EXECUTIVE PROGRAM IN TAX & DIGITAL TRANSFORMATION

COURSE OVERVIEW

Prosperity Collaborative

TAX & DIGITAL TRANSFORMATION

Key Benefits

This program will enable you to drive strategic change of your country's taxation system through the deployment of innovative and fit-for-purpose digital transformation by:

- Learning from experienced executives and international experts where and how to begin the digital process
- Recognizing key success factors of transformation processes in other countries
- Developing solutions that solve business needs
- Building political support internally and externally for digital reforms
- Obtaining a practical understanding of how technologies work and are applied
- Receiving upon successful completion of the course a Executive Program in Tax & Digital Transformation certificate

Prepare for Transformational Leadership

The program is provided by executives, thought leaders, and technical experts from leading tax administrations, world class technology and consulting firms, universities, think tanks, and international financial institutions.

The program reflects the insights from digital transformation in advanced economies, emerging markets, and developing countries across all continents.

The program is offered as a fast-paced virtual executive program that can be taken alongside existing work duties.

The program is offered free of charge.

Who Should Attend

The program is for governments committed to advancing digital transformation of their taxation system.

Participants are nominated by governments – individual applications are not accepted. Participants are individuals who are central to the strategic and managerial transformation of the taxation system.

Members of oversight boards, heads of business units in tax administrations, and senior policy advisors in Ministries of Finance are all ideal candidates involved in transformation.

Participants should have a solid understanding of the national revenue strategy, key business processes in the administration of taxes, and the working of HR, procurement, IT, and other support functions as well as a broad view on digital transformation as it impacts, people, process, technology, data and law.

Participants are expected to undertake course work during the program but will be able to maintain their current position. Courses will be conducted in English.

A core element of the program is case based training that enables participants to understand and evaluate options at critical decision points in the digital transformation process.

Learning Approach

The program is delivered over 12 months with one lecture (2-3 hours) per week, with a break after each of the four streams. The course balances webinars, case studies, lectures from decision makers and experts, interactions with digital solutions providers.

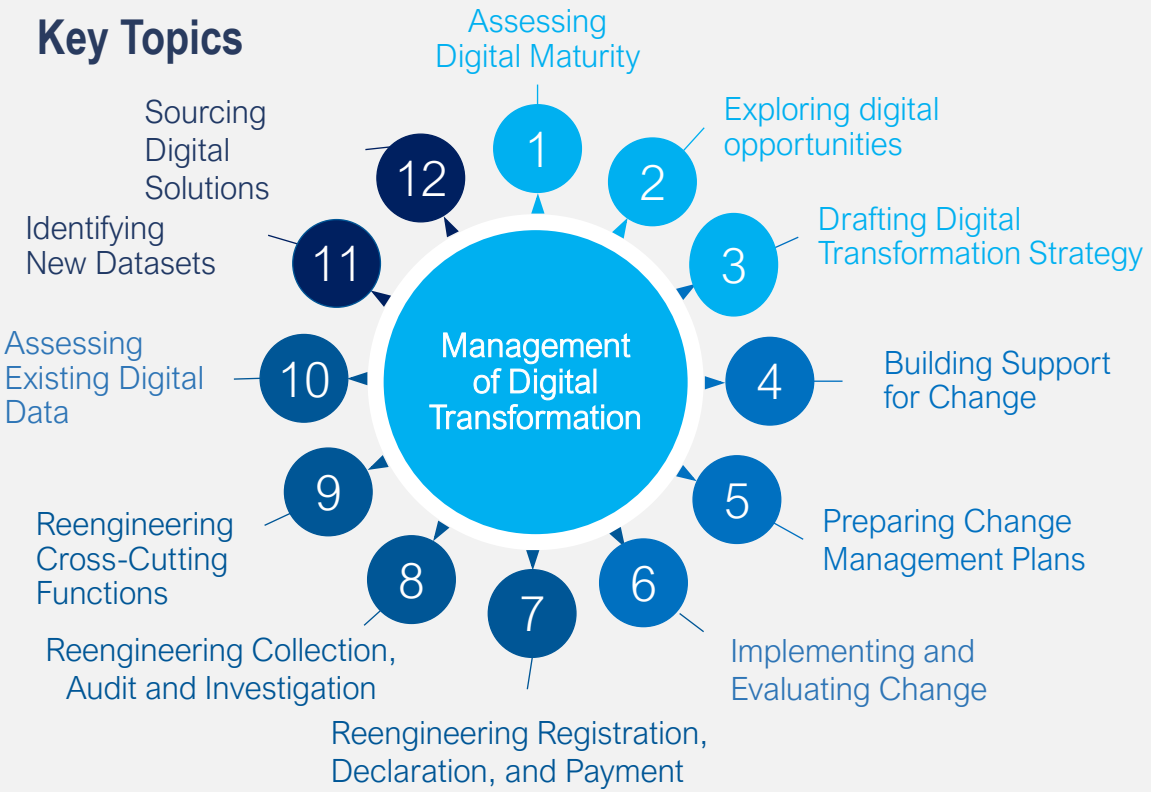
Practical applications are incorporated in the program as participants are encouraged to use the tools and concept in analyzing their own organization.

The program is based on Problem-Based Learning (PBL) and is a student-centered pedagogy in which students learn about a subject through the experience of solving an open-ended problem found in trigger material.

A Comprehensive Framework for Transformational Leadership

The Program builds a firm foundation for leading organizational change and harnessing the opportunities unleashed by digital transformation. You will explore how innovative organizations are redefining platforms, technologies, and solutions that will drive future transformation efforts. At the end of the program, you will understand the range of technology solutions in today's marketplace and how to manage external stakeholders and the internal change management process.

