

Performance Assessment Report

Belgium

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January 2024

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ABBREVIATIONS AND ACRONYMS

ASA	Administrative Simplification Agency
BCOA	Belgian Court of Audit
ВСР	Business Continuity Plan
BIA	Business Impact Assessment
СВЕ	Crossroads Bank for Enterprises
CBSS	Crossroads Bank for Social Security
CIT	Corporate Income Tax
FIA	Federal Internal Audit
FPS Finance	Federal Public Service Finance
GA SES	General Administration Strategic Expertise and Support
GA Taxes	General Administration Taxes
GACE	General Administration for Customs and Excise
GACR	General Administration Collection and Recovery
НС	Human Capital
HR	Human Resources
ICT	Information and Communication Technology
IMF	International Monetary Fund
ITAA	Institute for Tax Advisors and Accountants
LE	Large Enterprises
NCI	National Centre for Investigation
NR	National Register
PAYE	Pay As You Earn
PIT	Personal Income Tax
POA	Performance Outcome Area
RPO	Recovery Point Objective
RTO	Recovery Time Objective
SITRAN	Transversal Signalistics (System for data transmission)
SME	Small and Medium Enterprises

SPF	Service Public Fédéral, the abbreviation of FPS in French, and used in some source documents.
TADAT	Tax Administration Diagnostic Assessment Tool
TOW	Tax On Web
VΔT	Value Added Tax

PREFACE

An assessment of the system of tax administration of Belgium was undertaken during the period October 2-17, 2023 using the Tax Administration Diagnostic Assessment Tool (TADAT). TADAT provides an assessment baseline of tax administration performance that can be used to determine reform priorities, and, with subsequent repeat assessments, highlight reform achievements.

The assessment team comprised the following: Mr. Michael Hardy (IMF Fiscal Affairs Department (FAD) and Mission lead), Ms. Jimena Acedo (TADAT secretariat), Mr. Rifat Hyseni, Ms. Maureen Kidd, and Mr. Thomas Story (all FAD external experts).

During the assessment, the team met with Mr. Hans D'Hondt, the chair of the Belgian Federal Public Service Finance (FPS Finance), and Ms. Liesbet Vanclooster, Tax Policy Advisor to the Deputy Prime Minister and Minister of Finance. The team also met with the General Managers for the Customs and Excise, Collection and Recovery, Budget and Management Control and Special Tax Inspectorate entities, as well as heads of the administrations for private individuals and for large enterprises within the General Administration Taxes entity. During the course of the assessment, the team also met with many of the staff of these entities, including field office staff for the administrations of small and medium enterprises, large enterprises, and private individuals. The assessment team also met with staff from the Personnel and Organisation Department and the FPS Internal Audit Department. To obtain a broader perspective about the administration of taxes in Belgium, the assessment team also met with representatives of the tax accounting and advisory professions in Belgium.

The team thanks Mr. D'Hondt for making all of his staff available during the assessment, and for their candid, open, and intensive engagement with the assessment team. The team would especially like to thank Ms. Annelies Lievens, Head of Coordination International Relations, and Ms. Annemie Helsen from Coordination International Relations for their constant support and assistance to the team.

A draft performance assessment report was presented to FPS Finance at the close of the incountry assessment. Written comments received from FPS Finance have been considered by the assessment team and have been reflected in the final version of the report. The PAR has been reviewed and cleared by the TADAT Secretariat.

EXECUTIVE SUMMARY

The results of the TADAT assessment for Belgium follow, including the identification of the main strengths and weaknesses.

Strengths

- There is at least one indicator of sound ('B' score) or better performance for each of the nine performance outcomes areas assessed by TADAT.
- There is good use of withholding regimes to secure the payment of taxes.
- There is good knowledge of the potential taxpayer base via the "whole of government" registration system administered by the Crossroads banks.
- There is a strong range of initiatives to support voluntary compliance and accurate reporting.
- There is strong external oversight of FPS Finance to help assure public trust and confidence.
- Compliance Risk Management is mature.

Weaknesses

- There is lower on-time filing performance, including by large and business taxpayers, compared with international good practices.
- The audit program is fragmented, is constrained by statutory limits on access to data, and is not yet making coordinated use of the international good practices to assure taxpayer compliance.
- There is less organizational independence for dispute resolution because lines of authority for disputes staff and for audit staff merge well below the level of the head of a General Administration.
- The level of disputes resolved promptly is much lower than international good practices.
- The only business continuity process that has been subject to external audit is the COVID-19 response.

Belgium has a well-rounded tax administration capability, with sound ('B' score) or better practices in every performance outcome area. Good use of withholding tax regimes secures significant amounts of government revenue in an automated fashion. There are also a good range of initiatives to support voluntary compliance by taxpayers. Outside of the withholding tax regimes, where taxpayers have more discretionary choices about filing or paying on time, the system of administration seems less vigilant about identifying these risks and enforcing compliance.

The approach to risk management for tax compliance risks is mature, especially in the General Administration for Taxes (GA Taxes) and the General Administration for Collection and Recovery (GACR). However, the linkage between risk assessment and risk mitigation, often evidenced through coordinated compliance improvement plans, is weaker. This may be at least partly explained by the separation of taxpayer registration, payment and filing, and reporting obligations, and their related mitigations responses, into separate agencies.

The fragmentation of responsibilities for registration, payment, filing, and reporting may also explain some weakness in the audit program to detect, deter, and address inaccurate reporting. There were some good practices observed in individual agencies, but there were weaknesses in the integration of responses.

There is good external oversight of FPS Finance. However, the creation of a whole-of-public-sector internal audit capability has converted an internal audit function into another external audit body. It seems to deny a chief executive, of any public sector agency, the opportunity to request an internal review, and to have confidence that it will be carried out in a timely manner.

Table 1 provides a summary of performance scores, and Figure 1 a graphical snapshot of the distribution of scores. The scoring is structured around the TADAT framework's nine performance outcome areas (POAs) and 32 high level indicators critical to tax administration performance. An 'ABCD' scale is used to score each indicator, with 'A' representing the highest level of performance and 'D' the lowest.

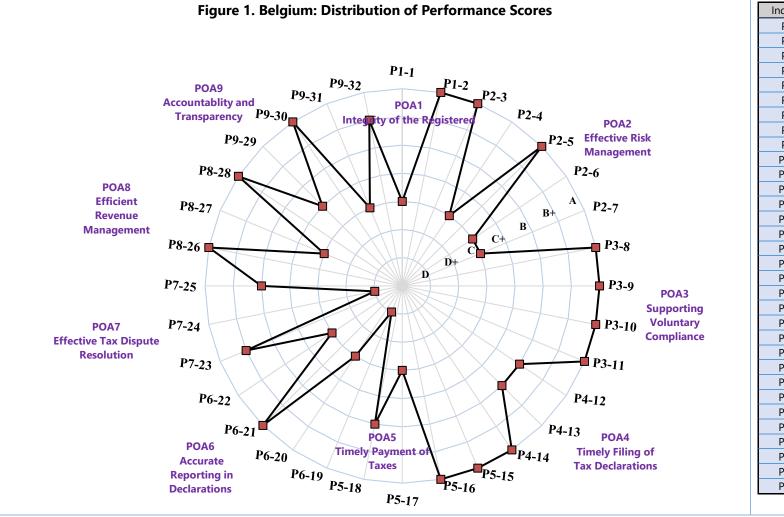
Table 1. Belgium: Summary of TADAT Performance Assessment

Indicator	Scores 2023	Summary Explanation of Assessment
POA 1: Int	egrity of the	Registered Taxpayer Base
P1-1. Accurate and reliable taxpayer information.	С	There is adequate identification information for registered taxpayers. Registration data in FPS Finance is regularly validated. However, the extent of registration inaccuracies is unconfirmed.
P1-2. Knowledge of the potential taxpayer base.	Α	Systematic use of third-party information together with a program of inspections is identifying unregistered businesses.
PO	A 2: Effective	e Risk Management
P2-3. Identification, assessment, ranking, and quantification of compliance risks.	Α	Compliance risks are identified using environmental scanning and are supplemented by internal and external information sources. A structured risk assessment process is in place.
P2-4. Mitigation of risks through a compliance improvement plan.	С	Although high-level compliance improvement plans (CIP) exist, they are framework documents that do not reflect all key features of a CIP.

Indicator	Scores 2023	Summary Explanation of Assessment	
P2-5. Monitoring and evaluation of compliance risk mitigation activities.	Α	Risk management governance includes senior management and a focus on evaluation of effectiveness.	
P2-6. Management of operational risks.	С	A structured risk assessment process is in place, but not all staff are formally and continually trained on operational risk management. The BCP is monitored regularly but no comprehensive external audits have been conducted.	
P2-7. Management of human capital risks.	С	A thorough approach to human capital (HC) risk is in place – but there is no evidence of an integrated independent third-party review. HC risks and mitigations are evaluated regularly.	
POA 3:	Supporting	Voluntary Compliance	
P3-8. Scope, currency, and accessibility of information. P3-9. Time taken to respond to	Α	Information on the main tax obligations and rights is readily available for core taxes and is tailored to different needs. Adequate systems are in place to ensure that taxpayer information is up to date and is made available to taxpayers through targeted and general communications. The FPS Finance provides free information and assistance through a variety of user-friendly channels, including a taxpayer portal. 87.1 percent of enquiries received last year were	
information requests.	Α	answered by FPS Finance staff within six minutes.	
P3-10. Scope of initiatives to reduce taxpayer compliance costs.	A	FPS Finance has introduced a wide range of initiatives to reduce taxpayers' compliance costs, including prefilled PIT returns.	
P3-11. Obtaining taxpayer feedback on products and services.	Α	A survey is conducted every two years by an external company to monitor taxpayer satisfaction with FPS Finance' services. FPS Finance regularly consults to identify service deficiencies and taxpayers and intermediaries are involved in the design/testing of new services.	
POA 4	: Timely Fili	ng of Tax Declarations	
P4-12. On-time filing rate.	В	On-time filing rates are sound for all taxpayers for all taxes but slightly low for large taxpayers in CIT and VAT.	
P4-13. Management of non-filers.	В	A robust system is in place to manage non-filers.	
P4-14. Use of electronic filing facilities.	A	For all taxpayers, more than 94 percent and for large taxpayers, 100 percent of returns for each core tax are filed electronically.	
POA 5: Timely Payment of Taxes			

Indicator	Scores 2023	Summary Explanation of Assessment
P5-15. Use of electronic payment methods.	Α	All payments are made electronically for all core taxes, and 100% of large business taxpayers pay electronically.
P5-16. Use of efficient collection systems.	Α	Withholding at source and advance payment systems are in place.
P5-17. Timeliness of payments.	С	The total number of VAT payments made by the statutory due date is less than 75 percent.
P5-18. Stock and flow of tax arrears.	В	While most taxes considered collectable at year end are collected, the amount of total tax arrears is more than 10 percent of tax collections, and over 75 percent of tax arrears are over 12 months old.
POA 6:	Accurate Re	porting in Declarations
P6-19. Scope of verification actions taken to detect and deter inaccurate reporting.	D	The audit program is comprehensive and routinely evaluated but case selection is not entirely centralized. The audit program is systematized around uniform practices. Extensive efforts are made to ensure audit quality but there is no formal review team or committee. Audit performance reports for senior management focus on work completed and assessments achieved.
P6-20. Use of large-scale data- matching systems to detect inaccurate reporting.	С	Large-scale automated cross checking of data is in place – with the exception of relevant data from banks and financial institutions – to detect inaccurate reporting.
P6-21. Initiatives undertaken to encourage accurate reporting.	Α	Accurate reporting is actively encouraged.
P6-22. Monitoring the tax gap to assess inaccuracy of reporting levels.	С	A VAT tax gap study was completed – but not subjected to credibility testing.
POA 7	: Effective T	ax Dispute Resolution
P7-23. Existence of an independent, workable, and graduated dispute resolution process.	B+	Dispute resolution system is appropriately graduated. First level objection resolution is not sufficiently independent of original decision makers.
P7-24. Time taken to resolve disputes.	D	Less than four percent of administrative reviews are completed within 90 days.
P7-25. Degree to which dispute outcomes are acted upon.	В	There is regular monitoring and analysis of the dispute cases decided by the Court system, but not all administrative review cases are analyzed.
POA 8	8: Efficient F	Revenue Management
P8-26. Contribution to government tax revenue forecasting process.	Α	The GACR gives input to government tax revenue forecasting by providing detailed information from the collection Information System.

Indicator	Scores 2023	Summary Explanation of Assessment
P8-27. Adequacy of the tax revenue accounting system.	С	GA Taxes employs an automated accounting system that aligns with government information technology and accounting standards.
P8-28. Adequacy of tax refund processing.	Α	All VAT refund claims are automatically risk-assessed and VAT refunds are processed promptly.
POA 9	: Accountab	ility and Transparency
P9-29. Internal assurance mechanisms.	C+	An internal audit service, established at the level of the Federal Public Service, provides a modest level of coverage. Staff integrity assurance mechanisms are sound, though integrity statistics are unpublished.
P9-30. External oversight of the tax administration.	Α	The Belgian Court of Audit (BCOA) conducts significant performance reviews and annual financial audits. The Federal Ombudsman investigates complaints and provides advice on systemic problems in tax administration.
P9-31. Public perception of integrity.	С	An independent survey of opinions about the tax administration provides robust information. Results are not made public.
P9-32. Publication of activities, results and plans.	B+	Annual reporting is complete and timely. Strategic and operational plans provide full information on tax administration reforms and business strategies but are not published in advance of the planning periods.



Indicator	Score
P1-1	O
P1-2	Α
P2-3	Α
P2-4	С
P2-5	Α
P2-6	С
P2-7	С
P3-8	Α
P3-9	Α
P3-10	Α
P3-11	Α
P4-12	В
P4-13	В
P4-14	Α
P5-15	Α
P5-16	Α
P5-17	С
P5-18	В
P6-19	D
P6-20	С
P6-21	Α
P6-22	С
P7-23	B+
P7-24	D
P7-25	В
P8-26	Α
P8-27	С
P8-28	Α
P9-29	C+
P9-30	Α
P9-31	С
P9-32	B+

I. INTRODUCTION

This report documents the results of the TADAT assessment conducted in Belgium during the period October 2-17, 2023 and subsequently reviewed by the TADAT Secretariat. The report is structured around the TADAT framework of nine POAs and 32 high level indicators critical to tax administration performance that is linked to the POAs. Fifty-five measurement dimensions are taken into account in arriving at each indicator score. A four-point 'ABCD' scale is used to score each dimension and indicator:

- 'A' denotes performance that meets or exceeds international good practice. In this regard, for TADAT purposes, a good practice is taken to be a tested and proven approach applied by a majority of leading tax administrations. It should be noted, however, that for a process to be considered 'good practice,' it does not need to be at the forefront or vanguard of technological and other developments. Given the dynamic nature of tax administration, the good practices described throughout the field guide can be expected to evolve over time as technology advances and innovative approaches are tested and gain wide acceptance.
- 'B' represents sound performance (i.e., a healthy level of performance but a rung below international good practice).
- 'C' means weak performance relative to international good practice.
- 'D' denotes inadequate performance and is applied when the requirements for a 'C' rating or higher are not met. Furthermore, a 'D' score is given in certain situations where there is insufficient information available to assessors to determine and score the level of performance. For example, where a tax administration is unable to produce basic numerical data for purposes of assessing operational performance (e.g., in areas of filing, payment, and refund processing) a 'D' score is given. The underlying rationale is that the inability of the tax administration to provide the required data is indicative of deficiencies in its management information systems and performance monitoring practices.

For further details on the TADAT framework, see Attachment I.

1. Some points to note about the TADAT diagnostic approach are:

TADAT assesses the performance outcomes achieved in the administration of the major direct and indirect taxes critical to central government revenues, specifically corporate income tax (CIT), personal income tax (PIT), value added tax (VAT), domestic excise tax (with a focus is on those registered domestic excise taxpayers who trade in the category of goods/services that contribute 70 percent of the total domestic excise revenue by value), and Pay As You Earn (PAYE) amounts withheld by employers (which, strictly speaking, are remittances of PIT). By assessing outcomes in relation to administration of these core taxes, a picture can be developed of the relative strengths and weaknesses of a country's tax administration.

