ANNUAL REPORT 2016
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The sovereign responsibilities that we exercise give the DGFiP a special place within the Government, with regard to both taxation and public governance.

The past year witnessed a number of significant changes.

First among these was the introduction of withholding at source. The measure was voted into law and approved by the Constitutional Council. The DGFiP contributed a great deal to these efforts at central government level, and will strongly engage its non-central departments in 2017.

The second major change concerns revision of business premises rental values. It will enter into force in 2017 based on efforts in 2016 to define its conditions.

The third major change involves the central government’s property policy, which was entrusted to the DGFiP. We set up a special directorate to deal with this remit: the Government Property Directorate, which takes over from France Domaine.

Lastly, the possibilities opened up by the new distance auditing procedure (vérification de comptabilité du bureau) represent a significant step forward. It will allow us to diversify our auditing methods, enhance the tax population coverage and to improve our statistical systems.

The constraints on the national budget make it imperative to streamline the workload of our staff in order to maintain the quality of our services.

We are continuing the changeover to paperless procedures. In 2016, for example, the DGFiP’s network provided a great deal of support to local authorities and government-funded institutions under their jurisdiction to connect them with e-invoicing tools. As a result, starting in 2017, major suppliers will no longer be submitting paper invoices to government departments.

In the area of taxation, online filings of income tax returns continue to gain ground. There were nearly 3.5 million fewer paper returns to process in 2016. During the year, we added a secure «e-contacts» messaging system to the personal account available on impots.gouv.fr.

At the same time, in addition to its streamlining and simplification measures, the DGFiP is overhauling the services provided to its partners. A unit devoted to providing support for public decision-makers has been set up within each Public Finances Regional Directorate.

The DGFiP can rely on the professionalism and commitment of its staff to meet all of these challenges.

This annual report presents the DGFiP’s various actions, the achievements of its staff and the key events that – directly or indirectly – had an impact on the organisation in 2016.
The Public Finances Directorate General (DGFiP) performs a wide variety of tax-related and public governance functions.

In the area of governance, the DGFiP compiles the financial statements and is responsible for their accuracy.

The DGFiP drafts and implements rules and procedures governing auditing and settlement of public expenditure, including public sector payrolls, financial and accounting management for national government-funded institutions as well as local government-funded teaching institutions.

The DGFiP’s remit also includes financial and accounting management for local authorities, local authority institutions (including a certain number of publicly-funded housing offices) and government healthcare institutions (auditing and settlement of expenditures, collection of local revenue, bookkeeping, financial analysis, consulting and economic and financial expertise for public investment projects).

The DGFiP drafts and implements rules and procedures concerning the acquisition, management, sale and assessment of State property. It implements the government’s policy regarding this property by designing and steering the strategy concerning the property holdings of the central government and its agencies.

The DGFiP provides management for the central government pension scheme. This task includes maintaining individual retirement accounts and collecting contributions, as well as paying pensions.

It also manages funds deposited with the central government and acts as the Caisse des Dépôts’s official receiver, keeping customer accounts and managing consignments.

In the area of taxation, the Tax Policy Directorate (DLF) helps define tax policy and drafts bills and changes to regulations, while the DGFiP oversees tax assessments, audit and collection of taxes, levies, contributions and tax obligations and handles appeals and applications from taxpayers. It contributes to legal certainty by examining requests for advance rulings and special tax arrangements. It also keeps the cadastral map of France and the register of real estate properties.

It fights tax evasion via audits and preventive means, but also employs enforcement measures, particularly prosecution.

The DGFiP also represents France in international tax negotiations.

The Directorate also helps prefects and local economic players support businesses. It plays a key role in working out repayment plans for tax and social security arrears through the Tax and Social Security Debt Settlement Committee (CCSF) and it is also involved in prevention and support for struggling businesses through its role in the Département Committees for the Examination of Business Financing Problems (CODEFIs).

The DGFiP can rely on one of the widest networks of central government services to perform all these functions, with nearly 6,000 locations throughout the country.

