STRATEGIC PLAN 2022—26

AREAS OF STRATEGIC FOCUS

STRENGTHEN REVENUE COLLECTION AND REDUCE THE TAX GAP
- Increase revenue collections by expanding economic activity after COVID-19 by tackling tax evasion in support of Government fiscal objectives.
- Advance the development of methodology and techniques for measuring the tax gap to better understand the degree of non-compliance.
- Define priority compliance strategies to address revenue loss and reduce the tax gap, including addressing tax abuses in the informal economy and improving VAT compliance.

PROVIDE CONTEMPORARY TAXPAYER SERVICES
- Develop electronic services online and interactive tools to enable taxpayers to complete online transactions and further reduce the need for face-to-face contact.
- Continuously improve guidance and advice to taxpayers on registration, filing and payment obligations for all tax types through updates to the TAK website, tax calendars, brochures and fact sheets, business visits and outreach programs, online seminars and workshops, the use of media and social media; and outbound calls to new business and new to employing.
- Publish the draft Taxpayer Charter setting out taxpayers’ rights and responsibilities when dealing with TAK to strengthen mutual trust and respect.

GROW THE CAPACITY AND SKILLS OF OUR STAFF
- Identify future workforce requirements (number of staff and key staff) to meet our strategic objectives and identify key gaps.
- Develop a plan to skill and redeploys staff to address identified key gaps.
- Develop short- and medium-term skill development and recruitment programs to address key priority areas including information technology, data analysis, taxpayer audit, leadership, and managerial skills.

ADOPT INTERNATIONAL PRACTICES FOR CORE PROCESSES
- Enhance basic work processes in line with developments in leading tax administrations, to increase our effectiveness.
- Audits
- Implement the Audit Improvement Strategy 2020-2022 to modernize audit processes, techniques and skills
- Enforcement Collection
- Apply new mandatory collection work processes; implement collection services to ensure that receivables are collected and repaid on time to reduce large debt stock.
- Continuously improve the practice of debt collection and address developments in other tax administrations.

ADOPT MODERN ORGANIZATIONAL STRUCTURES AND OPTIMIZE THE USE OF RESOURCES
- Develop options to modernize the regional office network to reflect modern tax administration practices.
- Develop a medium-term implementation plan after considering the benefits of different organizational plan options.
- Discuss with the Government the idea of changes in management, including the effective use of available personnel.
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- Reallocate officials who are dismissed after automation of organizational structure improvements and changes in work practices to address TAK priorities and new risks.

VALUES
- Respect: treating colleagues and taxpayers with dignity
- Transparency: means openness to taxpayers and stakeholders
- Professionalism and Personal Accountability committed to the highest standards of achievement

RESPECT
- Treating colleagues and taxpayers with dignity

TRANSPARENCY
- Means openness to taxpayers and stakeholders

INTEGRITY AND HONESTY
- Treating people fairly and applying the law fairly

FLEXIBILITY
- Means to adapt and respond quickly to the external environment

STRENGTHEN THE TAK MANAGEMENT FRAMEWORK
- Monitor the progress of the Strategic Plan to ensure that reforms bring the expected results.
- Adopt a project management process to monitor progress with key reforms.
- Develop a process for identifying, assessing, and managing institutional risks to minimize the impact on TAK outcomes.
- Strengthen ties with other tax administrations to identify good international practices, capacity development support and training and development opportunities.
- Work closely with development partners including participation in the European Union’s Financial Programme covering training activities and capacity building.
- Support the government’s annual legislative program through involvement in Working Groups
- Recommend changes to existing tax laws.
- Work with the MoF on the automatic exchange of information and steps to advance measures from the Basic Erosion and Profit Relocation Project (BEPS).

STRENGTHEN INTERNAL CONTROLS, PROFESSIONALISM AND INTEGRITY
- Fully implement the Integrity Improvement Plan 2021-23 to ensure high level of integrity and professionalism.
- Adopt other strategies to mitigate integrity risks, including strengthening the Code of Conduct, and other as well as procedures related prevent potential conflict of interest.
- Strengthen integrity by implementing standards and procedures and training seminars to ensure that all members of TAK officials, promoting transparency and excellence in service.

TAK MISSION:
To collect taxes and contribute to support the public interest and the well-being of the citizens of Kosovo.

TAK VISION:
To be credible and respected, as well as to be comparable to the leading tax administrations in Europe.

FROM GENERAL DIRECTOR

The Plan highlights our 3 strategic goals to ensure the TAK can deliver sustainable improvements in revenue collection to meet Government’s fiscal objectives, modernize tax administration and ensure TAK has the staff capability and necessary expertise to respond to the complexities of modern tax administration. During the planning period, we will advance a number of reform initiatives to build a modern and effective tax administration. These initiatives will guide the design of specific strategies and actions in our annual operational and strategic plans.

An integral part of the realization of our plan is the contribution of our staff. I am proud of their professionalism and dedication and look forward to our joint journey and our support for country building and economic growth for the benefit of all the people of Kosovo.