

TERMS OF REFERENCE: RESIDENT TAX EXPERT DIGITAL TRANSFORMATION EXPERT

1. BACKGROUND

Through its technical assistance, research, and country engagements, ATAF has identified a growing demand among member countries for guidance on the development and adoption of digital solutions that are fit for purpose, interoperable, and aligned with institutional mandates. At the same time, countries require support to establish key enablers for success, including effective governance, capacity development, and sustainable financing.

In response, ATAF has secured funding from the Gates Foundation to establish the Tax Administration Technology and Innovation Hub (Innovation Hub). The Hub aims to foster collaborative innovation, reduce duplication in IT investments, and support more strategic decision-making on technology adoption. It will accelerate digital transformation through locally driven, scalable, and sustainable solutions, strengthening domestic resource mobilization, fiscal resilience, and inclusive growth across the continent.

The ATAF Innovation Hub will serve as a continental center of excellence, bringing together tax administrations, technology partners, and development partners to design, prototype, and scale digital solutions for revenue administrations. Building on ATAF's strong peer-learning culture, the Hub will convert country-level innovations into modular, cost-effective public digital goods that can be adopted across jurisdictions, enabling faster deployment and improved compliance and revenue outcomes.

2. OBJECTIVES OF THE ROLE

The Digital Transformation Expert will provide strategic technical advice and support across ATAF's portfolio of digital initiatives. The role will support the design, development, and implementation of digital transformation strategies, frameworks, and solutions under the Project Management Office, ensuring they are fit-for-purpose, scalable, and aligned with the needs of member tax administrations. The Expert will also contribute to strengthening institutional capacity, promoting interoperability, and advancing the adoption of sustainable, locally driven digital solutions.

3. SCOPE OF WORK AND DELIVERABLES

The Digital Transformation Expert key responsibilities are:

a) Frameworks and Tools Development

- **Reference architecture and standards:** Design and maintain a comprehensive reference architecture for tax administration systems, including core systems, e-invoicing, data management, compliance risk management, and analytics.
- **Decision-support tools:** Develop evidence-based decision matrices to guide the selection of IT solutions (COTS or in-house), tailored to the African tax administration context.
- **Technical standards and interoperability:** Define technical specifications, API standards, and integration protocols to support interoperability across ATAF-endorsed solutions.
- **Solution development and oversight:**
 - Oversee the software development lifecycle for Innovation Hub solutions and technical assistance engagements, including review of system design, code quality (where applicable), and vendor deliverables.
 - Collaborate with stakeholders to define minimum viable products (MVPs) for new and evolving digital solutions.
 - Lead technical evaluations of market solutions, develop a solutions catalogue, and assess performance against defined technical criteria.
- **Technology, governance and assurance:**
 - Develop templates and standards for technology governance, including user-centric design, security-by-design, cloud adoption, and open-source guidelines.
 - Conduct institutional readiness assessments, including technical checklists covering human capacity, infrastructure, and legal frameworks.
 - Identify, document, and mitigate key technical risks.
- **Implementation support:**
 - Support the integration of prioritized recommendations from the IT Tax Administration System (ITTAS) feasibility study into the Innovation Hub's service and product offerings.

b) Partnerships, Networks, and Knowledge Management

- Strengthen partnerships with academic institutions, think tanks, and technology implementation experts to support innovation and knowledge exchange.
- Translate research and technical insights into accessible formats (e.g., briefs, infographics, presentations) tailored to senior leadership, development partners, and key stakeholders.
- Support the delivery of knowledge-sharing initiatives, including workshops, peer exchanges, and learning events.
- Develop and maintain a comprehensive Innovation Hub catalogue of research outputs, briefs, products, and services.

c) Technical Assistance

- Support the design and delivery of technical assistance programs, including work planning, scoping missions, expert mobilization, and capacity-building activities.
- Undertake technical deep-dive missions to assess country IT landscapes and develop modernization roadmaps.

