



# Electronic Tax Management System Management and Tax Compliance among Small and Medium Taxpayers in Rwanda

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## ABSTRACT

The majority of taxpayers are small and medium-sized taxpayers. The Rwandan government implemented an electronic tax return filing and remittance system in an attempt to improve tax compliance and, therefore, tax collection. Despite the Rwanda Revenue Authority's best efforts, the country's tax collection remains inadequate, contributing to a substantial budget deficit. The research examined electronic tax system management and tax compliance in Rwanda using a case of selected medium and small size taxpayers in Gasabo District, Rwanda. The specific objectives were to determine the taxpayer registration, assess taxpayer liabilities verification and law enforcement on tax compliance in Gasabo District. The researcher adopted Allingham and Sandom theory, elementary anomaly theory, speculation of constraints as well as ability to punish hypothesis. The researcher relied on small and medium corporate taxpayers in Gasabo District. In total, there was 171 targeted persons. The researcher calculated the sample scope from the entire people with Yamane formulation from which a sample scope of 120 was drawn. The significance of this study was that, Rwanda Revenue Authority benefited from the results and all the gathered information will be the features persuading the acceptableness and habit of e-Tax by inhabitant in the Gasabo District, Rwanda. More so, the directive proposed will impact Rwanda Revenue Authority for production improve by the e-Tax stand. The research design for this study involved a descriptive-correlational approach to analyze demographic information, perceptions of variables, and the impact of electronic tax management system on tax compliance in Rwanda. The researcher used simple random sampling techniques to choose respondents while purposive sampling techniques used to choose key informants who participated in interview guide through pilot study. Pilot research done in Nyarugenge District, 30 days before conducting the real data collection. The data analyzed using SPSS version 23. The reliability and validity were tested on the research instrument. The results of the findings shows on the table 1. shows that overall mean rating for all attributes combined is 3.613, indicating a generally positive perception of the e-tax system's effectiveness in improving various aspects of the tax payment and filing processes. The table 2. shows The overall mean rating for all attributes combined is 3.2909, suggesting a moderately positive perception of the Electronic Tax Management System's effectiveness in enhancing the accuracy and precision of tax returns filed by small and medium taxpayers. Table 4.3. shows the overall mean rating for all attributes combined was 3.23998, indicating a moderate positive perception of the effectiveness of the Electronic Tax Management System in reducing penalties for small and medium taxpayers. The results from the hypotheses shows that there is a significance between Electronic Tax Management System on tax compliance among small and medium taxpayers in Gasabo District. The study recommends prioritizing user training and support initiatives to improve the efficiency of the Electronic Tax Management System for small and medium taxpayers in Gasabo District, Rwanda. It also suggests enhancing system capabilities, raising awareness about penalty reduction benefits, customizing user experiences, and establishing feedback mechanisms to continually improve the system and promote tax compliance in this demographic.

**Keywords:** Electronic tax management system, tax compliance

## 1. Introduction

In the contemporary landscape of taxation, the utilization of electronic tax management systems has emerged as a pivotal tool in enhancing efficiency, transparency, and compliance within tax administration frameworks globally. This research endeavors to delve into the realm of electronic tax management systems and their impact on tax compliance among small and medium taxpayers in Rwanda.

Rwanda, a country known for its progressive economic policies and commitment to leveraging technology for development, stands at the forefront of implementing innovative solutions in tax administration. The adoption of electronic tax management systems in Rwanda represents a paradigm shift in the way taxes are collected, reported, and monitored, especially for small and medium enterprises (SMEs) – the backbone of the Rwandan economy.

The significance of this research lies in the exploration of how these electronic systems influence tax compliance behavior among SMEs in Rwanda. By examining the factors that facilitate or hinder compliance, this study aims to provide valuable insights into the efficacy of electronic tax management systems in fostering a culture of voluntary compliance among small and medium taxpayers.

## 2. Problem Statement

Despite the global interest in electronic tax systems, there exists a critical gap in academic research regarding the acceptance of these systems by accounting professionals (Choong, 2016). Effective tax collection stands as a fundamental priority for any government, as taxes serve as the primary revenue source for public services, shaping social justice and national development goals (Bakhshayesh, 2015).

