

Assessing the Implementation of Efficient and Effective Total Revenue Integrated Processing
System (Trips) By Ghana Revenue Authority

By

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DECLARATION

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the award of any other degree or diploma at Kwame Nkrumah University of Science and Technology, Kumasi or any other educational institution, except where due acknowledgement is made in the thesis.

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ABSTRACT

The aim of the study was to assess the implementation of Total Revenue Integrated Processing System (TRIPS) by Ghana Revenue Authority (GRA). The study had two (2) objectives which were to identify the challenges associated with the implementation of Total Revenue Integrated Processing System and to identify significant strategies that can be adopted to improve the implementation of Total Revenue Integrated Processing System. Using the quantitative method, a comprehensive literature review was conducted from which a semi-structured questionnaire was distributed to Ghana Revenue Authority (GRA) offices in the Ashanti Region and 50 retrieved for the analysis. The data collected were analyzed using mean score ranking and content analysis. From the analysis it was realized that, lack of education on the importance of tax payments and negligence on the part of taxpayers. However, from the literature reviewed, IT has positively impacted tax administration worldwide making it efficient and effectiveness and thus the urge of every nation to implement e-governance. But implementation has failed from the conception of the TRIPS. From the objective one, it was realized that, the most significant challenge was assuring stakeholder confidence followed by upgrade process and ensuring security. The objective two indicated that, the most significant strategy was assurance of client's safety followed by the reduction of political interference and making the system more user-friendly. Based on the findings, it was recommended that, GRA can maximize revenue by possessing an efficient and effective tax administration. GRA must rectify and solve all problems faced by the pilot offices, never fall on deaf ears to user complaints related to the use of the TRIPS. **Keywords:** TRIPS, Revenue

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DEDICATION

This dissertation is dedicated to God Almighty and to my entire family.

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Background

The drive for implementing e-government systems is discerned from the promulgation of policies, legislative and regulatory framework and infrastructure development (Mutula, 2008). In that respect, many developing countries like Kenya, Ghana, Nigeria, Jordan, India, and Ethiopia have created and directed their respective national ICT policies and institutions at bolstering technological deployment. The main goal of these ICT policies is to support knowledge sharing, productivity gains, improve public sector service delivery and narrowing the digital divide in rural communities (Dzidonu, 2003).

“E-Government as used by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) has the ability to transform relations with citizens, businesses, and other arms of government” (World bank, 2004). The World Bank definition focuses broadly on the utilization of IT to deliver government services, improve interactions and effective management. In E-government, ICT is used to promote more efficient and effective government, facilitate more accessible government services, allow greater public access to information, and make government more accountable to citizens according Working Group (Romke, 2013). According to UNESCO, e-governance deals with different actors of the society with the aim to improve their access to information and to build their capacities through ICT” (Sarrayrih, 2015).

Most importantly, E-government has the ability to promote better governance, transparency, elimination of bottle necks in the delivery of services and raise service performance. Information Technology in government goes back around the 1970s; the term e-government emerged in the late 1990s with the internet boom (Grönlund and Horan, 2004). It does not only

rely on the internet but includes other technological aspects like telecommunications networks.

The Ministries and Government entities of Ghana over the past few years have implemented projects that have improved certain IT services by digitizing and automating manual processes in demand to reduce the time and effort involved in service delivery by using the best Information Technology (IT) equipment available at the time.

The Ghana Revenue Authority (GRA) is an administration that deals with assessing, collecting and accounting for tax revenue in Ghana. Their core mandate is to ensure maximum compliance with relevant laws in order to sustain revenue stream for the government as well as the controlled and safe flow of goods across the country's borders. GRA therefore replaced these revenue agencies in the administration of taxes and custom duties in the country. The operations units of the Internal Revenue Service (IRS) and Value Added Tax Service (VATs) had been integrated into domestic tax revenue division (DTRD) while the preventive units of Customs Excise and Preventive Service (CEPS) now formed the Customs Division under the reform. To administer domestic taxes by the domestic tax revenue division, new computer software was introduced in 2011 known as the Total Revenue Integrated Processing System (TRIPS).

Gegov project was planned to commence at eleven district offices within the Greater Accra Region before extending it nationwide. These district offices located at Makola, Agboghloshie, Legon, Adabraka, Spintex Road, Kaneshie, among others were commenced with. Three phases made up the project;

Phase one for registration of taxpayers and tax types on GeGov for GRA, companies and business registration on GeGov for RGD, which went online on October 2011 according to Ghanabusinessnews.com.