Key Topics



Streams

Five integrated modules presented over 12 months through comprehensive distance-learning modules.

- **Stream I** Data Architecture
- **Stream II** Digital Solutions
- **Stream III** Business Process Reengineering
- **Stream IV** Digital Transformation Strategy
- **Stream V** Change Management

"Digital platforms are unifying trade, finance, social support, and tax; how countries leverage these technologies will determine their economic future"

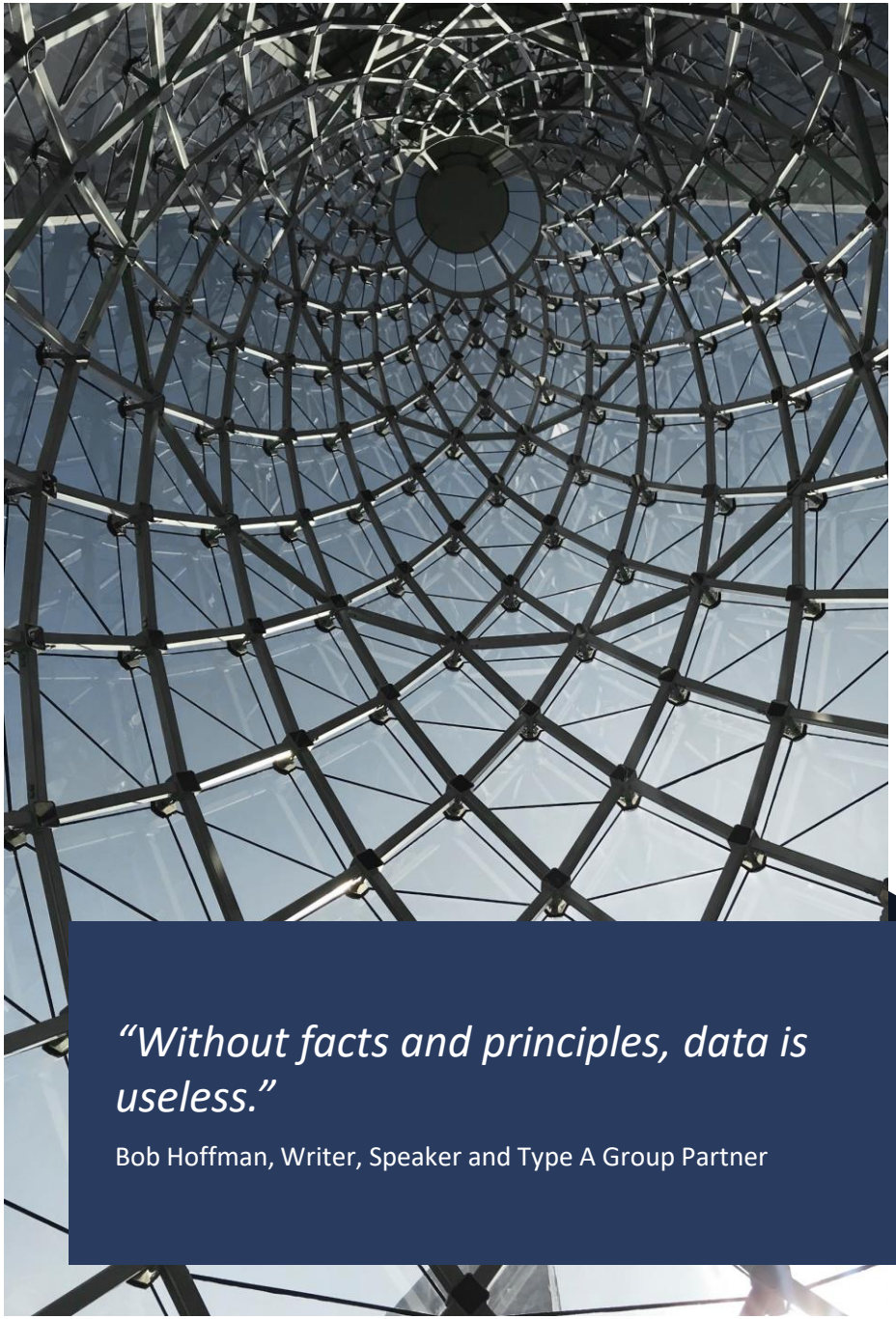
Alexander "Sandy" Pentland, Professor, MIT

LAUNCH DAY
14 September 2021

SETTING THE VISION

Scientific and technological progress are rapidly transforming tax administrations across the world. The launch of Executive Program commences with a series of keynotes from public and private sector executive and internationally recognized thought leaders on the future of taxation systems.

- **Embedding tax in distributed, electronic transaction systems.** In the recent decades, tax administrations have focused on acquiring and digitizing taxpayer information. In the future, this data could be available in public blockchains negating the need for data collection.
- **Using tax data to provide non-tax services.** Tax administrations are government's future data warehouse. The data is key to monitoring the economy, shaping economic policy, and promoting compliance across government programs.
- **Formulating tax laws as programming code.** The application of a more stringent syntax to tax laws and bringing the various rules (i.e., laws, rulings, and case law) into one allow for a range of innovations that can dramatically improve tax certainty.
- **Establishing a new generation taxpayer centric services.** Increasing demands from citizens to own their own data, access it easily, and make better use of it is fueling a new type of services.



“Without facts and principles, data is useless.”

Bob Hoffman, Writer, Speaker and Type A Group Partner

STREAM I

DATA ARCHITECTURE

Design of the data architecture is a strategic decision, reflecting an understanding of what matters for the performance of the revenue function.