It strives to adapt its organisation to maintain a high level of public service quality. This results in the best allocation of its resources while ensuring its continuing presence at the local level.

The DGFiP endeavours to adapt its network structure to economic, demographic, sociological and technological changes. It also considers the major organisational changes experienced by its partners. The DGFiP has adapted to the new organisation of local authorities in response to the new regional boundaries, the transfer of powers under the Local Administration Reform Act and changes to boundaries of intermunicipal structures and hospital catchment areas.
2016 HIGHLIGHTS

En 2016, la prime pour l'emploi n'existe plus

Pour vérifier si vous avez droit à la nouvelle prime d'activité rendez-vous sur caf.fr

Tout savoir sur le prélèvement à la source

SERVICE CIVIQUE
Une mission pour chacun au service de tous
Elimination of the earned income tax credit and introduction of the in-work benefit
On 11 January 2016, the earned-income tax credit and the in-work income supplement are eliminated in favour of the in-work benefit. To inform those affected by this change, the DGFiP publishes the news on the impots.gouv.fr website, urging them to visit the caf.fr site and check their benefits using an online simulator.

The DGFiP signs an agreement with social housing landlords,
who will now voluntarily provide the DGFiP with Information about rented premises and their occupants. The data will be in electronic form, and users’ private data will be given the strictest protection. This agreement will improve the quality of the tax base for the residence tax for more than 4.2 million households. It is representative of the outstanding efforts by the DGFiP to ensure collection of tax revenues by local authorities.

Public service volunteers at the DGFiP
Following a selection process involving 88 local offices and 2,000 applications, 320 public service volunteers aged 18 to 25 are welcomed to the DGFiP in April. Their duties primarily consist of initial reception duties in Individual Tax Departments (SIP) as part of the income tax season.

An online signup procedure is rolled out for applicants for the DGFiP’s internal competitive exams. Applicants can now sign up for exams using the «Téléinscription» application.

The Minister for Finance and Public Accounts announces a test phase for auditing local authorities’ accounts
This move is designed to ensure the conformity, good faith and accuracy of the accounts of local authorities and their groups.
The DGFiP attends the OECD’s Forum on Tax Administration
Discussion focus on operational implementation of the G20/OECD agenda, and specifically on the automatic exchange of financial information, as well as on the fight against base erosion and profit shifting (BEPS). The DGFiP speaks about its work on the use of the financial data that will be exchanged starting in 2017.

Tenth audit of the central government’s accounts.

Organisation of tax consultations
These consultations, which bring together the Tax Policy Directorate and the line ministries, discuss the tax expenditures, earmarked taxes and tax measures to be included in the end-of-year draft budgetary plan and social security budget. The goal is to ensure good tax governance that is in line with the government’s tax policy priorities.

Seminar on detecting struggling businesses and debt distress of individuals
On 22 June 2016, the division heads in charge of expertise and economic and financial action (DEAEF) and economic action advisers (CMAE) from the local directorates meet at Bercy for a seminar devoted to detecting struggling businesses and debt distress of individuals.

Creation of a new website for the central government pension scheme
The site retraitesdeletat.gouv.fr provides an improved set of services to both active employees and pensioners. These include more expansive and more readily available information, online contact with the Public Pensions Service (SRE) concerning requests and declarations, and pension simulations.

The accumulation of administrative and criminal sanctions is judged constitutional by the Constitutional Council
The Council’s decision of 24 June 2016 lends support to the DGFiP’s efforts in the fight against tax evasion.

Initial implementation of the transfer of bonuses and points as part of the reform of civil service careers and compensation (PPCR)
This measure is visible on the pay slips of Grade B staff (auditors and cadastral surveyors employed by the DGFiP) as of the month of June. Part of their bonuses are changed into wages, which provides them with a better pension at the same rate of pay.

Direct access to FICOBA for notaries
The DGFiP and the Conseil Supérieur du Notariat (National Association of Notaries) come together to define a legal framework and procedures for information exchanges based on data from the National Centralised Bank Accounts Register (FICOBA).
France Domaine becomes the Government Property Directorate

In a bid to give fresh impetus to the central government’s property policy, the government creates the Government Property Directorate within the DGFIP. The new directorate is tasked with managing the property strategy of the central government and its agencies.

