Central Department of Strategic Management

General Department for Strategic Planning and Policies

Strategic Plan

2026 - 2030

Egyptian Tax Authority

A Pillar of Development... A Sustainable Partnership



The Egyptian Tax Authority's strategy for 2026–2030 marks a further step in the development of tax administration, as Egypt continues, under the New Republic, to implement institutional and economic reforms aimed at strengthening fiscal sustainability, stimulating investment, supporting the national economy, and accelerating digital transformation in line with the objectives of Egypt Vision 2030.

This strategic framework continues the transition towards a smart digital tax administration that integrates digital technologies and data analytics. It is aligned with the directions and strategy of the Ministry of Finance and contributes to achieving its objectives by developing the tax administration system, improving institutional performance efficiency, strengthening governance, and enhancing the quality of services provided to the taxpayer community.

The Authority's priorities for the coming period focus on moving from the digitisation of services and procedures towards data-driven tax administration, advanced analytics, electronic integration, and risk management. These priorities support expansion of the tax base, integration of the informal economy into the formal economy, improved collection efficiency, stronger voluntary compliance, and the consolidation of fairness and transparency.

In developing this strategic direction, we considered economic, technological, and legislative developments, together with lessons learned from the previous phase. The resulting roadmap sets out strategic objectives, implementation initiatives, and measurable and monitorable performance indicators, reinforcing the role of the Egyptian Tax Authority as a key partner in supporting the national economy, stimulating investment, and achieving fiscal sustainability.

We ask Allah for success and guidance, and hope that the collective efforts of our colleagues, the cooperation of our partners, and the support of the taxpayer community will contribute to advancing towards a more efficient, fair, and sustainable tax administration and to serving our nation with dedication and responsibility.



Rasha Abdel Aal Rady

Head of the Egyptian Tax Authority

Our Vision

Mission

Values

Vision

A smart digital government authority that earns the trust of the taxpayer community, promotes voluntary compliance, and supports the fiscal sustainability of the Egyptian state.

Mission

Providing advanced tax services through a professional workforce to enable the State to strengthen Tax Equity and achieve sustainable development plans.



Strategic Analysis

P Political

- External grants and assistance, and international and local agreements.
- State direction towards governance principles and combating corruption.
- Stability of local political and security conditions.
- Political support for tax reform.
- Regional geopolitical tensions.

E Economic

- Growth of the digital economy.
- Stability of exchange rates, interest rates, and credit and discount rates announced by the Central Bank.
- Informal economy.
- High inflation rates.
- Growth of the stock market.
- Attracting foreign investment.

S Social

- Decline in per capita income.
- Low tax awareness.
- Demographic changes in the population structure.

T Technological

- Rapid development of artificial intelligence technologies.
- Escalation of cyberattacks.
- State direction towards digital transformation.
- Growth of technological awareness.

E Environmental

- State direction towards the green economy and national green projects.

L Legal

- Package of laws supporting micro and small enterprises, public shops, and environmental protection.
- Issuance of new laws and amendments to tax legislation to settle taxpayers' status, together with tax incentives and facilitations.
- Data Protection Law.

Strengths

S

- Advanced training programmes (technical, behavioural, and administrative).
- Strong legal framework.
- Strong partnerships with other government agencies and private sector institutions.
- Cleansing taxpayer databases.
- Integrated contact centre.
- Network connectivity with selected government entities.
- Performance-based incentive system.
- Awareness media campaigns.
- Experienced workforce.
- Risk analysis unit.
- Automation of tax processes.

Areas for Improvement

W

- Employee services.
- Retention of skilled and experienced employees.
- Work environment and tools.
- Salaries, incentives, and rewards system.
- Employees' technological competencies and skills.
- Age structure of specialized employees.
- Distribution and availability of technical and administrative human resources.
- Infrastructure and technological readiness.
- Automation of internal administrative processes.