- TADAT assessments are evidence based (see Attachment V for the sources of evidence applicable to the assessment of Belgium).
- TADAT is not designed to assess special tax regimes, such as those applying in the natural resource sector. Nor does it assess customs administration.
- TADAT provides an assessment within the existing revenue policy framework in a country, with assessments highlighting performance issues that may be best dealt with by a mix of administrative and policy responses.
- 2. The aim of TADAT is to provide an objective assessment of the health of key components of the system of tax administration, the extent of reform required, and the relative priorities for attention. TADAT assessments are particularly helpful in:
- Identifying the relative strengths and weaknesses in tax administration.
- Facilitating a shared view among all stakeholders (country authorities, international organizations, donor countries, and technical assistance providers).
- Setting the reform agenda (objectives, priorities, reform initiatives, and implementation sequencing).
- Facilitating management and coordination of external support for reforms and achieving faster and more efficient implementation.
- Monitoring and evaluating reform progress by way of subsequent repeat assessments.

II. COUNTRY BACKGROUND INFORMATION

A. Country Profile

General background information on Belgium and the environment in which its tax system operates are provided in the country snapshot in Attachment II.

B. Data Tables

Numerical data gathered from the authorities and used in this TADAT performance assessment is contained in the tables comprising Attachment III.

C. Economic Situation¹

Economic growth was robust in 2022, at 3.2 percent, but projected growth for 2023 is 1.0 percent. The growth in 2022 was attributed to timely policies cushioning energy price pressures on households and firms and measures to enhance energy security. However, these policies also led to fiscal deterioration and an erosion of competitiveness. Indexation of wages provided a buffer from energy price rises but can contribute to inflation. The indexation of wages introduced a wages gap with competitors, affecting competitiveness.

Inflation was 10.3 percent in 2022 and is expected to decline to 5.5 percent for 2023. If inflation remains relatively high, with slowed economic growth, this could lead to tighter credit conditions in the country, affecting households and businesses. Central Bank interest rates in Belgium have risen from 2.0 percent in December 2022 to 4.5 percent in September 2023.

The external current account swung to a large deficit of 3.6 percent of Gross Domestic Product (GDP) in 2022, due largely to higher energy imports and lower vaccine exports. Exports are projected to grow more slowly than imports over 2023, which may see a further increase in the current account deficit for 2023.

The debt ratio fell between 2021 to 2022 but is expected to rise in 2023. The government debt ratio fell from 109.2 percent to 106.8 percent of GDP between 2021 and 2022 and remains higher than pre-pandemic debt levels (97.6 percent in 2019). The fiscal deficit is high, at 4.8 percent of GDP for 2022. Although inflation is expected to decline, higher interest rates will likely contribute to a projected increase in the public debt ratio, to 108.1 percent, for 2023.

D. Main Taxes

Total federal tax revenues in Belgium accounted for 24.3 percent of GDP in 2022. The main sources of revenue are Personal Income Tax (PIT) (accounting for 40.2 percent of total revenues), Value Added Tax (VAT) (accounting for 26.8 percent) and Corporate Income Tax (CIT) (accounting for 15.3 percent). Excises

¹ Drawn from the IMF 2022 Article IV Press Release, March 2023 and https://www.imf.org/en/Countries/BEL.

and a range of minor taxes make up the difference. The contribution of CIT to total revenues has been declining since 2020. Pay As You Earn (PAYE) withholding collects 98.0 percent of PIT.

Further details on tax revenue collections are provided in Table 1 of Attachment III.

E. Institutional Framework

The institutional framework for the administration of taxes in Belgium is more disaggregated than in many countries. Under a single chairperson for the Federal Public Service Finance (FPS Finance), there are a number of distinct entities which carry out one or more of the functions or activities assessed by TADAT. There are four General Administrations (Taxes, Recovery and Collection, Customs and Excise, and Special Tax Inspectorate), and three Staff Departments (Budget and Management Control, Personnel and Organisation, and Information and Communication Technologies). In addition, three other agencies, one under the Federal Public Service Economy (the Crossroads Bank for Enterprises – CBE), one under the Federal Public Service Interior (the National Registry – NR), as well as the Federal Internal Audit Service, undertake activities assessed by the TADAT instrument.

The typical core functions assessed by the TADAT instrument are distributed as described below. The NR undertakes registration of individual taxpayers and citizens, with information electronically transmitted in daily batches to the General Administration Taxes (GA Taxes). Registration of corporate, non-for-profit, or other legal entity or business taxpayers is undertaken by CBE, with information electronically transmitted to GA Taxes. Filing, accurate reporting, compliance risk assessment and taxpayer service functions are primarily carried out by GA Taxes, except for excise, where these functions are carried out by the General Administration Customs and Excise (GACE). Collection and Payment functions are primarily carried out by the General Administration Collection and Recovery (GACR), except for excise payments which are carried out by GACE. Compliance risk assessment for excise is carried out in GACE, and for other core taxes in GA Taxes. Similarly, Taxpayer Service functions for excise are primarily carried out by GACE and for other core taxes by GA Taxes. Operational risk assessment is primarily carried out under the authority of Staff Department Budget and Management Control and Human Capital risk assessment is primarily carried out under the authority of Staff Department Personnel and Organisation. Internal Audit functions are carried out by the Federal Internal Audit Service which is external to the FPS Finance and reports to an external Audit

The General Administrations, Autonomous Departments, and Staff Departments have roles and responsibilities which are outside the matters assessed by the TADAT instrument. The GACE administers customs responsibilities as well as those for Excise. The GACR undertakes collection and recovery for all Belgian Federal public sector agencies and the Federal Internal Audit Service undertakes internal audit functions for all agencies in the Belgian Federal Public Service, for example.

Committee.

FPS Finance has staff and a budget reflecting its range of responsibilities. The organizations which are necessary to carry out the functions and responsibilities assessed by the TADAT instrument also carry out other functions and responsibilities. The total staff across the organization that come

under the authority of the chairperson of FPS Finance is 20,773 in 2022. The operating budget for FPS Finance in 2022 was 2.0 billion Euro.²

An organizational chart of FPS Finance and of GA Taxes is provided in Attachment IV.

F. Current Status of Tax Administration Reform

FPS Finance has made sustained efforts to rationalize its size and structure. Since 2004 the workforce of FPS Finance has decreased by about 10,000 staff, to now be around a little under 21,000. Over the same period, the number of office sites has decreased from 574 to 75, with further reductions in the number of offices expected. The changes in the size and structure have been accompanied by new methods of work, harnessing information technology opportunities, and providing new management tools. In 2015-2016, there was also a shift in organizational structure of GA Taxes away from being organized around tax types, towards being organized around market segments: Large Enterprises, Small and Medium Enterprise, and Private Individuals.

There is a significant investment made in undertaking VAT gap assessments. In addition to participating in the European Commission's annual VAT gap study, FPS Finance have also worked with the IMF for a VAT gap analysis using the RA-GAP methodology. FPS Finance now has a number of internal working groups considering reforms to the administration of VAT including updating, automating, and harmonising existing procedures, supporting taxpayers to better self-manage VAT obligations, and identifying opportunities to deliver and demonstrate even fairer treatment of all taxpayers. There is an agreement in the Council of Ministers for mandatory electronic invoicing between companies to commence to help close the VAT gap. However, there was no evidence that the VAT gap assessments were subject to any independent credibility testing.

There is a focus on improving revenue mobilization through an anti-fraud plan that improves tools and coordination amongst tax, social security, employment, and law enforcement agencies.

FPS Finance is positioning to be ready to help implement a potential tax reform program.

Belgium prepared a tax reform blueprint in July 2022 with input commentary from the IMF. Included in the blueprint are matters such as reducing the tax burden on labor, eliminating, or reducing tax expenditures, and addressing work disincentives (via tax rates, brackets, and alignment with social benefits). The reforms should also make capital taxation more consistent across income sources.

G. International Information Exchange

Belgium has 94 active bilateral tax treaties. It is also an active participant in The Global Forum on Transparency and Exchange of Information for Tax Purposes since 2017, committed to the automatic exchange of information. Additionally, as a member of the Inclusive Framework on Base Erosion and Profit Shifting (BEPS), Belgium subscribes to the two-pillar solution addressing evolving tax challenges.

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² https://finances.belgium.be/fr/sur_le_spf/budget-de-fonctionnement/2022

III. ASSESSMENT OF PERFORMANCE OUTCOME AREAS

A. POA 1: Integrity of the Registered Taxpayer Base

A fundamental initial step in administering taxes is taxpayer registration and numbering. Tax administrations must compile and maintain a complete database of businesses and individuals that are required by law to register; these will include taxpayers in their own right, as well as others such as employers with PAYE withholding responsibilities. Registration and numbering of each taxpayer underpin key administrative processes associated with filing, payment, assessment, and collection.

Two performance indicators are used to assess POA 1:

- P1-1—Accurate and reliable taxpayer information.
- P1-2—Knowledge of the potential taxpayer base.

P1-1: Accurate and reliable taxpayer information

For this indicator two measurement dimensions assess: (1) the adequacy of information held in the tax administration's registration database and the extent to which it supports effective interactions with taxpayers and tax intermediaries (i.e., tax advisors and accountants); and (2) the accuracy of information held in the database. Assessed scores are shown in Table 2 followed by an explanation of reasons underlying the assessment.

Table 2. P1-1 Assessment

Measurement dimensions	Scoring Method		ore 123
P1-1-1. The adequacy of information held in respect of registered taxpayers and the extent to which the registration database supports effective interactions with taxpayers and tax intermediaries.	M1	A	С
P1-1-2. The accuracy of information held in the registration database.		С	

FPS Finance has adequate identification information for registered taxpayers. Identity

information is based upon two external registers. For legal persons and companies, this information is sourced from the Crossroads Bank for Enterprises (CBE), an entity within the portfolio responsibility of Federal Public Service Economy (FPS Economy). For natural persons, identity information is sourced from the National Registry (NR) of the FPS Interior. The data fields from the external registers are consistent with TADAT standards and include full name, address, contact details, date of birth, date of incorporation, business activity, and details of associated entities and related persons. Proof of identity documents for initial registration and subsequent updating of records are required. A unique high integrity identification number is generated from each of the external registers and reported to FPS

Finance. FPS Finance applies further authentication processes before personal and other entity numbers from the external registers are adopted as the taxpayer's single identification number. FPS Finance requests additional registration applications for VAT, PAYE, and Excise for the newly registered entity in its various sub-systems (e.g., STIR TVA for VAT and Biztax for CIT information). The tax administration applies the new registrant information to establish the potential CIT and PIT base, together with an applicable taxpayer segment.

A whole-of-taxpayer view across the core taxes is enabled using the FPS Finance DIOS platform.

There is capacity for deactivation and deregistration of taxpayers and archived information can be restored for up to ten years from an archival date. Management information from the taxpayer register can be generated. There are strict protocols defining user access levels and audit trails are maintained covering access and changes to registration information. Tax declarations are generated using registry information and notified through the MyMinfin portal. This application provides a secure online access for taxpayers to update their contact details within the FPS Finance database.

Registration data in FPS Finance is regularly validated with a commitment to data quality, though the extent of registration inaccuracies is not confirmed. There is regular identification and management of duplicate records. Validations at FPS Finance prevent bogus entities from registering for VAT and income taxes. FPS Finance also confirms its ongoing commitment to maintaining accurate data. Large scale and automated cross-checking are against the Crossroads Bank for Social Security (CBSS) as well as through updates to CBE and NR. Management reports indicate on-going actions for register activity codes to remain current. Though there is a general confidence in the more substantive identity information within the taxpayer registers, a wider management confirmation of registry accuracy is not available.

P1-2: Knowledge of the potential taxpayer base

This indicator measures the extent of tax administration efforts to detect unregistered businesses and individuals. The assessed score is shown in Table 3 followed by an explanation of reasons underlying the assessment.

Table 3. P1-2 Assessment

Measurement dimension		Score 2023
P1-2. The extent of initiatives to detect businesses and individuals who are required to register but fail to do so.	M1	Α

Systematic use of third-party information together with a program of inspections is identifying unregistered businesses. The National Centre for Investigation (NCI) coordinates actions in response to various system generated tasks where unregistered activity is suspected. Primary sources of third-party information are Dimona and Limosa declarations together with feedback from staff as well as anonymous information. Successful detection of unregistered businesses commonly requires a visit to premises. NCI conducted 2,951 follow-up checks in 2022, which resulted in 5,513 fines imposed in

relation to unregistered activity and 115 additional registrants for VAT.

B. POA 2: Effective Risk Management

Tax administrations face numerous risks that have the potential to adversely affect revenue and/or tax administration operations. For convenience, these risks can be classified as:

- Compliance risks—where revenue may be lost if businesses and individuals fail to meet the four main taxpayer obligations (i.e., registration in the tax system; filing of tax declarations; payment of taxes on time; and complete and accurate reporting of information in declarations); and
- Institutional risks—where tax administration functions may be interrupted if certain external or internal events occur, such as natural disasters, sabotage, loss or destruction of physical assets, failure of IT system hardware or software, strike action by employees, and administrative breaches (e.g., leakage of confidential taxpayer information which results in loss of community confidence and trust in the tax administration). For TADAT purposes, institutional risk is divided into two components. These are:
 - Operational risk—refers to disruptive actions that destroy or affect part or all of the administration's assets and resources, such as buildings, IT, and other equipment, data, and records; and
 - Human capital risk—refers to interruptions that affect the tax administration arising out of capability, capacity, compliance, cost, and connection (engagement) gaps of and by its employees.

Risk management is essential to effective tax administration and involves a structured approach to identifying, assessing, prioritizing, and mitigating risks. It is an integral part of multi-year strategic and annual operational planning.

Five performance indicators are used to assess POA 2:

- P2-3—Identification, assessment, ranking, and quantification of compliance risks.
- P2-4—Mitigation of risks through a compliance improvement plan.
- P2-5—Monitoring and evaluation of compliance risk mitigation activities.
- P2-6—Management of operational (i.e., systems and processes) risks.
- P2-7—Management of human capital risks.

P2-3: Identification, assessment, ranking, and quantification of compliance risks

For this indicator two measurement dimensions assess: (1) the scope of intelligence gathering

and research to identify risks to the tax system; and (2) the process used to assess, rank, and quantify compliance risks. Assessed scores are shown in Table 4 followed by an explanation of reasons underlying the assessment.

Table 4. P2-3 Assessment

Measurement dimensions		Score 2023	
P2-3-1. The extent of intelligence gathering and research to identify compliance risks in respect of the main tax obligations.	M1	A	A
P2-3-2. The process used to assess, rank, and quantify taxpayer compliance risks.		A	

Compliance risks are identified using environmental scanning and are supplemented by internal and external information sources. FPS Finance prepares a strategic plan (the most recent version is for 2022-2024) as well as an annual update. The strategic plan includes an environmental scan that identifies issues against three themes: (1) political and strategic; (2) economy and society; and (3) technology. These themes translate into challenges identified in the strategic plan that drive strategies and related FPS Finance responses. Internal and external data sources are used to further develop an understanding of compliance risks.

A structured risk assessment process is in place. Detailed processes set out the approach to risk management and are fully consistent with contemporary views on proper risk management. Compliance risks are assessed for all core taxes, the four main compliance obligations, key taxpayer segments and more than three economic sectors are covered e.g., construction, pharmaceuticals, diamonds.

P2-4: Mitigation of risks through a compliance improvement plan

This indicator examines the extent to which the tax administration has formulated a compliance improvement plan to address identified risks. The assessed score is shown in Table 5 followed by an explanation of reasons underlying the assessment.

