

Improving Tax Administration in Developing Countries

Richard M. Bird¹

Improving tax administration has long been a matter of concern to those concerned with developing countries. Since all countries need revenues, all countries have revenue administrations.² For developing countries to benefit from the opportunities afforded by globalisation - or to rebound from the blows it may deal out - they must be able to mobilise adequate fiscal revenues. Money alone is not enough; but it is necessary for any state to function, and the most reliable way to get it is with an effective tax administration. How countries tax affects the allocation and distribution of resources and the rate of economic growth. In addition, however, the tax system constitutes one of the major interfaces between citizens and state in any country so how taxes are administered may affect not only the political future of the government of the day but also, more fundamentally, public trust in government. Tax administration may thus play a critical role not only in shaping economic development but in developing an effective state.

The standard economic approach to taxation usually ignores such key administrative issues as evasion and avoidance, administrative and compliance costs, and how the way in which taxpayers and tax officials conceptualize and carry out the process of assessing, collecting, and enforcing taxes may profoundly alter the effects of the tax system. However, "...optimal policy requires simultaneous consideration of the design of the tax code and of the administrative structure created to enforce it (McLaren 2003, v). Good tax administration focuses on the collection of information in a world in which "...information is observable with error, to varying degrees, and its quality depends greatly on the type of administration and enforcement in place" (Slemrod & Gillitzer 2013, 186). Since such problems are especially critical in developing countries around the world, it is not surprising that good tax administration is seldom found in practice.³ Until recently, little good information was available on tax administration and even less scholarly attention was paid to the mundane but important reality of how tax systems actually worked in developing countries.⁴ Now, however, the pioneering effort of the OECD to collect comparative information about tax administrations in OECD member countries (OECD, 2013) has been extended to a wider set of

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² In many if not most countries, substantial revenues – including tax revenues – are collected by agencies other than the central tax administration: in Latin America, for example, on average over the 2006-2010 period, only 62.5% of tax revenues were collected by "the" tax administration (<http://www.ciat.org/index.php/en/blog/item/66-importancia-fiscal-administraciones-tributarias-americas-latinal.html> accessed 23/02/2015). Tax revenues are also collected by sub-national governments, social security agencies, and, in some countries, separate customs agencies; moreover, a variety of non-tax revenues are collected by still other agencies. Since in addition the authority, autonomy and internal organization of central tax agencies are also often very different from country to country, international comparisons must obviously be made with care. However, none of these issues can be discussed further in the present paper.

³ See, for example, the recent extensive review of tax administration in India by the Tax Administration Reform Commission, available at http://finmin.nic.in/the_ministry/dept_revenue/tarc_report.asp, and reviewed in this journal see page 132.

⁴ Of course, a few excellent country studies existed, with Radian (1980) being a particularly noteworthy example.

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**Jens Kromann Kristensen, Martin
Bowen, Cathal Long, Shakira
Mustapha, Urška Zrinski**



Improving Tax Administration In Developing Countries:

Improving Tax Administration in Developing Countries Richard Miller Bird, Ms. Milka Casanegra de Jantscher, International Monetary Fund, 1992-09-15 Taxation like politics is the art of the possible yet most public finance texts ignore the critical role played by tax administration in restoring macroeconomic balance and promoting equity and efficiency This volume fills a gap in the literature by linking tax policy and tax administration reform and exploring ways to improve taxpayer compliance The papers included in the volume were prepared for a symposium sponsored by the Instituto de Estudios Fiscales of the Ministry of Finance of Spain The editors are authorities on tax policy and administration and have published extensively on tax issues P 4 of cover *Guidelines for Improving Tax Administration in Developing Countries* United Nations. Dept. for Development Support and Management Services. Division for Governance, Public Administration, and Finance, 1997-01-01 This publication offers guidelines on such issues as reforming the structural organization of tax administration enhancing the performance of its essential functions with emphasis on taxpayer registration collection audit