SWOT

Opportunities

O

- External grants and assistance, and international and local agreements.
- State support for governance policies and combating corruption.
- Stability of local political and security conditions.
- Political support for tax reform.
- Stock market growth and stability of exchange rates, interest rates, and the credit and discount rates announced by the Central Bank.
- Growth of the digital economy.
- Attracting foreign investment.
- Rapid development of AI technologies and growth in technological awareness.
- Transition towards the green economy and national green projects.
- Issuance of new laws and amendments to tax legislation to settle taxpayers' status, together with tax incentives and facilitations.
- State direction towards digital transformation.

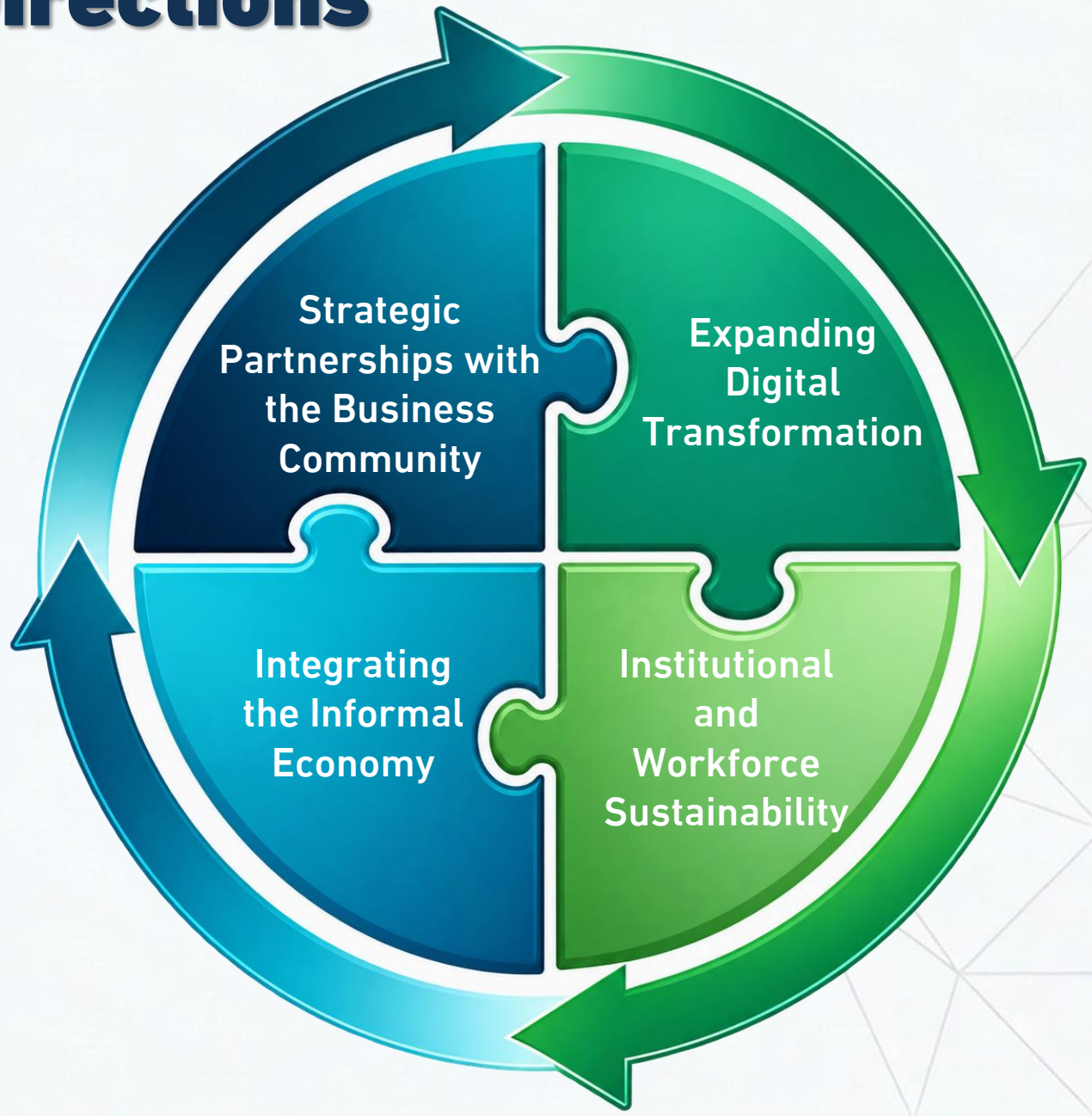
Challenges

T

- Regional geopolitical tensions.
- Informal economy.
- High inflation rates.
- Low voluntary compliance.
- High tax evasion rates and large volume of tax arrears.
- Demographic changes in the population structure.
- Escalation of cyberattacks.
- Low tax awareness.
- Decrease in per capita income.