Table 5. P2-4 Assessment

Measurement dimension	Scoring Method	Score 2023
P2-4. The degree to which the tax administration mitigates assessed risks to the tax system through a compliance improvement plan.	M1	С

Although high-level compliance improvement plans (CIP) exist, they are framework documents that do not reflect all key features of a CIP. Both GA Taxes and GACR have documents described as compliance improvement plans. However, the documents presented as compliance improvement plans were only frameworks of what should be included in a compliance improvement plan. The authorities did have a collection of other documents which, cumulatively, covered the material that

would be expected in a compliance improvement plan. However, the documents were not clearly tied together, recognizing that CBE and NR have responsibility for the registration obligation, GA Taxes has responsibility for the filing and reporting obligations, except for excise, and GACR has responsibility for the payment obligation. Using the documents in GA Taxes as a proxy, there is a dominant focus on risk management found in a range of documents that cover key taxpayer segments (individuals, small/medium and large). The compliance approach is thorough but does not include in one source document strategies that link non-compliance to strategies that include taxpayer education and assistance, improvements to the law/procedures and audit and other forms of enforcement than audit. Compliance resources are considered fully adequate and progress on compliance activities is regularly monitored. The assessment team considered that the collection of documents between GA Taxes and GACR, cumulatively, exceeded the requirements for a 'D' score, but were well short of what would be required for a 'B' score.

P2-5: Monitoring and evaluation of compliance risk mitigation activities

This indicator looks at the process used to monitor and evaluate compliance mitigation activities. The assessed score is shown in Table 6 followed by an explanation of reasons underlying the assessment.

Table 6. P2-5 Assessment

	Scoring Method	Score 2023
P2-5. The process used to monitor and evaluate the impact of compliance risk mitigation activities.	M1	A

Risk management governance includes senior management and a focus on evaluation of effectiveness. A risk management committee of senior managers exists (its mandate was affirmed in May 2023) that approves the risk analysis and risk plan that guides FPS Finance compliance responses over the course of the fiscal year. The committee is briefed on results from a network of risk working groups and provides direction to officials on any needed changes in direction. Evaluation reports of compliance initiatives are also reviewed and their impact on the risk management program duly considered.

P2-6: Management of operational risks

This indicator examines how the tax administration manages operational risks other than those related to human resources. The assessed score is shown in Table 7 followed by an explanation of reasons underlying the assessment.

Table 7. P2-6 Assessment

Measurement dimensions	Scoring Method		
P2-6-1. The process used to identify, assess and mitigate operational risks.	M1	В	С

P2-6-2. The extent to which the effectiveness of the business continuity program is		
tested, monitored and evaluated.		

A structured risk assessment process is in place, but not all staff are formally and continually trained in operational risk management. Process 17 of FPS Finance sets out the steps to be taken to identify, update and prioritize risks (all work processes are reviewed for risk vulnerability) that are then captured in a risk register. A business impact analysis (BIA) is conducted annually (the format was developed in 2019 and will be subjected to a more substantive review in the next cycle). The BIA documents recovery time and response point objectives (RTO and RPO) and the strategies and actions to address them. The executive committee endorses a business continuity plan (BCP) that identifies risk appetite and tolerance for all identified risks. Risk training and awareness sessions are programmed in the areas of personal information management, information system management and evaluation procedures with staff coverage above 50 percent. Training is offered online. Business continuity exercises are conducted every six months for non-ICT systems while ICT systems are tested quarterly.

The BCP is monitored regularly but no comprehensive external audits have been conducted. Senior management reviews progress against the BCP at least twice a year and directs action as needed. The BCP is subject to an internal business review process (every six months) while in recent years, the external auditor has assessed only the COVID-19 response of the public service.

P2-7: Management of human capital risks

This indicator examines how the tax administration manages human capital risks. The assessed score is shown in Table 8 followed by an explanation of reasons underlying the assessment.

Table 8. P2-7 Assessment

Measurement dimensions	Scoring Method	Sc. 20	ore 23
P2-7-1. The extent to which the tax administration has in place the capacity and structures to manage human capital risks.	- M1	С	C
P2-7-2. The degree to which the tax administration evaluates the status of human capital risks and related mitigation interventions.		A	

A comprehensive approach to human capital (HC) risk is in place - but there is no integrated independent third-party review. The approach to HC risk is comprehensive. Three processes govern HC risk – 65 (recruitment planning), 66 (career planning including promotions and succession planning and 67 (development and learning). There is an FPS Finance human resource management team, with a business partner or liaison officer assigned to the GA Taxes and GACR. Leadership and conflict management training is offered to all managers and supervisors and includes HC risk. An annual management retreat is held for the top 400 managers and HC risk is amongst the topics discussed. The risk governance structure discussed in P2-4 also considers HC risk. There is no independent review

of HR operations conducted in recent years (the B and C scores require a review every seven years) however evidence exists of reviews of different specific HC operations (leading to a C score being assessed). Annual performance expectations are established, with a royal decree requiring at least two performance discussions with individual employees throughout the year.

HC risks and mitigations are evaluated regularly. An independent annual review of HR risks and their management and includes a staff survey – this is reviewed by senior management and includes a limited impact analysis on certain key risks e.g., vacancy rate, skills and knowledge needed. FPS Finance manages the five risk categories identified in the TADAT assessment guide i.e., capability (through skills management, outsourcing, etc.), capacity (using succession planning and mentorships), compliance (through close oversight of the performance management process), cost (through proper budget management, full usage of the available learning budget) and connection (through employee outreach and engagement). The annual report addresses HC risks and reports on outcomes in areas identified in the review.

C. POA 3: Supporting Voluntary Compliance

To promote voluntary compliance and public confidence in the tax system, tax administrations must adopt a service-oriented attitude toward taxpayers, ensuring that taxpayers have the information and support they need to meet their obligations and claim their entitlements under the law. Because few taxpayers use the law itself as a primary source of information, assistance from the tax administration plays a crucial role in bridging the knowledge gap. Taxpayers expect that the tax administration will provide summarized, understandable information on which they can rely.

Efforts to reduce taxpayer costs of compliance are also important. Small businesses, for example, gain from simplified record keeping and reporting requirements. Likewise, individuals with relatively simple tax obligations (e.g., employees, retirees, and passive investors) benefit from simplified filing arrangements and systems that eliminate the need to file.

Four performance indicators are used to assess POA 3:

- P3-8—Scope, currency, and accessibility of information.
- P3-9—Time taken to respond to information requests.
- P3-10—Scope of initiatives to reduce taxpayer compliance costs.
- P3-11—Obtaining taxpayer feedback on products and services.

P3-8: Scope, currency, and accessibility of information

For this indicator four measurement dimensions assess: (1) whether taxpayers have the information they need to meet their obligations; (2) whether the information available to

taxpayers reflects the current law and administrative policy; (3) how easy it is for taxpayers to obtain information. Assessed scores are shown in Table 9 followed by an explanation of reasons underlying the assessment.

Table 9. P3-8 Assessment

Measurement dimensions	Scoring Method		ore 23
P3-8-1. The range of information available to taxpayers to explain, in clear terms, what their obligations and entitlements are in respect of each core tax.		A	
P3-8-2. The degree to which information is current in terms of the law and administrative policy.	M1	A	A
P3-8-3. The ease by which taxpayers obtain information from the tax administration.		A	

Information on the main tax obligations and rights is readily available for core taxes and is tailored to different needs. The FPS Finance website provides customized navigation options for key taxpayer segments (e.g., businesses, non-profit organizations, individuals, self-employed and professionals, experts, and partners) to easily find information tailored to their needs. The information is presented in clear and understandable terms, covering all the main taxes and the main taxpayer obligations and rights (e.g., how to obtain a refund, how to appeal an assessment, tax benefits). The site is available in French, Dutch, German, and most of it in English. It includes a comprehensive, easy-to-navigate and up-to-date tax and legal database "FISCONETtplus", including legislation, explanatory notes, rulings, and parliamentary questions, which is used by intermediaries. Specific information is available for large construction sites and the contractors working on them. For targeted taxpayers, the FPS Finance has specific information (e.g., Ukrainian refugees, people moving to/from Belgium) and proactively arranges a virtual appointment to help people with hearing difficulties to file their PIT return.

Adequate systems are in place to ensure that taxpayer information is up to date and is made available to taxpayers through targeted and general communications. Twenty-five tax officials in the Knowledge Centre Department within the General Administration Strategic Expertise and Support (GASES) ensure that the information available to taxpayers is up to date according to the procedures in place. Taxpayers are made aware of changes in the law through general communications (e.g., in the news section of the website, press conferences, radio programs) before the law comes into force. Since 2022, FPS Finance has been proactively engaging targeted stakeholders through the "Tax-cification" initiative, including providing information before the law comes into force. Similarly, the General Administration of Customs and Excise (GACE) has its own platform to proactively engage with professional associations with the same objectives for excise duties.

The FPS Finance provides free information and assistance through a variety of user-friendly channels, including a taxpayer portal. The channels used to provide information and assistance are as follows:

- Personal assistance through 11 personal information centers throughout the country by appointment and nine regional centers for information on excise taxes.
- A cooperative program with local governments to provide assistance during the PIT filing period.
- Telephone assistance.
- Website including a general contact form.
- Helpdesk email addresses for assistance with the various excise duty applications.
- Social media (e.g., YouTube channel @FinancesBE contains videos with step-by-step instructions on how to fill in tax returns, claim refunds, etc.).
- The taxpayer portal MyMinfin provides 24x7 self-service facilities to taxpayers and intermediaries.
- Webinars, online training, and YouTube channel with step-by-step instructions on how to fill in tax returns, claim refunds, etc.
- Awareness-raising cooperative program with schools, providing materials to teachers.
- Chatbot work in progress within the FISCALIS programme.

P3-9: The time taken to respond to requests for information.

This indicator examines how quickly the tax administration responds to requests by taxpayers and tax intermediaries for information (for this dimension, waiting time for telephone enquiry calls is used as a proxy for measuring a tax administration's performance in information requests generally). Assessed scores are shown in Table 10 followed by an explanation of reasons underlying the assessment.

Table 10. P3-9 Assessment

Measurement dimension	Scoring Method	Score 2023
P3-9: The time taken to respond to taxpayers and tax intermediaries' requests for information.	M1	A

87.1 percent of enquiries received last year were answered by FPS Finance staff within six minutes, against a TADAT 'A' benchmark of 70 percent. (See Table 3, Attachment III.) The call center is staffed by tax officers of the FPS Finance who answer calls in the three national languages (Dutch, French or German) every working day from 9.00 to 17.00. FPS Finance regularly monitors waiting times both at the counters and by telephone and has published a taxpayer charter on its website.

P3-10: Scope of initiatives to reduce taxpayer compliance costs.

This indicator examines the tax administration's efforts to reduce taxpayer compliance costs.

Assessed scores are shown in Table 11 followed by an explanation of reasons underlying the assessment.

Table 11. P3-10 Assessment

Measurement dimension	Scoring Method	
P3-10. The extent of initiatives to reduce taxpayer compliance costs.	M1	Α

FPS Finance has introduced a wide range of initiatives to reduce taxpayers' compliance costs, including pre-filled PIT returns using data from withholding sources such as for PAYE, dividends, and interest. In several cases (e.g., certain types of partnerships, VAT exemption scheme for small business) simplified record keeping and reporting arrangements exist. FPS Finance provides a "proposed simplified return" for some PIT taxpayers. A database of frequently asked questions (FAQs) is available on the website. It is routinely updated based on feedback from several channels (e.g., analysis of the most frequently asked questions on the phone and of complaints received). Other informative products (e.g., YouTube tutorial on how to change your bank account number) have been developed based on feedback from FAQs. FPS Finance has developed MyMinfin, a secure taxpayer portal, accessible 24 hours a day, which allows taxpayers and intermediaries - through tax mandates (authorizations) - to manage their tax affairs: file tax returns, change bank account numbers to receive refunds, pay taxes, request instalment plans, request tax compliance certificates, consult tax data, etc. Tax declaration forms are updated regularly (e.g., PIT forms on an annual basis through meetings with different departments). At the federal level, the Administrative Simplification Agency (ASA) promotes cooperation between administrative bodies to reduce the administrative burden on taxpayers.

P3-11: Obtaining taxpayer feedback on products and services.

For this indicator, two measurement dimensions assess: (1) the extent to which the tax administration seeks taxpayer and other stakeholder views of service delivery; and (2) the degree to which taxpayer feedback is taken into account in the design of administrative processes and products. Assessed scores are shown in Table 12 followed by an explanation of reasons underlying the assessment.

Table 12. P3-11 Assessment

Measurement dimensions	Scoring Method		ore 23
P3-11-1. The use and frequency of methods to obtain performance feedback from taxpayers on the standard of services provided.	M1	A	^
P3-11-2. The extent to which taxpayer input is taken into account in the design of administrative processes and products.		A	A

A survey is conducted every two years by an external company to monitor taxpayer satisfaction with FPS Finance's services. The survey is based on a statistically valid sample of the main taxpayer segments - individuals (1,003 persons), entrepreneurs and self-employed (191) and intermediaries (380) - and covers all service channels: online services, face-to-face and telephone services. FPS Finance regularly obtains feedback from taxpayers through surveys on online services (e.g., Tax-on-web (TOW), BizTax, website), telephone services (at the end of each call), online template for submitting complaints, etc.

FPS Finance regularly consults to identify service deficiencies and taxpayers and intermediaries are involved in the design/testing of new services. FPS Finance regularly consults with key taxpayer groups and intermediaries to identify service deficiencies (e.g., Tax-cification meetings, authorized agents on non-resident PIT). Taxpayers and intermediaries are involved in the design and testing of the new user-friendly services (e.g., FINPROF2, MyMinfin Account, new website, redesigned TOW, new AC4). Improving the user experience through co-creation has been embedded in FPS Finance through metrics in the strategic and operational plans. In September 2022, an agreement was signed between the FPS Finance and the ITAA (Institute for Tax Advisors and Accountants) for the timely and regular collection of feedback during project preparation.

D. POA 4: Timely Filing of Tax Declarations

Filing of tax declarations (also known as tax returns) remains a principal means by which a taxpayer's tax liability is established and becomes due and payable. As noted in POA 3, however, there is a trend towards streamlining preparation and filing of declarations of taxpayers with relatively uncomplicated tax affairs (e.g., through pre-filling tax declarations). Moreover, several countries treat income tax withheld at source as a final tax, thereby eliminating the need for large numbers of PIT taxpayers to file annual income tax declarations. There is also a strong trend towards electronic filing of declarations for all core taxes. Declarations may be filed by taxpayers themselves or via tax intermediaries.

It is important that all taxpayers who are required to file do so, including those who are unable to pay the tax owing at the time a declaration is due (for these taxpayers, the first priority of the tax administration is to obtain a declaration from the taxpayer to confirm the amount owed, and then secure payment through the enforcement and other measures covered in POA 5).

Three performance indicators are used to assess POA 4:

- P4-12—On-time filing rate.
- P4-13—Management of non-filers
- P4-14—Use of electronic filing facilities.

P4-12: On-time filing rate

A single performance indicator, with four measurement dimensions, is used to assess the ontime filing rate for CIT, PIT, VAT and domestic excise tax, and PAYE withholding declarations. A high on-time filing rate is indicative of effective compliance management including, for example, provision of convenient means to file declarations (especially electronic filing facilities), simplified declarations forms, and enforcement action against those who fail to file on time. Assessed scores are shown in Table 13 followed by an explanation of reasons underlying the assessment.

Table 13. P4-12 Assessment

Measurement dimensions	Scoring Method		ore 23
P4-12-1. The number of CIT declarations filed by the statutory due date as a percentage of the number of declarations expected from registered CIT taxpayers.		С	
P4-12-2. The number of PIT declarations filed by the statutory due date as a percentage of the number of declarations expected from registered PIT taxpayers.		A	
P4-12-3. The number of VAT declarations filed by the statutory due date as a percentage of the number of declarations expected from registered VAT taxpayers.	M2	С	В
P4-12-4. The number of domestic excise tax declarations filed by the statutory due date as a percentage of the number of declarations expected from registered domestic excise taxpayers.		A	
P4-12-5. The number of PAYE withholding declarations filed by employers by the statutory due date as a percentage of the number of PAYE declarations expected from registered employers.		В	

On-time filing rates are sound for all taxpayers for all taxes but slightly low for large taxpayers in CIT and VAT. The on-time filing rates for PIT (90.1 percent) is in line with the good international practice. The on-time filing rates for CIT and VAT show a sound performance for all taxpayers—CIT (81.9 percent), VAT (84.7 percent) —while for large taxpayers—CIT (91.9 percent), VAT (93.2 percent) — are slightly lower than a sound performance (95 percent) and lower than the 100 percent expected for good international practice. PAYE withholding on-time filing rate is (81.9). The on-time filing rates for excise are 100 percent for both all and large taxpayers. (See Tables 4 to 8 in Attachment III.)