Why does it matter? The performance of the modern tax administration is to a large extent determined by the relevance of the data acquired, the quality of the data, and how it is analyzed and used to improve decision making. This makes the data function the potentially largest revenue generating activity in the tax administration. In order to maximize the value of the data, there needs to be an appropriate data architecture in place. This include the legal, policy, organizational, and procedural framework for managing data and data flows.

What is the objective? The objective of this stream is to equip participants with a practical and theoretical understanding of the critical success factors in establishing a data architecture by providing the appropriate tools and the vocabulary needed to establish or improve the tax administration’s data architecture.

Data Architecture

21 September 2021

Lecture #1. Understanding the legal framework. National legislation provides a framework within which the digital transformation activities operate, outlining government obligations and taxpayer rights. The module introduces participants to typical provisions found in: (i) data protection laws; (ii) right to information laws (e.g., governing citizens' access to information about their own taxes and tax rulings); (iii) information security frameworks (stipulating controls agencies must implement to protect, process, and store data); (iv) managing bias in algorithms; (v) data sharing arrangements (e.g., the scope for sharing tax data); (vi) archival laws (e.g., for how long to maintain data); (vii) acceptable use policies; and (viii) penal codes (e.g., criminalization of identity fraud and cyberattacks).

- *Danish Tax Administration and Antwerp University*

28 September 2021

Lecture #2. Establishing an appropriate data governance architecture. The purpose of data governance is to ensure high quality data throughout the tax administration. The critical issues covered by this module include: (i) defining roles and responsibilities for business processes, systems, and data; (ii) mapping business processes, data flows, and databases; and (iii) establishing a data concept model that ensures consistent use of concepts across all databases and fields as well as clearly defined data dictionaries.

- *Australian Taxation Office*

5 October 2021

Lecture #3. Bolstering information security. Tax administrations' increasing digital footprint and reliance on data result in increasing information security vulnerabilities. This includes the risk to availability, reliability, and integrity of the data due to downtime of systems, cyber attacks, identity theft, or internal fraud. This module discusses: (i) recurrent cyber threats and vulnerabilities in tax administration; (ii) information security risks and requirements in connection with exchange of data (including AEoI); (iii) information security strategies; (iv) information security standards; (v) information security organization, performance, and activities (e.g., education and penetration studies); and (vi) cooperation with security companies and other government entities.

- *TBD*

Data and Analytics

12 October 2021

Lecture #4. Creating a data analytics function. This module will discuss how a professional data analytics function is introduced into a tax administration and the steps required to make it effective. Central to the organizational change is developing a strategy for infusing data analysts and high end skills of data science into taxation by: data science into taxation by: (i) deciding where to place the function; (ii) deciding on centralized versus decentralized data science capacity; (iii) establishing effective collaboration between data analysts, data science and tax specialists; (iv) providing space for experimentation, learning, and mistakes; (v) defining service level agreements for data labs; (vi) educating tax professionals about data science and data scientists about taxation.

- *Inland Revenue Authority of Singapore and SAS Institute*

19 October 2021

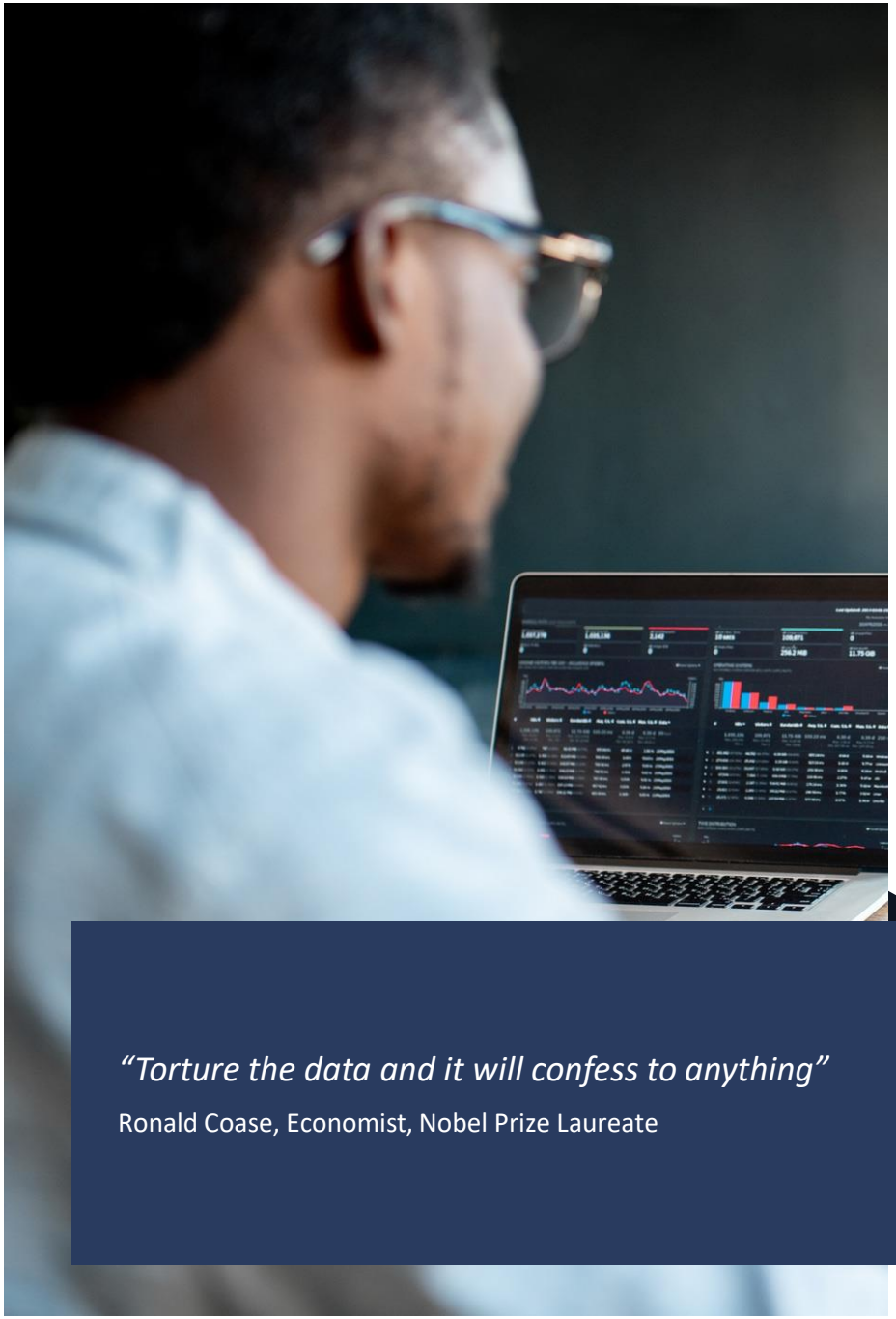
Lecture #5. Improving data quality. Data quality is a concern in also the most advanced tax administrations, where even the best datasets can contain 15% errors or more. This module will discuss practical approaches to: (i) assessing and monitoring data quality of administrative and third-party datasets; (ii) determining what data can be used for what purposes based on legal and technical considerations; and (iii) developing a plan for improving data quality.