Strategic Directions

Strategic Directions



Strategic Objectives

Strategic Objectives

First Strategic Objective

Expanding the Tax Base and

Integrating the Informal Economy

Second Strategic Objective

Improving the Efficiency and

Effectiveness of

the Tax Collection and Revenue System

Third Strategic Objective

Enhancing Institutional

and Workforce Efficiency

Fourth Strategic Objective

Strengthening

Strategic Partnerships

Strategic Objectives

	First Strategic Objective Expanding the Tax Base and Integrating the Informal Economy	Second Strategic Objective Improving the Efficiency and Effectiveness of the Tax Collection and Revenue	Third Strategic Objective Enhancing Institutional and Workforce Efficiency	Fourth Strategic Objective Strengthening Strategic Partnerships
First Pillar **Digital Transformation**	• Building an Integrated Digital System for Tax Survey	• Providing Secure Tax Services	• Providing an Integrated Digital Infrastructure	• Sustainable Digital Support
Second Pillar **Taxpayer Community**	• Field and Information-Based Tax Survey of the Taxpayer Community	• Conducting Tax Audits Fairly and Transparently		• Strengthening Taxpayer Confidence • Building Partnerships with the Business Community
Third Pillar **Effective Tax Administration**		• Improving Tax Collection Efficiency • Strengthening Tax Control	• Integrating Governance, Internal Control, and Risk Management Mechanisms • Developing the Behavioural, Technical, Administrative, and Technological Competencies of the Workforce • Continuous Improvement of Internal Processes	

Strategic Objectives

First Strategic Objective

Expanding the Tax Base and Integrating the Informal Economy

First Strategic Objective: Expanding the Tax Base and Integrating the Informal Economy

Sub-objectives

1/1 Building an Integrated Digital System for Tax Survey

Programmes and Projects

- Cleansing taxpayer databases.
- Taxpayer Performance Monitoring System.
- System for linking new taxpayers with other systems.

Key Performance Indicators

- Taxpayer database cleansing rate.
- Electronic system implementation rate.

The Impact

- Integrating the informal economy into the formal economy.
- Increasing the number of registrants/taxpayers.
- Reducing tax evasion.
- Accurate taxpayer databases.
- Supporting the ETA's digital transformation.
- Increasing state tax revenue.

First Strategic Objective: Expanding the Tax Base and Integrating the Informal Economy

Sub-objectives

2/1 Field and Information-Based Tax Survey of the Taxpayer Community

Programmes and Projects

- Identifying persons liable to tax who have not complied with registration requirements.
- Establishing new information sources.
- Following up on existing information sources.
- Increasing Taxpayer Compliance with the Use of Electronic Systems.

Key Performance Indicators

- New taxpayer registration rate.
- Taxpayer compliance rate using the e-invoice and e-receipt systems.
- New information source identification and follow-up rate.
- Taxpayer registration rate on electronic systems.

The Impact

- Integrating the informal economy into the formal economy.
- Increasing the number of registrants/taxpayers.
- Reducing tax evasion.
- Increasing state tax revenue.

Strategic Objectives

Second Strategic Objective

Improving the Efficiency and Effectiveness of the Tax Collection and Revenue System

Second Strategic Objective: Improving the Efficiency and Effectiveness of the Tax Collection and Revenue System

Sub-objectives

1/2 Providing Secure Tax Services

Programmes and Projects

- Automating tax services.
- Invoice payment tracking system.
- Real estate transaction system.
- Comprehensive protection of ETA data.
- Sustainable operation of electronic systems.

Key Performance Indicators

- Fully automated service rate.
- Automated service usage rate on the ETA website.
- Automation project completion rate.
- Electronic system availability rate.
- Data backup coverage rate.