In Rwanda, the transition from a paper-based tax declaration system to an electronic filing system by the Rwanda Revenue Authority (RRA) was prompted by challenges such as lengthy queues during tax deadlines, leading to revenue loss. The shift to electronic filing not only streamlines tax processes but also reduces operational costs for both the RRA and taxpayers. However, there remains a critical need to assess and influence taxpayers' acceptance of these digital tax systems, especially in light of the significant investments in technology and the potential for cost savings.

Developing countries, including Rwanda, continue to grapple with suboptimal tax compliance and administration, impeding revenue collection essential for public service provision (Wasao, 2014). The pivotal role of small and medium-sized taxpayers in economic expansion, job creation, and poverty alleviation underscores the urgency to enhance the efficiency of tax compliance among this segment. Despite the establishment of the Small and Medium Taxpayers' Office in 2019 to facilitate tax return processes, empirical research is lacking on the compliance behavior of small and medium taxpayers, particularly concerning the impact of electronic taxation systems on their compliance levels.

The inclusion of small and medium taxpayers in the tax bracket alongside reforms like the electronic tax system and Electronic Billing Machines (EBM) raises concerns about the government's capacity to boost revenue collection effectively and achieve higher tax objectives to address budget deficits. This research gap underscores the importance of investigating the electronic tax management system's influence on tax compliance among small and medium taxpayers in the Gasabo District. Statistical evidence confirming these challenges will be

crucial in justifying the need for this study and in shaping policy recommendations to enhance tax compliance and revenue generation in Rwanda.

## 2.1. Objective of the Study

To describe the contribution of Electronic Tax Management System management (Taxpayer identification, taxpayers' liabilities verification and Tax Law enforcement) on Timely Filing of Tax Returns among small and medium taxpayers in Gasabo District.

## 3. Literature

### 3.1. Theoretical Review

#### Allingham and Sandom Theory

The present theory was advanced by Backer (1968) and ameliorated by Allingham and Sandon relying on tax compliance model. The revenue authority is responsible of assuming tax compliance among small and medium taxpayers (Aumeerun, Jugurnath & Soondrum, 2016).

Therefore, declared revenue may be taxed by the public entity while non-declared taxed may not be exposed to any agency by searching the way taxpayers should be unprotected in the way that existence noticed to provide that would be enforced the taxpayer to offer penalty. Whether the assessment may be carried out and taxpayers is established to be liable the taxpayer will be punished by tax and revenue agency (Chege, Kiragu & Muthoni, 2015). Therefore, this theory the declared relies on revenue, audit proportion as well as tax rate. Accordingly, Aumeerum et al. (2016) on strategies determining tax compliance decision or default will be the public agency will take from taxpayer, personal perception of tax advantages and this theory will informally tax acquiescence equal constructs.

The Allingham and Sandon theory provides a foundational understanding of taxpayer compliance behavior, emphasizing the role of incentives, enforcement mechanisms, and perceptions of risk in shaping tax compliance decisions. In the context of electronic tax management systems (ETMS) and tax compliance among small and medium taxpayers in Rwanda, this theory underscores how the implementation of an ETMS can enhance tax compliance by increasing transparency, improving monitoring capabilities, and strengthening enforcement measures. By leveraging technology to streamline tax processes, reduce opportunities for tax evasion, and communicate the benefits of compliance to taxpayers, the ETMS aligns with the principles of the Allingham and Sandon theory by influencing taxpayer perceptions of risk, adherence to tax regulations, and overall compliance behavior, ultimately contributing to a more effective and equitable tax system in Rwanda.

#### Institutional Anomie Theory

The present, model was advanced by Messner and Rosenfed in 1994 where they specified that organizational arrangement and preparation from economic perspective will be permitted to monitor and control without adequate guidance to the community. This model argues that human take decision relied on social values that did not concur with previous theories.

The aforementioned theory pinpoints four groups of countrywide social sizes such as promotion the reduction of levy circumvention. These are personalized, attainment, assertiveness as well as human location. (Hoopes, 2015). Therefore, there will be no need to assist tax law enforcement by the pertinent agencies will be assigned for

complying with rules and regulations related to taxes. However, this model will facilitate and help the researcher to assess the connection among tax law enforcement of tax compliance to non-compliant taxes in Rwanda.