P4-13: Management of non-filers

This indicator measures the extent to taxpayers who have failed to file declarations when due are managed. The assessed score is shown in Table 14 followed by an explanation of reasons underlying the assessment.

Table 14. P4-13 Assessment

Measurement dimension	Scoring Method	Score 2023
P4-13. Action taken to follow up non-filers.	M1	В

A robust system is in place to manage non-filers. Immediately after the due dates, a list of non-filers is automatically generated by the various filing tools for each core tax. Documented procedures are in place and include sending a reminder letter to all non-filers, within fourteen days of the due date for CIT and within seven days for VAT. For PAYE, while there are monthly payments made, the follow-up of non-filers takes place annually after the receipt of the annual summary declarations, following the same procedure. Reminder letters are centrally printed and sent to taxpayers requesting them to file their return within fourteen days and warning them of a fine and tax increase if they fail to do so. If a return is not received within fourteen days, further follow-up action occurs in a series of steps, including automatically generated penalty notices, estimated tax assessments, and tax additions. Penalties and surcharges follow scales that take into account the taxpayer's compliance history. The GA Taxes has dedicated staff for the enforcement of tax returns, both centrally and in each tax administration (individuals, SMEs, LE). In addition, prior to the PIT due date, the FPS Finance proactively contacts PIT taxpayers who used its assistance in the previous year to offer assistance again. SITRAN is routinely updated based on the results of non-filer enforcement (e.g., adding a new address for tax correspondence purposes, starting the process of deregistration for VAT number).

P4-14: Use of electronic filing facilities

This indicator measures the extent to which declarations, for all core taxes, are filed electronically. Assessed scores are shown in Table 15 followed by an explanation of reasons underlying the assessment.

Table 15. P4-14 Assessment

Measurement dimension	Scoring Method	
P4-14. The extent to which tax declarations are filed electronically.	M1	A

For all taxpayers, more than 94 percent and for large taxpayers, 100 percent of returns for each core tax are filed electronically. Several online tools are available to all taxpayers for all core taxes through "MyMinfin". While electronic filing is the default approach, companies can obtain an annual exemption to file on paper after demonstrating that they are unable to use electronic devices. For PIT, individuals can choose how to file (paper or online), while tax intermediaries must file online. In addition, tax officials assist non-digital taxpayers to file the PIT online, in person or over the phone. (See Table 11, Attachment III.)

E. POA 5: Timely Payment of Taxes

Taxpayers are expected to pay taxes on time. Tax laws and administrative procedures specify payment requirements, including deadlines (due dates) for payment, who is required to pay, and payment methods. Depending on the system in place, payments due will be either self-assessed or administratively assessed. Failure by a taxpayer to pay on time results in imposition of interest and penalties and, for some taxpayers, legal debt recovery action. The aim of the tax administration should be to achieve high rates of voluntary on-time payment and low incidence of tax arrears.

Four performance indicators are used to assess POA 5:

- P5-15—Use of electronic payment methods.
- P5-16—Use of efficient collection systems.
- P5-17—Timeliness of payments
- P5-18—Stock and flow of tax arrears.

P5-15: Use of electronic payment methods

This indicator examines the degree to which core taxes are paid by electronic means without the direct intervention of bank staff or tax administration, including through electronic funds transfer (where money is electronically transferred via the Internet from a taxpayer's bank account to the Government's account), credit cards, and debit cards. Assessed scores are shown in Table 16 followed by an explanation of reasons underlying the assessment.

Table 16. P5-15 Assessment

Measurement dimension	Scoring Method	
P5-15. The extent to which core taxes are paid electronically.	M1	A

All payments are made electronically for all core taxes, and 100 percent of large business taxpayers pay electronically. All electronic payments are made through different electronic channels. Tax payments can be paid only based on invoices and electronic payment orders issued by the system. Payments can be made through a wide variety of channels such as internet banking, mobile banking and the MyMinfin taxpayer portal. All payments are transferred electronically from the Commercial Banks to the Treasury account/FEDCOM, and the details of the payments are transmitted to the Treasury unit within FPS Finance daily. The domestic excise duty payments for a small number of lower value payments, by small taxpayers, are made in cash at the regional offices of GACE (See Table 11, Attachment III).

P5-16: Use of efficient collection systems

This indicator assesses the extent to which acknowledged efficient collection systems—especially withholding at source and advance payment systems—are used. Assessed scores are shown in Table 17 followed by an explanation of reasons underlying the assessment.

Table 17. P5-16 Assessment

Measurement dimension	Scoring Method	Score 2023
P5-16. The extent to which withholding at source and advance payment systems are used.	M1	A

Withholding at source and advance payment systems are in place. Withholding at source for employed individuals is in place. There is also withholding at source on dividends and interest. Advance payment systems are in place for PIT for self-employed persons, and for CIT.

P5-17: Timeliness of payments

This indicator assesses the extent to which payments are made on time (by number and by value). For TADAT measurement purposes, VAT payment performance is used as a proxy for on-time payment performance of core taxes generally. A high on-time payment percentage is indicative of sound compliance management including, for example, provision of convenient payment methods and effective follow-up of overdue amounts. Assessed scores are shown in Table 18 followed by an explanation of reasons underlying the assessment.

Table 18. P5-17 Assessment

Measurement dimensions	Scoring Method		ore 23
P5-17-1. The number of VAT payments made by the statutory due date in percent of the total number of payments due.	- M1	С	
P5-17-2. The value of VAT payments made by the statutory due date in percent of the total value of VAT payments due.		A	

The total number of VAT payments made by the statutory due date is lower than good international practice. On-time payment performance of VAT returns is 74.7 percent by number of returns, and 98.6 percent by value of payments. Good international practice is 90 percent by number and by value. For large taxpayers, on-time payment performance is 87.3 percent by number of returns and 98.6 percent by value. Good international practice is 100 by number and by value.

P5-18: Stock and flow of tax arrears

This indicator examines the extent of accumulated tax arrears. Two measurement dimensions are used to gauge the size of the administration's tax arrears inventory: (1) the ratio of end-year tax

arrears to the denominator of annual tax collections; and (2) the more refined ratio of end-year 'collectible tax arrears' to annual collections. A third measurement dimension looks at the extent of unpaid tax liabilities that are more than a year overdue (a high percentage may indicate poor debt collection practices and performance given that the rate of recovery of tax arrears tends to decline as arrears get older). Assessed scores are shown in Table 19 followed by an explanation of reasons underlying the assessment.

Table 19. P5-18 Assessment

Measurement dimensions	Scoring Method		ore 23
P5-18-1. The value of total core tax arrears at fiscal year-end as a percentage of total core tax revenue collections for the fiscal year.		В	
P5-18-2. The value of collectible core tax arrears at fiscal year-end as a percentage of total core tax revenue collections for the fiscal year.	M2	A	В
P5-18-3. The value of core tax arrears more than 12 months old as a percentage of the value of all core tax arrears.		D	

While most taxes considered collectable at year end are collected, most of the arrears of core taxes are over 12 months. GACR has cohesive policies and provides professional and methodological guidelines for tax payments and arrears collection. GACR provides good information services to taxpayers and offers several options for to manage payment difficulties by telephone or electronic means. Debt collection actively monitors and takes appropriate measures for implementing these policies at every stage. The three-year averages of tax arrears ratios are as follows:

- Total core tax arrears / total core tax collections: 18.8 percent,
- Collectible core tax arrears / total core tax collections: 2.8 percent,
- Core tax arrears of more than 12 months / total tax arrears: 90.9 percent.

The very large proportion of arrears which are over 12 months old as a proportion of all arrears was surprising and may be indicative of policy choices or judicial processes in Belgium outside of the direct control of FPS Finance.

F. POA 6: Accurate Reporting in Declarations

Tax systems rely heavily on complete and accurate reporting of information by taxpayers in tax declarations. Tax administrations therefore need to regularly monitor tax revenue losses from inaccurate reporting, especially by business taxpayers, and take a range of actions to ensure compliance. These actions fall into two broad groups: verification activities (e.g., tax audits, investigations, and income matching against third-party information sources) and proactive initiatives (e.g., taxpayer assistance and education as covered in POA 3, and cooperative compliance approaches).

If well designed and managed, tax audit programs can have far wider impact than simply raising additional revenue from discrepancies detected by tax audits. Detecting and penalizing serious offenders serve to remind all taxpayers of the consequences of inaccurate reporting.

Also prominent in modern tax administration is high-volume automated crosschecking of amounts reported in tax declarations with third-party information. Because of the high cost and relative low coverage rates associated with traditional audit methods, tax administrations are increasingly using technology to screen large numbers of taxpayer records to detect discrepancies and encourage correct reporting.

Proactive initiatives also play an important role in addressing risks of inaccurate reporting.

These include adoption of cooperative compliance approaches to build collaborative and trust-based relationships with taxpayers (especially large taxpayers) and intermediaries to resolve tax issues and bring certainty to companies' tax positions in advance of a tax declaration being filed, or before a transaction is actually entered into. A system of binding tax rulings can play an important role here.

Finally, on the issue of monitoring the extent of inaccurate reporting across the taxpayer population generally, a variety of approaches are being used, including: use of tax compliance gap estimating models, both for direct and indirect taxes; advanced analytics using large data sets (e.g., predictive models, clustering techniques, and scoring models) to determine the likelihood of taxpayers making full and accurate disclosures of income; and surveys to monitor taxpayer attitudes towards accurate reporting of income.

Against this background, four performance indicators are used to assess POA 6:

- P6-19—Scope of verification actions taken to detect and deter inaccurate reporting.
- P6-20—Use of large-scale data-matching systems to detect inaccurate reporting.
- P6-21—Initiatives undertaken to encourage accurate reporting.
- P6-22—Monitoring the tax gap to assess inaccuracy of reporting levels.

P6-19: Scope of verification actions taken to detect and deter inaccurate reporting

For this indicator, four measurement dimensions provide an indication of the nature and scope of the tax administration's verification program. Assessed scores are shown in Table 20 followed by an explanation of reasons underlying the assessment.

Table 20. P6-19 Assessment

Measurement dimensions	Scoring Method		ore 23
P6-19-1. The nature and scope of the tax audit program in place to detect and deter inaccurate reporting.	. M1	C	D
P6-19-2. The extent to which the audit program is systematized around uniform practices.		A	
P6-19-3. The degree to which the quality of taxpayer audits is monitored.		С	
P6-19-4. The degree to which the tax administration monitors the effectiveness of the taxpayer audit function.		D	

The audit program is comprehensive and routinely evaluated but case selection is not entirely centralized. The audit program is set out in detail in process 20 and covers all core taxes and segments and uses a range of audit types with a special focus on high-risk sectors. Audit activity is evaluated to determine changes that need to be made to the audit program. There is a degree of audit selection undertaken at the local office level, which is never more than 20 percent of the cases, but which means the system is not entirely centralized.

The audit program is systematized around uniform practices. Process 20 is the procedural guidance used by all auditors in their work and includes the stages as set out in the TADAT guide. Major economic sectors merit a specific focus and specific guidance manuals exist for, amongst others, agriculture, construction, and hospitality.

Extensive efforts are made to ensure audit quality but there is no formal review team or committee. Beyond the review by the audit team leader, a selection of audit reports is reviewed in depth by the tax administration and compliance management division present in each branch. A checklist process is used to ensure consistent reviews. Reports of overall audit productivity and audit outcomes are reviewed by the head of each operational office, but no officially designated committee or unit monitors the quality of the audits.

Audit performance reports for senior management focus on work completed and assessments achieved. TADAT criteria include assessments of: (1) audits with a reduced adjustment; and (2) average elapsed time of cases where no additional tax was charged. These features are not included in any audit reports presented in evidence. In addition, there was only evidence of audit outputs-assessment vs collections for VAT.

For a 'C' score, there would need to be at least a semi-annual review by senior management of all of the above factors, in addition to the factors currently reviewed by senior management. Further senior management would need to monitor, at least annually, audit adjustments which are accepted without objection of appeal. While objections are monitored generally, the link of monitoring of audit adjustments accepted without objection or appeal was not clear.

Overall audit effectiveness is regularly assessed and used to adjust the audit program for improved results. This is a good international practice. However, audited taxpayers are not surveyed as part of the audit process to review professionalism and competence, although audit process and professionalism are a topic of discussion at meetings with various associations and federations.

P6-20: Use of large-scale data-matching systems to detect inaccurate reporting.

For this indicator, one measurement dimension provides an indication of the extent to which the tax administration leverages technology to screen large numbers of taxpayer records against third-party information to detect discrepancies and encourage correct reporting. Assessed scores are shown in Table 21 followed by an explanation of reasons underlying the assessment.

Table 21. P6-20 Assessment

Measurement dimension	Scoring Method	Score 2023
P6-20. The extent of large-scale automated crosschecking to verify information reported in tax declarations.	M1	С

Large-scale automated cross checking of data is in place – with the exception of relevant data from banks and financial institutions – to detect inaccurate reporting. Third-party information/data is used from a number of sources e.g., Belcotax (employers), stock exchange, real estate register, etc. Access to taxpayer level account information from banks or financial institutions is a specific requirement in the TADAT instrument for an 'A' or 'B' score. Legislative choices in Belgium do not allow FPS Finance to have access to banking data in a way which allows large scale automated cross checking. With the exception of the banking and financial institution data, FPS Finance have a comprehensiveness approach to large scale automated cross checking of other data.

P6-21: Initiatives undertaken to encourage accurate reporting.

This indicator assesses the nature and scope of cooperative compliance and other proactive initiatives undertaken to encourage accurate reporting. Assessed scores are shown in Table 22 followed by an explanation of reasons underlying the assessment.

Table 22. P6-21 Assessment

Measurement dimension	Scoring Method	Score 2023
P6-21. The nature and scope of proactive initiatives undertaken to encourage accurate reporting.	M1	Α

Accurate reporting is actively encouraged. Taxpayers can request a private (bilateral) ruling where the tax administration provides a view on a specific set of circumstances and the tax outcome. Such a ruling can be later anonymized and published. Public rulings are also issued which are in effect

interpretations of points of law to assist the public or members of staff. A cooperative compliance program has been in place since 2018 and focuses on large taxpayers.

P6-22: Monitoring the tax gap to assess inaccuracy of reporting levels.

This indicator examines the soundness of methods used by the tax administration to monitor the extent of inaccurate reporting in declarations. The assessed score is shown in Table 23 followed by an explanation of reasons underlying the assessment.

Table 23. P6-22 Assessment

Measurement dimensions	Scoring Method	Score 2023
P6-22. The soundness of tax gap analysis method/s used by the tax administration to monitor the extent of inaccurate reporting.	M1	С

A VAT tax gap study was completed – but not subjected to credibility testing. A VAT tax gap study was completed while a CIT gap study is under development. Belgium is also an active participant in EU VAT gap studies. Plans are also under development to repeat the VAT tax gap study. However, there was no evidence that the results of the VAT gap studies were subject to an independent credibility test.

G. POA 7: Effective Tax Dispute Resolution

This POA deals with the process by which a taxpayer seeks an independent review, on grounds of facts or interpretation of the law, of a tax assessment resulting from an audit. Above all, a tax dispute process must safeguard a taxpayer's right to challenge a tax assessment and get a fair hearing. The process should be based on a legal framework, be known and understood by taxpayers, be easily accessible, guarantee transparent independent decision-making, and resolve disputed matters in a timely manner.

