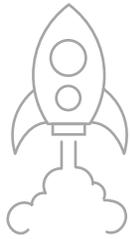




Serbian Tax Administration makes headway towards transforming business processes and achieving compliance with EU standards

On its way to modernization, Serbian Tax Administration was challenged by the lack of strong IT support for key areas, including tax collection, tax evasion and taxpayer services. Comtrade System Integration provided consulting services to help the client design efficient business processes and pave the way for further development of IT support systems.

CHALLENGES



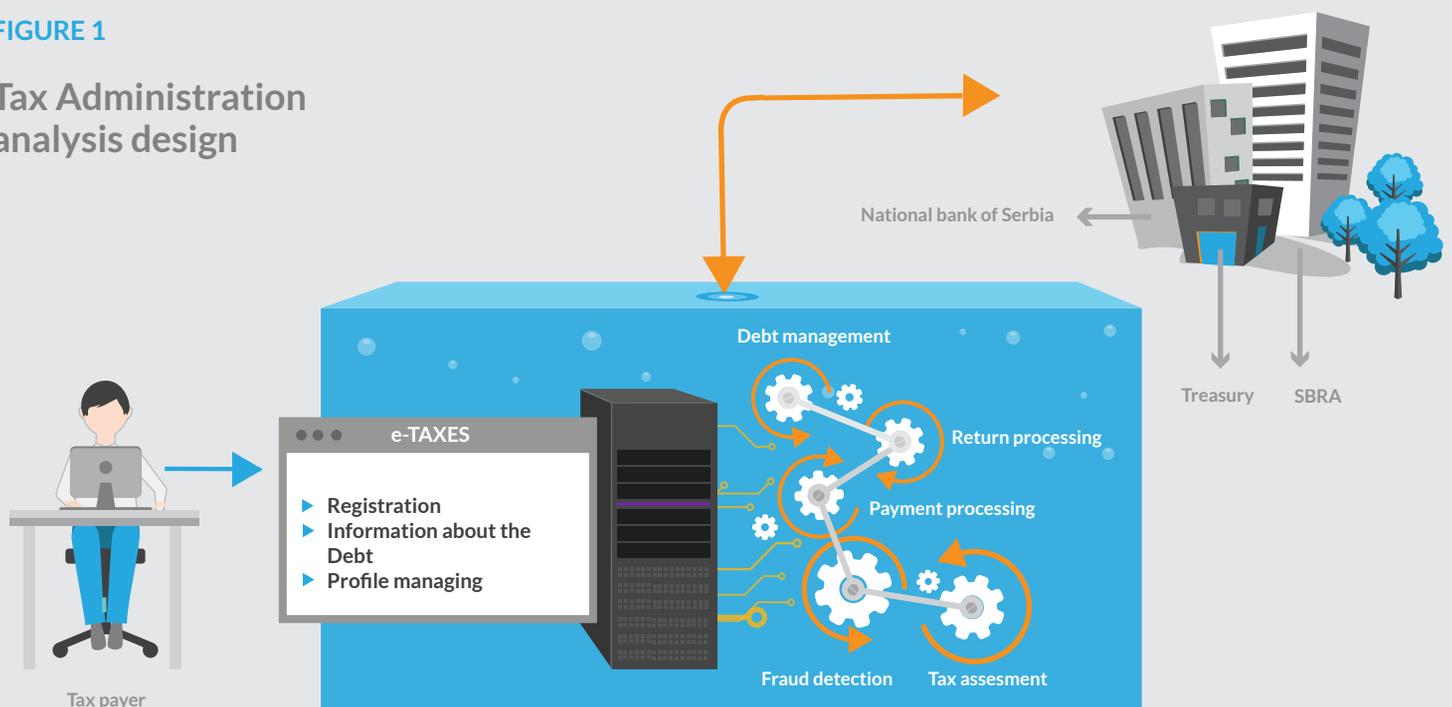
To meet tax administration requirements established by the EU, Serbian Tax Administration (STA) needed to overhaul its IT systems. To bridge the gaps that existed in the field of voluntary compliance, tax fraud and avoidance and revenue collection and enforcement, STA had to undergo major reforms and strengthen its institutional capacity. The organization set a global strategy, identified projects that need to be initiated and secured funding through the IPA 2011 Program *Modernization of Serbian Tax Administration*.

The goal of the IPA 2011 program was to implement an efficient and modern IT support system that meets the EU standards in the areas of:

- **Tax collection:** improve tax collection procedures, eliminate manual processing and paperwork and manage debt more efficiently
- **Tax evasion:** decrease the share of grey economy and establish a modern risk analysis system
- **Internet portal for taxpayers:** establish efficient communication with taxpayers, provide an adequate amount of self-service opportunities and make compliance easily achievable
- **Financial and material accounting:** improve cost tracking, eliminate time-consuming budgeting and planning procedures

FIGURE 1

Tax Administration analysis design



OUR SOLUTION



➤ Serbian Tax Administration engaged team of expert lead by Comtrade SI to analyze the organization's existing IT infrastructure and procedures and then recommend and design all the components of the future IT support system.