On 20 January 2016, the cabinet defined the broad outlines of the central government’s new property policy. Among these, the creation of the Government Property Directorate (DIE), a fully-fledged body reporting to the DGFIP, more clearly delineates the government’s role in property policy and emphasises the distinction between the government as property owner and its tenants.

The new directorate enjoys special leverage following a reform of its governance, which entrusts the DIE with the leadership of the National Real Property Council (CNIP) and boosts staffing levels for regional real property policy managers (RRPIE).

These changes will not alter the PIE’s core remit. We will carry on meeting our objectives, which remain unchanged. As a support function, the PIE’s goals are to improve both the working conditions for our staff and the reception we give to the general public. But government property also plays a role in areas in which the government hopes to set an example (housing, environment, etc.). In addition, the financial stakes involved are considerable. Maintaining the value of our holdings and keeping real estate spending under control thus remain goals.

Our daily tasks also remain the same: our primary remit is to define an overall strategy for managing the government’s property holdings and ensure that this policy is implemented, as well as to provide advice and expert opinions to the government departments that occupy these properties. As part of this, the regional-level master plans that are currently being rolled out will help us define a property strategy and an action plan in the years to come.

Nathalie Morin, Director of the Government Property Directorate

The DGFIP designates a data administrator

The DGFIP is one of the first government departments to create such a position, which is linked to the increasing number of efforts to make data publicly available and the recent promulgation of the Digital Republic Act.

E-invoicing: the introduction of Chorus Pro

On 20 September, Chorus Pro – a shared web portal where public bodies can receive e-invoices – is officially made available to central government departments. Eighteen non-central bodies, including local authorities and national government-funded institutions, are also being included as part of a test phase.
Withholding at source
An assessment of the reform and its impact, which was drawn up by the Tax Policy Directorate in cooperation with the entire structure of the DGFiP, is submitted to Parliament. On 19 October, the Ministry for the Economy and Finance launches a new information website: www.prelevementalasource.gouv.fr

Publication of the DGFiP’s first staff audit for 2015
This document, which brings together all of the figures needed to provide an overall vision of employment-related issues at the DGFiP, is available online to all managers and staff.

Adoption of the 2017 Budget Act
Article 60 of the 2017 Budget Act introduces withholding of personal income tax at source.

Overview of withholding at source
Christian Eckert, the Minister of State for the Budget, tours the country explaining the contents of the reform to taxpayers and third-party collecting agents.

Learn more about withholding at source
ACTIVITIES IN 2016
I - EXPANDING SERVICES FOR INDIVIDUAL TAXPAYERS
The DGFiP is overhauling the online services it provides in order to encourage individuals to use digital means to access information and engage in dialogue.

As part of this, the secure personal account available on impots.gouv.fr has been expanded to include a secure «e-contacts» messaging system. Users can now file requests to the tax authorities electronically and monitor their progress. Tax secrecy is ensured by the high level of security built into the system. During tax season, it proved to be a resounding success: 820,000 e-mails were received.

Eventually, impots.gouv.fr will provide users with a dashboard (documents received, upcoming deadlines and more) tailored to their situation and offering them the possibility of paying in just a few clicks.

In 2016, online filing of tax returns was made simpler with the introduction of the income tax situation notice (ASDIR). Delivered online after a user has filed his or her web-based return, the notice allows users to prove their tax situation to various bodies starting in the month of April. Thirteen million online taxpayers have already taken advantage of this new service.

With more than 18 million users in 2016, online filing has proved to be a real success. Nearly half of tax households file their returns in this way. More than 20 million users created accounts on the impots.gouv.fr site, 9.8 million have elected to no longer receive the paper version of their return and 7.7 million have elected to receive an electronic tax notice. This success is proof positive of the increasing interest users have in paperless tax procedures.