- *SAS Institute and Australian Taxation Office*

26 October 2021

Lecture #6. Acquiring third-party data. Third-party data plays a crucial role in validating taxpayers self-disclosed information. However, the appropriate policy and administrative structure need to be in place in order to effectively leverage the information, including: (i) ensuring a proper framework for reporting tax related information by employers, banks, mortgage and pension funds, wealth managers, etc.; (ii) establishing a framework within the tax administration for acquiring, transferring, storing, and applying third-party data; (iii) entering into and implementing international data exchange agreements (e.g., CRS and FATCA); and (iv) negotiating agreements with third-party data providers.

- *Inland Revenue Authority of Singapore*



“Torture the data and it will confess to anything”

Ronald Coase, Economist, Nobel Prize Laureate

STREAM II

DIGITAL SOLUTIONS

Digital solutions in the form of applications, algorithms, and process automation embody the administration’s knowledge and make it possible to apply it at scale.

Why does it matter? Digital solutions are software that process data to meet business objectives, e.g., identification of discrepancies in data reported from different sources, automation of answers to recurrent requests, and assessment of non-compliance risks across a multitude of data. These solutions allow for processing data at a scale that is not humanly possible, ensuring higher levels of consistency, reducing discretion, and automating repetitive tasks that help free up tax officials’ time to pursue higher-value efforts.

What is the objective? The purpose of this stream is to make participants aware of some of the key commercially available and in-house developed solutions, what benefits they bring, and prerequisites for their implementation in terms of available data, data quality, IT infrastructure, and human resources.

Practical Applications and Tools

16 November 2021

Lecture #1. Robotic Process Automation ("bots"). Robotic Process Automation (RPA) can help simplify procedures, obtain efficiency gains, and reduce errors. This module will discuss: (i) typical and emerging applications of RPA (e.g., responding to routine inquiries, sharing data with accredited third parties, and automating queries); (ii) different approaches to developing RPAs (e.g., inhouse, outsourcing, and issuance of public development tools); (iii) good practices for managers to oversee RPAs; and (iv) institutional management of RPA related risks.

- *Danish Tax Administration*

23 November 2021

Lecture #2. Data acquisition technologies and approaches. Many tax administrations face the challenge of turning paper-based documents into digital data. This session will provide an overview of and apprise technologies to scan structured and unstructured forms and to intelligently capture the information. Data acquisition also poses challenges in the digital domain. Here, the session will discuss: (i) tools and protocols for strengthening data interoperability with across databases; (ii) structuring and assessing data leaks; and (iii) appraising the value of off-the-shelf commercial data sets for tax administration purposes, e.g., through data lineage and catalogue tools.

- *Danish Tax Administration and EY*

30 November 2021

Lecture #3. Data cleaning. Maintaining high data quality is the primary concern of any data driven organization. This module will provide an overview of available tools to improve data quality by: (i) matching data, reconciling values, and linking datasets; (ii) removing duplicates, deleting unnecessary, and stale records; (iii) identifying missing values; and (iv) correcting and standardizing terms (e.g., through fuzzy matching). The module will discuss tools' different functionality, e.g., the effectiveness of artificial intelligence in detecting and correcting quality issues, ability to use tools to make updates in bulk, and feasibility of automatic data cleaning tools.

- *SAS Institute*

7 December 2021

Lecture #4. Data analytics and visualization. This module discusses how to: (i) identify business problems and turning them into analytics projects; (ii) produce analytical outputs to assess risks, predict fraud and other non-compliance, and provide single taxpayer views, touching on expected results, data requirements, and potential pitfalls; and (iii) assess tools in such areas as statistics, machine learning/AI, and visualization.

- *SAS Institute and Inland Revenue Authority of Singapore*

Managing IT Projects

14 December 2021

Lecture #5. E-payment. Empirical evidence shows that e-payments reduce leakage and the burden of compliance. This module equips participants to: (i) assess the appropriateness of the legal framework for e-payment; (ii) manage the critical aspects of the interface with the formal banking and mobile-payment systems; (iii) develop effective digital on-ramps such as physical access points, usable digital payment interfaces, and clear standards for corporate transfers of withholding taxes; and (iv) utilize e-payment systems for cash transfers.

