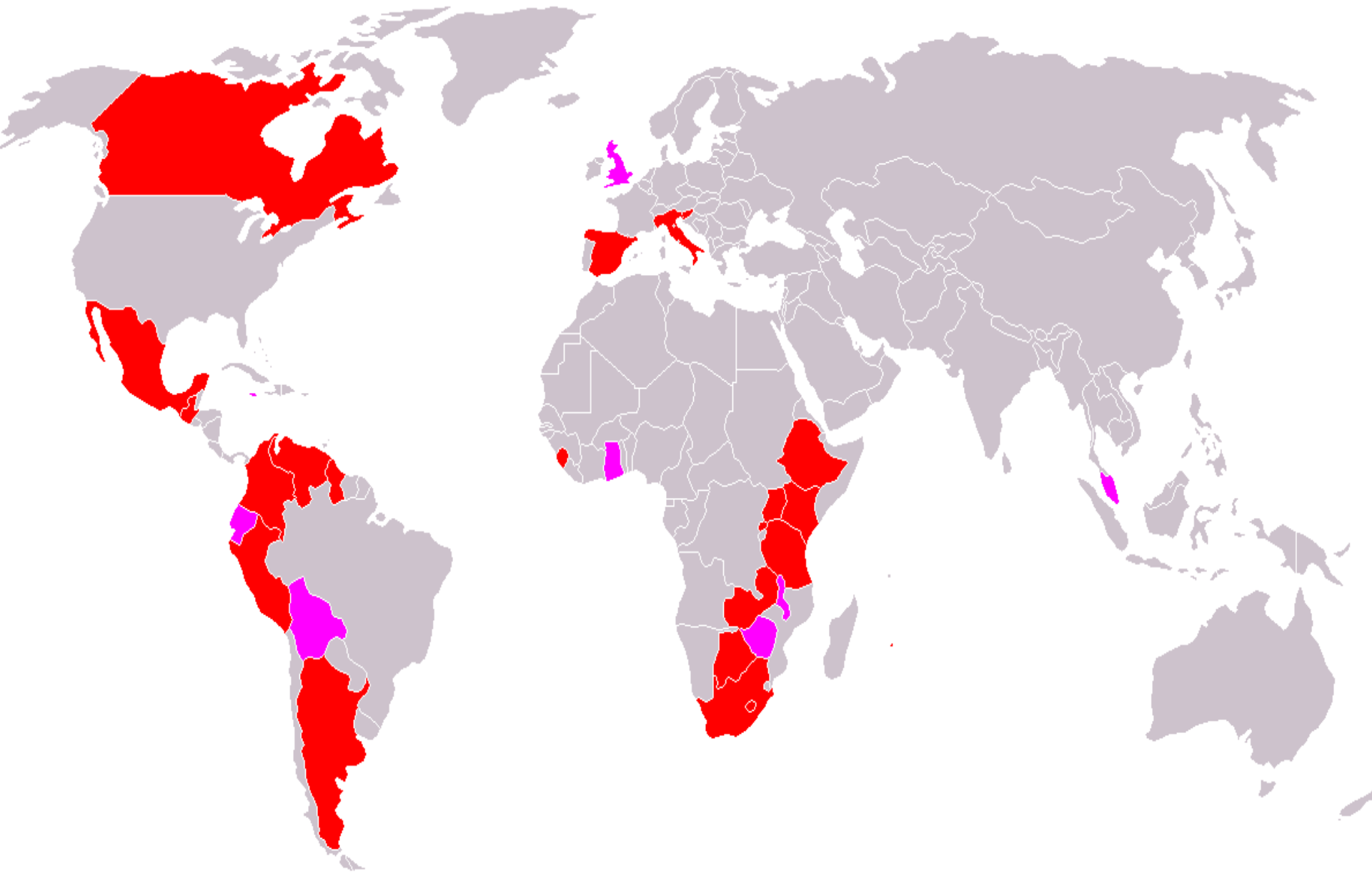


Revenue authorities in other countries

9 June 2009

Countries with Revenue Authorities



Degrees of autonomy

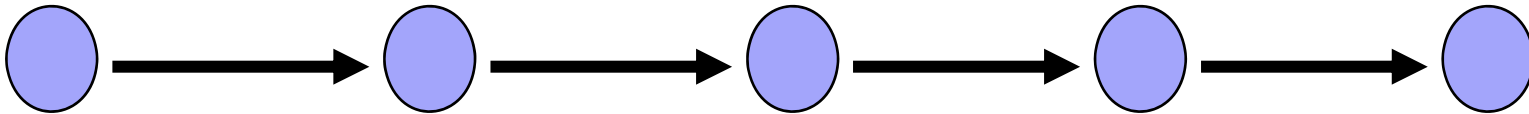
GOV'T
DEPT.