Three performance indicators are used to assess POA 7:

- P7-23—Existence of an independent, workable, and graduated dispute resolution process.
- P7-24—Time taken to resolve disputes.
- P7-25—Degree to which dispute outcomes are acted upon.

P7-23: Existence of an independent, workable, and graduated resolution process

For this indicator three measurement dimensions assess: (1) the extent to which a dispute may be escalated to an independent external tribunal or court where a taxpayer is dissatisfied with the result of the tax administration's review process; (2) the extent to which the tax administration's review process is truly independent; and (3) the extent to which taxpayers are

informed of their rights and avenues of review. Assessed scores are shown in Table 24 followed by an explanation of reasons underlying the assessment.

Table 24. P7-23 Assessment

Measurement dimensions	Scoring Method		ore)23
P7-23-1. The extent to which an appropriately graduated mechanism of administrative and judicial review is available to, and used by, taxpayers.		A	
P7-23-2. Whether the administrative review mechanism is independent of the audit process.	M2	В	B+
P7-23-3. Whether information on the dispute process is published, and whether taxpayers are explicitly made aware of it.		В	

The dispute resolution system operating in relation to taxes in Belgium is appropriately graduated. Objections to audit decisions or similar adjustments by GA Taxes for income taxes, or by GACE in relation to excise, are initially considered inside the relevant administration. There is no legal requirement to offer an administrative review for VAT, but GA Taxes offers this opportunity for VAT taxpayers. There is a single stage of review in each case. If the taxpayer is not satisfied with the outcome of this review, they can appeal to the court of first instance (the Tribunal), which operates a specialist tax chamber. If the taxpayer is not satisfied with the decision of the Tribunal, they can appeal to higher Courts under the legal procedures in Belgium.

The dispute resolution procedures are documented and applied. Process 110 on the internal intranet for FPS Finance documents the processes for dispute resolution.

Taxpayers use the dispute resolution process. The data in Table 14 at Attachment III shows that taxpayers make use of the dispute resolution process. In consultation with representatives of the accounting profession, they indicated that their anecdotal view was that most cases presented for administrative dispute resolution were found in favor of FPS Finance, but the administrative process was a necessary step before taxpayers could access the Tribunal, with the exception of a dispute for VAT.

The administrative review process is conducted by a team which is structurally separate from audit teams, but there are not separate lines of reporting to senior management. In GACE, audit adjustments or similar to excise obligations are made by regional teams and objections are considered by the litigation department in the headquarters team. In this instance there are also separate lines of reporting to senior management from the litigation department and from the regional teams. In GA Taxes, audits are conducted by Audit (or Control) Teams and objections are considered by Expertise Teams. However, it is possible for staff from Expertise teams to provide advice to Audit teams during an audit. In these cases, the Expertise staff are excluded from considering any objection as a result of the audit. In considering an objection, Expertise teams will also seek input from the relevant Audit team in some instances. The reporting lines for the Audit and Expertise teams merge at least two

layers of hierarchy below the Head of GA Taxes. While the structural arrangements are not as weak as merely having dedicated review officers sitting within audit teams, the absence of unambiguously independent reporting lines to senior management from Audit teams and from Expertise teams is still less than the level of good international practice measured by the TADAT instrument.

General information about taxpayer rights and processes for objections and disputes is available on the FPS Finance internet site and in assessment, audit and payment notices sent to taxpayers. The information on the internet site is available in French, Dutch, German and English. The information provided in notices sent to taxpayers is in the preferred language of the taxpayer as recorded in FPS Finance's systems.

There was no evidence that auditors or objections staff are under written instruction to advise taxpayers of their review and dispute rights. During evidence gathering interviews, FPS Finance assured the assessment team that auditors would advise taxpayers of their objection rights during an audit. Representatives of the accounting profession also indicated that auditors would usually advise taxpayers of their objection rights, they did not consider that this was universal.

P7-24: Time taken to resolve disputes.

This indicator assesses how responsive the tax administration is in completing administrative reviews. Assessed scores are shown in Table 25 followed by an explanation of reasons underlying the assessment.

Table 25. P7-24 Assessment

Measurement dimensions	Scoring Method	
P7-24. The time taken to complete administrative reviews.	M1	D

Less than four percent of administrative reviews are completed within 90 days. The highest level of international good practice in relation to completing administrative reviews is that 90 percent of administrative reviews are completed within 30 days. Where less than 90 percent of cases are completed after 90 days this is assessed as the weakest level of performance by the TADAT instrument. Table 14 in Attachment III shows that for the period from July 2022 to June 2023 the highest rate of completion after 90 days was only 3.37 percent. The statutory time limit to complete an administrative review for GA Taxes can be up to 13 months if the mediation service is engaged. While administrative review timeframes in FPS Finance fall outside of TADAT international good practice benchmarks, this is not to say that FPS Finance are not meeting their timeframe obligations under Belgian law.

P7-25: Degree to which dispute outcomes are acted upon.

This indicator looks at the extent to which dispute outcomes are taken into account in determining policy, legislation, and administrative procedure. The assessed score is shown in Table 26 followed by an explanation of reasons underlying the assessment.

Table 26. P7-25 Assessment

Measurement dimension	Scoring Method	
P7-25. The extent to which the tax administration responds to dispute outcomes.	M1	В

There is regular monitoring and analysis of the dispute cases decided by the Court system, but not all administrative review cases are analyzed. There was no evidence offered that administrative reviews are regularly analyzed for the information that the analysis might offer about consistency of decisions by FPS Finance staff, any weaknesses in the overall administration of the system or for other operational insights. However, all dispute cases decided by the Court system are analyzed to determine whether the administration will appeal the decision, whether there would need to be revision of administrative advice, or a recommendation for an amendment to the law. The assessment team considered that the matters brought before the Court system would be material in nature to FPS Finance.

H. POA 8: Efficient Revenue Management

This POA focuses on three key activities performed by tax administrations in relation to revenue management:

- Providing input to government budgeting processes of tax revenue forecasting and tax revenue estimating. (As a general rule, primary responsibility for advising government on tax revenue forecasts and estimates rests with the Ministry of Finance. The tax administration provides data and analytical input to the forecasting and estimating processes. Ministries of Finance often set operational revenue collection targets for the tax administration based on forecasts of revenue for different taxes.)³
- Maintaining a system of revenue accounts.
- Paying tax refunds.

Three performance indicators are used to assess POA 8:

- P8-26—Contribution to government tax revenue forecasting process.
- P8-27—Adequacy of the tax revenue accounting system.
- P8-28—Adequacy of tax refund processing.

³ It is common for Ministries of Finance to review budget revenue forecasts and related tax collection targets during the fiscal year (particularly mid-year) to take account of changes in forecasting assumptions, especially changes in the macroeconomic environment.

P8-26: Contribution to government tax revenue forecasting process

This indicator assesses the extent of tax administration input to government tax revenue forecasting and estimating. The assessed score is shown in Table 27 followed by an explanation of reasons underlying the assessment.

Table 27. P8-26 Assessment

Measurement dimensions	Scoring Method	Score 2023
P8-26. The extent of tax administration input to government tax revenue forecasting and estimating.	M1	A

The GACR makes input to government tax revenue forecasting by providing detailed information from the collection information system. The Monitoring Committee produces regular reports on the budgetary situation in preparation for each budget cycle. Three reports are published per year (March, July, and September), forecasting the revenue for upcoming months. The accounting system provides comprehensive information on the revenue realized over the years as input for revenue forecasting proposals.

To enable forecasts to be prepared by the Monitoring Committee, GA Taxes furnishes data concerning Personal Income Tax (PIT) expenditure and withholding tax expenditures. The Monitoring Committee is responsible for preparing and reporting the budgetary situation in anticipation of each budget cycle. FPS Finance routinely monitors the flow of the stock of tax losses and credits/refunds carried by taxpayers that can be offset against future tax liabilities.

VAT refunds are not budgetary expenditures, and therefore have no budgetary constraints. VAT refund claims are dispersed from the central government accounts, aligning with the annual revenue and reviewed budget plans.

P8-27: Adequacy of the tax revenue accounting system

This indicator examines the adequacy of the tax revenue accounting system. Assessed scores are shown in Table 28 followed by an explanation of reasons underlying the assessment.

Table 28. P8-27 Assessment

Measurement dimension	Scoring Method	Score 2023
P8-27. Adequacy of the tax administration's revenue accounting system.	M1	С

GACR employs an automated accounting system that aligns with government information technology and accounting standards. Payments are credited to the taxpayer's account within one business day. A daily reconciliation process is in place to ensure accuracy and efficient oversight,

involving the comparison of payments with the FEDCOM system in the Treasury. This reconciliation is facilitated through the interconnection of systems. Furthermore, a comprehensive monthly reconciliation with the Treasury accounts offers a thorough overview of financial transactions.

In addition to the routine monitoring of revenue accounts, FPS Finance and GA Taxes have undergone numerous internal and external audits, scrutinizing these information systems' policies, processes, workflow, and information security systems. However, no reports from regular audits validate the alignment between the accounting system and tax laws.

P8-28: Adequacy of tax refund processing

For this indicator, two measurement dimensions assess the tax administration's system of processing VAT refund claims. Assessed scores are shown in Table 29 followed by an explanation of reasons underlying the assessment.

Table 29. P8-28 Assessment

Measurement dimensions	Scoring Method		ore 23
P8-28-1. Adequacy of the VAT refund system.	- M2	A	^
P8-28-2. The time taken to pay (or offset) VAT refunds.	IVIZ	A	A

All VAT refund claims are automatically risk-assessed. Pre-refund audits are subject to high-risk claims. VAT refund claims are managed in the SME in the Field Offices and LE. Risk screening of claims is done automatically by rules-driven software tools. Procedures for post-audit cases with low risk are established and operational. The compensation mechanism and procedures for reconciling debits and credits are implemented and operational.

Requests for reimbursement are submitted together with the VAT statement (monthly or quarterly). There are fast track procedures for handling the risk assessment and applying for reimbursement the following month. Compensation between debts and credits is imposed.

If the taxpayer does not receive the VAT refund within the legally prescribed deadlines, as stipulated by the law, they have the entitlement to receive late interest.

VAT refunds are processed promptly. In the most recent 12-month period between July 2022 to June 2023, the processing of VAT refunds was at international good practice level. The data provided showed that 90.6 percent of VAT refunds, by number, and 93.6 percent of VAT refunds, by value, were processed within 30 calendar days. (See Table 15, Attachment III).

I. POA 9: Accountability and Transparency

Accountability and transparency are central pillars of good governance. Their institutionalization reflects the principle that tax administrations should be answerable for the way they use public resources and exercise authority. To enhance community confidence and trust, tax administrations should be openly accountable for their actions within a framework of responsibility to the minister, government, legislature, and the general public.

Four performance indicators are used to assess POA 9:

- P9-29—Internal assurance mechanisms.
- P9-30—External oversight of the tax administration.
- P9-31—Public perception of integrity.
- P9-32—Publication of activities, results, and plans.

P9-29: Internal assurance mechanisms

For this indicator, two measurement dimensions assess the internal assurance mechanisms in place to protect the tax administration from loss, error, and fraud. Assessed scores are shown in Table 30 followed by an explanation of reasons underlying the assessment.

Table 30. P9-29 Assessment

Measurement dimensions	Scoring Method		ore 123
P9-29-1. Assurance provided by internal audit.	M2	C	C+
P9-29-2. Staff integrity assurance mechanisms.		В	

An internal audit service, established at the level of the Federal Public Service, provides a modest level of coverage. The Federal Internal Audit (FIA) service is an independent body to provide "whole of government" internal audit services to 19 FPS entities. It has around 35 staff and reports to the Audit Committee of the Federal Administration that is established outside FPS Finance as the single governance structure for internal audit for the public service entities of Belgium. An internal audit plan is prepared each year and a preliminary plan of audits is also available for 2024. The plan for 2023 includes two audit areas that are specific to FPS Finance and/or at their request, as well as six cross-cutting areas where an audit theme will be examined across various agencies and may impact FPS Finance and the tax administration. Although FIA activity does not represent an extensive level of surveillance, FPS Finance has well documented internal control policies. Internal auditors receive regular training and IT system controls to ensure data confidentiality are in place. There is an

independent review of the FIA every 5 years.

Staff integrity assurance mechanisms are sound, but integrity related statistics are not published. There is a well-documented code of ethics and professional conduct for staff, trainees, and contractors of FPS Finance. Updates are regularly communicated through intranet messaging at IT application access points with an obligation to confirm major updates. There are records of receipt of these communications. Internal affairs units, termed Services of Internal Inspection, are located within each of the GA Taxes, GACR, the Special Tax Inspectorate and the GACE. These units report directly to their respective head of General Administration. Appropriate investigative powers are available and each of the Services works with the federal police and Ombudsman. Integrity related statistics are prepared each quarter and are included in an annual activity report for each of the Internal Inspection Services. These statistics are not publicly reported.

P9-30: External oversight of the tax administration

Two measurement dimensions of this indicator assess: (1) the extent of independent external oversight of the tax administration's operations and financial performance; and (2) the investigation process for suspected wrongdoing and maladministration. Assessed scores are shown in Table 31 followed by an explanation of reasons underlying the assessment.

Table 31. P9-30 Assessment

Measurement dimensions	Scoring Method	Score 2023	
P9-30-1. The extent of independent external oversight of the tax administration's operations and financial performance.	M2	A	Δ.
P9-30-2. The investigation process for suspected wrongdoing and maladministration.	IVIZ	A	A

The Belgian Court of Audit (BCOA) completes an annual audit of the general accounts of FPS Finance and conducts an annual program of substantial performance reviews. Five performance reports, that included sensitive and high-profile matters of tax administration, were completed in the past two years. These reports are published together with the tax administration responses to the recommendations. A thematic review of knowledge management across various agencies has recently been presented for comment from agencies. Responses to BCOA recommendations and outstanding actions are tracked through the quarterly business review processes within FPS Finance.

The Federal Ombudsman routinely investigates complaints of poor administration in government agencies including the tax and excise administrations. Its mandate extends to an identification of systemic problems in service delivery. The Ombudsman has recently highlighted difficulties in the FPS Finance telephone system that led to poor responses to enquiries arising from an inadequate identification of the most appropriate persons to handle telephone calls. The Federal Ombudsman's Integrity Center also investigates integrity breaches and may recommend improvements to integrity policy. The status of progress against recommendations from the Federal

Ombudsman is incorporated in the quarterly FPS Finance Business Review process. This is at a fixed quarterly interval and represents a systematic and regular monitoring.

P9-31: Public perception of integrity

This indicator examines measures taken to gauge public confidence in the tax administration.

The assessed score is shown in Table 32 followed by an explanation of reasons underlying the assessment.

Table 32. P9-31 Assessment

Measurement dimension	Scoring Method	Score 2023
P9-31. The mechanism for monitoring public confidence in the tax administration.	М1	С

An independent survey of opinions towards the tax administration is conducted at two yearly intervals though results are not made public. The survey has been conducted biennially since 2013 and the most recent survey report was completed by MAS Research in September 2023. The purpose of this survey is to gather external client views (individuals, entrepreneurs/self-employed and experts/advisors) with respect to the reputation of the FPS Finance, levels of awareness, and effectiveness of administration and its communication channels, the performance of the tax system and levels of familiarity with digital applications. The survey is statistically valid and weighted to reflect the broader taxpayer population. It is a robust examination, and its findings are reflected in communications responses and projects to influence staff behavior.

P9-32: Publication of activities, results, and plans

Two measurement dimensions of this indicator assess the extent of: (1) public reporting of financial and operational performance; and (2) publication of future directions and plans.

Assessed scores are shown in Table 33 followed by an explanation of reasons underlying the assessment.

Table 33. P9-32 Assessment

Measurement dimensions	Scoring Method		ore 23
P9-32-1. The extent to which the financial and operational performance of the tax administration is made public, and the timeliness of publication.	M2	A	B+
P9-32-2. The extent to which the tax administration's future directions and plans are made public, and the timeliness of publication.	IVIZ	В	D+

The annual report of the FPS Finance for 2022 describes the financial and operational performance of the tax administration. The report is tabled before June 30 each year.