- *Canada Revenue Authority*

11 January 2022

Lecture #6. Emerging technologies. This session will showcase promising proofs of concepts and early pilots involving the use of: (i) distributed ledger technology (e.g., for VAT refunds, withholding tax, reporting to customs authorities, and determination of origin); (ii) federated data models to securely access data without incurring the information security and data privacy risks inherent in data centralization; and (iii) non-conventional data sources such as satellite imagery and social media.

- *MIT, EY, SAS Institute, and others*

18 January 2022

Lecture #7. Agile and user centric systems development. Best practices for management of systems development has undergone significant changes in recent years. This module discusses: (i) key success and risk factors in managing IT projects; (ii) guiding principles for systems development governance (e.g., legal, technical, and business case review; feasibility assessment; approval of proposed IT investment projects; regular reporting on progress; and project oversight); and (iii) the agile development model (i.e., from concept, analysis and implementation to production).

- *Danish Tax Administration and Federal Tax Service of Russia*

25 January 2022

Lecture #8. Open standards, data, and code. An increasing number of organizations are looking to leverage open standards, data, and code. This module will *inter alia* discuss: (i) open-source solutions and platforms for data interoperability (i.e., x-roads), identity management (i.e., MOSIP), and data access (i.e., OPAL); (ii) the role of international standard setting fora (e.g., FTA and OECD); (iii) integrating open-source solutions into commercial platforms; and (iv) procurement of open-source solutions.

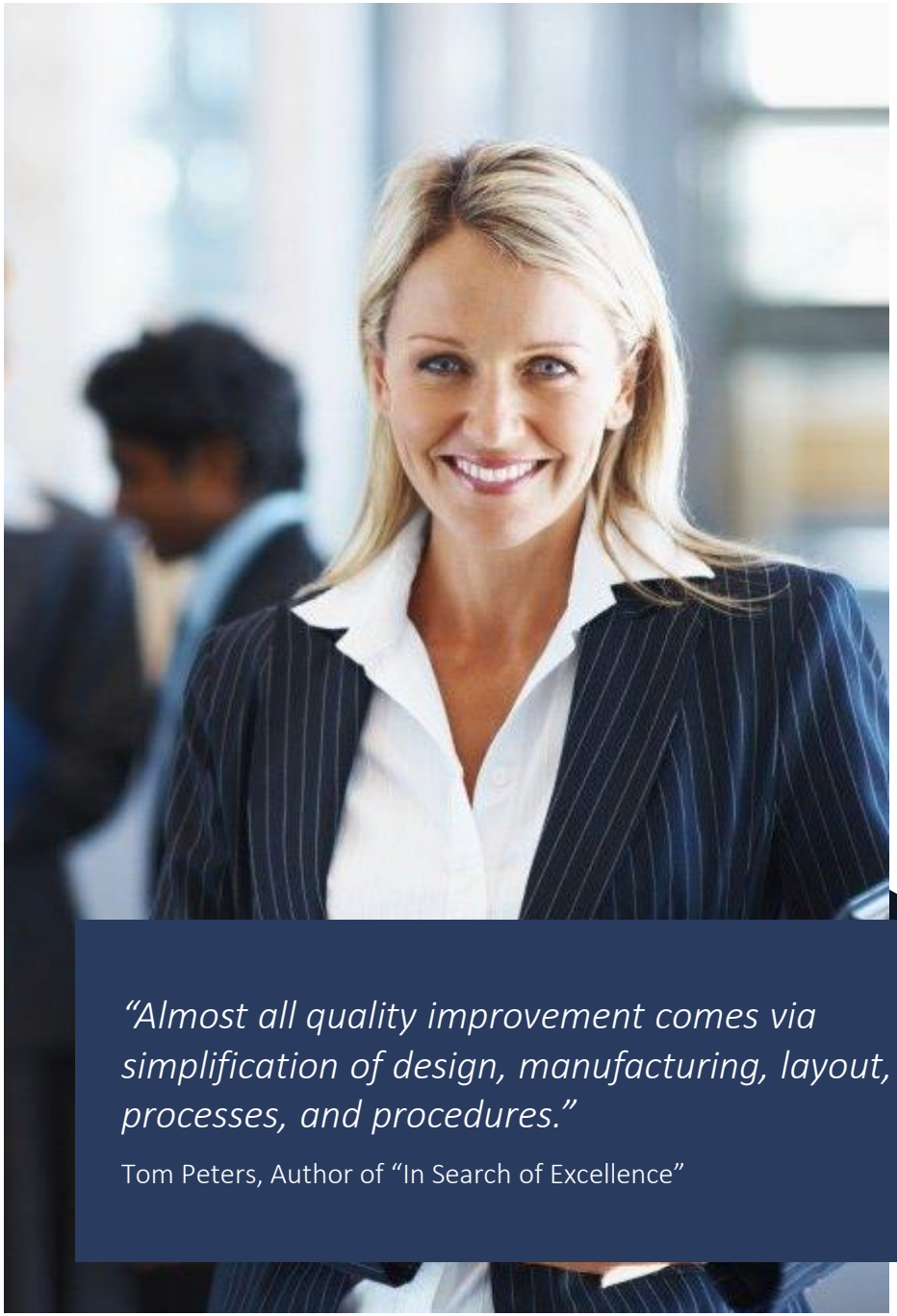
- *Digital Impact and Governance Initiative and Federal Tax Service of Russia*

ICT Strategy

1 February 2022

Lecture #9. Key components of an ICT strategy. The purpose of this module is to provide participants with an overview of the key design choices, trade-offs, and risks related to the: (i) IT architecture integrating hardware, software, operating systems, data platforms, and data, including the management of legacy systems; (ii) core enabling technologies for identity management, interoperability, databases, and programming; (iii) management of data storage (e.g., on-premise servers and public, private, or managed cloud services); (iv) organization of IT services (e.g., in-house, through on-site contractors, and outsourced); (v) multi-platform access to enable remote and mobile work (e.g., web and apps); (vi) IT procurement; (vii) software asset management; (viii) business continuity; (ix) training; and (x) IT performance metrics (e.g., in terms of systems availability, cost-effectiveness, and client satisfaction).

