

WELCOME

to the

*Netherlands Tax and Customs
Administration*

Belastingdienst

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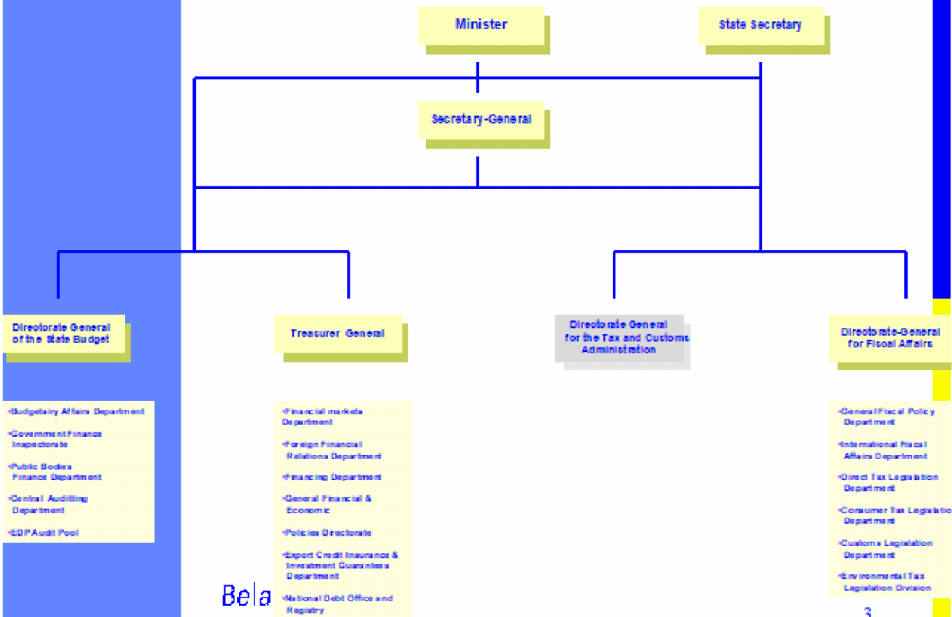
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Topics

- Organisational structure of the Dutch Ministry of Finance
- Core tasks, (strategic) objective and basic values of the Netherlands Tax and Customs Administration
- Organisational structure of the Netherlands Tax and Customs Administration
- new developments

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Structure of the Ministry of Finance



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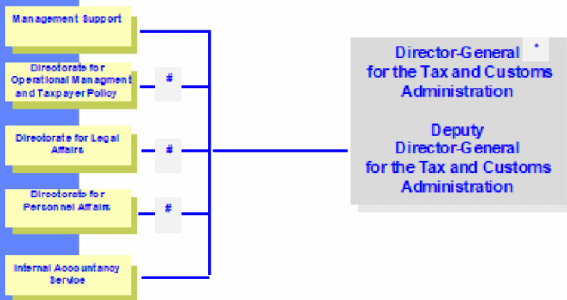


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Directorate -General for the Tax and Customs Administration



* The Director General and his deputy are responsible for the upkeep of external relations

Within these directorates several employees (both heads of departments and policy workers) participate in EU-and other international meetings.

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Tasks of the Netherlands Tax and Customs Administration

- Levying, auditing and collecting state taxes
- Levying, auditing and collecting taxes other than state taxes
- Custom tasks
- Levying and recovering national insurance premiums
- Collecting on behalf of other bodies

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Permanent Task

‘The Tax Administration implements the legislation with which it has been charged as efficiently and effectively as possible and in its actions strives to maintain legal certainty and equality before the law. Service to and respect of the public are inextricably bound up with this way of acting’

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Strategic objective

‘The Tax Administration strives to enforce and reinforce the willingness of taxpayers to comply with legal fiscal obligations’

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The 'old-style' Tax and Customs Administration

- Tax-type and process orientation
- 9 Regional Directorates and 259 Local Units
- Separate sections for the levy and audit of taxes
- Not client orientated
 - *slow*
 - *different approaches and procedures*
 - *more than one office*
- Fraud prevention distributed over various offices

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Need for change (the seventies)

- Tax avoidance and tax fraud
- Crumbling tax moral as social phenomenon
- Significant growth in workload

The Dutch tax administration was not prepared for these changes:

- Not service minded
- Bureaucratic organisation

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The 'new style' Tax and Customs Administration

Target group oriented and integrated

- **4 Target Group Directorates, 4 Support Directorates and 80/90 Local Units**
- **Flexible management approach**
- **Integration of various types of tax and working processes within a Unit**
- **Client orientation**
 - *One office*
 - *Differentiation in degree and manner of scrutiny*
- **One Unit has an overall picture of a taxpayer's fiscal situation**

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Structure of the Tax and Customs Administration

Support Units

- Tax and Customs Computer and Software Center
- Fiscal Information and Investigation Services (FIDIS) Center
- Expertise and Communication Center
- Facilities Service Center
- Centre for Process and Product Development
- Economic Investigation Center

