

IAPR's Service Strategy: A Citizen- Centric Approach to the transformation

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Directorate for Service Provision

The **Directorate for Service Provision** was established in March 2022 with the aim of continuously upgrading the services provided to citizens and improving their relationship with the Public Administration. It is a Central Service, **reporting directly** to the Governor of the IAPR.

Among the **objectives** of the Directorate are:

- The formulation of a horizontal **Strategy for Service Provision**, through the development and cultivation **of a modern culture of service**, placing the taxpayer at the center of interaction with the IAPR.
- The adoption of **innovative practices** in the field of service provision, based on best practices from other Tax Administrations and the OECD guidelines.
- The **valid and timely maintenance and updating of the tax register**, through its continuous upgrading and digitisation.



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Vision

The *evolution* of IAPR's services into an *upgraded advanced service experience*.

Mission

The development of **modern service culture**, through the adoption of new standards and tools, with ultimate goal to **strengthen public trust** and to empower citizens' and businesses' self-willed compliance.

Strategic Objectives



1

Timely access to valid information

Citizens and Businesses

Front-line staff

2

Modernization of service provision

Multi-channel service provision

Simplification and digitization of procedures

3

Monitoring, Measurement & Feedback

Performance, monitoring and accountability

Measurement and Feedback



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Principles and Values



Consistency

We aim to provide continuous and uniform service provision to citizens and businesses.



Accessibility

We provide continuous access to IAPR's Services all over the country, by all appropriate means, digital and non-digital.



Speed

We serve customers directly in a simple and friendly way through all available communication channels.

Values aligned with citizen-centric vision of OECD:

- Service experience becomes **seamless, personalized, anticipatory**.
- **Building trust** and strengthening taxpayer-administration relationship.

Challenges Faced

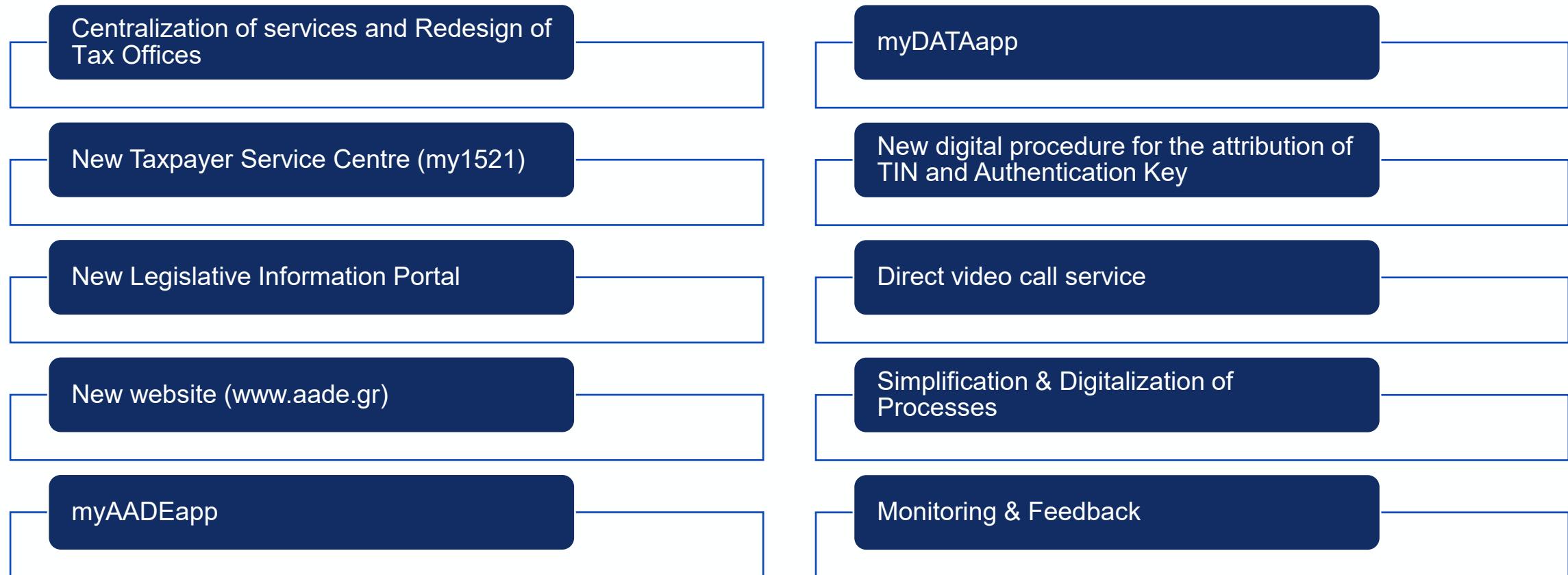
- Fragmented services.
- Need for unified service standards to ensure quality.
- Resistance to change.



