

ISSUE#5

REVENUE MAGAZINE

A PUBLICATION OF RWANDA REVENUE AUTHORITY



RWANDA REVENUE AUTHORITY
TAXES FOR GROWTH AND DEVELOPMENT



**PLEASE ASK FOR EBM INVOICE
EVERY TIME YOU SHOP**



**MY TAX
MY DEVELOPMENT
MY DIGNITY**



RWANDA REVENUE AUTHORITY
TAXES FOR GROWTH AND DEVELOPMENT

HERE FOR YOU
— TO SERVE —

FOREWORD



In the last Financial Year 2016/17, RRA hit a new record high of Rwf 1102.8 billion in revenue collections against a target of Rwf 1094.3 billion. This was due to many factors ranging from goodwill of political leadership, an ever upgrading IT system and processes to make compliance with tax obligations hustle free.

Most importantly however, it is because of our much valued taxpayers. You who work hard to create wealth which in turn produce jobs and taxes that you unwaveringly pay. And, the fact that the biggest share of taxes is realised as a result of voluntary compliance with tax laws, we can only thank you in a big way.

We just concluded celebrations of the Taxpayers' Appreciation Day at provinces during which we got out of our offices to interact with you through open forums to support you on matters of tax compliance and express our sincere gratitude to you, our distinguished taxpayers.

Thank you for the big turn up during these events and making those candid submissions on how we serve you; whether it is a criticism or a complement we say thank you because all is meant to make sure you comply with your tax obligations under the most conducive environment.

In this financial year, we encourage you to continue complying with tax obligations, and promise that RRA will continue to create conditions that make payment of taxes in Rwanda the most convenient.

We shall equally be doing audits and other activities that protect not only taxes but also complaint traders who pay their taxes.

Mr. TUSABE Richard
RRA Commissioner General

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La Corniche one Stop Border Post Officially launched by H.E President Paul Kagame

President Paul Kagame officially launched the La Corniche One Stop Border Post that accommodates Immigration and Migration services, Rwanda Standards Board and Rwanda Revenue Authority Customs services.

La Corniche border is used mainly by crossborder traders between Rubavu district in Western province of Rwanda and Goma in the Eastern Democratic Republic of Congo.

Below is the launch exercise in photos.





President Kagame with Mr. Howard Buffet and Foreign Affairs Minister Louise Mushikiwabo at the launch. Construction of the border post was financed by Howard Buffet Foundation



Front view of the new facility that will go a long way in facilitating delivery of better services

“Your taxes work”, Minister Gatete

By Gloria Benimana

Finance and Economic Planning Minister Amb. Claver Gatete has appreciated the taxpaying community in Rwanda for the taxes they pay are a key factor in progress made so far. He says every single franc paid into national treasury is put to good use.

This is an abridged version of his speech at the launch of Taxpayers’ Appreciation Day on 13th October 2017 in Rubavu district:

In 1995 we ran a national budget of a paltry Rwf56 Bn, compare that to the current Rwf 2 trillion plus.

As a result, you notice exponential increases in school enrollment, in higher institutions alone there are over 90 000 students compared to 2 800 in 1995. A number of Technical and Vocation Training centres have been built and equipped with necessary laboratories and teachers.

We have well functional health centers in place, which partly explains the drastic reductions in the number of infant and maternal mortality rates.

We are the only country in Africa that provides health insurance cover for all of citizens.

All this is a result of the taxes you have paid and you are the ones behind the impressive developments we see.

As I speak, we have mobilised funding from a consortium of financiers to execute construction of some national roads; Kagitumba - Rusumo, Nyagatare - Base which once complete will connect east to north, Ngoma - Nyanza that will open east to the south. Add that to the Kivu belt road.

These are not small undertakings so they require big money, which we have borrowed with confidence that the taxes you pay will service the loans.

In these 7 years, access to electricity and water in Rwanda will be at 100%.

We just completed Kigali Convention Centre. We have embarked on the construction of a bigger and modern airport to support in air traffic. We are making considerable investments in national carrier, Rwandair which is opening new routes to Asia and US.

These investments require big money but we are going for them because the returns are equally high.

We are making good strides in the area of IT, institutions like Carnegie Mellon university and AIMS are here because we have unequivocal commitment to IT exhibited through good policies and infrastructure.

In 2000 we had in place the Poverty Reduction Strategy Paper to deal with extreme levels of poverty. From 2008 we have had Economic Development and Poverty Reduction Strategy,



Amb. Claver Gatete, Minister of Finance and Economic Planning

striving towards attaining economic development while reducing poverty.

We have termed our next development blue print the National Strategy for Transformation, transformation that will lead us to posterity. The plan is to attain upper middle income where per capita income will be over USD 4000 in 2035 and USD 12000 by 2050.