Improving Resource Mobilization in Developing Countries and Transition Economies, 2002 This publication summarises the papers presented at a conference held in Canada in October 2000 and attended by representatives from over 30 countries mainly from the public sector A wide range of tax administration issues are discussed including its role in resource mobilisation tax policy administration and reform the management of revenue administration as well as electronic commerce and the challenge for tax administrations The conference focused on the development of strategies to enhance tax policy administration in developing countries and transition economies The Challenges of Tax Reform in a Global Economy James Alm, Jorge Martinez-Vazquez, Mark Rider, 2005-11-29 This book presents 15 original papers and commentaries by a distinguished group of tax policy and tax administration experts Using international examples they highlight the state of knowledge of tax reform present new thinking about the issue and analyze useful policy options The book's general goal is to examine the current and emerging challenges facing tax reformers and to assess possible directions future reforms are likely to take More specific themes include distributional issues how to tax capital income how to design specific taxes e.g. the income tax the value added tax the property tax how to consider the politics and administrative aspects of tax reform and how to combine the separate insights into comprehensive tax reform *Designing a Tax Administration Reform Strategy* Ms. Katherine Baer, Mr. Carlos Silvani, 1997-03-01 Building on previous FAD work in the tax administration field this paper defines broad criteria for diagnosing the problems in a country's tax administration and formulating an appropriate reform strategy To be effective this strategy should be based on the size of the tax gap and the country's particular circumstances This paper discusses some guiding principles which have provided the basis for successful reforms including reducing the tax system's complexity encouraging taxpayers voluntary compliance differentiating the treatment of taxpayers by their revenue potential and ensuring the reform's effective management Also discussed are specific bottlenecks

that hinder the effectiveness of the tax administration's operations *Tax Reform in Developing Countries* Wayne R. Thirsk, 1997 Tax Reform in Developing Countries carefully examines the experience of eight developing countries that have undergone and in some instances are still undergoing significant and comprehensive tax reform The countries are Bolivia Colombia Indonesia Jamaica Korea Mexico Morocco and Turkey It draws on their experiences to find lessons learned and to see how they may be applied to other countries on the road to tax reform Equal attention is given to the process of tax reform how it is implemented and the substance or results of reform efforts Throughout the focus is on the practical rather than the theoretical aspects of tax reform **Current Challenges in Revenue Mobilization - Improving Tax Compliance**

International Monetary Fund, 2015-01-29 This paper addresses core challenges that all tax administrations face in dealing with noncompliance which are now receiving renewed attention Long a priority in developing countries assuring strong compliance has acquired greater priority in countries facing intensified revenue needs and is critical for fairness and statebuilding Series Policy Papers **Tax Policy in Developing Countries** Javad Khalilzadeh-Shirazi, Anwar Shah, 1991-01-01 World Bank Technical Paper No 140 Also available Volume 1 ISBN 0 8213 1843 8 Stock No 11843 Volume 3 ISBN 0 8213 1845 4 Stock No 11845 Provides state of the art guidance and information on the procedural requirements and practical aspects of environmental assessment in various sector and location specific contexts Three volumes also available in Arabic Volume 1 ISBN 0 8213 3523 5 Stock No 13523 Volume 2 ISBN 0 8213 3617 7 Stock No 13617 Volume 3 ISBN 0 8213 3618 5 Stock No 13618 Taxation in Ghana: a Fiscal Policy Tool for Development Dr. George Appiah-Sokye, 2021-07-01