The strategic and operational plans for tax administration are made public on a timely basis.

The current strategic plan is for the years 2022 to 2024. It is available on the website of FPS Finance. The plan is not published in advance of the period covered by the document but is published in the first quarter, in the year of effect. An operational plan describing annual initiatives and key performance indicators is published each year. The operational plan for 2023 is also available on the website of the FPS Finance. The operational plan for 2023 was published on February 16, 2023. In addition, an overview of reform projects to be implemented each year in pursuit of business strategies and associated transformation objectives is published on the FPS website.

Attachment I. TADAT Framework

Performance outcome areas

TADAT assesses the performance of a country's tax administration system by reference to nine outcome areas:

- 1. **Integrity of the registered taxpayer base:** Registration of taxpayers and maintenance of a complete and accurate taxpayer database is fundamental to effective tax administration.
- 2. **Effective risk management:** Performance improves when risks to revenue and tax administration operations are identified and systematically managed.
- Supporting voluntary compliance:
 Usually, most taxpayers will meet their tax
 obligations if they are given the necessary
 information and support to enable them to
 comply voluntarily.
- 4. **On-time filing of declarations:** Timely filing is essential because the filing of a tax declaration is a principal means by which a taxpayer's tax liability is established and becomes due and payable.
- On-time payment of taxes: Non-payment and late payment of taxes can have a detrimental effect on government budgets and cash management. Collection of tax arrears is costly and time consuming.



- 6. **Accurate reporting in declarations**: Tax systems rely heavily on complete and accurate reporting of information in tax declarations. Audit and other verification activities, and proactive initiatives of taxpayer assistance, promote accurate reporting and mitigate tax fraud.
- 7. **Effective Tax Dispute Resolution:** Independent, accessible, and efficient review mechanisms safeguard a taxpayer's right to challenge a tax assessment and get a fair hearing in a timely manner.
- 8. **Efficient revenue management:** Tax revenue collections must be fully accounted for, monitored against budget expectations, and analyzed to inform government revenue forecasting. Legitimate tax refunds to individuals and businesses must be paid promptly.
- 9. Accountability and transparency: As public institutions, tax administrations are answerable for

the way they use public resources and exercise authority. Community confidence and trust are enhanced when there is open accountability for administrative actions within a framework of responsibility to the minister, legislature, and general community.

Indicators and associated measurement dimensions

A set of 32 high-level indicators critical to tax administration performance are linked to the performance outcome areas. It is these indicators that are scored and reported on. A total of 55 measurement dimensions are taken into account in arriving at the indicator scores. Each indicator has between one and five measurement dimensions.

Repeated assessments will provide information on the extent to which a country's tax administration is improving.

Scoring methodology

The assessment of indicators follows the same approach followed in the Public Expenditure and Financial Accountability (PEFA) diagnostic tool so as to aid comparability where both tools are used.

Each of TADAT's 55 measurement dimensions is assessed separately. The overall score for an indicator is based on the assessment of the individual dimensions of the indicator. Combining the scores for dimensions into an overall score for an indicator is done using one of two methods: Method 1 (M1) or Method 2 (M2). For both M1 and M2, the four-point 'ABCD' scale is used to score each dimension and indicator.

Method M1 is used for all single dimensional indicators and for multi-dimensional indicators where poor performance on one dimension of the indicator is likely to undermine the impact of good performance on other dimensions of the same indicator (in other words, by the weakest link in the connected dimensions of the indicator).

Method M2 is based on averaging the scores for individual dimensions of an indicator. It is used for selected multi-dimensional indicators where a low score on one dimension of the indicator does not necessarily undermine the impact of higher scores on other dimensions for the same indicator.

Attachment II. Belgium: Country Snapshot

Geography	Belgium is situated in the west of Europe, bordered to the north by the
	Netherlands, to the east by Germany and the Grand Duchy of Luxembourg and
	to the south and the west by France. It is a small country with an area of
	30,688 km².
	(Source: from https://www.belgium.be/en/about_belgium/country/geography)
Population	11.58 million (2022) (Source: StatlBel, the Belgian Statistical Office)
Adult literacy rate	99 percent of persons aged 15 and over can read and write. (Source:
	countryreports.org)
Gross Domestic Product	2023 nominal GDP: 627.51 billion (US\$) (Source: IMF) ⁴
Per capita GDP	US\$ 65,810. (Source: IMF) ⁵
Main industries	Pharmaceuticals (20.4 percent), Food and Beverage (15.3 percent), Chemicals
	(15 percent), Manufacture of basic metals and fabricated metal products (11
	percent) and the Manufacture of rubber and plastic products (8.6 percent)
	(Source: Belgian Institute for National Accounts)
Communications	Internet users per 100 people: 91 (2021 est.) (Source: CIA World Factbook).
	Mobile 'phone subscribers per 100 people: 101 (2021 est.) (Source: CIA World
	Factbook).
Main taxes	Personal Income Tax, Value Added Tax, Corporate Income Tax, Excises.
Tax-to-GDP	46.0 percent in 2021 (Source: Eurostats 2022)
Number of taxpayers	CIT (923,010); PAYE (589,611); PIT (10,307,166); VAT (1,151,769); and Domestic
	Excise Taxes (643)
	(Source: FPS Finance – Table 2, Attachment III, 2022)
Main collection agency	Strictly, collection is the responsibility of General Administration Collection and
	Recovery. The main tax administration agency is the General Administration
	Taxes. Both sit under FPS Finance.
Number of staff in the	FPS Finance has 20,773 staff (2022).
main collection agency	
Financial Year	Calendar Year.

⁴ https://www.imf.org/external/datamapper/profile/BEL

 $^{^{5}}$ https://www.imf.org/external/datamapper/profile/BEL

Attachment III. Data Tables

A. Tax Revenue Collections

Table 1. Tax Revenue Coll	ections, 2020-2022		
	[2020]	[2021]	[2022]
In local currency (El	URO '000)		
National budgeted tax revenue forecast ²	105,880,695	115,156,778	129,790,83
Total tax revenue collections	107,931,643	121,099,887	133,791,03
Corporate Income Tax (CIT)	13,795,123	18,924,612	20,524,56
Personal Income Tax (PIT)	45,612,351	46,443,583	53,842,75
Pay As You Earn (PAYE) withholding by employers	45,613,608	46,498,447	52,397,080
Value Added Tax (VAT) net ⁶	27,173,984	33,414,154	35,828,110
- Value-Added Tax (VAT)—gross domestic collections	42,964,979	50,230,173	57,159,48
- Value-Added Tax (VAT)—collected on imports	381,775	664,094	563,318
- Value-Added Tax (VAT)—refunds paid	(16,172,770)	(17,480,113)	(21,894,697
Excises on domestic transactions ⁷	8,515,380	9,448,646	9,346,32
Excises—collected on imports	-	-	
Social contribution collections ⁸			
Other domestic taxes ³	12,834,805	12,868,891	14,249,28
In percent of total tax rev	enue collections		
Total tax revenue collections	100.0	100.0	100.
Corporate Income Tax (CIT)	12.8	15.6	15.
Personal Income Tax (PIT)	42.3	38.4	40.
Pay As You Earn (PAYE) withholding by employers	42.3	38.4	39.
Value Added Tax (VAT) net	25.2	27.6	26.
- Value-Added Tax (VAT)—gross domestic collections	39.8	41.5	42.
- Value-Added Tax (VAT)—collected on imports	0.4	0.5	0.
- Value-Added Tax (VAT)—refunds paid	(15.0)	(14.4)	(16.4
Excises—collected on domestic transactions	7.9	7.8	7.
Excises—collected on imports	-	-	
Social contribution collections	0.0	0.0	0.
Other domestic taxes	11.9	10.6	10.
In percent of	GDP		
Total tax revenue collections	23.5	24.1	24.
Corporate Income Tax (CIT)	3.0	3.8	3.
Personal Income Tax (PIT)	9.9	9.2	9.
Pay As You Earn (PAYE) withholding by employers	9.9	9.3	9.
Value Added Tax (VAT) net	5.9	6.6	6.
- Value-Added Tax (VAT)—gross domestic collections	9.3	10.0	10.
- Value-Added Tax (VAT)—collected on imports	0.1	0.1	0.
- Value-Added Tax (VAT)—refunds paid	(3.5)	(3.5)	(4.0
Excises—collected on domestic transactions	1.9	1.9	1.
Excises—collected on imports	-	-	
Social contribution collections	0.0	0.0	0.
Other domestic taxes	2.8	2.6	2.
Nominal GDP in local currency (EURO '000)	459,827,400	502,521,100	549,456,20

 $^{^{6}}$ Value Added Tax = (gross domestic VAT collected + VAT collected on imports) – VAT refunds paid

⁷ As Belgium sits within an economic community which has fee movement of goods between Belgium and other members of the community, the distinctions between excise on domestic transactions and excise on imports are less relevant. Excise from all excisable activity in Belgium is reported against "Excise – collected on domestic transactions".

⁸ Administered and collected outside of the tax system.

- ¹ This table gathers data for three fiscal years (e.g., 2016 -18) in respect of all domestic tax revenues collected by the tax administration at the national level, plus VAT and Excise tax collected on imports by the customs and/or other agency.
- ² This forecast is normally set by the Ministry of Finance (or equivalent) with input from the tax administration and, for purposes of this table, should only cover the taxes listed in the table. The final budgeted forecast, as adjusted through any mid-year review process, should be used.
- ³ 'Other domestic taxes collected at the national level by the tax administration include, for example, property taxes, financial transaction taxes, and environment taxes.

B. Movements in the Taxpayer Register

Table 2. Movements in the Taxpayer Register, 2020-2022 (Ref: POA1)							
	Registered taxpayers ¹ [A]	Taxpayers otherwise not required to file ²	Taxpayers Expected to File		ndum items ⁴ [D]		
		[B]	$[C] = [(A) - (B)]^3$	New Registrations [D1]	Taxpayers deregistered during year [D2]		
		[2020]					
Corporate income tax	837,857	147,947	689,910	41,372	7,560		
Personal income tax	9,655,280	32,869	9,622,411	390,379	286,647		
PAYE withholding (# of employers)	581,598	0	581,598	6,095	2,171		
Value Added Tax	1,050,278	178,978	871,300	106,865	64,251		
Domestic excise tax ⁵	686	119	567	11	6		
Other taxpayers	0	0	0	0	0		
		[2021]					
Corporate income tax	872,777	166,840	705,937	45,305	6,527		
Personal income tax	10,052,218	316,317	9,735,901	694,470	297,806		
PAYE withholding (# of employers)	585,522	0	585,522	7,421	3,332		
Value Added Tax	1,097,572	193,099	904,473	118,773	71,951		
Domestic excise tax ⁵	657	93	564	23	5		
Other taxpayers	0	0	0	0	0		
		[2022]					
Corporate income tax	923,010	189,421	733,589	52,053	6,405		
Personal income tax	10,307,166	356,850	9,950,316	594,249	339,994		
PAYE withholding (# of employers)	589,611	0	589,611	7,637	1,252		
Value Added Tax	1,151,769	216,470	935,299	132,818	79,178		
Domestic excise tax ⁵	643	79	564	19	9		
Other taxpayers	0	0	0	0	0		

¹ A registered taxpayer who is in the tax administration's taxpayer database.
² Taxpayers not required to file by law or regulation and are explicitly flagged in the automated tax administration system.

³ Expected filing calculations to be used in Indicator P4-12.

⁴ Taxpayer register activity information.

⁵ For purposes of a TADAT assessment, the focus is on those registered domestic excise taxpayers who trade in goods/services that contribute 70 percent of the total domestic excise revenue by value.

C. Telephone Enquiries

(Ref: POA 3)

Table 3. Telephone Enquiry Call Waiting Time June 2022 – July 2023					
Month	Total number of telephone	Telephone enquiry calls answered within 6 minutes' waiting time			
WOTH	enquiry calls received	Number	In percent of total calls		
Aug-22	136,468	127,603	93.50		
Sep-22	164,605	153,373	93.18		
Oct-22	192,689	173,726	90.16		
Nov-22	192,569	151,782	78.82		
Dec-22	183,564	151,169	82.35		
Jan-23	191,841	170,223	88.73		
Feb-23	177,521	161,735	91.11		
Mar-23	206,130	183,047	88.80		
Apr-23	182,913	159,128	87.00		
May-23	352,046	280,409	79.65		
Jun-23	389,032	352,971	90.73		
Jul-23	184,416	160,080	86.80		
12-month total	2,553,794	2,225,246	87.13		

D. Filing of Tax Declarations

(Ref: POA 4)

Table 4. On-time Filing of CIT Declarations for FY 20219					
	Number of declarations	Number of declarations	On-time filing rate ³		
	filed on-time ¹	expected to be filed ²	(In percent)		
All CIT taxpayers	599,069	731,487	81.9		
Large taxpayers only	13,603	14,802	91.9		

Explanatory notes:

¹ 'On-time' filing means declarations (also known as 'returns') filed by the statutory due date for filing (plus any 'days of grace' applied by the tax administration as a matter of administrative policy).

³ The 'on-time filing rate' is the number of declarations filed by the statutory due date as a percentage of the total number of declarations expected from registered taxpayers, i.e., expressed as a ratio:

$$\frac{\textit{Number of CIT declarations filed by the due date}}{\textit{Number of declarations expected from active CIT taxpayers}} ~x~100$$

	Table 5. On-time Filing of PIT Declarations for FY 2021 ¹⁰						
Numbe	r of declarations filed on-time ¹	Number of declarations expected to be filed ²	On-time filing rate ³ (In percent)				
	6,530,728	7,246,165 ¹¹	90.1				

Explanatory notes:

¹ 'On-time' filing means declarations (also known as 'returns') filed by the statutory due date for filing (plus any 'days of grace' applied by the tax administration as a matter of administrative policy).

³ The 'on-time filing rate' is the number of declarations filed by the statutory due date as a percentage of the total number of declarations expected from registered taxpayers, i.e., expressed as a ratio:

 $\frac{\textit{Number of PIT declarations filed by the due date}}{\textit{Number of PIT declarations expected from active PIT taxpayers}} ~x~100$

² 'Expected declarations' means the number of CIT declarations that the tax administration expected to receive from registered CIT taxpayers that were required by law to file declarations.

² 'Expected declarations' means the number of PIT declarations that the tax administration expected to receive from registered PIT taxpayers that were required by law to file declarations.

⁹ FY2021 is the last closed fiscal year since the main deadline for filing CIT FY2022 is on October 9, 2023, which occurs during the period of the TADAT assessment.

¹⁰ FY2021 is the last closed fiscal year, since the main deadline for filing PIT FY2022 is on October 18, 2023, which happens right after the period of TADAT assessment.

¹¹ The difference with the corresponding figure in Table 2 is explained by the mandatory joint declaration of PIT for married couples (Art. 126, CIR 92).

Table (Table 6. On-time Filing of VAT Declarations—All VAT taxpayers								
	July 2022 – June 2023								
Month	Number of declarations	Number of declarations	On-time filing rate ³						
MOHUI	filed on-time ¹	expected to be filed ²	(In percent)						
Jul-22	87,632	92,614	94.6						
Aug-22	79,287	92,578	85.6						
Sep-22	638,390	835,518	76.4						
Oct-22	66,199	92,874	71.3						
Nov-22	81,124	92,844	87.4						
Dec-22	673,274	845,119	79.7						
Jan-23	79,505	93,009	85.4						
Feb-23	80,434	92,929	86.6						
Mar-23	714,155	847,296	84.3						
Apr-23	83,211	93,916	88.6						
May-23	82,489	93,850	87.9						
Jun-23	827,342	853,668	96.9						
12-month total	3,493,042	4,126,215	84.7						

Explanatory notes:

 $\frac{\textit{Number of VAT declarations filed by the due date}}{\textit{Number of declarations expected from active VAT taxpayers}} ~x~100$

¹ 'On-time' filing means declarations filed by the statutory due date for filing (plus any 'days of grace' applied by the tax administration as a matter of administrative policy).