That means we shall have far much better standards of living. To achieve this requires that we pay taxes and facilitate compliance.

We are here to serve you because you are our bosses. These positions of leadership we hold are not for our own but to serve you.



A section of ongoing upgrades on Kigali City roads

Taxpayers' Appreciation Day celebrations at provincial level in pictures



Improved border posts; improved trade

By RRA Team

The newly inaugurated La Corniche One Stop Border Post facility at the border of Rwanda and DRC is another milestone for Rwanda in her efforts to build a competent and well-organised customs service capable of ensuring a high level of compliance with revenue goals and regulatory requirements in addition to facilitating legitimate movement of goods across borders.

Other border posts recently upgraded to suit this purpose are those of Rusumo and Kagitumba at the borders with Tanzania and Uganda, respectively.

La Corniche border boasts of ample and ultramodern space for all services offered at a customs area, including animal inspection, customs and immigration, among others, all housed under one roof.

Mr. William Musoni, RRA Deputy Commissioner for Customs notes that this kind of modernisation means improved quality of service and faster clearance of goods, resulting in cuts on time and money costs.

“At Rusumo and Kagitumba, customs procedures have drastically reduced because repetition was removed; previously if cargo underwent 2 procedures in Rwanda and repeated them in Tanzania that would be a total of 4



procedures. This was not good for business and tax.”

The border between Rwanda and DRC is characterized by a heavy traffic of small cross border traders.

The Private Sector Federation Vice President of Rubavu district Mr. Bazimaziki Pierre Damien argues from a strategic point of view:

“Some 45 000 persons go through this area daily, most of them small traders dealing in types and volumes of goods that are not taxed, but eventually they grow. As they graduate to the formal sector into the tax net there must be facilities to sustain that growth; this new facility is one of those.”

This modernisation of customs infrastructure and processes in Rwanda is tied to an overall national philosophy of facilitating business through constant improvements in trade policy environment; promoting transparent practices in trade by reducing inducements

and windows for corruption, simplifying processes and improving infrastructures.

In the last few years RRA has embarked on an aggressive automation process to further ease compliance with tax obligations. In customs service, introduction of the Rwanda Electronic Single Window has reduced on time release of cargo and relieved businesses of many non-tax costs that used to be incurred during customs clearance.

In May, the Regional Electronic Cargo Tracking System (RECTS) that enables online monitoring of cargo from the ports of Mombasa and Dar Es Salaam was adopted.

“It eliminates the manual processes that we’ve been applying to ensure that the revenue is not leaked within the supply chain,” said RRA Commissioner General Mr TUSABE Richard speaking at the launch of RECTS.

.....Rusumo One Stop Border Post goes 24 hours.

By Charlotte IRIGOGA

Characterized by speedy services, efficiency at its peak, small traders and big importers walk in and in not less than 3 minutes' walk out with satisfactory looks on their faces. This is a first impression look and picture any guest notices as they walk into the Rusumo state of art one stop border post building.

The state of the art building that was inaugurated just one year ago is in all good shape and houses Customs office, Immigration, Banks, Ware houses, clearing offices among others. All in one building has promoted efficiency and effectiveness at the border in terms of cost of doing business for the traders and customs officials.

Not to mention the effectiveness of service delivery have been put a notch higher after launching the 24/7 work schedule for the OSBP. This was officiated by the Customs Commissioners for both Rwanda and Tanzania Revenue Authority.

The Rusumo one stop boarder post was the first of the many that are being put in place and it rests between the Rwanda and Tanzania boarder East of Rwanda.

It's also important to note that Rwanda within the landlocked region has gone an extra step to have a one stop border post on all her borders with the neighboring countries.

Speaking to the Customs Boarder Manager Mr. Mpayimana Emmanuel, he said that the level of efficiency and trade facilitation has increased and also improved on revenue collection.

Why OSBPs...

- With the OSBP customs verification and other procedures were made easier and below are some of the achievements he attributes to the OSBP.
- Quick service delivery for the Traders both small and large importers.
- Joint operations for customs officers. This has helped save time and enabled information sharing.
- Sharing of knowledge and experience by customs officers of both countries.
- Infrastructural development in terms of buildings, connectivity among others.
- Physical inspection process for goods was also made easy with the warehouse in place and in the same vicinity.
- Exclusion of commissioners from the chain as they would take advantage of traders that are not well informed and delay certain processes. This has left many customers excited due to the simplified procedures and easy facilitation.

It is also notable to say that the premises have been well branded in that they are easy to access.

What others had to say...

Mr. Safari Moses. clearing agent.

"I am excited to say how his business has been simplified with the OSBP. I can now clear clients' goods within 30 minutes and do other things. This is what I really call business made easy for all." He noted.