The Institutional Anomie Theory proposed by Messner and Rosenfeld in 1994 sheds light on how organizational structures and economic orientations can influence societal values and decision-making processes, particularly regarding compliance with rules and regulations. In the context of electronic tax management systems (ETMS) and tax compliance among small and medium taxpayers in Rwanda, this theory underscores the importance of aligning institutional arrangements with social values to promote adherence to tax laws. By leveraging the insights from the Institutional Anomie Theory, the implementation of an ETMS in Rwanda can help establish a framework that reinforces social values related to tax compliance, enhances organizational control over tax matters, and minimizes opportunities for tax evasion. Through the alignment of organizational structures with societal values, the ETMS can facilitate more effective tax law enforcement, improve compliance rates among taxpayers, and contribute to a culture of tax compliance in Rwanda, thereby strengthening the overall integrity of the tax system.

### **Theory of Constraints**

This theory provides institutional challenges and problems that outlooks in the way of attaining its objectives and then analytically work toward the improvement of challenge or restricting factor until its will be no longer a preventive factor (Goldratt, 2017). This model had given stages one will be assessing the recent constraint, the second will be the exploration of challenges from attaining objectives and for ensuring a change to the constraint utilizing previous possessions by considering the most of what will be present. The subordination that will be ensuring the review of all activities in the processes to align with them. In the same vein, whether challenge will not be removed take into account more actions that may be considered to eradicate that challenge (Brown & Mazur, 2016). Finally, the last stage has to repeat the entire procedure. It will not stop to improve cycle owing to the fact that in every institution, once challenge will be removed the next challenge shall be reduced (Puche & De la Fuente. 2016). In this regard, Rwanda Revenue Authority with the purpose to produce suitable and sufficient revenue on the context of income collection one of the pertinent problem will be assessed as a determinant of improving tax system though the imposition of penalties.

The Theory of Constraints, as outlined by Goldratt (2017), provides a structured approach to identifying and addressing institutional challenges that hinder the achievement of objectives. In the context of electronic tax management systems (ETMS) and tax compliance among small and medium taxpayers in Rwanda, this theory can be applied to systematically analyze and improve the efficiency of the tax system. By following the stages of assessing constraints, exploring challenges, implementing changes, and repeating the process interactively, the Rwanda Revenue Authority can use the Theory of Constraints to identify key obstacles to tax compliance, such as non-compliance behaviors among taxpayers, and work towards enhancing the effectiveness of the ETMS in promoting voluntary compliance. Through this approach, focusing on addressing constraints and improving processes within the tax system, the Rwanda Revenue Authority can strive to optimize revenue collection, reduce tax evasion, and foster a culture of compliance among small and medium taxpayers in the country, ultimately enhancing the overall integrity and effectiveness of the tax system.

## Ability to Pay Theory

The present model advanced through Smith and Pigou (1093) by ameliorated by West (2016). They postulated that the capability to pay necessitates that the whole constraint would be shared between personal in accordance with their competency to have it, considering pertinent individual features. Many pertinent and adequate taxes from the standpoint were individual challenges and burden (West, 2016).

Therefore, personal earning revenue buys property. Thy will be 15 subjective to taxation and it denoted by some economic that the capacity to pay tax would be individual possessing wide family to assist had to devoted more than a person possessing families unforgettable (Hoopes, 2015).

Many economists suggest that the revenue should be the foundation a person's capacity and it occurs to make payment towards the assistance of the public than le latter and the way the updated tax system of the countries of the work.

The Ability to Pay Theory, which originated from Smith and Pigou and was refined by West (2016), emphasizes that tax burdens should be distributed based on individuals' capacity to pay, taking into account their personal circumstances. In the context of electronic tax management systems (ETMS) and tax compliance among small and medium taxpayers in Rwanda, this theory underscores the importance of designing a tax system that considers the ability of taxpayers to meet their tax obligations. By leveraging the insights from the Ability to Pay Theory, Rwanda can tailor its tax policies and enforcement strategies within the ETMS to ensure that tax burdens are distributed fairly and equitably among taxpayers based on their income levels and financial capabilities. This approach can help promote compliance by aligning tax obligations with taxpayers' ability to contribute, thereby fostering a more just and sustainable tax system that encourages voluntary compliance among small and medium taxpayers in the country.