RA

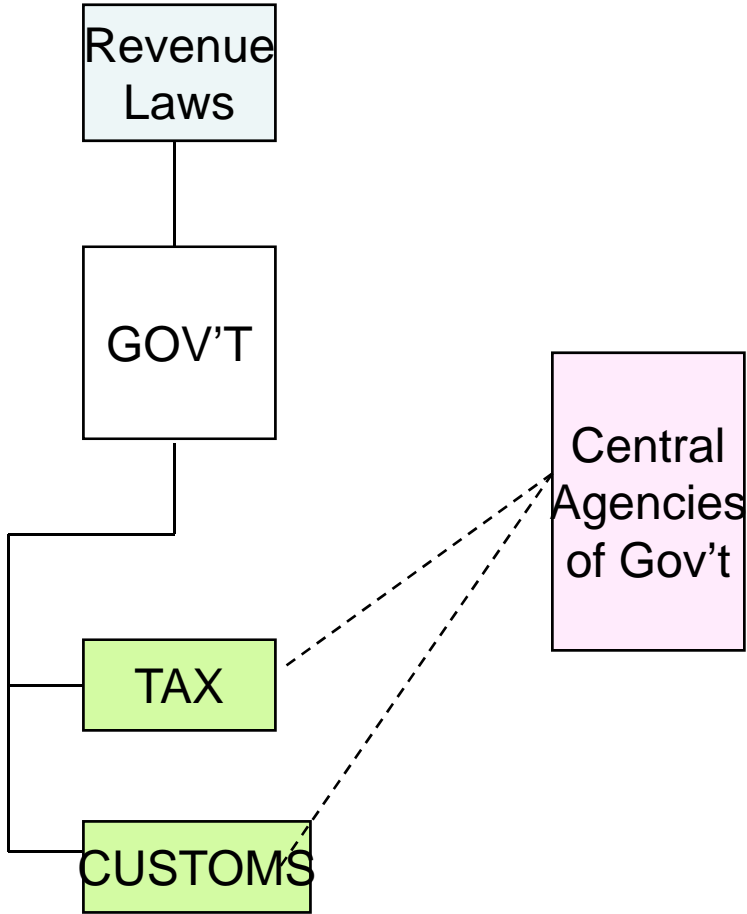
CENTRAL
BANK

STATE
OWNED

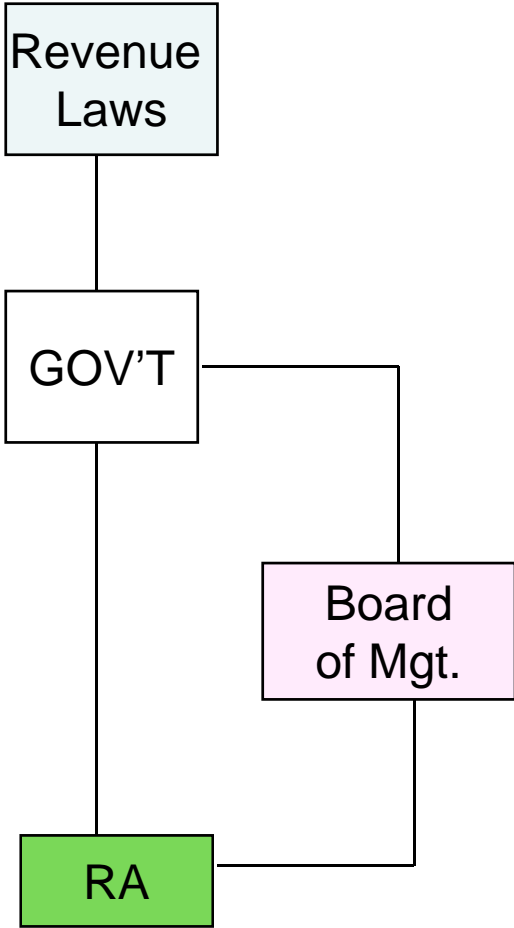
PRIVATE



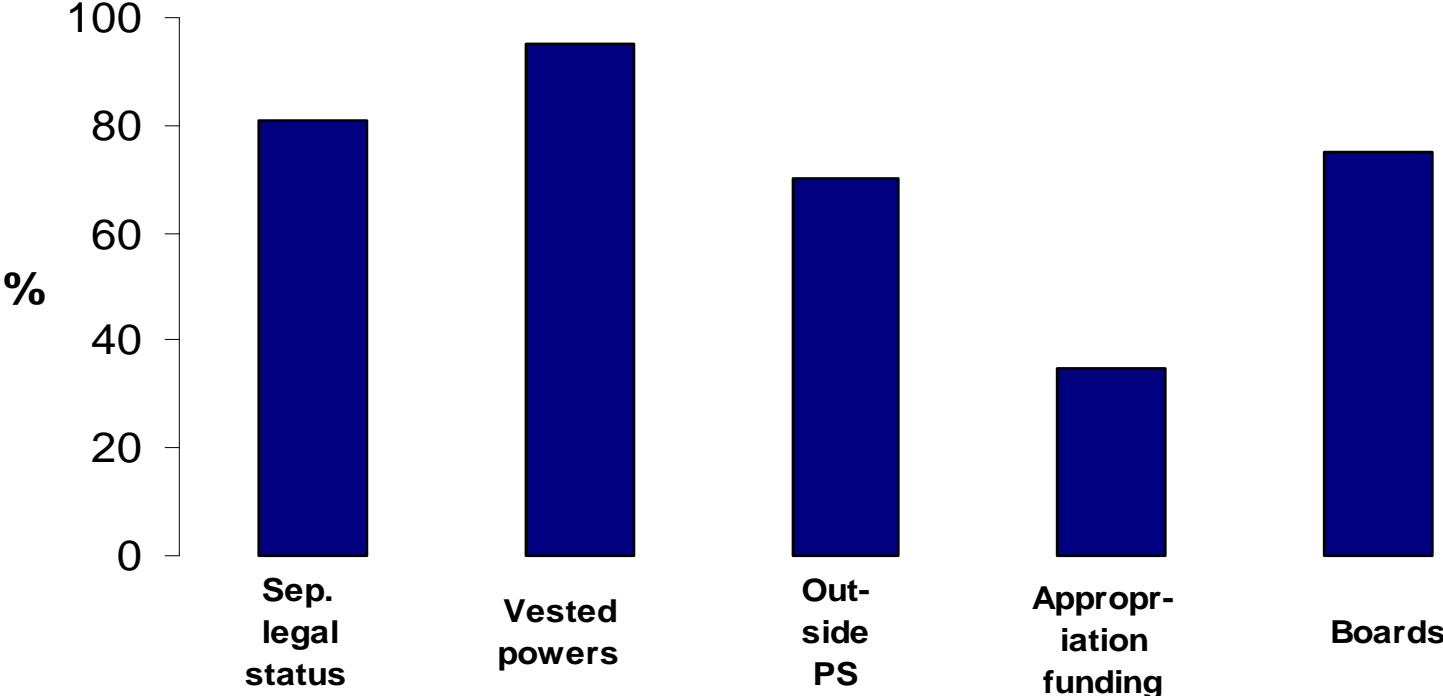
Traditional model



RA MODEL



Selected measures of autonomy



Singapore

Inland Revenue Authority of Singapore – IRAS

- In 1992, the IRD became IRAS the Inland Revenue Authority of Singapore. It was much more than just the name that changed.
- Empowered with a new autonomy and flexibility IRAS is better able to keep revenue collection in tandem with the aspirations of the nation

United Kingdom

HM Revenue and Customs

- We are developing ways to deliver our business better.
- We are taking steps to improve the service we provide, build better relationships
- With customers, ensure that the right tax is paid at the right time, and deliver a modern tax administration.
- Our aim is to support those who want to comply but come down hard on those who seek an unfair advantage through non-compliance.”

Uganda

Uganda Revenue Authority

- Since its inception, the URA has recorded substantial nominal increments in revenue yields
- URA has launched a critical Ethics and Integrity project. The importance of personal commitment in this issue cannot be underestimated

South Africa

South African Revenue Service

- Delivers on and surpasses revenue targets year-on-year to create an essential, consistent foundation
- Performance to date makes a compelling case for the need for successful public sector transformation
- Progress in simplifying the process of submitting tax returns for both individuals and companies.
- Simpler for small businesses to operate and to comply with our tax codes, contributing to both better economic performance and improved tax compliance.
- Principle of a service culture has been enhanced and is now well entrenched

Canada

Canada Revenue Agency

- Canadians are receiving better, faster and higher quality administration
- Service delivery has become a model, both within the public service and internationally
- A much more efficient and effective organization than it was as a department
- Successfully reduced overhead, producing significant ongoing savings
- Board of Management plays a key role in overseeing and driving the complete overhaul of the human resource and administrative systems
- Resulted in a more committed and professional workforce and a strong management team

Kenya

Kenya Revenue Authority

- Revenue collection has continued to grow while professionalism in revenue administration has been enhanced
- Revenue collection has increased by 1% of the Gross Domestic Product
- Income Tax, Value Added Tax and Domestic Excise were merged to form Domestic Taxes Department
- Key Performance Indicators have been developed for internal AND external stakeholder evaluation