The Impact

- Improving filing and payment compliance.
- Improving the taxpayer experience.
- Enhancing the flexibility of the tax system.
- Reducing tax collection costs.
- Integrating the informal economy into the formal economy.
- Strengthening internal controls.
- Protecting the ETA and stakeholders from cyber threats and data breaches.
- Increasing state tax revenue.

Second Strategic Objective: Improving the Efficiency and Effectiveness of the Tax Collection and Revenue System

Sub-objectives

2/2 Conducting Tax Audits Fairly and Transparently

Programmes and Projects

- Verifying the accuracy and completeness of tax returns.
- Managing specific tax types.

Key Performance Indicators

- Number of tax cases audited.
- Number of specific tax files audited.

The Impact

- Improving voluntary compliance.
- Reducing tax evasion.
- Promoting Tax Equity and transparency.
- Increasing state tax revenue.

Second Strategic Objective: Improving the Efficiency and Effectiveness of the Tax Collection and Revenue System

Sub-objectives

3/2 Improving Tax Collection Efficiency

Programmes and Projects

- Ensuring entities' compliance with Withholding and Collection on Account of Tax.
- Increasing revenue collected through Withholding and Collection on Account of Tax on securities trading.
- Reducing outstanding Tax Debts.
- Processing Tax Remission files.
- Completing the release of Tax Seizures.
- Maximizing Tax Revenue from Customs Offices.

Key Performance Indicators

- Entities' Compliance Rate with Withholding and Collection on Account of Tax.
- Collection rate under Withholding and Collection on Account of Tax.
- Undisputed tax debt collection rate.
- Tax Remission Implementation Rate.
- Securities Trading Tax Collection Rate.
- Tax Seizure release rate.

The Impact

- Increasing entities' compliance with Withholding and Collection on Account of Tax.
- Reducing tax evasion.
- Promoting Tax Equity and transparency.
- Increasing state tax revenue.

Second Strategic Objective: Improving the Efficiency and Effectiveness of the Tax Collection and Revenue System

Sub-objectives

4/2 Strengthening Tax Control

Programmes and Projects

- Applying tax compliance standards.
- Improving compliance with the use of tax exemptions for their intended purposes.
- Increasing the Document Security Rate.
- Reducing Tax Disputes between the ETA and the Taxpayer Community.

Key Performance Indicators

- Tax Evasion Case Settlement Rate.
- Tax Evasion Detection Rate.
- Tax Collection Rate from Tax Evasion Reports.
- Tax Litigation Success Rate.
- Tax Exemption Intended-Use Compliance Rate.
- Document Security Rate.

The Impact

- Integrating the informal economy into the formal economy.
- Increasing the number of registrants/taxpayers.
- Reducing tax evasion.
- Increasing state tax revenue.

Strategic Objectives

Third Strategic Objective

Enhancing Institutional and Workforce Efficiency

Third Strategic Objective: Enhancing Institutional and Workforce Efficiency

Sub-objectives

1/3 Providing an Integrated Digital Infrastructure

Programmes and Projects

- Establishing the Training Infrastructure for the Tax Business Automation System.
- Unified Learning Management System (LMS).
- Human Resource Management System (HRMS).
- Developing Infrastructure.

Key Performance Indicators

- Infrastructure and Network Development Completion Rate.
- Equipment and Computer Installation Rate.
- Employee Satisfaction Rate with the Technological Work Environment.
- Automation Project Completion Rate.

The Impact

- Strengthening connectivity across all ETA sites.
- Accelerating Data Exchange Within and Outside the ETA.
- Employee Satisfaction.
- Increasing State Tax Revenues.

Third Strategic Objective: Enhancing Institutional and Workforce Efficiency

Sub-objectives

2/3 Integrating Governance, Internal Control, and Risk Management Mechanisms

Programmes and Projects

- Developing and Improving Governance Systems within the ETA.
- Activating Risk Management Mechanisms.
- Developing the Performance Evaluation Methodology for Employees and Responsibility Centres (Operational Sites and Functional Central Departments).