- *Danish Tax Administration*



"Almost all quality improvement comes via simplification of design, manufacturing, layout, processes, and procedures."

Tom Peters, Author of "In Search of Excellence"

STREAM III

BUSINESS PROCESS REENGINEERING

Business process reengineering is about finding better solutions to business problems.

Why does it matter? Business process reengineering is the act of recreating a core business process with the goal of reducing the administrative burden to the taxpayer or tax administration, time for delivering an administrative outcome, reducing costs, or increasing the predictability of the decision making. It often involves simplification (e.g., removing or combining administrative steps), automation (e.g., prefilling tax returns and defining workflows), and reducing bureaucratic discretion to avoid errors.

What is the objective? The purpose of this stream is to equip the participant with an understanding of: (i) which major business processes and decision points lend themselves to improvement through digital solutions; (ii) what are the design choices and what are their pro's and con's; and (iii) which are the risks that need to be managed.

Registration, Lodgment, Reporting, and Payment

22 February 2022

Lecture #1. Managing taxpayer registration and deregistration. The registration is the first step in the data capture process and presents a critical control point in formalizing firms and protecting against crime. The module discusses steps for: (i) clarifying the role of, responsibility for, and access to tax registration data, including maintaining and updating information; (ii) adopting processes to ensure that firms and individuals are registered; (iii) validating company officers and ultimate beneficial owners; (iv) linking identities of individuals and firms in order to avoid duplication of records; (v) testing the quality of registration data; and (vi) identifying firms that have ceased operation, including their assets, and referral to audit in cases with taxable income.

- *TBD*

1 March 2022

Lecture #2. Designing e-filing systems. The e-filing system represents a key touch point in the interaction with taxpayers. Correctly designed, the system can reduce the compliance burden and defects in tax returns. This module will discuss: (i) developing a strategy for phasing-in the use of e-filing (e.g., identifying tax types where to start and deciding on voluntary or mandatory requirements for all or certain segments); (ii) considerations in pre-filling tax returns; (iii) preventive controls to validate data entered for PIT, VAT, and excise (e.g., by removing taxpayer discretion to enter values, checking values against prior filings, instituting thresholds, and providing meaningful error messages and receipts after successful filing); (iv) building filing functionality into accounting software; and (v) facilitating transparency by enabling registered taxpayer to access their own tax accounts and e-filing documents.

- *National Tax Service of Korea*

8 March 2022

Lecture #3. Assessing risks and detecting non-compliance. Data analytics is an effective tool in identifying high-risk taxpayer segments and risk drivers. It is also critical in identifying suspected non-compliance at the transaction level. This module will discuss: (i) useful risk reports and their underlying methodology; (ii) filters for using in detecting anomalies in PIT, CIT, VAT, and excise taxes; (iii) thresholds for transferring cases for possible audit or investigations; and (iv) distilling lessons learned for addressing procedural and code related vulnerabilities.

- *Inland Revenue Authority of Singapore*

Support Functions

15 March 2022

Lecture #4. Delivering smarter taxpayer services. The modern tax administration leads its compliance efforts with taxpayer education. This module discusses how information technology can support voluntary compliance efforts by providing the taxpayer: (i) access to his or her own tax information; (ii) responses to common queries through chatbots, online chat services, and service center automation; (iii) access to tax laws, court and administrative rulings, and training materials; as well as (iv) other innovative uses of tax administration resources to support taxpayers.

- *National Tax Service of Korea and Inland Revenue Authority of Singapore*

Arrears Collection, Audit, and Investigation

22 March 2022

Lecture #5. Managing arrears collection. This module discusses business challenges that may be solvable through digital solutions related to such critical decision points as: (i) up-to-date overview of arrears and its causes (e.g., to identify serial defaulters and those with large arrears); (ii) prioritization of arrears collection; (iii) identification of assets and income sources; (iv) assessing wealth of close relatives; and (v) accessing audit and investigation reports.