² 'Expected declarations' means the number of VAT declarations that the tax administration expected to receive from registered VAT taxpayers that were required by law to file declarations.

³ The 'on-time filing rate' is the number of VAT declarations filed by the statutory due date as a percentage of the total number of declarations expected from registered VAT taxpayers, i.e., expressed as a ratio:

Table 7. On-time Filing of VAT Declarations—Large taxpayers only									
	July 2022 – June 2023								
Month	Number of declarations	Number of declarations	On-time filing rate ³						
WOTEH	filed on-time ¹	expected to be filed ²	(In percent)						
Jul-22	6,995	7,201	97.1						
Aug-22	6,715	7,182	93.5						
Sep-22	7,669	8,290	92.5						
Oct-22	5,682	7,136	79.6						
Nov-22	6,689	7,117	94.0						
Dec-22	7,601	8,224	92.4						
Jan-23	6,591	7,095	92.9						
Feb-23	6,635	7,072	93.8						
Mar-23	7,690	8,160	94.2						
Apr-23	6,717	7,068	95.0						
May-23	6,674	7,055	94.6						
Jun-23	8,004	8,094	98.9						
12-month total	83,662	89,694	93.2						

Explanatory notes:

 $\frac{\textit{Number of VAT declarations filed by the due date by large taxpayers}}{\textit{Number of VAT declarations expected from active large taxpayers}} ~x~100$

¹ 'On-time' filing means declarations filed by the statutory due date for filing (plus any 'days of grace' applied by the tax administration as a matter of administrative policy).

² 'Expected declarations' means the number of VAT declarations that the tax administration expected to receive from large taxpayers that were required by law to file VAT declarations.

³The 'on-time filing rate' is the number of VAT declarations filed by large taxpayers by the statutory due date as a percentage of the total number of VAT declarations expected from large taxpayers, i.e., expressed as a ratio:

Table 8. On-time Filing of Domestic Excise Tax Declarations

[for those excise tax goods/services categories contributing, by value, 70 percent of total domestic excise tax]

(for the most recent 12-month period)

Month	Number of declarations filed	Number of declarations	On-time filing rate ³
Month	on-time ¹	expected to be filed ²	(In percent)
Jan-22	11,199	11,199	100.0
Feb-22	11,713	11,713	100.0
Mar-22	13,890	13,890	100.0
Apr-22	12,062	12,062	100.0
May-22	13,010	13,010	100.0
Jun-22	13,874	13,874	100.0
Jul-22	11,725	11,725	100.0
Aug-22	11,555	11,555	100.0
Sep-22	12,903	12,903	100.0
Oct-22	12,542	12,542	100.0
Nov-22	12,998	12,998	100.0
Dec-22	15,128	15,128	100.0
12-month total	152,599	152,599	100.0

Explanatory notes:

 $\frac{\textit{Number of domestic excise tax declarations filed by the due date}}{\textit{No. of domestic excise tax declarations expected from active domestic excise tax taxpayers}} \; x \; 100$

¹ 'On-time' filing means declarations filed by the statutory due date for filing (plus any 'days of grace' applied by the tax administration as a matter of administrative policy) by registered domestic excise tax taxpayers who contribute up to 70 percent, by value, of the total domestic excise tax revenue.

² 'Expected declarations' means the number of excise tax declarations that the tax administration expected to receive from registered domestic excise tax taxpayers (the focus is on those registered domestic excise taxpayers who trade in the categories of goods/services that contribute 70 percent of the total domestic excise revenue by value) that are required by law to file excise tax declarations.

³ The 'on-time filing rate' is the number of excise tax declarations filed by taxpayers by the statutory due date as a percentage of the total number of excise duties declarations expected from registered domestic excise tax taxpayers who trade in the categories of goods/services that contribute 70 percent of the total domestic excise revenue by value, i.e., expressed as a ratio:

Table 9. On-time Filing of Domestic Excise Tax Declarations—Large taxpayer	rs only
(for the most recent 12-month period)	

	Number of declarations filed	Number of declarations	On time filing rate ³
Month	on-time ¹	expected to be filed ²	On-time filing rate ³ (In percent)
Jan-22	8,642	8,642	100.0
Feb-22	8,726	8,726	100.0
Mar-22	11,692	11,692	100.0
Apr-22	9,098	9,098	100.0
May-22	10,264	10,264	100.0
Jun-22	10,790	10,790	100.0
Jul-22	9,224	9,224	100.0
Aug-22	8,984	8,984	100.0
Sep-22	10,349	10,349	100.0
Oct-22	9,566	9,566	100.0
Nov-22	10,146	10,146	100.0
Dec-22	10,743	10,743	100.0
12-month total	118,224	118,224	100.0

Explanatory notes:

Number of domestic excise tax declarations from large taxpayers filed by the due date $\frac{1}{100}$ No. of domestic excise tax declarations expected from active large taxpayers registered for domestic excise tax

¹ 'On-time' filing means declarations filed by the statutory due date for filing (plus any 'days of grace' applied by the tax administration as a matter of administrative policy) by large taxpayers registered for domestic excise tax.

² 'Expected declarations' means the number of excise tax declarations that the tax administration expected to receive from ALL large taxpayers registered for domestic excise tax and are required by law to file excise tax declarations.

³ The 'on-time filing rate' is the number of excise tax declarations filed by large taxpayers by the statutory due date as a percentage of the total number of excise duties declarations expected from large taxpayers registered for domestic excise tax taxpayers, i.e., expressed as a ratio:

Table 10. On-time Filing of PAYE Withholding Declarations (filed by employers)										
			(for the	most re	cent 12-	-mor	nth perio	od)		

Month	Number of declarations filed on-time ¹	Number of declarations expected to be filed ²	On-time filing rate ³ (In percent)
Jan-21	54,995	67,758	81.2
Feb-21	55,257	67,785	81.5
Mar-21	485,819	591,826	82.1
Apr-21	55,275	67,782	81.5
May-21	55,280	67,790	81.5
Jun-21	480,257	593,147	81.0
Jul-21	55,258	67,787	81.5
Aug-21	55,282	67,791	81.5
Sep-21	485,202	594,476	81.6
Oct-21	55,070	67,780	81.2
Nov-21	55,136	67,780	81.3
Dec-21	495,830	595,996	83.2
12-month total	2,388,661	2,917,698	81.9

Explanatory notes:

 $\frac{\textit{Number of PAYE withholding declarations filed by the due date}}{\textit{Number of PAYE witholding declarations expected from registered employers}} \; x \; 100$

¹ 'On-time' filing means declarations filed by the statutory due date for filing (plus any 'days of grace' applied by the tax administration as a matter of administrative policy).

² 'Expected declarations' means the number of PAYE withholding declarations that the tax administration expected to receive from registered employers with PAYE withholding obligations that were required by law to file declarations.

³ The 'on-time filing rate' is the number of PAYE withholding declarations filed by employers by the statutory due date as a percentage of the total number of PAYE withholding declarations expected from registered employers, i.e., expressed as a ratio:

E. Electronic Services

(Ref: POAs 4 and 5)

Table 11. Use	of Electronic Service	es, 2019-2021 ¹	
	[2019]	[2020]	[2021]
		Electronic filing ²	
	(In percent of	all declarations filed for	each tax type)
CIT	99.77	99.79	99.79
PIT	91.26	92.61	94.01
PAYE (Withholding)	100.00	100.00	100.00
VAT	98.94	99.16	99.69
Domestic excise tax (for all registered taxpayers)	100.00	100.00	100.00
Large taxpayers (all core taxes)	99.94	99.98	100.00
		Electronic payments ³	
	(In percent of total n	umber of payments recei	ved for each tax type)
CIT	100.00	100.00	100.00
PIT	100.00	100.00	100.00
PAYE (Withholding)	100.00	100.00	100.00
VAT	100.00	100.00	100.00
Domestic excise tax (for all registered taxpayers)	96.97	96.93	97.12
Large taxpayers (all core taxes)	100.00	100.00	100.00
		Electronic payments	
	(In percent of total v	value of payments receiv	ed for each tax type)
CIT	100.00	100.00	100.00
PIT	100.00	100.00	100.00
PAYE (Withholding)	100.00	100.00	100.00
VAT	100.00	100.00	100.00
Domestic excise tax (for all registered taxpayers)	99.84	99.95	99.95
Large taxpayers (all core taxes)	100.00	100.00	100.00

¹ Data in this table will provide an indicator of the extent to which the tax administration is using modern technology to transform operations, namely in areas of filing and payment.

² For purposes of this table, electronic filing involves facilities that enable taxpayers to complete tax declarations online and file those declarations via the Internet.

³ An electronic payment is a payment made from one bank account to another via electronic means without the direct intervention of bank staff instead of using cash or check, in person or by mail. Methods of electronic payment include credit cards, debit cards, and electronic funds transfer (where money is electronically transferred via the Internet from a taxpayer's bank account to the Treasury account). Electronic payments may be made, for example, by mobile telephone where technology is used to turn mobile phones into an Internet terminal from which payments can be made.

F. Payments

(Ref: POA 5)

		Table 12. VAT Pay	ments Made Dur	ing 2022		
	VAT payments	made on-time ¹	VAT paym	ents due²	ra	e payment ate ³ ercent)
	All VAT payers	Large VAT payers	All VAT payers	Large VAT payers	All VAT payers	Large VAT payers
Number of payments	401,194	4,470	538,152	4,917	74.55	90.91
Value of payments (EURO	53,086,823	29,514,479	53,887,433	29,545,306	98.51	99.90

- The on-time payment rate by number is: $\frac{Number\ of\ VAT\ payments\ made\ by\ the\ due\ date}{Total\ number\ of\ VAT\ payments\ due}\ x\ 100$
- The on-time payment rate by value is: $\frac{\textit{Value of VAT payments made by the due date}}{\textit{Total value of VAT payments due}} \times 100$

¹ 'On-time' payment means paid on or before the statutory due date for payment (plus any 'days of grace' applied by the tax administration as a matter of administrative policy).

² 'Payments due' include all payments due, whether self-assessed or administratively assessed (including as a result of an audit).

³ The 'on-time payment rate' is the number (or value) of VAT payments made by the statutory due date in percent of the total number (or value) of VAT payments due, i.e., expressed as ratios:

G. Domestic Tax Arrears

(Ref: POA 5)

Table 13. Value of Tax Arrears, 2020-2022 ¹			
	[2020]	[2021]	[2022]
	In loca	al currency (EURO '(000)
Total core tax revenue collections (from Table 1) (A)	107,931,643	121,099,887	133,791,031
Total core tax arrears at end of fiscal year ² (B)	22,852,232	23,630,665	21,880,170
Of which: Collectible ³ (C)	3,379,888	3,738,832	2,895,278
Of which: More than 12 months' old (D)	20,694,837	21,547,305	19,877,629
		In percent	
Ratio of (B) to (A) ⁴	21.2	19.5	16.4
Ratio of (C) to (A) ⁵	3.1	3.1	2.2
Ratio of (D) to (B) ⁶	90.6	91.2	90.8

4
 i.e. $\frac{\textit{Value of total core tax arrears at end of fiscal year (B)}}{\textit{Total core tax collected for fiscal year (A)}} ~\chi~100$

⁵ i.e.
$$\frac{\textit{Value of collectible core tax arrears at end of fiscal year (C)}}{\textit{Total core tax collected for fiscal year (A)}} \ x \ 100$$

⁶ i.e.
$$\frac{Value\ of\ core\ tax\ arrears > 12\ months old\ at\ end\ of\ year\ (D)}{Value\ of\ total\ core\ tax\ arrears\ at\ end\ of\ fiscal\ year\ (B)} \ x\ 100$$

¹ Data in this table will be used in assessing the value of core tax arrears relative to annual collections and examining the extent to which unpaid tax liabilities are significantly overdue (i.e., older than 12 months).

² 'Total core tax arrears' include tax, penalties, and accumulated interest.

³ 'Collectible' core tax arrears is defined as the total amount of domestic tax, including interest and penalties, that is overdue for payment and which is not subject to collection impediments. Collectible core tax arrears, therefore, generally exclude: (a) amounts formally disputed by the taxpayer and for which collection action has been suspended pending the outcome, (b) amounts that are not legally recoverable (e.g., debt foregone through bankruptcy), and (c) arrears otherwise uncollectible (e.g., the debtor has no funds or other assets).

H. Tax Dispute Resolution

(Ref: POA 7)

Table 14. Finalization of Administrative Reviews

(for the most recent 12-month period)

	(10) the most recent 12 month period)									
	Number of administrative review cases		Finalized within 30 days		Finalized within 60 days		Finalized within 90 days			
Month	Stock at beginning of	Received during the	Finalized during the	Stock at end of	Number	In percent of total	Number	In percent of total	Number	In percent of total
	month [A]	month [B]	month [C]	month [A + B - C]	[E]	[F] = [E / A+B]	[G]	[H] = [G /A+B]	[1]	[J] = [I / A+B]
Jul-22	44,237	4,798	4,460	44,575	489	1.00	884	1.80	1,252	2.55
Aug-22	44,575	4,167	3,871	44,871	368	0.75	844	1.73	1,198	2.46
Sep-22	44,871	4,792	4,583	45,080	482	0.97	824	1.66	1,359	2.74
Oct-22	45,080	4,124	5,072	44,132	480	0.98	873	1.77	1,196	2.43
Nov-22	44,132	5,311	4,711	44,732	400	0.81	766	1.55	1,101	2.23
Dec-22	44,732	4,495	4,807	44,420	552	1.12	910	1.85	1,247	2.53
Jan-23	44,420	7,054	5,010	46,464	673	1.31	1,112	2.16	1,511	2.94
Feb-23	46,464	5,472	4,889	47,047	601	1.16	1,049	2.02	1,601	3.08
Mar-23	47,047	5,489	5,722	46,814	688	1.31	1,284	2.44	1,772	3.37
Apr-23	46,814	3,809	4,471	46,152	446	0.88	908	1.79	1,391	2.75
May-23	46,152	4,569	4,506	46,215	487	0.96	889	1.75	1,337	2.64
Jun-23	46,215	5,936	4,531	47,620	535	1.03	902	1.73	1,262	2.42
	12-month total 6,201 - 11,245 - 16,227 -					-				

I. Payment of VAT Refunds

(Ref: POA 8)

Table 15. VAT Refunds (for July 2022 to June 2023)			
	Number of cases	Value in local currency (EURO '000)	
Total VAT refund claims received (A)	636,538	20,891,023	
Total VAT refunds paid ¹	531,053	20,879,491	
Of which: paid within 30 days (B) ²	470,915	19,533,971	
Of which: paid outside 30 days	60,139	1,345,520	
Total VAT refund claims declined ³	105484	11,532	
Of which: declined within 30 days (C)	105,484	11,532	
Of which: declined outside 30 days	0	0	
Total VAT refund claims not processed ⁴	1,157	41,003	
Of which: no decision taken to decline refund	393	34,563	
Of which: approved but not yet paid or offset	764	6,440	
In percent			
Ratio of (B+C) to (A) ⁵ 90.6 93.6			

Explanatory note:

 5 i.e. $\frac{\it VAT\ refunds\ paid\ within\ 30\ days\ (B)+VAT\ refunds\ declined\ within\ 30\ days\ (C)}{\it Total\ VAT\ refund\ claims\ received\ (A)}$ x 100

¹Include all refunds paid, as well as refunds offset against other tax liabilities.

 $^{^{\}rm 2}$ TADAT measures performance against a 30-day standard.

³ Include cases where a formal decision has been taken to decline (refuse) the taxpayer's claim for refund (e.g., where the legal requirements for refund have not been met).

⁴ Include all cases where refund processing is incomplete—i.e., where (a) the formal decision has not been taken to decline the refund claim; or (b) the refund has been approved but not paid or offset.