Comtrade SI began the project by undertaking a comprehensive analysis of all relevant business processes. This included making modifications to processes to make them more simple, efficient and suitable for automation. In addition, Comtrade SI prepared a comprehensive set of requirements for the implementation phase.

To deliver the most effective solution for the client, Comtrade SI joined forces with companies in the region that have the know-how and experience in the required fields. Three key experts with international experience in tax and accounting domains were involved, as well as 17 other experts including business analysts, technical architects and quality experts. Together with our partners, Comtrade SI worked closely with STA's IT team and key business managers to assess and document the state of the organization's IT environment and define goals and areas for improvement.

The gap analysis between as-is and to-be state resulted in a comprehensive set of requirements for the transition and implementation phases of the project. Comtrade SI converted these requirements into action plans to enable smooth transition to new IT systems.

In the second phase of the project, the consortium led by Comtrade SI also delivered a series of knowledge transfer and training sessions that covered project management, emerging IT technologies and alignment to EU regulations to make the transition process seamless for STA employees.

AT A GLANCE

➤ Client

Serbian Tax Administration

➤ Industry

Public sector

➤ Challenges

- Outdated IT support systems
- Inefficient business procedures
- Manual document processing and paperwork
- Obstacles to easily achieving compliance

➤ Business benefits

- Alignment with the EU tax administration requirements
- Introduction of a modern approach to tax administration
- Streamlined business processes
- Increased regulatory compliance

➤ IT improvements

- Integral Information System that can be used in future projects

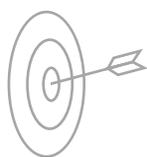
➤ Methodology and Tools

- TOGAF
- Sybase PowerDesigner

ABOUT SERBIAN TAX ADMINISTRATION

Serbian Tax Administration (STA), a branch operating within the Ministry of Finance, is responsible for the assessment, audit and collection of public revenues, issuing and revoking of authorizations to carry out exchange activities and audit of exchange activities. It is a direct budget institution and the biggest government department by number of employees. STA carries out the assessment, audit and collection of public revenues from more than 2 million taxpayers (legal persons, entrepreneurs and individuals).

RESULTS DELIVERED



Comtrade SI delivered a design of **Integral Information System** that can help Serbian Tax Administration achieve the following goals:

- › Gain a centralized view of taxpayer data (complete taxpayer dossier)
- › Analyze non-compliance patterns and create specific compliance plans
- › Provide more comprehensive customer support to taxpayers
- › Improve communication channels with taxpayers
- › Have a clear picture of collectable and non-collectable debt
- › Quickly freeze bank accounts if required
- › Faster processing of taxpayer requests enabled through automated tasks and searchable electronic records
- › Efficiently decrease tax evasion and increase revenues
- › Have access to modern data warehouse and Business Intelligence (BI) tool
- › Have all core business features covered and supported by a new Integral Information System based on open Service Oriented Architecture (SOA), which allows for extensions, upgrades and further development

Working closely with the client, Comtrade SI produced a set of requirements for the transition, including:

- › Requirements for the new financial and material accounting software that will enable effective cost monitoring, budgeting and planning processes
- › Requirements for the modern risk analysis system to be used by Tax Administration and Tax Police
- › Requirements for the new tax collection software

In addition, our experts held a number of training and knowledge transfer activities to help the STA team learn more about the alignment requirements with the EU standards, new IT system needs, strategic planning and project management, as well as modern approaches to Information Systems (BI/DWH, IT forensics, disaster recovery etc.).

ABOUT COMTRADE

Comtrade is a leading IT organization in South East Europe specializing in the fields of IT solutions, system integration and hardware distribution. With more than 900 satisfied customers and offices across Europe and the USA, Comtrade has become a recognized name on the global stage. Founded in 1990, Comtrade now employs over 1,500 business and IT experts, including 1,000+ software engineers. With a proven track record of delivering IT solutions and services that help reduce business complexities and costs, we are a trusted technology partner to medium and enterprise businesses.

ABOUT COMTRADE SYSTEM INTEGRATION

Comtrade System Integration is focused on helping businesses enhance performance and efficiency through our innovative system integration services. The company was founded in 2001 and employs more than 200 IT professionals with top industry certifications. Through our partnerships with global technology leaders, including Microsoft, Oracle, IBM and EMC we offer premium IT products, professional services and expertise in design, development and integration of systems and applications. Over the years, our portfolio has grown to include networking, virtualization, data migration, infrastructure software solutions and other services.