



## **Aare Lapõnin**

Aare Lapõnin is a recognised Revenue Authorities modernization expert and an IMF trained TADAT assessor. His global expertise lies in operation model and business processes optimization, revenue management and public finance transformation, and organization development through digitalization. Aare is currently modernising several tax administrations in Europe, Asia and Caribbean and managing the development of several financial services products. Aare Lapõnin is the CEO of FiscalAdmin and member of architecture management team in GovStack.

From 2014 Aare Lapõnin is IMF FAD expert for revenue administration modernization. He actively involved in modernization of tax authorities Europe, Asia, Middle East and Caribbean.

In 2005–14 Aare Lapõnin was the leading solution architect for public financial management (PFM) projects in Nortal. He was responsible for business process modelling and the development and implementation of public financial management (PFM) software and IT solutions for budgeting, treasury, public sector accounting and revenue administration.

In 2004 Aare Lapõnin managed the IT development division of Hansabank Group (now part of Swedbank) in Estonia, Latvia and Lithuania. He was responsible for the management of software development for all units, i.e. banking, leasing, insurance and related e-services in all the three countries.

From 1994 until 2003 Aare Lapõnin was the Deputy Director General of the Estonian National Tax Board responsible for modernisation. In 2000 he built the world's first eTax, a complete e-services environment of the tax administration, thereby turning Estonian tax administration into the country's best public service delivery organisation. He merged the tax and customs systems and implemented the collection of social tax and contributions. He also initiated the consolidation of digital services of the whole Ministry of Finance.

Aare Lapõnin has demonstrated outstanding communication skills during implementation of projects, being able to understand customers' needs, make a link between business and technology, and find quick solutions. He is able to convince top management of private and public administration institutions about the relevance of proposed solutions.

Aare Lapõnin is awarded with the Estonian Order of the Merit of the White Star IV Class (2006) and Estonian Decoration of the Tax and Customs Board I Class (2008).