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IAPR's initiative to enhance service provision



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Reorganisation of services through centralisation

- Establishment of central service centers:
 - **Centre for Tax Procedures and Service (KEFODE)**
 - **Centre for Assessment and Collection (KEBEIS)**
 - **Centre for Capital Taxation (KEFOK)**
- Aim to unify and standardize service provision.
- Gradual reorganization and streamlining of local offices, aiming at consistency, efficiency and improved taxpayer experience.



Citizens receive the same quality of service regardless of location.



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Redesign of Local Offices

- **Rebranding** and redesign
 - Transformation of local Taxpayer Service Units to a **uniform appearance and identity**.
 - Creating a consistent and recognizable environment for taxpayers across all offices.
 - Strengthening trust and user experience through a modern, citizen-friendly design.
- Development and implementation of the **Service Framework** for Taxpayer Service Units.
- Design and delivery of training programs for front-line employees, aiming at **cultivating a culture of service** and **enhancing the quality of taxpayer assistance**.

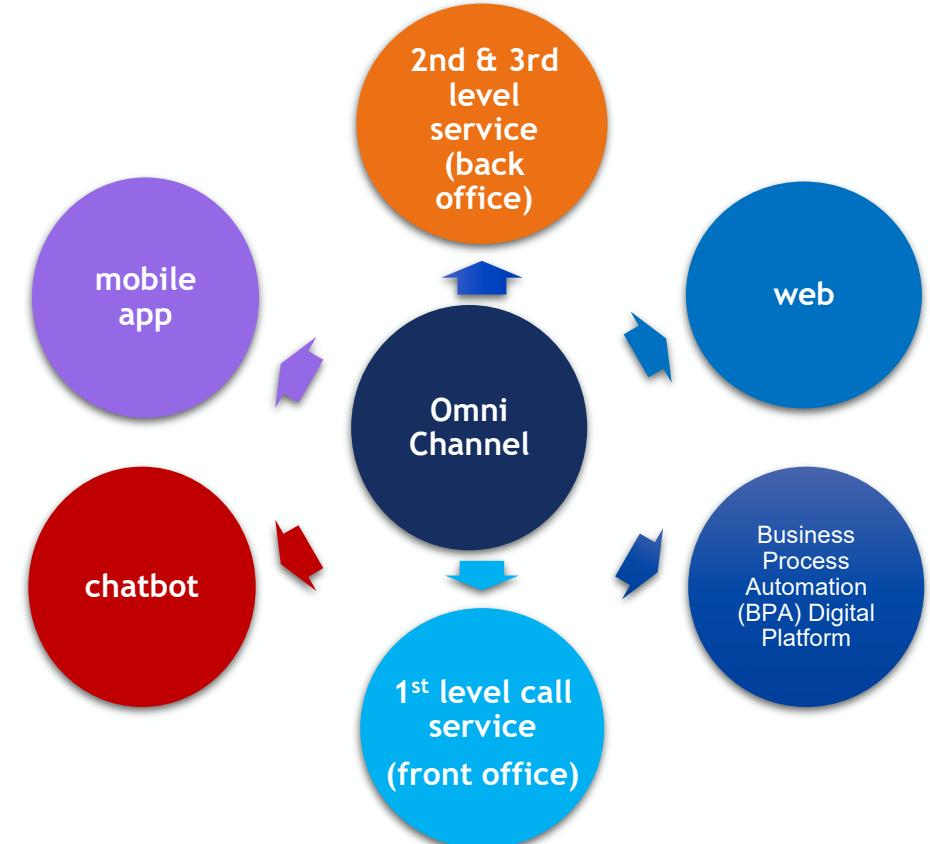


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New Taxpayer Service Centre (my1521)

- The new Taxpayer Service Centre (my1521) of the Independent Authority for Public Revenue (IAPR) operates as a comprehensive **omni-channel service system** for citizens, businesses and employees.