Robert Bwire. Businessman.

"Surely we have been waiting for this opportunity to work full day. We were stuck in the night and it used to delay our cargo. Now we are assured that our speed in business will not be hindered by working ours," Bwire comments.

Idi Abdallah Mahigo. Driver.

"It was really a big problem, here at Rusumo life is not easy, accommodation and food are all hard to find while waiting for clearance in the morning." Mahigo said.



Cargo Trucks parked at the newly refurbished and expanded Rusumo border

Rwanda upgrades to a new version of Electronic Billing Machines

By MWEMA Bahati

The second version of EBM has added something called Supply Chain Management capability which the first version of EBM could not offer the taxpayer.

Rwanda Revenue Authority introduced the use of Electronic Billing Machine (EBM) system in 2013 to improve VAT collection by way of automation.

The old version of EBM has greatly improved VAT performance though an upgrade was deemed necessary to offer better service to taxpayers and further improve processes at RRA.

Under the old version, one could be having three EBM devices in his business but not speaking to each other.

For instance if a taxpayer has 500 units of commodity X in a warehouse, and in shop 1 he sells 20 units, 30 units in shop 2 and 10 units in shop 3; all these were not being reflected in stock movement and harmonised sales transactions.

“The kind of management of knowing that when I sell something is reflected



in my stock as reduction was lacking in the first EBM.

When am selling to someone and both of us are on the new version of EBM, the diminishing change in my stock will be reflected as an increase in stock of my friend (client)”, Mr. Jean Louis Kaliningondo.

The supply chain can be followed, in the first version what was happening is that people would sell more and declare less.

With the new version RRA is not only following your transactions but your stock movement as well.

Technically, this means that the moment all businesses enroll on this new version of EBM, once commodities are imported

in Rwanda, RRA shall be able to track all the stock and transaction – because right from customs one can see where the stock is going – up to the last purchase.

It allows communication between EBM devices belonging to the same taxpayer; if you have more than one EBM device that share one warehouse, when one sells a decrease is reflected in the stock, when you purchase an increase is reflected.

And there is EBM’s communication between two businesses that transact – business to business - and RRA systems.

It makes taxpayers more aware of their stock levels at some point in time, and the fact that RRA is monitoring the stock

makes it difficult for maneuvers in tax declarations. And, if goods have to be removed because of genuine reasons, the trader must be able to prove that.

Also, the fact that taxpayer's sales and purchases are reconciled in the system, it means at the time of filing taxes, he or she can just print out VAT declarations, which saves time in a more accurate way.

Previously, people have had to buy systems that when put together form the EBM system.

Now, RRA has decided to free people from that hustle by having all that into one software that can be installed on a laptop or computer and become an effective EBM.

EBM 2.0 is computer based, it is software based. If you have your computer, you do not have to buy an EBM device again but go to RRA and get the software at free cost.

It offers your business comprehensive reports to use for business decisions and VAT declarations becomes easier.

This upgrade in EBM system is part of wider automation plans at RRA; easing compliance and enforcement, improve cyber security and use of data analytics.

The key mandate of RRA is to collect revenues to finance national budget, this requires ensuring taxpayers are compliant by improving the kind of services offered to them.

This means RRA must constantly increase the ease of doing business with it. This includes providing solutions that make it easier to manage tax accounts.



Mr. Jean Louis Kaliningondo, IT Advisor to RRA Commissioner General

"We want to enable a taxpayer to manage their tax accounts from the comfort of their homes using their devices... to say oh this is the VAT I owe RRA and press button for payment, access bank accounts and they are done. We call this Ease of Doing Business with RRA. People should be able to declare and pay taxes without moving from where they are", Mr. Jean Louis Kaliningondo.

And, the more RRA automates most of tax processes the more

the cyber security becomes important because the more the organisation deals with information systems that are sophisticated the more it becomes vulnerable to be attacked.

The more RRA depends on IT systems the more critically it becomes to be secure.

"We shall increase use of data analytics, predictive analytics. This will enable us analyse certain behaviors of taxpayers and predict if they will become non-compliant. We should be able to do that predictive analysis", Mr. Kaliningondo.

“

We want to enable a taxpayer to manage their tax accounts from the comfort of their homes using their devices... to say oh this is the VAT I owe RRA and press button for payment, access bank accounts and they are done. We call this Ease of Doing Business with RRA. People should be able to declare and pay taxes without moving from where they are.....

”

Taking a modern approach to tax administration



Taxpayers queue up on peak day: E-solutions have made this a thing of the past.

The automation of tax processes embarked on by RRA five years ago has delivered exciting results. It has improved efforts aimed at closing tax outages, ease payment of tax and identify challenges to tax compliance by providing reliable information in real time.