Customs Directorate

- 7 Customs Districts
- 48 Customs Posts

Directorate for Individual Taxpayers

- 14 Units for Individuals
- 10 local Units for Individuals and Companies *
- 1 local Unit for Individuals, Foreign Individuals and Companies *
- 3 local Units for Registration and Inheritance and Gift tax

Directorate for Companies North

- 15 local Units Companies
- 15 local Units for Individuals and Companies *

Directorate for Companies South

- 15 local Units Companies
- 15 local Units for Individuals and Companies *

Directorate for Large Concerns

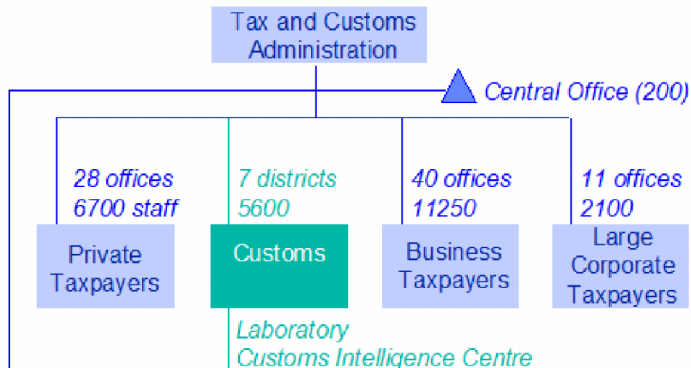
- 11 local Units for Large Concerns

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Coming for the division Enterprises under Directorate Enterprises North and South and for the division Individuals under the Directorate Individuals

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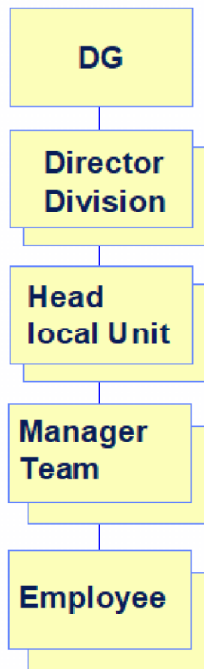
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- **Customs and Tax Investigation Service (1100)**
- **Training and Development Branch (300)**
- **Facility Management (1500)**
- **Automation (2200)**
- **Centre for Process and Product Development (400)**
- **Miscellaneous (692)**

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4 Managementlevels



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STAKEHOLDERS DTCA

- **Parliament**
- **Minister**
- **European Commission**
- **European Parliament**
- **Other departments**
- **National Controller**
- **Taxpayers**
- **Fiscal advisers**
- **Media**
- **Science**
- **NTCA employees**
- **Judical system**

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Tax administration in motion

Structure

from: tax type and process
orientation
to : target group orientation

Reorganising processes

from: separate levying, auditing
and collecting
to : integral treatment of taxpayers

Culture

from: administration oriented
to : taxpayer oriented

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Improve compliance

Three pillars:

- Service
- Supervision
- Investigation and prosecution

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How we essentially make things better

- Think from outside to inside
- Working along a taxpayers type line
- Integral treatment of taxpayers
- Rate/topicality
- Selection on fiscal importance and risk
- Make targets explicit
- Measure results

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REGISTRATION 2000

- Income taxpayers private 5.114.000
- Income taxpayers business 1.372.000
- Corporate taxpayers 537.000
- VAT taxpayers 935.000
- Wage taxpayers 514.000
- Motor vehicles 7.977.000

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The Dutch Tax and Customs Administration

Facts and figures 2000

- ✓ 6,5 million income tax and social contribution payers
- ✓ 934.000 corporations
- ✓ 537.000 corporations for the corporation tax
- ✓ 3,8 million telephone calls at Taxline service
- ✓ 3,9 million Import returns
- ✓ 2,5 million Export returns
- ✓ 3,0 million documents of transport and storage
- ✓ 31.800 personnel
- ✓ 290 billion guilders total revenue (€ 1 = f 2,20371)
- ✓ 173 billion guilders tax revenue (€ 1 = f 2,20371)
- ✓ 82 billion guilders social security (€ 1 = f 2,20371)
- ✓ 35 billion guilders contributions (€ 1 = f 2,20371)
- ✓ 5,7 billion guilders budget (€ 1 = f 2,20371)

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FINAL TAX REVENUES 2000

X 1.000.000.000 guilders (€ 1 = f 2,20371)

• Income / Wage Tax	49
• Corporate Tax	
37	
• VAT / Exciseduties	80
• Import duties	4
• Sociale Security charges	78
• Environmental tax	6
• Taxes for cars	
10	
• Other taxes	<u>26</u>
• Total revenue	<u>290</u> ²¹

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New developments

- **new organisational integration of client handling tasks**
 - Integrated teams Customs and Large Companies
 - Integrated client services Private Individuals, Companies and Customs
 - Combining entities
- **Improve accessibility**
- **Central basic administration**

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Three things are certain in life

- ✓ Death
- ✓ Taxes
- ✓ Mankind's unrelenting effort to evade both



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WE CAN'T MAKE IT NICER, JUST EASIER!

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24

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