### 3.2. Empirical Review

The majority of the studies that were highlighted in the literature review did not specifically address small- and medium-sized taxpayers' tax compliance or the administration of the Electronic Tax Management System. According to (Njogu, 2017), tax changes showed that direct tax heads received very little attention while indirect tax reform received greater focus. Indirect tax heads raise a greater percentage of domestic tax revenue than direct tax heads, domestic revenue mobilization processes are ineffective, and tax revenue collection from organizations is simpler than from individual taxpayers. These factors contribute to the continued poor performance of revenue mobilization. Significant tax burdens are borne by the few registered businesses and workers in the formal sector. There is a substantial beneficial association between tax changes and revenue collection.

The main conclusions of this study, according to Levi (2017), demonstrate that tax audit improves fiscal income and increases the efficiency of tax collection. It has been established that tax audits increase tax revenue collection. One of the most effective methods for revenue administration is tax audit, which may guarantee that taxpayers pay their taxes due with minimal opportunity for tax fraud. According to Nyiramisago (2014), taxpayers are unaware of their proper tax contributions, yet with the decline in donor funding, Rwanda has to become more self-sufficient. To achieve this, there must be a high degree of legitimacy for tax compliance. The results imply that taxes are a significant factor in determining Rwanda's revenue. There is a dearth of literature in

the field, especially in Rwanda. Particularly with regard to the Rwanda Revenue Authority's use of the electronic tax management system and SMTS tax compliance, there existed a knowledge vacuum.

#### 4. Methodology

In order to shed light on the characteristics of the study population and the connections between the study variables, the study used a descriptive research design using a sampling technique. A total of 120 small- and medium-sized taxpayers were the target audience; these individuals held a variety of occupations, including producers, distributors, wholesalers, and dealers.

The major data used in the study were collected using the drop and pick method employing both closed-ended and open-ended questions. This is done because replies to closed-ended questions are certain to fall into predefined groups. The determination of validity of research instruments is to confirm if the information to be collected will help the researcher to achieve specific objectives. Researcher consulted research supervisor from Mount Kenya University as well as other experts in revenue collection. The reliability of research instruments was done.

The regression model, analysis of variance (ANOVA) for model significance, coefficient of determination for the fitness model, and correlation coefficient will all be the foundations of the inferential statistical analysis. The SPSS program was chosen as the data analysis tool because it provides the most comprehensive evaluation of factors relevant to the type of data being studied, both numerically and graphically, as demonstrated:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e \quad (4.1)$$

Y = Tax compliance

$\beta_0$  = Y Intercept

$X_1$  = Taxpayer Identification and Registration

$X_2$  = Verification Taxpayers Liabilities

$X_3$  = Tax Law Enforcement

e = Error Term

$\beta_1, \beta_2$  and  $\beta_3$  = Coefficients of  $X_1, X_2$  and  $X_3$  respectively

#### 5. Findings and Dissussions

##### 5.1. The effect of Electronic Tax Management System management on timely filling of tax returns among small and medium taxpayers in Gasabo District.

**Table 1: Perceptions of Respondents on Timely Filing of Tax Returns.**

Variables	N		Means	SD
	Valid	Missing		
E-tax streamlines the tax payment process, saving valuable time for taxpayers.	120	0	4.5545	.62935
The e-payment procedure employed by e-tax reduces the risk of misplaced receipts and delays.	120	0	3.5273	.60136
E-payment processes through e-tax enhance efficiency in tax filing.	120	0	3.2818	.69245
E-tax payments have contributed to improved stages of tax compliance.	120	0	3.3545	.58398
Taxpayers find that using e-tax facilitates the timely filing of tax returns.	120	0	3.3455	.61236
<b>Overall mean</b>			<b>3.613</b>	

*Source: Primary data, (2024)*

The table provided offers insights into various aspects of the e-tax system, focusing on its impact on the tax payment process, efficiency, compliance, and timeliness of tax filing. Each row in the table represents a distinct attribute of the system, accompanied by its mean rating and standard deviation, reflecting user feedback or assessment.

The first attribute emphasizes how e-tax streamlines the tax payment process, enabling taxpayers to save valuable time. This aspect receives a high mean rating of 4.5545 with a relatively low standard deviation of 0.62935, indicating strong agreement among respondents regarding the system's ability to enhance efficiency and time savings in tax payments.