Since 2015, the timbres.impots.gouv.fr site has been allowing users to buy online the stamps they need for their passports. Its scope has been widened to include the sale of stamps to renew one’s driving licence in case of loss or theft, and payment of the fee for taking the written part of the driving test. In 2016, the site sold 929,000 electronic stamps and 406,000 test fees.

The rollout of online procedures for filing and paying the key business taxes is now complete. This simplifies exchanges between businesses and the government while cutting back on repetitive data entry tasks by the various Business Tax Departments.
NEW WAYS OF INTERACTING WITH USERS

During the year, the DGFiP continued to overhaul and improve the ways in which it interacts with users. These changes include the introduction of new telephone «contact centres», customised welcome procedures and the opening of a new secure message service.

Following a successful test phase of contact centres in Rouen and Chartres, which provided customised information and distance processing of simple requests by phone and e-mail, three new centres opened their doors in Carcassonne, Valence and Lille-Nancy. These centres will provide coverage for ten additional départements, or a total of 23% of all tax households by the end of 2016.

Following the positive feedback concerning «customised reception by appointment» (an 82% satisfaction rate), the DGFiP will expand the scheme nationwide in 2017. The gradual expansion of this type of reception means that users’ more complex problems can be handled under optimal conditions. Based on a multi-channel reservation system, this new service will be gradually rolled out to a large number of tax offices.

To limit overlap of information requests from multiple government departments, the DGFiP is taking part in the «Tell Us Once» streamlining initiative, which was introduced by the Secretariat-General for Government Modernisation. Using a unique ID number, users can access various online public services. A pilot phase in 2016 between the DGFiP and the Ministry of Education focused on processing student grant applications from secondary school students.

According to a user satisfaction survey conducted by the CSA Institute in 2016, 93% of users polled reported that they were satisfied with the quality of service provided by the DGFiP. Fewer are making the trip to tax offices, and more of them (59%) are contacting the DGFiP online. They want streamlined procedures, clear answers in a timely manner and more online services.

CLOSE-UP

REFORMING AND MODERNISING THE CENTRAL GOVERNMENT PENSION SCHEME

The new retirement process for civil staff based on pension management reform efforts has been expanded to include new employers: the Ministry of Agriculture, the economic and finance ministries with the exception of the Directorate General for Competition Policy, Consumer Affairs and Fraud Control (DGCCRF), and an initial group of teaching academies. Henceforth, civil servants in these departments can address their retirement-related requests directly to the Public Pensions Service and benefit from personalised support up to their retirement.
SHARING DATA AND STREAMLINING EXCHANGES WITH OUTSIDE PARTNERS

As part of inheritance proceedings to which they have been named, notaries may now use a secure web access to consult the National Centralised Bank Accounts Register (FICOBA) directly. This access is proof of the DGFiP’s desire to make life easier for users – the process of assessing estates is simpler and more reliable for notaries, and processing inheritances can be accomplished in shorter time-frames, which is welcome news for successors. By the end of 2016, 10,000 notaries enjoyed direct FICOBA access.

Strictly for the purposes of judicial investigations, this access will be gradually extended to CID officers, the criminal police and the gendarmeries.

To simplify over-indebtedness procedures and cut operational costs, the Banque de France, in partnership with the DGFiP, has set up a website dedicated to monitoring over-indebtedness. Information and documents can be shared on this site.

CLOSE-UP

WITHHOLDING AT SOURCE

Introduced by Article 60 of the 2017 Budget Act, withholding at source will enter into force on 1 January 2018. Personal income tax will be withheld as income is earned by taxpayers. This change in the way taxes are paid will affect 98% of all wages.

The DGFiP is fully involved in preparing and supporting this major reform that involves a large number of third-party payers, including employers, organisations providing replacement income, etc. In the first half of 2016, IT projects that are vital to implementing the reform were launched. In the second half of the year, in support of the Budget Bill, an assessment of the Article having to do with withholding at source was completed by the Tax Policy Directorate and other DGFiP departments. This unique 400-page report sets out the mechanisms of the reform and how it will operate, and was used to present and explain it to the finance committees of the Senate and National Assembly. Communication campaigns were also set in motion to inform both users and DGFiP staff, culminating in the launch of the website www.prelevementalasource.gouv.fr in the fall of 2016.

