level in addition to aligned qualifications are assessed with recommendations according	End of activities report with recommendations	Delay in adjusting staffing level and competencies	Rightsizing of employees is ensured

		to EU best practices			
Human Resources Function					
4.4	Functional statements and prerogatives are reviewed and streamlined particularly for strategy, training, and management	Revised functional statements and prerogatives are in place	End of activities report with recommendations	Delay in enacting the revised human resources functional statements	Revised functional statements of the human resources function in the new organizational structure (currently in progress) is approved by MoF and ETA
4.5	Human Resources work methodologies of Income Tax & VAT are reviewed and streamlined	Work methodologies of Income Tax & VAT according to EU best practices are in place	End of activities report with recommendations	Delay in streamlining work methodologies of human resources function between income tax and VAT	New work methodologies are in place
4.6	Aligned staffing levels to qualifications and job descriptions are assessed and streamlined	Staffing level in addition to aligned qualifications are assessed with recommendations according to EU best practices	End of activities report with recommendations	Delay in adjusting staffing level and competencies	Rightsizing of employees is ensured
4.7	Various appraisals schemes for employees are developed to enhance productivity and to foster a merit system	Various methods of appraisals schemes are in place	Appraisals schemes available		
Finance Function					
4.8	Functional statements and prerogatives are reviewed and streamlined	Revised functional statements and prerogatives are in place	End of activities report with recommendations	Delay in enacting the revised finance functional statements	Revised functional statements of the finance function in the new organizational structure (currently in progress) is approved by MoF and ETA
4.9	Finance work methodologies of Income Tax & VAT are reviewed and streamlined	Work methodologies of Income Tax & VAT according to EU best practices are in place	End of activities report with recommendations	Delay in streamlining work methodologies of finance function between income tax and VAT	New work methodologies are in place
4.10	Aligned staffing levels to qualifications and job descriptions are assessed and streamlined	Staffing level in addition to aligned qualifications are assessed with recommendations according	End of activities report with recommendations	Delay in adjusting staffing level and competencies	Rightsizing of employees is ensured

		to EU best practices			
Management Information System Function					
	4.11 Integrated Management Information Reporting System is designed and adopted	Integrated management information system is in place	- Guidelines for MIS reporting system available - Templates for MIS reports with the adequate business rules available	Lack of equipment to sustain the integrated Management Information Reporting System	ETA will put in use the integrated Management Information Reporting System
	4.12 Strategic and operational KPIs are developed and adopted	Strategic and operational KPIs are in place	- Guidelines for Performance Management and follow-up available - List of KPIs and measurement methodologies available		ETA will closely monitor performance through the use of KPIs and proper adjustments will be enacted

Component 5. Communication

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Mandatory results/outputs by components	<ul style="list-style-type: none"> New methods and techniques for taxpayers education and awareness are adopted to facilitate the introduction of the various initiatives by ETA & MOF regarding the yet to be adopted new Unified Tax Procedures Law, Simplified Tax schemes for small & micro taxpayers, etc. 	<ul style="list-style-type: none"> New methods and techniques are in place Communication plan with an established timeline is developed 	<ul style="list-style-type: none"> Project progress reports 	<ul style="list-style-type: none"> New laws are adopted Integration plan is not implemented No endorsement of the communication plan 	<ul style="list-style-type: none"> Appropriate resourcing is committed to the reform agenda Communication plan is implemented
Sub-results per component	5.1 Best practices for T/P awareness are introduced regarding the introduction of the yet to be adopted laws (Unified Tax Procedures Law, Simplified Tax schemes for small & micro taxpayers, etc.)	Best practices for T/P awareness are introduced and in place	T/P Education and awareness guideline available	Delay of adopting new laws	<ul style="list-style-type: none"> Appropriate resourcing is adequately trained for new methods
	5.2 Plans for internal (ETA employees) and external (Businesses, accountants, lawyers, etc.) stakeholders awareness campaign for the ongoing integration are introduced	Taxpayers awareness & education campaign plans are introduced and in place	Communication plan campaign available	Delay in implementing the communication plan	Communication plan is approved and implemented