The solutions include, among others, e-filing and e-payment, EBM use, M-Dclaration and the Electronic Single Window.

“We are trying to increase the ease of doing business with RRA by providing more convenient solutions for the taxpayer,” says Jean Louis Kaliningabo, the IT Strategic Advisor to the Commissioner General at RRA.

These smart interventions have led to positive outcomes both for RRA and its clients, including:

- Improved tax compliance as a result of enhanced ease of paying tax and closing of leakages by e-solutions. Tax revenue capabilities have improved tremendously over the years, from 62.45 bn Rwf in 1999 to 1,086.9 bn Rwf in FY 2016/17, representing 35.9% and 55.6% of the national budget respectively.
- Reduced e-filing time from 3 days in the past to a matter of minutes today.
- No queues of clients at RRA on peak tax days. RRA no longer needs to divert staff to attend to peak traffic.

RRA’s future IT plans are aimed at improving ease of doing business with RRA, enhancing Cyber Security and utilising data analytics to aid understanding of taxpayer behaviour.

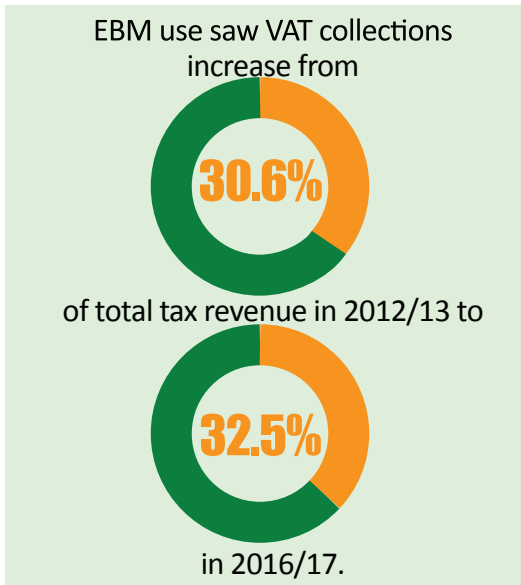


“The use of IT is driving the way RRA thinks about its service delivery and internal processes. The overarching aim is to leverage ICT to push up compliance by increasing the ease of doing business with RRA.”

Mr. TUSABE Richard, RRA Commissioner General.

Results of RRA's e-solutions at a glance

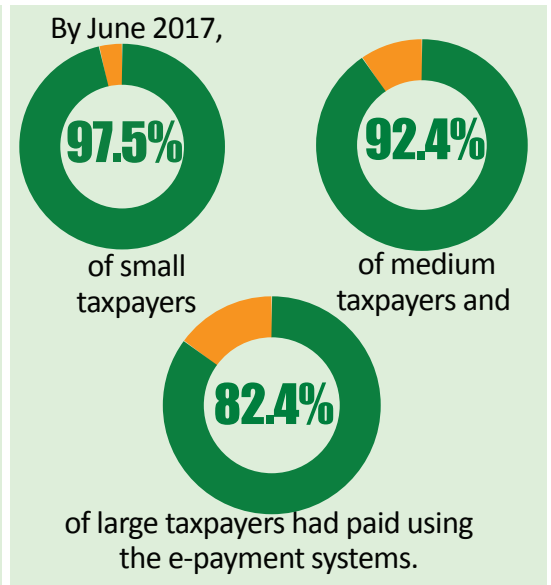
Increased VAT collection



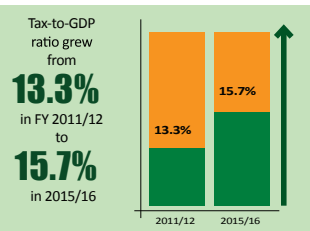
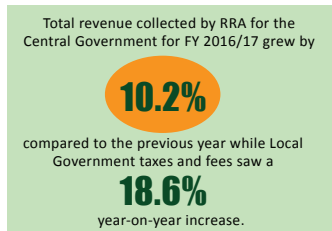
Time saved



Increased uptake of e-payment



Improved tax performance



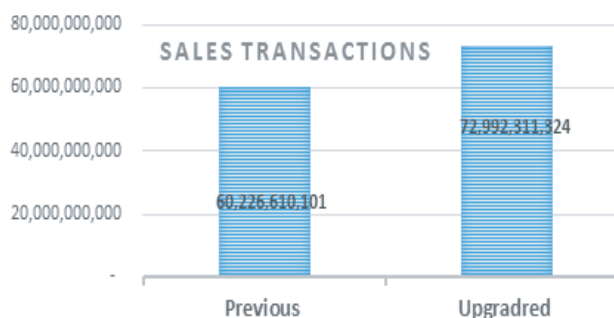
Highlights of RRA's Digital Future



VAT input system controls

The introduction of system controls for VAT input claims has had a positive impact on domestic VAT declarations submitted between January and June. Compared to 2015/16, local input VAT has grown at approximately the same rate (10%) in 2016/17 compared to 9.2% in 2015/16. However, this growth is more subdued than we would expect given the increase in turn over over the same periods. Turnover grew by 18.9% in Jan-June 2016/17 compared to 9.2% in Jan-June 2015/16. As Figure 3 shows, the two growth rates have followed similar trends in recent years. The absence

of a corresponding increase in the local input growth rate suggests an impact from



If the new system was used for two months, data extracted from the previous EBM system should also only extracted from two months that preceded the usage of upgraded EBM system.