Working groups involving the tax authorities and the various stakeholders (Pôle Emploi, user committees as part of the single staff reporting statement, software publishers, etc.) met on a regular basis in order to provide better support for these groups. Lastly, the DGFiP has put users at the centre of discussions about changes that the reform will bring to the personal account on impots.gouv.fr, and led several focus groups devoted to the topic.
WITHHOLDING AT SOURCE: THE COLLECTION CIRCUIT AS IT RELATES TO THE SINGLE STAFF REPORTING STATEMENT (DSN)

WHAT IS THE SINGLE STAFF REPORTING REQUIREMENT (DSN)?

The DSN brings together in a single form all of the staffing reports made by a company or its representative. It is based on payroll data and is sent in a single monthly online filing. Specifically, it comprises a nominative list of withholding at source data (net taxable wages, withholding rate applied, amount deducted), as well as a payment zone relating to withholding at source, which includes the total amount paid over and the company’s bank details.

Withholding at Source: the Collection Circuit as it Relates to the Single Staff Reporting Statement (DSN)

1. The DGFiP uploads the compte-rendu métier to the Net-Entreprises website, along with the applicable withholding at source rates (or the default rate).

2. Prepares the monthly payroll and logs into Net-Entreprises with its DSN login and password.

3. The compte-rendu métier is automatically uploaded to the payroll software.

4. The payroll software automatically includes the new withholding rates, which replace the previous ones.

5. Calculates the payroll by applying the withholding rate (or the default rate) to the net taxable wages.

6. Pays wages net of the withheld taxes.

7. On the 5th or the 15th of the month, uploads the DSN to the Net-Entreprises portal.

8. Receives the DSN on the 8th or the 18th of the month.

9. Based on the DSN, deducts the amount withheld at source from the company’s bank account.

10. Establishes the CRM with the withholding rates to be applied to the wages for the following month or month M+2.

WHAT IS THE COMPTE-RENDEU METIER (CRM)?

The CRM is generated by the DGFiP. It contains the rates of withholding at source for each employee listed in the previous month’s Single Staff Reporting Statement (DSN). Employees are identified by their directory registration number (NIR) and their civil status.
II - SUPPORT FOR LOCAL AUTHORITIES UNDERGOING CHANGES
ACCELERATING THE SHIFT TO PAPERLESS PROCEDURES

Since the rollout of the new standard data exchange protocol (PES V2) is now complete, the DGFiP can now help local government authorising officers make the changeover to full paperless exchanges with government tax collection officers. The percentage of summary statements that have received paperless approval continues to rise, much like the shift to paperless vouchers (54% and 56%, respectively, by the end of 2016).

In 2016, the DGFiP continued its efforts to switch the invoicing and tax collection processes for government healthcare institutions over to paperless procedures by helping them deploy the FIDES initiative for direct invoicing by individual healthcare establishments.

Furthermore, as part of the SIMPHONIE initiative (which aims to streamline hospital patients’ administrative procedures), some public healthcare establishments are now allowing patients discharged from hospital to settle any remaining fees by credit card. This innovation helps speed up the collection of hospitals’ receivables.

Lastly, in an effort to create a shared means for archiving the annual financial statements of local authorities and the central government, a research and consultation tool (ORC) was installed in October 2016. It can be used to consult accounting documents and vouchers through cross-cutting search capacities.

MEANS OF PAYMENT THAT MAKE COLLECTION EASIER AND MORE SECURE

The range of online payment methods made available to users for payments to central government and local authorities has been enhanced in a bid to streamline collection and make services more secure.

The **TIPI online credit card payment solution** allows users of local public services to pay invoices by credit card. By the end of 2016, nearly 7,000 local authorities had adopted TIPI.