- Support the implementation of digital solutions, including project management, institutional readiness assessments, change management, training, and post-implementation reviews.
- Develop country profiles and digital maturity assessments to inform targeted technical support.
- Strengthen sustainability by overseeing the training and upskilling of local IT staff within tax administrations.

d) Research and Analysis

- Generate evidence-based insights to inform Innovation Hub outputs, including digital maturity assessments, technology adoption trends, and impact evaluations.
- Conduct research on digital transformation trends, challenges, and success factors in African tax administrations.
- Analyze governance models, legal frameworks, financing mechanisms, and change management approaches.
- Develop comparative analyses of technology solutions, including cost-benefit, scalability, and sustainability considerations.
- Assess capacity and skills gaps across members and inform targeted capacity development strategies.

e) Reporting, Monitoring, and Evaluation

- Support the preparation of proposals, progress reports, and governance documentation for the Innovation Hub.
- Contribute to monitoring and evaluation frameworks to assess performance and impact of digital initiatives.
- Any other additional tasks as assigned by Head PMO

4. REPORTING

- The Expert will report to the **Head of Project Management Office**.
- The assignment will involve periodic travel, with all travel costs covered by ATAF.
- The Digital Transformation expert will provide a detailed work plan, including activities, deliverables, and timelines.

All information, databases, and knowledge resources, including briefings, reports, proceedings, articles, essays, etc., issued by and for ATAF, will remain the property of ATAF and will require permission for use and disclosure.

5. QUALIFICATIONS AND EXPERIENCE

Education

- Bachelor's degree in computer science, Information Systems, Software Engineering, Public Administration (with an IT & technology focus), or a related field.

- An advanced degree (Master's or PhD) or relevant professional certifications (e.g., Enterprise Architecture, PMP/PRINCE2, or equivalent) is an advantage.

Professional Experience

- At least 8 years of progressive experience at the intersection of technology and public sector modernization, particularly in tax administration.
- Demonstrated experience working with tax administrations, ministries of finance, or public sector digital transformation programs in developing economies (preferably ATAF member countries).
- Experience in technology assessments, digital maturity models, IT governance frameworks, and analysis of legal, regulatory, or policy aspects of technology adoption is desirable.
- Proven track record in designing and overseeing scalable digital systems, working in multidisciplinary teams, and assessing implementation outcomes and user satisfaction.
- Relevant experience in Africa or other developing regions is essential, with strong understanding of infrastructure constraints and local technology ecosystems.

Technical Competencies

- Strong ability to analyze legislation, regulations, and policy frameworks related to technology and tax administration.
- Advanced skills in requirements analysis, high-level system design, and data analysis for solution development.
- In-depth understanding of tax administration functions, digital transformation, AI adoption and public sector innovation.
- Foundational knowledge of cybersecurity frameworks (desirable).
- Excellent written and verbal communication skills, with the ability to produce high-quality technical and policy outputs.
- Fluency in English required; proficiency in French or Portuguese is an advantage.

Personal Attributes

- Strong analytical and problem-solving skills.
- Collaborative and adaptable, with excellent stakeholder engagement capabilities.
- Proactive networker with the ability to build and sustain partnerships.
- Self-motivated, with the ability to work independently in dynamic environments.
- Cultural awareness and understanding of African institutional contexts.
- Demonstrated interest in technology trends and their application in tax administration.
- Commitment to ATAF's mission and development objectives.
- Willingness to travel.

6. PERIOD OF ASSIGNMENT

The Long-Term Expert will be **engaged on a full-time basis** for an initial period of 24 months, based at the **ATAF Headquarters in Lynnwood, Pretoria** from the start date, with the possibility of extension for an additional 24 months, subject to performance and funding availability.

SUBMISSION OF EXPRESSION OF INTEREST

EoI's should be submitted by 31 July 2026 to: Procurement, procurement@ataftax.org.

7. EVALUATION CRITERIA

No	Description of evaluation criteria	Maximum points
1	Technical Competence: Digital transformation frameworks, tax administration systems, data governance, cybersecurity, digital maturity models.	40
2	Professional experience: Years of experience, public sector/tax authority experience, leadership of digital programmes.	30
3	Functional Capability: Change management, stakeholder engagement, delivery under pressure, communication.	10
4	Qualifications & Certifications.	20
Total:		100