- Its objectives are **outreach, enhanced effectiveness and efficiency, and a strong citizen-oriented focus**, achieved through the **simplification of procedures and immediate service provision**.



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New Taxpayer Service Centre

- The new system ensures:

98%
Answered Calls

 **High Performance**

Ability to handle general and specialized issues through dedicated teams

< 5%
Abandoned Calls

 **Human Resources**

200 representatives daily, 40 calls per representative

< 3'
Average Waiting Time

 **Service Times**

8' average call duration, 07:00-20:00 8,000 calls per day



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New Legislative Information Portal

- Unified access point to **all tax and customs legislation**.
- **Consolidated and codified** legal framework, updated in real time.
- User-friendly search functions and categorization by topic.
- Includes **Guides, FAQs and Tutorials** for citizens and businesses.
- Enhances **legal certainty, transparency and equal access** to information.
- Supports both taxpayers and IAPR staff with reliable and up-to-date content.

→ The new portal reflects our customer-centric approach: **making tax information accessible, simple and transparent for every citizen and business**.



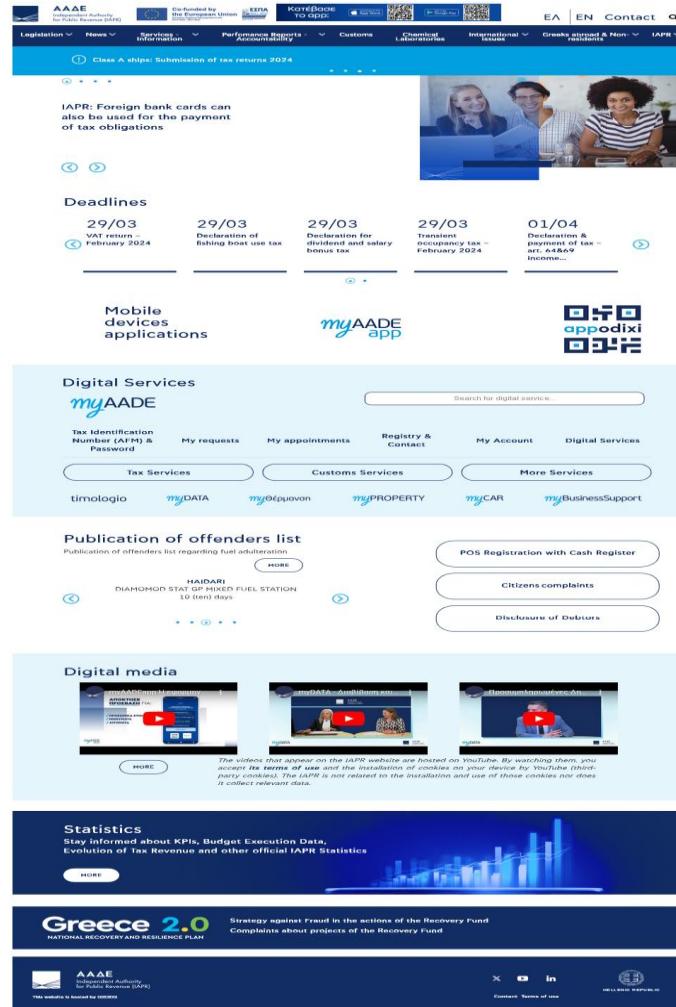
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New website, with modern design, functional and friendly navigation (www.aade.gr)