- *Federal Tax Service of Russia*

29 March 2022

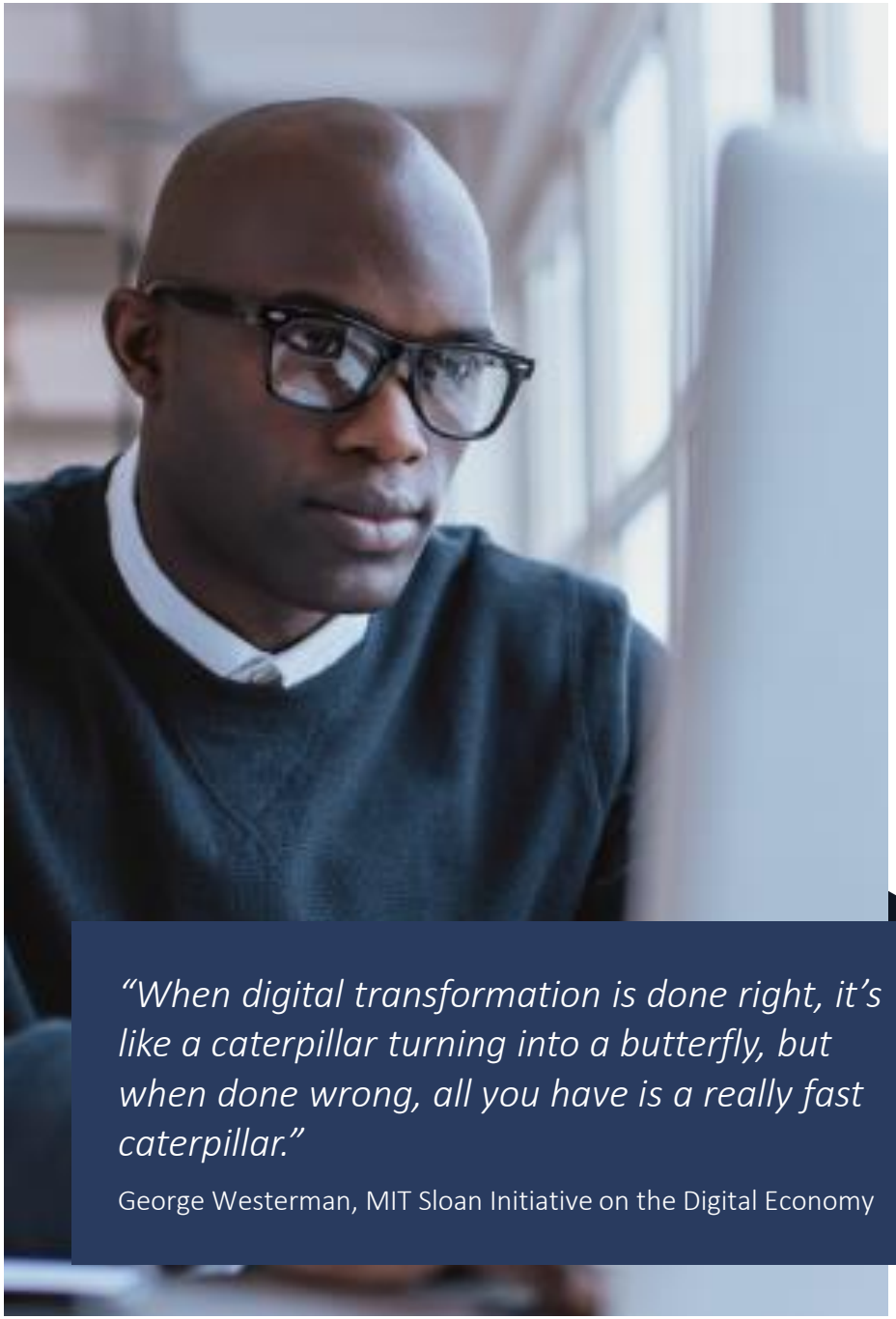
Lecture #6. Conducting e-related audits and monitoring. Advances in digital technologies have both provided important tools for the auditor and created challenges to the audit process itself. This module discusses both dimensions as they relate to: (i) assessing the robustness of taxpayers' accounting systems; (ii) determining when to designate a taxpayer an Authorized Economic Operators; (iii) using Audit Control Language to query accounting systems; and (iv) accessing accounting systems residing on servers residing in foreign jurisdictions.

- *Federal Tax Service of Russia*

5 April 2022

Lecture #7. Strengthening the management of tax investigations. Information technology plays a critical role in helping manage the investigative process. This module covers the application of IT in: (i) case management, including the management of the workflow and performance of tax investigations; (ii) search and analysis of networked data (through the open-source AMLC suite); (iii) electronic sharing of intelligence and case information within and across national boundaries (through FCInet); and (vii) data forensics, covering such critical aspects as the governance and controls over the data forensics unit.

- *Netherlands FIOD, U.S. Internal Revenue Service, and EY*



"When digital transformation is done right, it's like a caterpillar turning into a butterfly, but when done wrong, all you have is a really fast caterpillar."

George Westerman, MIT Sloan Initiative on the Digital Economy

STREAM IV

DIGITAL TRANSFORMATION STRATEGY

Digital transformation is a necessary disruption in how a tax administration mobilizes revenue and services taxpayers.

Why does it matter? Digital transformation supports the business strategy of the revenue administration. The transformation is critical to the efficiency and effectiveness of the modern tax administration but is not a goal in itself. Like any change, it entails risks that must be carefully calibrated to the authorizing environment and the maturity of the tax administration.

What is the objective? The purpose of this stream is to enable participants to apply the knowledge obtained in the previous sessions as well as lessons from national tax administrations in order to assess the digital maturity of their own tax administrations and to formulate a digital transformation strategy.

Digital Transformation Strategies

26 April 2022

Lecture #1. Embarking on a Digital Transformation. The outcome of a digital transformation process is to a large extent dependent upon the leadership and the organization of the task. This module will provide practical guidance on some of the most important steps: (i) establishing a common understanding within the management team of why transformation is needed, setting an overall vision for the change, and bounding the change in terms of systems covered, available funding, and time horizon; (ii) ascertaining the authorizing environment; (iii) organizing the change effort, including the digital maturity assessment; (iv) linking the assessment with the strategy formulation; (v) drafting a digital change strategy; and (vi) establishing performance metrics, milestones, and feedback loops.

- *McKinsey*

3 – 10 – 17 May 2022

Lecture #2-4. Learning from National Digital Transformation Cases. The country case study module examines the digital transformation journey of various tax administrations, discussing their choice of strategy, results achieved, key transformation activities, and lessons learned. It will allow participants to discuss the experiences directly with leaders in the national tax administrations managing the change process.

- *Danish Tax Administration and National Tax Agency of Japan*
- *U.S. Internal Revenue Service*
- *Federal Tax Service of Russia*

Digital Maturity Assessment

24 May 2022

Lecture #5. Undertaking a Digital Maturity Assessment. The digital maturity assessment sets a baseline against which future improvements are measured and helps identify investment opportunities. This module will: (i) distill lessons learned, including key success factors, risks, and barriers; (ii) present a digital maturity model for tax administrations, drawing on the insights from the previous modules in the class; (iii) discuss collection of supporting evidence to underpin the assessment and (iv) present options for conducting recurrent IT audits of the digital strategy as well as large and critical IT investments.