1. Comparison of sales

Generally, for 37 taxpayers who have started to use the upgraded EBM system for a period exceeding one month, sales reported by the upgraded EBM

system surpasses sales reported through the previous EBM system by 21%.

Generally, for 37 taxpayers who have started to use the upgraded EBM system for a period exceeding one month, VAT collected on sales invoices reported by the upgraded EBM system surpasses the VAT collected on sales invoices reported through the previous EBM system by 16,3%.

the validation controls to reduce local input VAT claims.

Figure 3: Turnover growth vs. local input claims growth

1) Impact of EBM II

This data compares for the same period of usage for both systems.



EBM success in Rwanda draws International acclaim

By RRA Team

Riding on a renewed automation drive, Rwanda's streamlined tax collection strategy is attracting international note as a model for countries seeking to promote fair trade and close leakages in the mobilisation of tax revenues.

This was the case with the Organisation for Economic Cooperation and Development's (OECD) March 30-31, 2017 Global Anti-Corruption and Integrity Forum in Paris to which Mr. Robert Mugabe, Deputy Commissioner, Revenue Investigation and Enforcement Department at RRA was invited owing to a presentation he had earlier delivered at a World Bank meeting in Nairobi on fighting tax crime in East Africa.

The invite was especially noteworthy since Rwanda is not a member of the OECD.

"In Nairobi we explained that Rwanda has moved from a manual to an electronic invoicing system that accurately captures sales data and accounts for VAT, and how this has gone a long in improving VAT tax performance.

We discussed how Rwanda has established risk management systems to identify missing traders and mutating companies, which are key elements of tax evasion," Mr. Mugabe says.



RRA Deputy Commissioner for Revenue Investigation and Enforcement Department, Robert MUGABE

Like many others at the meeting, a delegate from OECD was impressed with this story, earning Rwanda an invite to the forum.

Ms. Grace Perez-Navarro, deputy director of the OECD's Centre for Tax Policy and Administration is quoted in the organisation's 31st March newsletter titled Technology Tools to Tackle Tax Evasion and Tax Fraud crediting Rwanda for its success with the implementation of electronic cash registers.

Ms. Perez-Navarro notes that in an economy comprised of mostly small and medium-size businesses, it is very hard to ensure high levels of compliance. However,

introduction of the registers has seen Rwanda do just that, resulting in remarkable increases in VAT collection.

Also, this automation of tax processes has improved the business climate by removing delays and bringing efficiency in operations from the trader's end.

Introduction of the EBM in financial year 2013/2014, led to an increase in VAT contributions to 33.9%, up from 30.6% the previous year.

Further impacting tax performance is the automation of the VAT input validation process which rejects false entries by unscrupulous persons seeking to benefit illegally from VAT refunds.

RRA certifies 22 AEOs

By MWEMA Bahati

Revenue Authority (RRA) has signed MOUs with, and awarded certificates of recognition to, twenty two (22) companies in Rwanda that have been granted special customs status as Authorized Economic Operators, AEO.

The event was witnessed by the Permanent Secretary, Ministry of Trade and Industry, Mr. Michel M. SEBERA, Rwanda Revenue Authority (RRA) Commissioner General, Richard Tusabe, USAID Mission Director Marcia Musisi-Nkambwe, TradeMark East Africa (TMEA) Country Director, Patience Mutesi, Private Sector Federation Chairman Benjamin Gasamagera and a number of business leaders.

Speaking at the ceremony, Minister Munyeshyaka commended the companies that had attained the special status. "They have consistently demonstrated a very high commitment to comply with customs regulations and security procedures" he said.

RRA's Tusabe added, "This recognition will also enhance the image and trust of the businesses that have it, as it provides for mutual recognition with the other revenue authorities in the region."

Understanding AEO

The AEO concept is part of a broader compliance



strategy to reward compliant traders with simplification benefits, the objectives being to enhance trade facilitation, promote customs to business partnership, ensure security for the international trade supply chain, and encourage voluntary compliance to customs laws and procedures.

In Rwanda, an AEO is a business entity or government department that is involved in international trade and is duly authorized by the RRA Commissioner for Customs Services to self-manage key aspects of its customs processes previously handled by RRA.