Phase two was the application of TRIPS to the other regions, ministries, departments and agencies. This was launched in December 2011.

Phase three was for working on additional functionalities of the TRIPS. This was launched in March 2012 according to ghanaweb.com

Unfortunately, the re-registration of employees of companies which was scheduled to take place before January 2012 to permit PAYE to be processed online on January 2012 failed due to challenges which are going to be addressed in this study. Most taxpayers spend long hours in most GRA offices to make payments, receipts are given manually as well as processing of taxpayer's documents, tracing of taxpayers is also cumbersome and finally there is high cost of compliance. In addition, most offices are not fully equipped with IT infrastructure.

These do not constitute effective tax administration. In order to enhance revenue mobilization, it is crucial to improve revenue administration through the use of TRIPS. There are a number of strategies that can be adopted to reduce the challenges in the implementation of TRIPS. According to IMF (2008), when developing countries adopt proper mechanisms for tax mobilization, additional revenue can be raised. These additional revenues can help in capital infrastructure development. Therefore, the aim of this study is to assess the implementation of Total Revenue Integrated Processing System by Ghana Revenue Authority.

1.2 PROBLEM STATEMENT

As time goes on, there is an increasing interest of enhancing revenue mobilization in developing countries. Ghana has gradually come to recognize the link between tax revenue mobilization and the general level of development of the country. It has been postulated that, increasing the domestic tax revenues in low-income countries by 4% of GDP will help in

achieving Millennium Development goals (United Nation, 2005). As it is known, Ghana as a lower middle-income country has to rely on its own internal revenue generating resources to fund its development agenda. Revenue – income from taxes – aids governments all over the world to develop their economies by providing developmental projects such as education, health, infrastructure, and social security. Some of these taxes are also required by the Government for funding public services like pensions and education system. (Aggrey, 2011). Taxes play critical part in national economic planning and development.

In the implementation of the E-Ghana project, a Public Private Partnership (PPP) arrangement was made between the Ministry of Communication and the World Bank. One of the projects involved in their portfolio was to automate the processes used by the agencies for generating revenue (GRA). The PPP strategy adopted was the Design, Finance, Build, Operate and Transfer (DFBPT) for a concession period of five years. The arrangement was to aid in the improvement of the efficiency of tax mobilization and reduce time spent in incorporating business through E-Ghana principles.

However, the high costs of compliance, delays in serving taxpayers due to the manual way of service delivery, inadequate quality infrastructure and low percentage of personnel with literacy in computers are major issues affecting GRA. Due to these, the decision by government to introduce the TRIPS is not yielding as anticipated. Therefore, the study aimed at assessing the implementation of Total Revenue Integrated Processing System by Ghana Revenue Authority.

1.3 RESEARCH QUESTIONS

The study seeks to answer the following questions;

1. What are the causes of the implementation challenges of Total Revenue Integrated Processing System?
2. What are the significant strategies that can be adopted to improve the implementation of Total Revenue Integrated Processing System?

1.4 RESEARCH AIM

The aim of the study is to assess the implementation of Total Revenue Integrated Processing System by Ghana Revenue Authority.

1.5 RESEARCH OBJECTIVES

The objectives of the study are;

1. To Identify the challenges associated with the implementation of Total Revenue Integrated Processing System; and
2. To identify significant strategies that can be adopted to improve the implementation of Total Revenue Integrated Processing System

1.6 SIGNIFICANCE OF THE STUDY

It is the duty of local government level to provide facilities and infrastructure for the populace. This can only be achieved if there is an effective and efficient tax administration system that gathers more funds for the Government to execute their duties.

By exploring the challenges and strategies for the efficient and effective use of TRIPS, GRA would be equipped with more knowledge on the measures to put in place to improve the performance of the TRIPS to yield a successful implementation. This can solve challenges

such as spending long hours in most GRA offices to make payments, manual processing of receipts of taxpayer's documents, cumbersome tracing of taxpayers and high cost of compliance. The study will also aid policy makers to effectively draft policies in the implementation of automation systems for tax mobilization and other sectors of the economy.

To the researcher, this paper would enrich his academic and intellectual capabilities and also serve as a basis for further studies to be conducted in the study area.

1.7 SCOPE OF THE STUDY

The scope of the study was GRA DTRD offices that are currently operating the TRIPS within the Ashanti region. Challenges affecting the successful implementation of TRIPS and evaluation of its performance will be tackled. Contextually, this study was limited to only the TRIPS software. There is other automation software however, TRIPS is a currently implemented software and exploring the challenges in its implementation will aid in its drastic improvement.