The main features of the redesigned official website are:

- Modern and user-friendly design for easier navigation
- Bilingual content (Greek and English)
- Continuous updating and highlighting of important updates with a distinct reference to important deadlines



myAADEapp, the new app for instant and easy access to digital services from mobile

The new application offers a complete range of functions, such as:

- Real-time **access to the tax account** for information on current tax debts and amounts of refunds.
- **Immediate secure debt payments**, directly from the application, via IRIS or by card.
- Contact **information management and IBAN declaration**.
- Monitoring and management of **Requests and Appointments**
- Access to "**My Messages**" for receiving and managing personalized messages from the IAPR.
- Specialized real-time **alerts** for citizens, traders and tax consultants, as well as personalized tax updates.
- **myWallet**, for adding and storing key documents, such as Registration Data, Tax Awareness, Traffic Fees and certificates for easy access.
- **Tap-To-Call** capability at the Taxpayers Service Center of the Independent Authority for Public Revenue (IAPR).



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myDATAapp, allows the digital issuance and transmission of documents to the myDATA platform

- **Designed to facilitate professionals and businesses in their daily operations**, the application offers a secure and efficient platform for fulfilling tax obligations.
- **Key Features:**
 - **Document Issuance:** Instantly create official documents such as invoices, shipping notes and receipts, with a few steps.
 - **Customer Management:** Easy organization of the customer list with the ability to register and edit customer details.
 - **Financial and Tax Data:** Providing a comprehensive picture of the business with numerous income and expense reports, as transmitted by the myDATA platform.
 - **Security and Compliance:** Browse your company's data with maximum security, through an application that fully complies with applicable laws and regulations.
 - **Ease of Access:** Use the application from anywhere and at any time to facilitate the daily business life of businesses.