However, the second and third attributes reveal slightly lower mean ratings in comparison. The e-payment procedure employed by e-tax is perceived to reduce the risk of misplaced receipts and delays, with a mean rating of 3.5273 and a standard deviation of 0.60136. Similarly, e-payment processes through e-tax are seen to enhance efficiency in tax filing, with a mean rating of 3.2818 and a standard deviation of 0.69245.

Additionally, e-tax payments are noted to have contributed to improved stages of tax compliance, with a mean rating of 3.3545 and a standard deviation of 0.58398. This suggests that while there is recognition of the system's positive impact on compliance, there may be room for improvement in this area.

Lastly, taxpayers find that using e-tax facilitates the timely filing of tax returns, with a mean rating of 3.3455 and a standard deviation of 0.61236. This aspect highlights the system's role in promoting punctual tax filing among users, albeit with a slightly lower mean rating compared to the attribute on streamlining the payment process.

The overall mean rating for all attributes combined is 3.613, indicating a generally positive perception of the e-tax system's effectiveness in improving various aspects of the tax payment and filing processes. While some attributes received lower mean ratings, the overall positive mean suggests that users view e-tax favorably in terms of its impact on time savings, efficiency, compliance, and timeliness in tax-related activities.

In summary, the table underscores the benefits of the e-tax system in streamlining tax payments, enhancing efficiency in filing, and facilitating timely tax returns. Despite varying mean ratings across attributes, the overall positive reception indicates that e-tax plays a valuable role in simplifying tax processes and improving user experiences in tax compliance and filing.

## **5.2. The effect of Electronic Tax Management System management on accuracy of tax returns filed among small and medium taxpayers in Gasabo District.**

**Table 2: Perceptions of Respondents on Accuracy of Tax Returns Filed.**

Variables	N		Means	SD
	Valid	Missing		
The Electronic Tax Management System enhances the accuracy of tax returns filed by small and medium taxpayers.	120	0	3.4545	.61534
Taxpayers find that using the Electronic Tax Management System results in more precise and error-free tax returns.	120	0	3.2909	.59579
The Electronic Tax Management System provides tools and resources that improve the correctness of tax filings.	120	0	3.2727	.60440
Small and medium taxpayers trust that the Electronic Tax Management System helps them submit accurate tax	120	0	3.2091	.66492

returns.				
Taxpayers believe that the Electronic Tax Management System plays a vital role in ensuring the accuracy of their filed tax returns.	120	0	3.2273	.60060
<b>Overall Mean</b>			<b>3.2909</b>	

*Source: Primary data, (2024)*

The table presented outlines various aspects concerning the accuracy and precision of tax returns filed by small and medium taxpayers through the Electronic Tax Management System. Each row in the table represents a specific attribute of the system, accompanied by its mean rating and standard deviation, reflecting user feedback or evaluation.

The initial attribute suggests that the Electronic Tax Management System enhances the accuracy of tax returns filed by small and medium taxpayers, with a mean rating of 3.4545 and a standard deviation of 0.61534. This indicates a moderate level of agreement among respondents regarding the system's ability to improve the accuracy of tax filings.

Similarly, taxpayers perceive that using the Electronic Tax Management System leads to more precise and error-free tax returns, as indicated by a mean rating of 3.2909 and a standard deviation of 0.59579. This attribute reflects a slightly lower level of perceived precision compared to the previous attribute.

The system is also recognized for providing tools and resources that aid in improving the correctness of tax filings, receiving a mean rating of 3.2727 with a standard deviation of 0.60440. This suggests that users acknowledge the availability of supportive tools within the system to enhance the accuracy of their tax returns.

Furthermore, small and medium taxpayers trust that the Electronic Tax Management System assists them in submitting accurate tax returns, with a mean rating of 3.2091 and a standard deviation of 0.66492. This highlights the level of confidence users has in the system's ability to facilitate accurate tax submissions.

Additionally, taxpayers believe that the Electronic Tax Management System plays a vital role in ensuring the accuracy of their filed tax returns, as indicated by a mean rating of 3.2273 and a standard deviation of 0.60060. This underscores the perceived importance of the system in maintaining the accuracy and correctness of tax filings among users.

The overall mean rating for all attributes combined is 3.2909, suggesting a moderately positive perception of the Electronic Tax Management System's effectiveness in enhancing the accuracy and precision of tax returns filed by small and medium taxpayers. While the mean ratings vary across attributes, the overall positive mean indicates a general acknowledgment of the system's role in improving the accuracy of tax filings.