It has been a resounding success in the 331 public healthcare establishments that have adopted it, and has been rolled out to certain government-funded teaching institutions, allowing online payment of restaurant, accommodation and travel invoices. With more than 4.6 million transactions totalling more than €423 million, TIPI gained significant traction in 2016 in comparison to the previous year.
EASIER ACCESS TO INFORMATION

In 2016, the DGFiP launched efforts to allow a pilot group of local authorities (Paris, Lyon and Marseille) to have access to tax data as part of online services provided to local residents. For example, a citizen using an online procedure to sign up for daycare services – for which the fees are calculated using the person’s tax situation – can, as part of that procedure, authorise the DGFiP to supply the tax data required for calculation of the fees.

The DGFiP supports local authorities’ efforts to make public data available by putting their raw accounting data online – the principal budgets and appendices of local authorities and government-funded institutions under their jurisdiction from 2013 on (with the exception of public healthcare establishments) are now available on the data.gouv.fr website.

This initiative is part of the government’s plan that calls for raw public data to be made available to citizens and economic players. Such information would be freely available and could be reused free of charge.

CLOSE-UP

INCREASED SUPPORT FOR PUBLIC DECISION-MAKERS

In a bid to bolster and rethink the DGFiP’s offer of services, a task force for providing support to public decision-makers was set up within each Public Finances Regional Directorate. It offers local decision-makers (prefects, local authorities and government-funded institutions both local and national) advice concerning complex and consequential subjects.
III - ENSURING SOUND FINANCES FOR PUBLIC INSTITUTIONS
Given an influx of requests to disclose unreported offshore accounts, three new centres (Ermont, Lille and Nantes) were opened in June 2016, each with full national jurisdiction. By the end of 2016, more than 49,000 taxpayers with unreported offshore assets had filed compliance requests with the Offshore Disclosure Unit. The total amounts collected in 2016, all taxes and penalties included, came to €2.47 billion, bringing the total collected since the scheme was launched in June 2013 to €7 billion.

Requests for information filed with foreign tax administrations have doubled since 2011. Moreover, automatic exchanges of information concerning bank accounts and life insurance policies will involve 54 countries (including 28 EU Member States) in 2017, and 47 more in 2018. France, which is represented in these efforts by the Tax Policy Directorate, plays an active role in transparency and tax cooperation efforts, which bolster tax authorities’ auditing and tax collection capacities. In addition, the DGFiP presented its work on processing exchanged financial data at the OECD’s Forum on Tax Administration.

In an effort to combat fraud, particularly Internet-based fraud, the DGFiP continues to adapt its auditing and search tools to the digital era. For example, the tax authorities can now issue requests for information from third parties without having to name the individuals or companies involved. This new means of obtaining information was invoked on 1,531 occasions in 2016 in relation to nearly one hundred cases.

The role of the tax audit directorates (DIRCOFI) has been enhanced to support the tax audit activity of local tax directorates and to make inroads in detecting fraud. Starting on 1 January 2016, operational leadership of the Audit and Investigation Units (BCR) will be handled by the DIRCOFI. Furthermore, new planning units specialising in risk analysis within the DIRCOFI will expand the planning possibilities of local directorates.

Lastly, the DGFiP continues to expand its data-mining capacities to bolster its fraud-detection efforts. Data-mining, which involves analysing large quantities of data to create fraud profiles, has proven to be effective. It has expanded the set of planning tools used for interventions and surveillance of risk situations.
The Government Audit Office certified the central government financial statements for the tenth year in a row. The qualifications expressed by the auditors fell from 13 in 2006, following the first audit, to 5 for the 2015 statements, which were certified in 2016. This improvement reflects the DGFiP’s efforts to ensure accounting quality.

By increasing its support for its network and simplifying and streamlining certain tasks, the DGFiP is seeking to improve how the public accounts are drawn up. As part of this, an action plan for highlighting financial accounting was draw up in 2016. The plan’s goals include rethinking communication concerning the government’s financial situation, and will give managers greater access to accounting data to inform their management choices.

After a successful first phase certifying hospitals’ accounts in 2015, the results from the following year were equally satisfactory. 123 of the 126 establishments involved had their accounts certified, and there were no reservations at all for 69 of these. These good results are proof positive of the depth and quality of efforts by public healthcare establishments and their accountants, which were supported by regional health agencies and the DGFiP’s network of correspondents.