The AEO programme at regional level started in 2008 and ended in 2013 under pilot Phase I. A total of 13 operators were accredited, three of which were Rwandan. The second phase of the programme runs from 2014 to 2018, and will focus on four key areas - Regional AEO-scheme; Risk Management and Enforcement; Information and Communication Technology; and Mutual Recognition.

The AEO project is an initiative of the RRA supported by USAID Rwanda through TradeMark East Africa.

"USAID Rwanda is proud to support RRA in achieving this important milestone to boost trade for Rwandan firms in the region. Ultimately, this will increase prosperity not just for Rwandans, but for the citizens of the entire region," said Leslie Marbury, Acting Mission Director of USAID/Rwanda.

Speaking after the ceremony, TMEA Rwanda Country Director, Patience Mutesi, thanked all the companies that took part in the project. "The AEO programme continues to show tremendous results for organisations participating and we can expect the benefits to trickle down to the citizens."

RRA plans to bring another 22 companies onto the AEO programme in the next phase of the project.

RRA Revenue Performance hit new record

By RRA Team

Revenue collection in FY 2016/17 hit a new record of Rwf, 1102.8 billion collections as compared to a target of Rwf 1094.3 billion, which represents an achievement of 100.8% translating to Rwf 8.6 billion above the target.

Tax revenue collection for FY 2016/17 was Rwf 1,086.5 billion while the target was Rwf 1081.4 billion; this is an achievement of 100.5%, and an excess of Rwf 5.0 billion over the target. Tax revenue posted a growth of 10.1% during FY 2016/17. Compared to FY 2015/16 performance of Rwf, 986.7 billion this makes a nominal increase of Rwf 99.8 billion.

Table 1: Tax revenue performance by major tax heads

Tax heads	Target FY 2016/17	Actual FY 2016/17	Variance	Performance rate	Actual FY 2015/16	Growth in FY 2016/17	Nominal increase
PAYE	254.8	257.7	2.9	101.1%	229.7	12.2%	28.1
Profit Tax	178.3	190.5	12.2	106.8%	159.3	19.5%	31.1
VAT	352.4	352.0	-0.4	99.9%	323.2	8.9%	28.8
Excise Duties	146.9	134.2	-12.7	91.3%	138.1	-2.8%	-3.9
Import Duties	75.7	76.5	0.8	101.1%	72.9	4.9%	3.6
Other Taxes	73.4	75.6	2.2	103.0%	63.5	19.0%	12.1
TOTAL TAX	1081.4	1086.5	5.0	100.5%	986.7	10.1%	99.8

RRA revenue collection to budget increased from 55.36% in FY 2015/16 to 56.44% in FY 2016/17. Local Government taxes and fees collected by RRA totaled Rwf 47.9 billion, which is an achievement of 98% of Rwf 49.1 billion target resulting in a shortfall of Rwf 1.2 billion. Compared to 40.5 billion collected in 2015/16, this represents year-on-year growth of 18.6%.

The below target performance in Local Government taxes is a result of not selling off some properties/assets of districts worth Rwf, 1.4 billion of some yet this informed the basis of their targets for FY 2016/17.

FY 2016/17 revenue performance associates with key economic indicators where the economy recorded a slow performance in first three quarters, which is mainly attributed to poor agricultural production as a result of bad weather.

Food scarcities accounted for inflationary pressures with price indices for food and non-alcoholic beverages reaching a record high 18.6%. Subsequently, revenue from domestic excise duty decreased by 7.2%, equivalent to Rwf 5.2 billion in nominal terms as increased prices of food left

consumers with less money to spend on non-essential goods.

Other factors that had a negative effect on tax performance include the slowdown in CIF growth of imports, especially in non-EAC imports and lower taxable sales as a proportion of turnover because of increases in exempt sales and exports. This achievement of the revenue target confirms the potential that RRA has to effectively and optimally mobilise the revenue needed to finance Rwanda's development goals.

Key Reforms:

With the exception of past reforms particularly the automation of processes to bring efficiency in tax administration, in FY 2016/17 we introduced; Unified Declarations for PAYE and Social Security, Regional Electronic Cargo Tracking System, and VAT Verification Control System, which has decreased leakages in VAT collections and eased refund process.



RRA-CMU-Africa partnership yield results

By RRA Team

Ten interns from Carnegie Mellon University, Rwanda are currently working with RRA on five projects that will further efficiency in tax transactions and enhance cyber security and e-learning at the tax authority. The internship programme is the result of a recently signed MoU between CMU-R and RRA.

The postgraduate students, who are predominantly drawn from the discipline of software engineering, will be at RRA for 10 weeks ending in August. The projects they are working on include: software development of a Single Taxpayer Platform for RRA (My RRA), Cyber Security, E-learning, and Inclusion of geographical information in Local Government Tax system and Data Analytics.