The first edition of this book *Taxation in Ghana A Fiscal Policy Tool for Development* is the product of considerable tax research from 1943 to 2018 spanning a period of 75 years and grounded in knowledge and concepts as well as applications through an extended period of tax practice teaching and learning combined with international exposure A lot of insights have been illuminated based on lessons learned and drawn from other countries including the United States of America to enrich the contents Against the backdrop of the dynamic nature of taxation and fiscal policy Most of the existing taxation books in Ghana focused on tax practice So the purpose of this book is to bridge the taxation scholarship gap In addition to traditionally treated topics in most taxation books in Ghana the novelty in this book is the inclusion of important topics on tax planning tax reforms and tax administration and many more As a result specific recommendations have been proffered for the consideration of policy makers in developing countries References and Acts of Parliament supported by appendices have been provided for further studies on the subject A true story of the first major oil discovery in Ghana by Mr George Yaw Owusu with M Rutledge McCall published 2017 in the United States of America In Pursuit of JUBILEE was used to enrich the discussion on petroleum Oil and Gas in Chapter 48 of this textbook Additionally Apostle Professor Opoku Onyinah of the Church of Pentecost has been presented for his phenomenal transformational leadership in Africa in Chapter 66 The book has been designed for 1 Individual study 2 Group study 3 Lecture material 4 Policy Manual and 5 library or reference

Handbook of Research on Public Finance in Europe and the MENA Region Erdoğan, M. Mustafa, Christiansen, Bryan, 2016-05-03 Since the 1970s globalization has created an economic environment of interdependency between nations Now many countries in European and the MENA Middle East and Northern Africa regions must grapple with the need to increase public revenue while maneuvering through a global race to the bottom tax competition The Handbook of Research on Public Finance in Europe and the MENA Region explores economic development and public finance by providing critical insight into the use of public finance and policy and illuminating the intricacies of these topics through discussion of theory empirical work and policy objectives This book is ideally designed for business professionals policy makers financiers students and researchers in the fields of public policy and economics

International Development Bruce Currie-Alder, Ravi Kanbur, David M. Malone, Rohinton Medhora, 2014-02-27 Thinking on development informs and inspires the actions of people organizations and states in their continuous effort to invent a better world This volume examines the ideas behind development their origins how they have changed and spread over time and how they may evolve over the coming decades It also examines how the real life experiences of different countries and organizations have been inspired by and contributed to thinking on development The extent to which development works depends in part on particular local historical or institutional contexts General policy prescriptions fail when the necessary conditions that make them work are either absent ignored or poorly understood There is a need to grasp how people understand their own development experience If the countries of the world are varied in every way from their initial conditions to the degree of their openness to outside money and influence and success is not centred in any one group it stands to reason that there cannot be a single recipe for development Each chapter provides an analytical survey of thinking about development that highlights debates and takes into account critical perspectives It includes contributions from scholars and practitioners from the global North and the global South spanning at least two generations and multiple disciplines It will be a key reference on the concepts and theories of development their origins evolution and trajectories and act as a resource for scholars graduate students and practitioners

Public Sector Reform in Developing and Transitional Countries Christopher Rees, Farhad Hossain, 2013-09-13 Over recent decades decentralization has emerged as a key Public Sector Reform strategy in a wide variety of international contexts Yet despite its emergence as a ubiquitous activity that cuts across disciplinary lines in international development decentralization is understood and applied in many different ways by parties acting from contrary perspectives This book offers a fascinating insight into theory and practice surrounding decentralization activities in the Public Sectors of developing and transitional countries In drawing on the expertise of established scholars the book explores the contexts achievements progress and challenges of decentralization and local governance Notably the contributions contained in this book are genuinely international in nature the chapters explore aspects of decentralization and local governance in contexts as diverse as Ghana Hong Kong India Indonesia Kazakhstan Morocco Tanzania Uganda and Viet Nam In summary by examining the subject of

decentralization with reference to specific developing and transitional Public Sector contexts in which it has been practiced this book offers an excellent contribution towards a better understanding of the theory and practice of decentralization and local governance in international settings This book was published as a special double issue of the International Journal of Public Administration

The Guatemalan Tax Reform Roy Bahl, George Martinez-Vazquez, Sally Wallace, 2018-05-04 This book describes the analysis that led to the reform of the Guatemalan tax system in 1992 It also describes the tax policy aspects to improve tax administration budgeting and fiscal planning and a training program in customs and tax administration