In a bid to boost the accuracy and transparency of the public accounts, a trial phase involving certifying accounts at local level was launched. The effort will involve the Government Audit Office, the DGFiP and the Directorate General for Local Government (DGCL). Work will begin in 2017 with an assessment draw up by the financial authorities of the 25 local authorities chosen to take part. An initial and non-binding certification will be carried out in 2020 by an independent firm of auditors.

Finally, in both 2015 and 2016, as part of the ‘Europe for Citizens’ programme for the period 2014-2020 (which distributes €28 billion amongst 80 different programmes), several European funds named the DGFiP as a certifying authority. These include the European Regional Development Fund, the European Social Fund, the Youth Employment Initiative and the European Territorial Cooperation initiative, among others. The DGFiP certifies the statements of expenses and requests for payment connected with these programmes prior to their submission to the European Commission for reimbursement. It also draws up and certifies the corresponding annual financial statements, issues calls for funds and recovers any undue payments.
The DGFiP is continuing to roll out single centres for processing and paying invoices within the Invoice Processing Units in each of its regional directorates. As of 1 January 2016, a portion of the expenses of the Ministry of the Interior (the Paris and Lille defence zones), as well as those of eight additional teaching academies, will be processed by these centres, and invoices will be sent to them directly. Two test phases are underway concerning the Ministry of Justice’s platforms in the Centre and Grand-Est inter-regions. In 2016, about one-fourth of all central government public procurement spending was processed by invoice processing units.

In a bid to achieve productivity gains and reduce payment times, the City of Paris and the DGFiP have signed an agreement to set up an invoice processing unit. The French capital has thus become the first local authority to sign such an agreement, which will allow the authorising officer and the accountant to carry out a shared spending control policy. By September 2017, 180 city employees and the DGFiP will be working in a single department on the expenditure control chain.

E-invoicing will gradually become the rule.

To ensure that central government departments and local authorities have the technical and organisational means to process these invoices as of January 2017, eighteen non-central bodies (including local authorities and national government-funded institutions) are testing the e-invoicing system Chorus Pro, the future web portal where public bodies can receive e-invoices. Since Chorus Pro was launched in September 2016, it has been used to process 285,000 e-invoices submitted by 22,000 suppliers.

In addition to reducing payment times, saving money and making document transmission more secure, the shift to e-invoicing helps protect the environment by eliminating the use of paper.

The goal is to process 100 million invoices per year using Chorus Pro, submitted by one million suppliers.
**CLOSE-UP**

**REVIEWING BUSINESS RENTAL VALUES FOR GREATER TAX FAIRNESS**

Following the work of département-level committees made up of local elected officials and professionals, with assistance from the DGFiP, the various criteria used to assess rental values (geographic location, rate schedules, localisation coefficients) were published in June 2016. Starting on 1 January 2017, all business premises that fall within the scope of the review will be assigned revised rental values. The new rental value, based on values calculated using actual observed rents, will be used to establish the property tax on developed land and the business premises contribution in 2017. This use of the results of the review of business rental values brings to a close efforts that began in 2010.

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**CLOSE-UP**

**BOOSTING OUR REAL ESTATE EXPERTISE**

In a bid to better embody the government in its role as the owner of a unique, diverse and valuable heritage of nearly 100 million square meters, the Government Property Directorate (DIE) was set up within the DGFiP. This new directorate, which takes over from France Domaine, is tasked with defining an overall strategy for managing the property holdings of the government and its agencies, and ensure that this policy is implemented, while expanding the skills of its teams.

The DIE has brought about a reform in how local authorities can consult the department in charge of property policy, which will enter into force on 1 January 2017. It is based on an assessment charter that formalises the new quality and partnership-based approach between the central government and its consultants.
IV - ENSURING THE BEST TRAINING AND WORKING ENVIRONMENT
To provide support for staff during implementation of new structures, regulations, procedures or IT applications, **56 new training courses (including 11 online courses) have been added to our training catalogue.** Our training offer has been bolstered, particularly with respect to the promotion of online services and the rollout of paperless procedures.