1.8 RESEARCH METHODOLOGY

The research methodology is a crucial aspect of every study. This study involved the use of a literature review to aid in the review of pertinent literature for this study. This study adopted the quantitative method because of the survey nature of the research; hence a semi-structured questionnaire was designed to collect data. Quantitative studies make use of numerical data therefore data collected will be converted and analyses. Thus, mathematical tools were used to analyze the data collected from the respondents using a semi-structured questionnaire. Furthermore, this study adopted the survey research design. The survey research basically gives a description of what exists, its quantum and specific context. For survey research, a portion of a population is used to make a generalization for the entire population.

The population of the study was made up of GRA offices in the Ashanti Region that are using the TRIPS. The purposive sampling technique was adopted where a sample of fifty (50) officials in GRA who uses TRIPS were used for the study. An ample time was allowed for the respondents to adequately answer the questions. The data collected were analyzed using mean score ranking and content analysis.

1.9 ORGANIZATION OF THE STUDY

The study is made up of five chapters.

Chapter one is the general introduction of the study. It focuses on the background of the study, problem statement, significance of the study, scope, specific objectives of the study, and research questions limitations of the study and organization of the study.

Chapter two consists of review of related literature.

Chapter three is the methodology which involves the research design, population of the study, sample design, and sampling procedures, data collection and data analysis.

Chapter four covers the results of the study

Chapter five consists of conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This section presents a view of other theories related to this research by various researchers and analysts. The discussion is divided into two frameworks namely theoretical framework and empirical framework. A description on the e-government project of GRA, tax administration, computers and information technology in tax administration, etc. will be looked into.

2.2 DOMESTIC REVENUE MOBILIZATION IN DEVELOPING COUNTRIES

Domestic tax revenue mobilization in developing countries, such as Ghana, has over the years gained snowballing importance in the policy debate. This stems from a number of factors, counting the potential importance and advantages of taxation for the development of various states across the globe, long term liberation from foreign aid and the changing aid paradigm. Badu, (2007), observes that the Government of Ghana has over the past decades, principally re-oriented the country's tax expansion program. Main strategic reforms and procedures to reorganize the public administration scheme targeted at the development of political, economic, social, spatial territorial and environmental balance for sustainable progress with development have been presented. Income taxes, custom duties and all other forms of taxes are the major source of revenue for most governmental budget expenditures and financing of infrastructure (Bertucci , 2002). According to Bird (2010), a sound revenue mechanism for local governments is crucial when it comes to the realization of fiscal decentralization. It was identified by Shah (1998) that, local revenue mobilization can ensure and stimulate political and administrative accountability by empowering communities. The concern of enhancing revenue mobilization in developing countries has seen an upsurge over

the past few years. Fiscal policy forms the government most crucial mechanism for meeting socio-economic goals and the long term and short-term distribution of income.

There are two (2) categories of current revenue for Local Government Authorities (LGAs). The first one is the own revenue which comprises of taxes, user fees and various licenses (Bahl and Bird, 2008). The second one is transfers from the central or regional levels which is usually in the form of grants and revenue sharing (Bahl and Bird, 2008). According to Yatta and Vaillancourt (2010), municipalities in some countries are allowed to borrow to finance investments in local capital infrastructure.

2.3 THE GHANA REVENUE AUTHORITY (GRA)

Revenue Agencies of every country in the world including Ghana undertake very significant roles in terms of collection of taxes. The Tax reforms started in Ghana in line with international trends especially CATA (Commonwealth Association of Tax Administrators) members in 1986. During that time, CEPS and IRS were made semi-autonomous and self-accounting public institution. Also, National Revenue Secretariat (NRS) was established to formulate revenue policies and monitor the operations of CEPS and IRS. Previously, the various revenue agencies were operating under different umbrellas with their own commissioners and with different Acts. The Internal Revenue Service was operating under Act 592 of 2000 as amended, the Customs, Excise and Preventive Service was also using PNDC Law 330 of 1983 as amended, while the Value Added Tax Service which replaced the Sales Tax was operating under Act 546 of 1998 (now Value Added Tax Act, 2013, Act, 870) to initiate VAT and other consumption taxes. Taxpayer Identification Number System also came into being in 2002 to ensure the interchange of information and risk profiling. Then, in 2004, the large Taxpayer Unit (LTU) was established. Their duty was to operate on functional lines as a pilot project for integration of tax administration in Ghana. The Revenue

Agencies Governing Board (RAGB) Act 558 started its functional activities in 2001. Its responsibility was to supervise and co-ordinate the operations of the Revenue Agencies to maintain an effective mechanism for collection tax.