Attachment IV. Organizational Chart

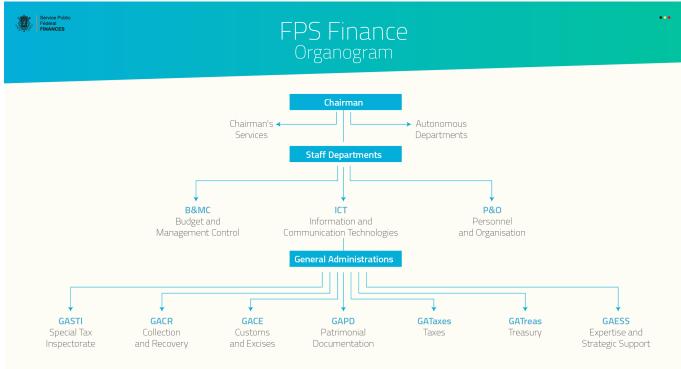


Figure 1: FPS Finance High Level View

ORGANIGRAM OF THE GENERAL ADMINISTRATION OF TAXES Executive secretary office of the General Manager Logistics & Responsible Budgets Service Internal Inspection Management Support Administrative support Service Data protection and Privacy Editing syllabi Administrator's Service Administrator's Service Management Support Administrator's Service Management Support Management Support Tax Audit & Compliance Management P Tax Audit & Compliance Management SME Operational Management Operational support Operational support Division Research Division Administration & Service Division specialised Audits Division Sector Coordination Division Audit & Division Expertise Division Administration Administration & Service Audit A & B Expertise Division E-audit Financial Sector Division Registered cash register system Teams Audit Teams Expertise Teams Teams Administration Teams Audit Teams Expertise Teams Audit Team Expertise Transfer Pricing Administration Divers Taxes VAT Units

Figure 2: General Administration Taxes

Taxshelter

Attachment V. Sources of Evidence

Indicators	Sources of Evidence
P1-1. Accurate and reliable taxpayer information.	 CBE Data Catalogue SITraN Screenshots on register data fields Description of Natural Person data Fields Instructions to staff on applying filters for processing of new VAT registrants DIOS Manual Management report on natural person registrants Policy and procedure documentation on audit trails CBE procedural documentation on resolving duplicate registrations Documented procedures for VAT registration tasks MOU for Cooperation between SFP Finance and CBE
P1-2. Knowledge of the potential taxpayer base.	National Center for Investigation summary data on work volumes
P2-3. Identification, assessment, ranking, and quantification of compliance risks.	 Process 17. Process 18. Process 19. Risk matrices. Risk register. PESTL – environmental scan. Strategic plan. Mining analysis. Self-employed analysis. PWC report – risk management and international information exchange.
P2-4. Mitigation of risks through a compliance improvement plan.	 Compliance improvement plan – tax. Compliance improvement plan - collections. Risk mitigation. Nudging paper.
P2-5. Monitoring and evaluation of compliance risk mitigation activities.	 Methodology- evaluation of risk management. FPS Finance organization chart. Risk committee – creation/mandate. Risk committee – validation of risk analysis. Risk committee minutes – evaluation/direction.
P2-6. Management of operational (i.e., systems and processes) risks.	 BCP. BIA including RTO and RPO. BCP testing sample. BCP incident report. Training – online. Training – ICT. Business Review (internal).

Indicators	Sources of Evidence
	Cour des Comptes – COVID response.
	Senior management – endorsement of plan.
P2-7. Management of human capital risks.	 HCR risk processes. HR responses to risk. Annual report – FPS Finance. Leadership training. Masterclass training. Senior management reports/oversight. HR dashboard. HR resources. Performance expectations/agreements – CRESCENDO, SYMPHONIE. Career management process. Training and learning process. HR business partner role. Diversity policy. Various reviews of HR operations e.g., compensation, learning, recruitment.
P3-8. Scope, currency, and accessibility of information.	 Dimension 1 Website: https://finances.belgium.be/ Brochure creation enterprises: https://economie.fgov.be/nl/publicaties/ zelfstandige-worden Link to information on the website regarding the creation of an enterprise: https://finances.belgium.be/fr/entreprises/ creer-une-entreprise Filing: https://finance.belgium.be/en/ private-individuals/tax-return/return Getting your tax refund https://finance.belgium.be/ en/private-individuals/payments-refunds/refunds Objection: https://finance.belgium.be/en/ private-individuals/tax-return/objection Fisconet: https://eservices.minfin.fgov.be/ myminfin-web/pages/public/fisconet Documentation on project Connecttoo (BOSA) (intranet page) for vulnerable P3- 8_dimension1_connectoo_training_digital_inclusion.docx POA3-8Dimension1-bill-interpretation+video-NL.pdf POA3-8Dimension1-presentation-help-in-towns-and-cities- 2023.pptx
	Dimension 2

Indicators	Sources of Evidence
	 Documentation on processes/procedures to update the information on our communication channels (P044,): P044_process_update_information.docx Organizational chart AG Strategic Expertise and Support (Knowledge Center -> FisconetPlus Unit team Fisconet+.pdf Radio program with updates: Allô Impôt - Announcement: https://www.rtbf.be/article/allo-impots-posez-noustoutes-vos-questions-sur-votre-declaration-fiscale-11198078 Targeted communications: Tax-cification forum: https://finances.belgium.be/fr/experts_partenaires/professions-economiques/tax-cification Tax-cification meeting report: https://finances.belgium.be/sites/default/ files/downloads/155-tax-cificatie-pv-28-mars-2023.pdf POA3-8Dimension2-TOW-notification-opening.pdf POA3-8Dimension2-TOW-notification-reminder.pdf Dimension 3 Webinar and toolbox provided to municipalities and other partners who help taxpayers to fill out their declarations https://finances.belgium.be/fr/experts-partenaires/services-publics/communes/outils-aide-declaration-impot Link to information on the website on how to contact the administration: Webinar and toolbox provided to municipalities and other partners who help taxpayers to fill out their declarations: https://finances.belgium.be/fr/experts-partenaires/services-publics/communes/outils-aide-declaration-impot Link to information on the website on how to contact the administration: Webinar and toolbox provided to municipalities and other partners who help taxpayers to fill out their declarations: https://finances.belgium.be/fr/experts-partenaires/services-publics/communes/outils-aide-declaration-impot Evidence - Contact support excise applications.pdf Evidence - List of Offices with public counters.pdf Fiscalis Programme - CHATBOT.pptx Fiscalis Minutes-report - fpg034 fpg035 - kick-off -
P3-9. Time taken to respond to information requests.	 Table 3 in Attachment III IVR Telephone - monitoring and reporting.docx Number agents telephone.docx Telephone_direct code

Indicators	Sources of Evidence
	Taxpayer charter links
P3-10. Scope of initiatives to reduce taxpayer compliance costs.	 List of activities not requiring bookkeeping: https://economie.fgov.be/fr/themes/entreprises/developper-et-gerer-une/reglementation-financiere-et/droit-comptable-et-comptes/droit-comptable-et-comptes Vat exemption scheme for small businesses: enterprises/vat/vat-obligation/vat-exemption-scheme-small-businesses Information on the Proposed Simplified Return: particuliers/declaration_impot/ declaration/proposition-de-declaration-simplifiee Information on the Proposed Simplified Return - PPT in EN POA3-10-PPT-in_ENG-about-proposed-simplified-return.pdf Example of a Proposed Simplified Return: sites/default/files/downloads/111-proposition-de-declaration-simplifiee-exemple-2023.pdf AAIL_P3-10_Vraag 4_Annex 3_Sampling April 2023 plan of action.xlsx Example of idemand for adaption forms or information on website based on questions received by the Contact Center.pdf finfaq.docx instructions complaints management staff.pdf P3-10-pre-filled-codes-PrefillManager_63.xlsx POA3-10-PPT-in-EN-about-proposed-simplified-return.pdf POA3-10-printscreen-agenda-meeting-update-tax-return-forms.png POA3-10-printscreen-planning-update-tax-return-forms.png POA3-10-update-tax-return-paper-form-FR.png POA3-11_update FAQ.pdf Presentation Belgian tax adm Redesign TOW.pptx Re klacht bij DAV over de toepassing only once wetgeving BTW-aangifte - kan jij dit eens bekijken.msg Administrative Simplification Agency (ASA): www.bosa.belgium.be.
P3-11. Obtaining taxpayer feedback on products and services.	 Dimension 1 DGTAXES - results-image-survey2023 Evidence Survey 2022 customs and excise en. Instructions to manage complaints Screenshot of survey when you visit the website. Dimension 2
	 Tax-cification initiative: https://finances. belgium.be/fr/experts_partenaires/ professions-economiques/tax-cification Redesign TOW.pptx User engagement MyMinfinAccount_Rapport global

Indicators	Sources of Evidence
	Engagement with_ITAA_20230517Action plan with ITAA_20230630 en
P4-12. On-time filing rate.	 Table 4-10 in Attachment III Org Chart GA Taxes.pptx CIT background questions.docx CIT Timeline 2023.pdf Large Taxpayer definition: https://finances.belgium.be/fr/entreprises/grandes-entreprises/quelles-entrepr PIT background questions.docx PIT Timeline 2023.pdf Explanation of figures in Table 2 and 5: Taxpayers vs expected declarations.doc Vat statuary filling requirements.docx "VAT declarations - legislation FR.docx Summerdelay VAT.pdf + translation" PAYE background questions.docx PAYE circulaire Ci.RH.244597.746.pdf + translation
P4-13 Management of non-filers.	 CIT background questions2.docx calendrier Ex 2022.pdf Process P002.pdf Traitement des non deposants et tardives.pdf B120 task.pdf task c14 run 1 and 2.pdf task c34.pdf task c33.pdf task c34.pdf PIT management of non-fillers.docx 2023_EN-timeline TADAT processus declaration IPP-INR.pdf P4_13+PIT+Date+reminder+letters_EN.doc Vat management of non-fillers.docx VAT evidence warning letter.png For large taxpayers CIT and VAT: 20231009_presentation_tadat.ppt Org chart GA Taxes.ppt
P4-14. Use of electronic filing facilities.	INTERVAT: https://finances.belgium. be/fr/E-services/Intervat BIZTAX: https://finance.belgium. be/en/E-services/biztax TOW: https://financien.belgium. be/en/private-individuals/tax-return/ return/tax-return-myminfin-tax-web

Indicators	Sources of Evidence
	 FINPROF: https://finances.belgium. be/fr/E-services/FinProf AC4: https://finances.belgium. be/fr/douanes_accises/entreprises/ applications-da/ac4 CIT use of electronic facilities.docx PIT use of electronic facilities.docx Vat use of electronic facilities.docx PAYE background Questions.doc Process P002 art 305 historik.pdf
P5-15. Use of electronic payment methods.	 POA 5-15 Royal Decree of 17 January 2019 POA 5-15 FAQ (intranet) on how to pay taxes POA 5-15 Assessment Notice PowerPoint presentation.
P5-16. Use of efficient collection systems.	 PowerPoint Presentation - general introduction Interview with Withholding Tax unit Brussels Field Office staff Royal Decree/Code of Income Tax (AR/CIR 92) Guidance information on the website for types of taxes: Private Individuals: https://financien.belgium.be/en/private-individuals/payments-refunds/advance-payments Self-employed and Liberal Professionals Companies Wage withholding Tax CIT - Advance Payment Withholding Tax on movable income (dividends, interests)
P5-17. Timeliness of payments.	 Code for amicable and forced recovery of tax and non-tax debts, APRIL 13, 2019 (The summons to pay, Art. 13-14 and Payments, Art. 15-18) Excises - Statutory Payment Requirements Royal Decree of 17 January 2019 (payment modalities)
P5-18. Stock and flow of tax arrears.	Table of debts considered as recoverable.Overview debts over 12 months
P6-19. Scope of verification actions taken to detect and deter inaccurate reporting.	 Process 20. Audit program. Selection methods. Dashboard. Audit types – example. Audit planning. Audit monitoring. Special manual - construction Audit evaluation.

Indicators	Sources of Evidence
	 Workplan changes. High risk segment. Workplan – large taxpayers. Non-resident example. Productivity measures. Quality assurance: team leader, privacy requirements, objectives, summary, manual
P6-20. Use of large-scale data-matching systems to detect inaccurate reporting.	Crosschecking summary.
P6-21. Initiatives undertaken to encourage accurate reporting.	 Private ruling. Public ruling. Rulings offered online. Cooperation compliance program. Sample cooperative compliance agreement.
P6-22. Monitoring the tax gap to assess inaccuracy of reporting levels.	 Tax gap – VAT – final report. Tax gap in the EU. WG report EU tax gap.
P7-23. Existence of an independent, workable, and graduated dispute resolution process.	 Code des Impots sur les Revenus 1992.pdf, Articles 366-376. (Income Taxes) Loi générale sur les douanes et accises.pdf, Articles 211-219. (Excise) Decree of the Regent March 18 1831.docx Instruction administrative appeal VAT.pdf Instruction administrative appeal VAT addendum.pdf Guidelines who handles disputes.pdf (Process 110 Overview) Table 14, Attachment III. Process 110, p105 extract.jpg Evidence provided orally in the field visit with the Large Enterprise team. See Attachment IV, Figure 2. Objections Webpage.jpg (screenshot) Tax Bill Corporate (privacy).pdf Objection options in taxation notice.jpg
P7-24. Time taken to resolve disputes.	https://finance.belgium.be/en/ about_fps/structure_and_services/ autonomous_departments/tax_conciliation
P7-25. Degree to which dispute outcomes are acted upon.	Disputes Presentation 01.jpg
P8-26. Contribution to government tax revenue forecasting process.	 Overview Monitoring Committee CODIT report August 2023 (English) Quarterly note on VAT Revenue (English) Forecasting tax expenditures PIT

Indicators	Sources of Evidence
	Forecasting tax expenditures WT
P8-27. Adequacy of the tax revenue accounting system.	 FEDCOM functional specifications (English) screenshot of transfers from FIRST to FEDCOM (xml format of transfer data among systems) Description of workflow CIT (English) Law of 22.05.2003 on the budget and state accounting Royal Decree of 10.112009 on state accounts Evidence concerning the suspense account BOSA session d'info clôture annuelle (English – closure of annual session) Instruction on monthly closure (English) Manual End-of-Year Operations (BOSA - English) MyMinfin -overview of debts and credits Report closure direct taxes (FIRST) Report closure VAT (STIRON) Review of reporting on the results of the internal control of the suspense account Screenshot monitoring tool suspense account screenshot of transfers from FIRST to FEDCOM (XML format of transfer data among systems) Manuel Payment et imputation (English)
P8-28. Adequacy of tax refund processing.	 VAT Code Article 91 Fiscal compensation mechanism Legal basis: Article 334 of the program law of 27 December 2004, as amended by the program law of 25.12.2017. Data Security Access File - VAT Credits (English) Instructions controle VAT Credits (English) VAT Credits example of risk ranking Fast track VAT refund - annual check compliance (English) Fast track VAT refund - Circular 03.03.2009 (English) Process Flow VAT STARTER VAT Starter Instructions (English) VAT Starter Data Security Access File Chapter 4 of the law of 20.11.2022 (legal base) + Article 91 of the VAT Code (NEW) Manual of the MORINT application (English) VAT Code - Restitutions - Art. 75 to 80 (English)
P9-29. Internal assurance mechanisms.	 Federal Internal Audit Charter Federal Internal Audit Plan Federal Internal Audit Training Plan Federal Internal Audit Annual Report 2022 Internal Control Policies

Indicators	Sources of Evidence
	 Code of Conduct for SFP Finance Instructions for Establishing Units of the Special Inspection Service Intranet communications (screen shots) on updates to the Code of conduct Annual Report of the GA taxes Special Inspection Service
P9-30. External oversight of the tax administration.	 Annual Report of BCOA 2022 BCOA Report summaries from web site (various) BCOA Presentation on Knowledge Management September 2023 Federal Ombudsman Annual Report 2022 SPF Finance Business Review (Screen shot) on monitoring of recommendations
P9-31. Public perception of integrity.	 Survey Report Findings September 2023 Responses to Survey: Project for identity and reputation management Responses to Survey: Changes to letter communications
P9-32. Publication of activities, results and plans.	 Annual Report of SPF Finance 2022 Strategic Plan for SPF Finance 2022-2024 Operational Plan SPF Finance 2023

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