Key Performance Indicators

- Risk Register Completion Progress Rate.
- Recurring Error Reduction Rate.
- Non-Tax Litigation Reduction Rate.
- Site Inspection Rate.
- Security Vulnerability Reduction Rate.
- Number of Completed Performance Reports (Employees, Operational Sites, and Central Departments).

The Impact

- Supporting Decision-Making.
- Ensuring the Security of Personnel, Facilities, and Information.
- Achieving Institutional Excellence.
- Increasing State Tax Revenues.

Third Strategic Objective: Enhancing Institutional and Workforce Efficiency

Sub-objectives

3/3 Developing the Behavioural, Technical, Administrative, and Technological Competencies of the Workforce

Programmes and Projects

- Developing and Enhancing Employee Capabilities.

Key Performance Indicators

- Training Program Implementation Rate.
- Employee Satisfaction Rate.

The Impact

- Improving Employee Productivity.
- Improving Employee Job Satisfaction.
- Achieving Institutional Excellence.
- Increasing State Tax Revenues.

Third Strategic Objective: Enhancing Institutional and Workforce Efficiency

Sub-objectives

4/3 Continuous Improvement of Internal Processes

Programmes and Projects

- Improving and Maintaining the Work Environment.
- Improving Services Provided to Employees.
- Implementing Objectives-Based Performance Management.
- Developing Organizational Structure and Standard Operating Procedures (SOPs).

Key Performance Indicators

- Job Description Revision Rate.
- Tax Center, Region, and Office Merger Rate.
- Organizational Structure Development Rate.
- Administrative Decision Issuance Rate for Employee Redistribution.
- Employee Satisfaction Rate with Services Provided.

The Impact

- Improving and Developing the Work Environment.
- Improving Internal Communication.
- Achieving Employee Job Satisfaction.
- Achieving Employee Satisfaction with Infrastructure and the Work Environment.
- Supporting Decision-Makers.
- Achieving Institutional Excellence.
- Increasing State Tax Revenues.

Strategic Objectives

Fourth Strategic Objective

Strengthening Strategic Partnerships

Fourth Strategic Objective: Strengthening Strategic Partnerships

Sub-objectives

1/4 Sustainable Digital Support

Programmes and Projects

- Smart Tax Assistant System.
- Tax Excellence Card System.
- Temporary Tax Card System.
- Tax Advisory Platform.
- Premium Tax Service Centres.
- Citizen Incentive System.
- Integration with External Entities.
- Supporting Decision-Makers.

Key Performance Indicators

- Electronic System Implementation Rate.
- Issued Reports Rate.
- Stakeholder Satisfaction Rate.

The Impact

- Voluntary Tax Compliance:
  - Tax return filing.
  - Tax payment
  - Tax Registration
- Supporting Decision-Makers.
- Accuracy of Tax Returns.
- Increasing State Tax Revenues.

Fourth Strategic Objective: Strengthening Strategic Partnerships

Sub-objectives

2/4 Strengthening Taxpayer Confidence

Programmes and Projects

- Organizing Media Campaigns to Raise Tax Awareness.

Key Performance Indicators

- Stakeholder Satisfaction Rate.
- Media Campaign Implementation Rate.
- Media Campaign Target Achievement Rate.
- Monthly Complaint Receipt Rate Through Official Channels.
- Number of Visitors (Followers on Official Channels).

The Impact

- Achieving Voluntary Tax Compliance.
- Promoting Tax Awareness and Culture.
- Expanding the Tax Registration Base.
- Increasing State Tax Revenues.

Fourth Strategic Objective: Strengthening Strategic Partnerships

Sub-objectives

3/4 Building Partnerships with the Business Community

Programmes and Projects

- Building Sustainable Partnerships with Development Partners.
- Standardizing Tax Principles and Concepts.

Key Performance Indicators

- Number of Strategic Partnerships Signed Domestically
- Number of Strategic Partnerships Signed Internationally
- Tax Instruction and Circular Issuance Rate.
- Stakeholder Satisfaction Rate.

The Impact

- Avoiding Double Taxation.
- Attracting Foreign Investment.
- Facilitating Tax Transactions.
- Increasing State Tax Revenues.

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Egyptian Tax Authority

A Pillar of Development... A Sustainable Partnership