In summary, the table highlights the Electronic Tax Management System's impact on enhancing the accuracy of tax returns through tools, resources, and user trust. The moderate mean ratings suggest that users recognize the system's contributions to accuracy, albeit with varying degrees of agreement across different attributes.



### 5.3. The effect of Electronic Tax Management System management on penalty incidence and frequency among small and medium taxpayers in Gasabo District.

**Table 3: Perceptions of Respondents on Penalty Incidence and Frequency.**

Variables	N		Means	SD
	Valid	Missing		
The Electronic Tax Management System effectively reduces the incidence and frequency of penalties for small and medium taxpayers.	120	0	3.1727	.63331
Taxpayers perceive that the Electronic Tax Management System minimizes the occurrence of penalties in tax compliance.	120	0	3.2909	.61099
Small and medium taxpayers find that using the Electronic Tax Management System decreases the frequency of penalties imposed.	120	0	3.1818	.66611
The Electronic Tax Management System contributes to a lower frequency of penalties being levied on taxpayers.	120	0	3.2818	.57680
Taxpayers agree that the Electronic Tax Management System helps in mitigating the incidence of penalties in tax matters.	120	0	3.2727	.60440
<b>The overall mean</b>			<b>3.23998</b>	

**Source:** Primary data, (2024)

The table provided outlines various aspects related to the impact of the Electronic Tax Management System on reducing penalties for small and medium taxpayers. Each row in the table represents a specific attribute of the system, accompanied by its mean rating and standard deviation, reflecting user feedback or assessment.

The data suggests that the Electronic Tax Management System is perceived to be moderately effective in reducing the incidence and frequency of penalties for small and medium taxpayers, with a mean rating of 3.1727 and a standard deviation of 0.63331. This indicates a somewhat mixed perception among respondents regarding the system's ability to decrease penalties.

Similarly, taxpayers believe that the Electronic Tax Management System plays a role in minimizing the occurrence of penalties in tax compliance, with a mean rating of 3.2909 and a standard deviation of 0.61099. This attribute suggests that users see the system as having a positive impact on penalty reduction, although opinions may vary.

Additionally, small and medium taxpayers find that using the Electronic Tax Management System leads to a decrease in the frequency of penalties imposed, with a mean rating of 3.1818 and a standard deviation of 0.66611. This attribute reflects a similar sentiment regarding the system's role in penalty mitigation.

The system is also noted for contributing to a lower frequency of penalties being levied on taxpayers, receiving a mean rating of 3.2818 with a standard deviation of 0.57680. This further emphasizes the perceived impact of the system in reducing penalties for users.

Moreover, taxpayers agree that the Electronic Tax Management System helps in mitigating the incidence of penalties in tax matters, with a mean rating of 3.2727 and a standard deviation of 0.60440. This attribute underscores the general consensus among users regarding the system's role in addressing penalties within tax compliance.

The overall mean rating for all attributes combined is 3.23998, indicating a moderate positive perception of the Electronic Tax Management System's effectiveness in reducing the incidence and frequency of penalties for small and medium taxpayers. While the mean ratings vary slightly across attributes, the overall positive mean suggests that users acknowledge the system's contribution to penalty reduction, albeit with some variability in opinions.

In summary, the table highlights the perceived impact of the Electronic Tax Management System in mitigating penalties for taxpayers. The moderate mean ratings across attributes suggest that users generally view the system as playing a role in reducing the frequency of penalties in tax matters, although opinions may differ on the extent of its effectiveness.

## 6. Conclusion

The study on Electronic Tax Management System management and tax compliance among small and medium taxpayers in Gasabo District reveals its significant impact on tax-related tasks, accuracy, and compliance. Respondents generally view E-Tax as beneficial for timely tax return filing, understanding regulations, and reducing penalties, suggesting further research and improvements.

## 7. Recommendation

The study on Electronic Tax Management System management and tax compliance among small and medium taxpayers in Gasabo District, Rwanda, suggests several recommendations to improve the system's effectiveness. These include prioritizing user training, improving tax return accuracy, raising awareness about the system's benefits, customizing the user experience, and implementing continuous feedback mechanisms to refine the system and foster a culture of tax compliance.

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