'My RRA' will allow taxpayers to manage different tax accounts from one platform, making it easier for them to follow up on tax transactions via a variety of mobile gadgets as long as they are connected to the internet. Easing tax processes is in line with RRA's philosophy of improving tax compliance while facilitating trade.

"RRA is responsible for collection of large amounts of funds through tax. We depend on data to do this, and so we take data security very seriously. Messing up with data would cripple our capacity to collect taxes and do damage to our reputation," says Mr. Jean Louis Kaliningondo, IT Strategic Advisor to RRA Commissioner General.

Inclusion of geographical information in the Local Government Tax system will enable a display of revenue information on a map, while simultaneously doing an analysis of that data.

According to Mr. Kaliningondo, with this system enforcement teams can locate non-compliant fixed assets remotely.

"Our people at sector level will be able to look at the colored map and say this property is located here or there instead of going house by house," he says, adding that this technology will save RRA time and money.

In May this year, RRA and CMU-R signed an MoU that provided for technical cooperation. Speaking at the signing ceremony, Mr. Tusabe Richard, RRA Commissioner General noted that deploying IT to deliver quality service resonates with the thinking of Rwanda's top leadership.

"The use of Information Technology is driving the way RRA thinks about its service delivery and internal processes," he said.

RRA has long been focused on expanding its capabilities in the areas of I.T and data science in order to take a modern approach to tax administration. In the last three years alone, RRA has improved its data analytics capability through development of its data warehouse and Business Intelligence systems.

This is what interns say about their moments at RRA and projects they are working on:

Bob Rugambwa
'My RRA' Project

"The project is very challenging and is a great addition to what we have been learning in school. I am also impressed by the working environment provided by RRA."

Uwashema Fabiola

'My RRA' Project

"It is my first time to work on such a big project. Knowing that it will impact many people is very exciting."

Yvonne Wambui

Data Analytics Project

"The project offers us the opportunity to practice in a real-world environment which is different from the classroom, and we are learning a lot.

Kenneth Mwebesa

Local Government Tax Project

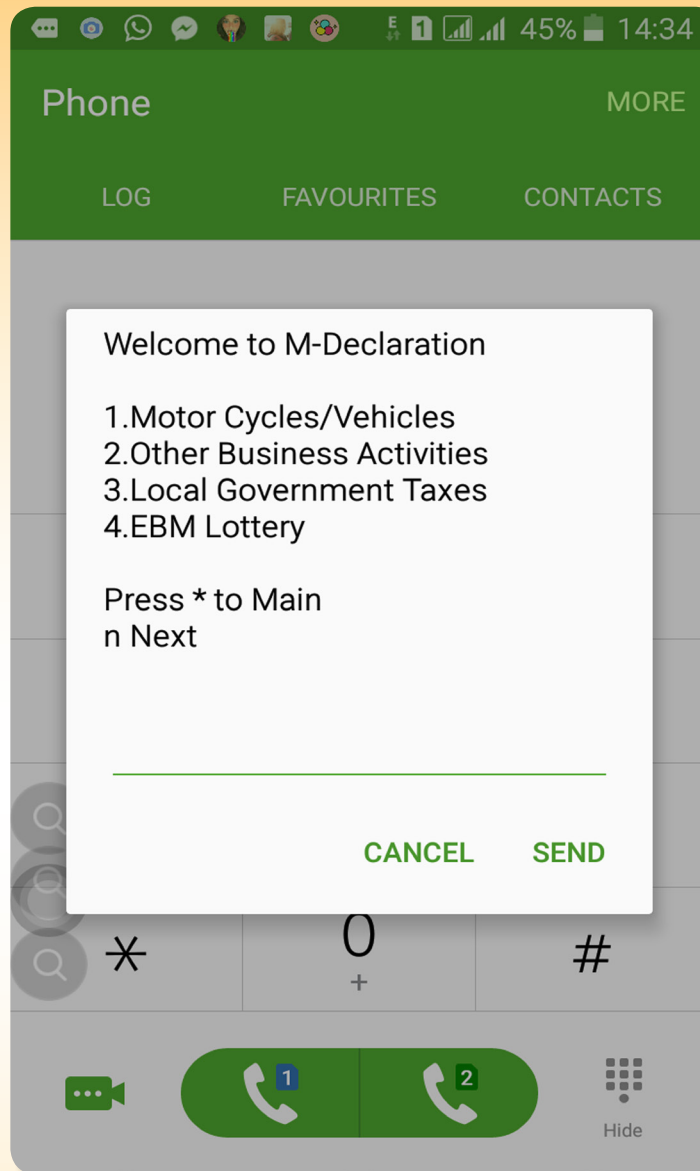
"I am getting to know the world of tax and its interface with IT systems. It gives me a wider view of how I can apply my IT skills."