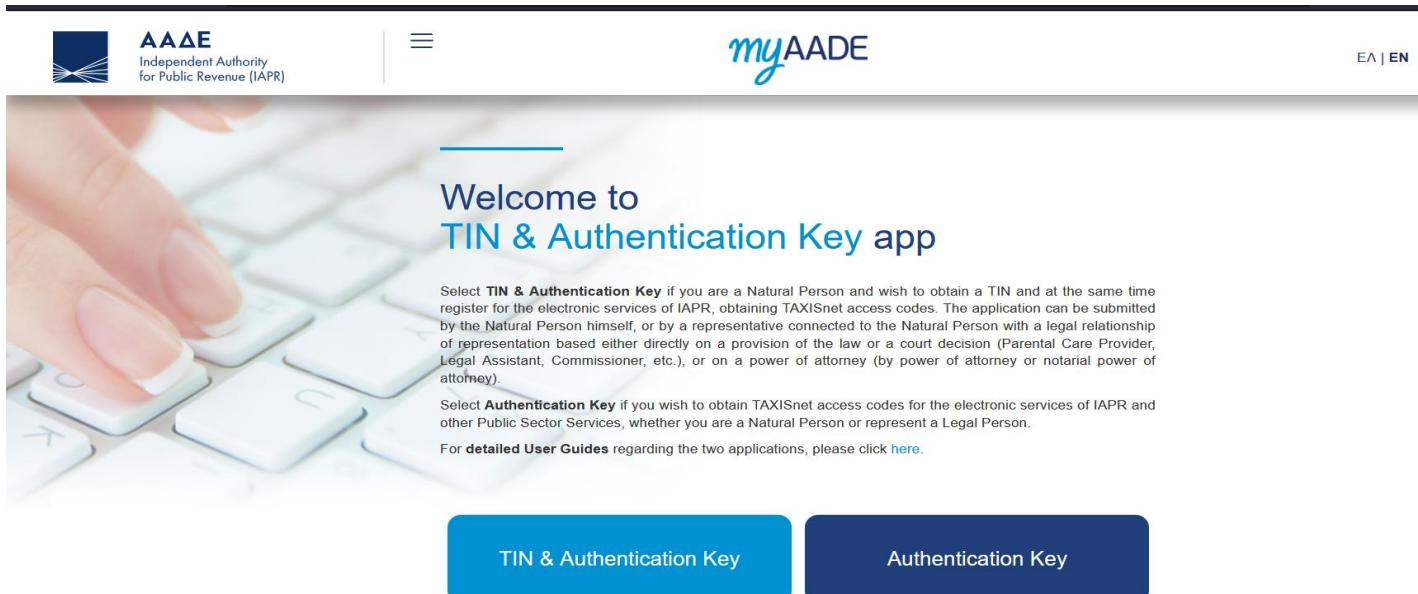


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New digital procedure for the attribution of TIN and Authentication Key

Simultaneous **attribution of TIN and authentication key** for natural persons, now **exclusively digital**, by submitting the relevant request to the TIN & authentication key application of the digital portal myAADE (myaade.gov.gr) **and via a representative**.



Direct video call service at myAADElive - FAA (First Available Agent)

The direct video call with myAADElive significantly facilitates the procedures of attributing TIN and Authentication Key, offering citizens the opportunity to be served digitally and directly, without the need to make an appointment or visit the Tax Office.



Pilot Use of EVENLY Platform in myAADElive

- **Scope:** Testing the integration of the EVENLY platform into myAADElive.
- **Purpose:** Support for vulnerable citizens in obtaining **TIN (Tax Identification Number)** and **Authentication Number**.
- **Benefits:**
 - Remote and simplified access for citizens with limited mobility or digital skills.
 - Increased inclusiveness and accessibility of IAPR services.
 - Builds trust by ensuring equal service for all taxpayers.



Simplification & Digitalization of Processes

- **Standardization:** Developing common service standards, harmonizing procedure, **ensuring equal treatment and consistency**
- **Simplification:** Eliminating unnecessary steps and making services **easier to understand and access**
- **Interoperability:** Ensuring **seamless data exchange** both internally and externally between IAPR systems and other public sector platforms, **enabling end-to-end digital services.**

 **Workshop on Digitalization of Procedures** – Involving staff to prioritise processes for redesign, simplification and full digital transformation.

 **Objective:** To improve efficiency and taxpayer service.

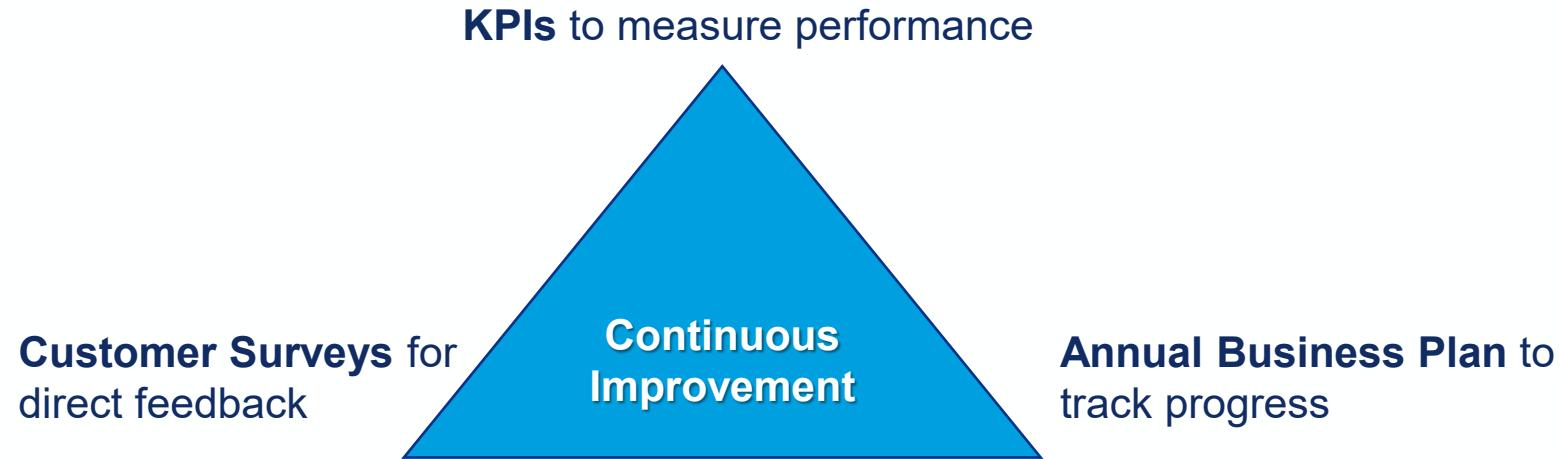
 **16 thematic areas and 282 procedures** have already been digitised through this process.