- *World Bank, Asian Development Bank, and VIA University*

31 May 2022

Lecture #6. Conducting a Digital Maturity Assessment of your own organization. Participants select based on “top of mind” 3-5 areas of weakness and opportunity in their own organizations for further assessment. The purpose is to apply the maturity assessment framework, which is presented in class with feedback received from other participants and academic staff.

- *World Bank, Asian Development Bank, and VIA University*

Digital Maturity Assessment

7 June 2022

Lecture #7. Using the Digital Maturity assessment to inform the Transformation Strategy.
The maturity assessment forms the basis for formulating the digital transformation strategy. This session will discuss how to (i) establish a vision; (iii) match vision and change capacity; (iii) identify where to start the digital transformation journey and how to sequence activities; (iv) assess and mitigate risks; and (vii) reflect national strategy digital strategy considerations.

- *World Bank, Asian Development Bank, and VIA University*

“People don’t resist change. They resist being changed!”

Peter Senge, Senior Lecturer, MIT Sloan School of Management

STREAM V

CHANGE MANAGEMENT

The goal of Change Management is to transition individuals through their own process of change so that they adopt, embrace, and use the change.

Why does it matter? Change management is a necessary but risky endeavor. Insights from transformational initiatives show that they are more likely to succeed when there is strong commitment to the change, staff are more engaged, risks are proactively managed, business needs clearly reflected, and plans are continuously adapted.

What is the objective? The objective of this stream is to prepare the participant to lead the change management process by understanding what management actions are required to reduce risk factors and increase the likelihood of realizing tangible gains.

People and Organization

28 June 2022

Lecture #1. Upgrading human resources. Digital transformation inherently leads to a change in job functions and job skills. The new skills can be acquired through hiring, training, or internal rotation. This module will provide the leader with the skills to help ensure: (i) digital skills are reflected in existing job profiles as well as profiles for new data workers; (ii) existing staff are assessed against new skills requirements; (iii) there is a strategy for acquiring new skills, training staff, transferring staff to functions that make better use of their skills, and transitioning out existing staff; (iv) evaluating training options and costs; (v) managing transfers and redundancies; (vi) engaging with labor unions; and (vii) working with HR and external consultants.

- *TBD*

5 July 2022

Lecture #2. Building ownership among management and staff. The lack of ownership among middle-management and employees is one of the most common causes of failed transformation. Resistance results when internal stakeholders are not adequately involved in the change process, the process runs counter to existing norms, or staff fear that they will be adversely affected. This module discusses options for management to increase ownership through communication and participation involving middle-management (e.g., by establishing the future leadership team at the outset and addressing concerns about disruption of ongoing work) and staff (e.g., by creating a sense of urgency, forming a vision staff can stand behind, highlighting benefits to staff, building an internal coalition, and so on).

- *U.S. Internal Revenue Services*

Management and Planning

12 July 2022

Lecture #3. Managing the change process. Managing change is challenging because it requires the introduction of new technologies while managing the existing workflow, placing managers under significant pressures. This module will discuss some of the critical steps to managing the change process such as: (i) establishing effective relationship between senior and middle-management to reflect implementation considerations in the transformation strategy and in the discussions with the budget authority; (ii) developing change management plans; (iii) accessing internal and external resources to assist in the change management process (e.g., communications, other agencies, and consulting companies); and (iv) monitoring results and making course corrections.

- *VIA University and U.S. Internal Revenue Service*

People and Organization

19 July 2022

Lecture #4. Managing crises and setbacks. Setbacks are common in digital transformation. This module will discuss how to detect early problems, diagnose them, and develop effective. Responses. Challenges may include: (i) system not working as intended or entering production; (ii) cost overruns and significant delays; (iii) technical difficulties integrating systems or meeting performance standards; (iv) adverse impacts on taxpayers; (v) negative press coverage; (vi) political criticism; (vii) lack of qualified staff to implement the changes; and (viii) interdepartmental politics.

- *TBD*

Project Management

26 July 2022

Lecture #5. Formulating an ICT procurement and contract management approach. World Bank evaluations have shown that many digital transformation efforts experience delays and other setbacks during the procurement process. This module discusses these lessons and provide participants with tools to manage the risks, focusing on: (i) practical procurement strategies (e.g., procuring an integrated solution vs. managing separate vendors, conducting market surveys, and assessing vendor lock-in risks); (ii) negotiating contracts (e.g., metrics for software licenses, contractual remedies, and vendor audit rights); and (iii) managing contracts during implementation.

- *World Bank*

This executive program was created to provide in-depth learning opportunities to government representatives from developing countries and emerging markets as well as advanced economies. It addresses a gap for advanced leadership training in the intersection between management and technology.

Executive Program has been developed by the World Bank, VIA University, Asian Development Bank, members of the Prosperity Collaborative (notably EY and MIT), national tax authorities (i.e., Australia, Canada, Denmark, Japan, Netherlands, Norway, Russia, Singapore, and South Korea, and the United States) and the private sector (i.e., SAS Institute and McKinsey).

VIA University is responsible for course management. Located in Denmark, VIA is the premier university for training tax officials in Denmark and with extensive international relationships to other governments and research institutions.

Prosperity Collaborative

Executive Program in Tax and Digital Transformation

Coordinating Committee

- Asian Development Bank
- Australian Taxation Office
- EY
- MIT
- VIA University
- World Bank

Course Management

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