Hood Mukibi

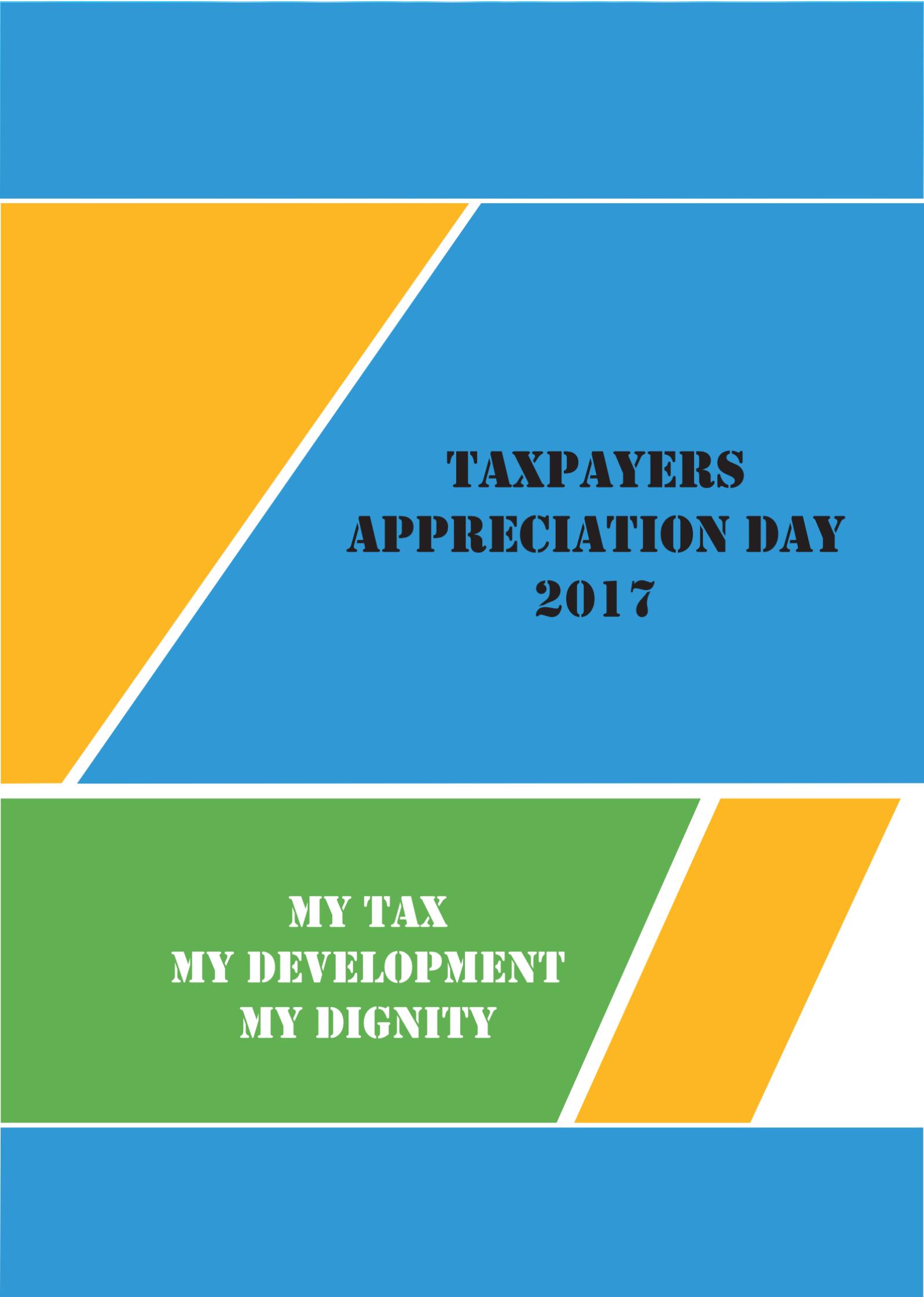
Cyber Security Project

"The project is to assess cyber security measures implemented at RRA with a view of enhancing them. The environment at RRA is good because I am able to apply what I learn in school. It gives you a chance to deploy technology as a solution."

USE YOUR MOBILE PHONE TO DECLARE TAX



DIAL *800# FOLLOW INSTRUCTIONS

The poster features a blue background with a large orange triangle on the left side. The text is centered in the blue area.

**TAXPAYERS
APPRECIATION DAY
2017**

The poster features a blue background with a large orange triangle on the left side. The text is centered in the blue area.

**MY TAX
MY DEVELOPMENT
MY DIGNITY**