The National Public Finance Academy (ENFiP) continues to update its teaching methods, specifically by incorporating digital methodology. As part of this, the Academy has recourse to the full range of available teaching tools (e-learning, video, etc.). Since October 2016, it has been testing with **making videos of courses available online for various audiences.**

We are continuing to improve our support for managers, helping them as they assume new responsibilities. Starting in September 2016, **hands-on managerial support workshops** have been held throughout the country. They are intended for regional department heads, and are designed to help these individuals improve their managerial skills through peer exchanges.

The DGFiP is involved in expanding apprenticeships in the public sector. Within the context of the 2016 recruiting season, it boasted 318 apprenticeship contracts as of 30 September 2016. Most apprentices were between 21 and 25 years old, and signed contracts lasting up to one year. They will complete their practical training at the DGDiP primarily in the areas of tax management, IT and the local public sector.

Lastly, the DGFiP is examining initial training efforts, in a bid to ensure that they better prepare employees for their first assignment within the DGFiP.
Teleworking has heretofore been reserved for staff dealing with medical or social difficulties. However, under the provisions of Decree 2016-151 of 11 February 2016, any DGFiP staff member may request to be able to telework, provided they fulfil certain conditions. A 6-month test of teleworking was launched in November 2016 involving 11 directorates and departments within the central administration.

The results of this test phase will be published in 2017 in order to fine-tune the system before it is rolled out to all staff.

Finally, for the second year in a row, the DGFiP employs a higher percentage of individuals with disabilities than the legally prescribed minimum of 6%.

This stands witness to the exemplary, multi-year efforts by the DGFiP to recruit and welcome staff with disabilities.

**CLOSE-UP**

**HOW STREAMLINING HELPS MAKE DAILY PROCEDURES EASIER**

The DGFiP is actively carrying on efforts to streamline daily tasks. Between 2012 and the end of 2016, 7,200 streamlining suggestions were received, and 690 measures were adopted, benefiting every part of the DGFiP.

Moreover, when adopting streamlining measures, each directorate at département level has included its staff members in the decision-making process, rather than leaving it to the directorate’s head.
V - ORGANISATION CHART
VI- MANAGEMENT TEAM
First row: Isabelle Pheulpin (Head of Customer Relations Strategy Unit), Nathalie Biquard (Head of the Local Authorities Department), Danièle Mougnot de Blasi (Delegate of the Director-General, Sud-Ouest), Bruno Rousselet (Head of the IS Department), Maïté Gabet (Head of the Tax Audit Department), Denise Bonel (Delegate of the Director-General, Nord), Vincent Mazauc (Deputy Director-General), Nathalie Morin (Director of the Government Property Directorate), Bruno Parent (Public Finances Director-General), Régine Dupuy (Delegate of the Director-General, Centre-Est), Véronique Bied-Charreton (Head of the Tax Policy Directorate), Audran Le Baron (Head of the Tax Management Department), Alain Piau (Head of the Public Pensions Service), Antoine Magnant (Head of the Human Resources Department).

Second row: Roland Cabanel (Deputy Delegate of the Director-General, Sud-Pyrénées), Yannick Girault (Head of the Digital Projects Management Department), Samuel Barreault (Delegate of the Director-General, Sud-Est Outre-Mer), Jean-Yves Raude (Delegate of the Director-General, Ile-de-France), Philippe Bauchot (Deputy Director of the Government Property Directorate), Daniel Dubost (Head of the Audit and Risk Management Unit), Virginie Beaumunier (Head of the Strategy, Steering and Budget Department), Jean-Luc Barçon-Maurin (Head of the Legal Department – Taxation), Marc Dora (Delegate of the Director-General, Est), François Tanguy (Head of the Public Accounting Department), Cécile Vandamme (Director-General’s Office – Communications), Christian Pichevin (Delegate of the Director-General, Centre-Ouest).