The East African Tax System Rup Khadka, 2015-07-03 This book is a comparative study of the tax systems of the five members of the East African Community Burundi Kenya Rwanda Tanzania and Uganda It deals with various aspects of business profit tax customs duties excise duties personal income tax and value added tax of the East African Community member states It also sheds light on the intergovernmental fiscal relations and reviews the status of tax administrations in these countries The book is of use to a wide range of readers including students researchers policy makers tax administrators and business people interested in the East African Tax System and Tax Administration

PEFA, Public Financial Management, and Good Governance Jens Kromann Kristensen, Martin Bowen, Cathal Long, Shakira Mustapha, Urška Zrinski, 2019-11-24 This project based on the Public Expenditure and Financial Accountability PEFA data set researched how PEFA can be used to shape policy development in public financial management PFM and other major relevant policy areas such as anticorruption revenue mobilization political economy analysis and fragile states The report explores what shapes the PFM system in low and middle income countries by examining the relationship between political institutions and the quality of the PFM system Although the report finds some evidence that multiple political parties in control of the legislature is associated with better PFM performance the report finds the need to further refine and test the theories on the relationship between political institutions and PFM The report addresses the question of the outcomes of PFM systems distinguishing between fragile and nonfragile states It finds that better PFM performance is associated with more reliable budgets in terms of expenditure composition in fragile states but not aggregate budget credibility Moreover in contrast to existing studies it finds no evidence that PFM quality matters for deficit and debt ratios irrespective of whether a country is fragile or not The report also explores the relationship between perceptions of corruption and PFM performance It finds strong evidence of a relationship between better PFM performance and improvements in perceptions of corruption It also finds that PFM reforms associated with better controls have a stronger relationship with improvements in perceptions of corruption compared to PFM reforms associated with more transparency The last chapter looks at the relationship between PEFA indicators for revenue administration and domestic resource mobilization It focuses on the credible use of penalties for noncompliance as a proxy for the type of political commitment required to improve tax performance The analysis shows that countries that credibly enforce penalties for noncompliance collect more taxes on average

Tax Administration Reform

in the Francophone Countries of Sub-Saharan Africa Mr.Patrick Fossat,Mr.Michel Bua,2013-07-19 Since the early 1990s major tax administration reforms have been implemented in the Francophone countries of sub Saharan Africa with significant support from the IMF and development partners While the reforms have contributed to an increase in revenues attention is still needed to address a number of weaknesses in these countries tax administrations A review of the conditions for successful modernization of the tax administration shows that significant changes are needed to ensure better utilization of technical assistance improve the governance of reforms and provide the tax administrations with greater flexibility in managing their resources

Tax Systems and Tax Reforms in South and East Asia Luigi Bernardi,Angela Fraschini,Parthasarathi Shome,2007-01-24 This book examines the present status recent tax reforms and planned tax policies in some South and East Asia countries since the 1990s The evidence is presented in a user friendly manner but at the same time uses technically sophisticated methods The main countries studied are China India Japan Malaysia South Korea and Thailand It is unique for being the first systematic treatment of the topic hitherto the information available has been widely dispersed and difficult to access It should prove to be a natural companion to two previous books on taxation published by Routledge and also edited by Luigi Bernardi

International Cooperation in Tax Matters United Nations. Ad Hoc Group of Experts on International Co-operation in Tax Matters,United Nations. Department of Economic and Social Affairs,1998 Report of the Ad Hoc Group of Experts on International Cooperation in Tax Matters on the work of its eighth meeting which was held from 15 to 19 December 1997 in Geneva including selected papers presented at the meeting

Effects of tax reform on Argentina's revenues Jacques Morisset,Alejandro Izquierdo,1993

The Political Economy of Africa Vishnu Padayachee,2010-06-10 The Political Economy of Africa aims to fill a major gap in the existing literature by exploring the economy and economics of Africa The book has a critical approach from the perspective of political economy rather than mainstream economics This book addresses the seemingly intractable economic problems of the African continent and trace their origins but also always to bring out the instances of successful economic change and the possibilities for economic revival and renewal

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