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Monitoring & Feedback



➡ Together, these mechanisms create a cycle of continuous improvement – measuring, evaluating, and adapting services based on both internal performance data and external citizen feedback.



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Benefits for Citizens & Businesses

- Transparency & Trust.
- Equal & faster access.
- Enrichment:
 - Empowering compliance
→ less bureaucracy, more time for economic activity.
 - Personalized information.

Benefits for IAPR

- **Operational efficiency:** Reduced administrative burden and better allocation of resources.
- **Consistency & Standardization:** *Uniform procedures* across all service channels and offices.
- **Data-driven decision making:** KPIs and surveys provide evidence for *continuous improvement*.
- **Enhanced trust & reputation:** Transparency and citizen-centric approach *strengthen public confidence in the administration*.



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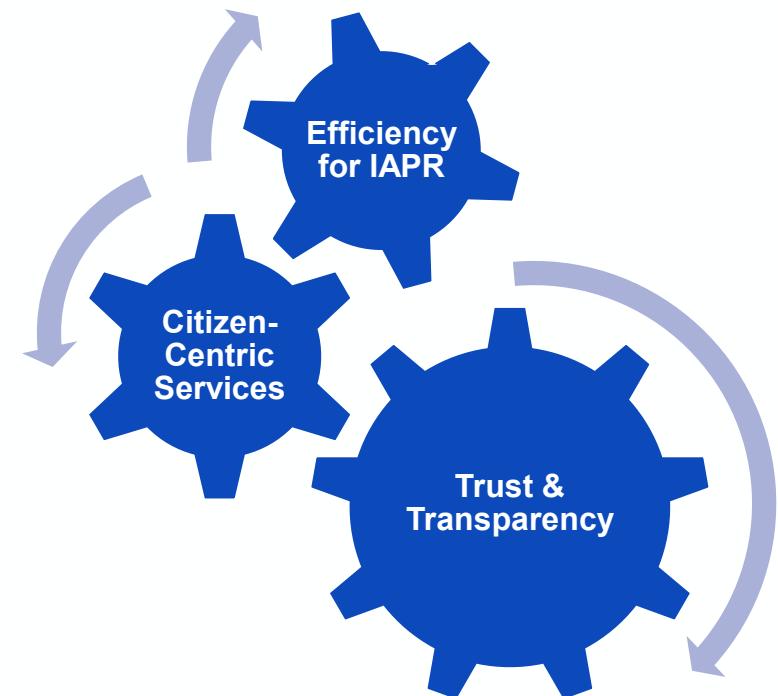
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Conclusion - The transition

- Through these initiatives and steps, IAPR is transformed from an administration that **reacts** → to one that **anticipates and supports**.
- Moving from compliance by obligation → to compliance by design.

→ The result: **trust, transparency and equal access** for citizens and businesses, and **efficiency and empowerment** for IAPR itself.

Compliance by design



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*Our goal is **the constant upgrading of our services**. We shape the conditions for optimal service, having **the citizen at the center** of our actions.*

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Thank you!



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AND SOCIETY AT LARGE