It was envisaged that the amalgamation of the revenue agencies will bring some benefits to the nation; that the GRA will put in place a definite command structure for tax revenue administration. There are more vital roles that the GRA is expected to perform. These include: to assess and collect taxes, interest and penalties due to the country with optimum efficiency and pay the right amount collected as taxes into the consolidated fund unless otherwise as provided by the Acts (Gershon, 2013).

To assess the performance or effectiveness of the GRA regarding domestic tax revenue mobilization for the government, the duties of Domestic Tax Revenue Division (DTRD) of the GRA must be performed with high performance and effectiveness. The duties or functions of DTRD as assigned by the Ghana Revenue Authority Act, 2009 (Act 791) are:

- Assessing and collecting taxes;
- Imposition of interest and penalties due the Republic of Ghana;
- Promoting tax compliance and tax education;
- Combating tax fraud and evasion;
- Co-operating with other law enforcement and revenue agencies in Ghana and other countries;
- Paying the amount collected into the consolidated fund;
- Advising District Assemblies on the measurement and collection of their revenue;
- Preparing and publishing reports and statistics related to revenue collection;
- Making recommendations to the minister on revenue collection policy; and

- Performing any other function in relation to revenue as directed by the Minister or by enactments.

The creation of Revenue Authorities has been identified as the most creative way of mobilizing funds for a country and these funds have supported countries that adopts this mechanism. There may be the existence of variations between various RAs but there is a common feature among all RAs. They all have essentially a semi-autonomous status. Their status is intended to shield them against political interference and enable flexibility in budgeting and operations. It also helps them to become independent in their operations and human resource management but these intended purpose of being semi-autonomous is not always fully realized (Kidd and Crandal 2006).

There is the need for additional revenue in developing countries and it is one of the reasons why there need to be an improvement in revenue mobilization. Other reasons for the need of improving revenue mobilization is relieving poverty, improving infrastructure and achieving the Millennium Development Goals. Local government authority in Ghana faces complexities in collecting taxes, fees and charges. Therefore, a lot of experiments and researches is being conducted to come out with solutions to make tax collection more productive. There are various models in tax collection which may include local government authorities collecting the taxes themselves, tax collection outsourced to private agencies, semi-private partners and the central government. Market cooperatives and private companies collecting taxes on behalf of the local government is another mechanism that can be adopted in tax collection.

In Ghana, taxes collected in 2010 as per GDP ratio was 12.7%. The GRA's target for tax revenue in 2011 was GHC 7,544.66 million and at the close of the year in December 2011,

revenue collected amounted to GHC 8,706.39 million which exceeded the target by GHC 1,161.73 million representing 15%.

2.4 THE EFFECTIVENESS OF TAX MOBILIZATION POLICIES IN GHANA

Taylor (1970), opined that, the aim of developing countries is to continually increase in development so as to be comparable to developed countries. In order to achieve, it is very important to ensure that, the Government is granted the ability to perform its tasks through the effective mobilization of taxes.

The current account and budgetary deficits experienced in developing countries is as the result of economic crises since the 1980's. Adjustment programs were initiated to improve the structure and administration of tax systems in order to enhance efficiency and facilitate revenue mobilization. These programs included tax policies and administration reforms aimed at widening the revenue base. Improving compliance and equity and reducing distortions stemming from existing complex and inefficient tax systems. Reforms in tax mobilization should aim at simplicity, equity and comprehensiveness. They can also aim at increasing revenue to finance expenditures without recourse to more public sector borrowing. The success of tax reforms relies upon the existence of an effective tax administration. Good governance consists of rule of law, effective state institutions, transparency and accountability in the economic and financial administration. The centrality of taxation in the exercise of the state power means that more efficient, fairer and less corrupt tax systems can spearhead improvement in wider governance relations (International Monetary Fund, 2008).

2.5 THEORETICAL REVIEW

2.5.1 E-Government Project of the Ghana Revenue Authority

According to (Mensah, 2016), E-government has been adopted and used by many governments and countries around the world including Ghana to provide citizens and businesses with more accurate, real-time and high-quality services and information.

Ghana is a country located within the African continent. Ghana was ranked third (0.2997) in the E-government survey for the West Africa sub-region by United Nations in 2008 after Nigeria (0.3063) and Cape Verde (0.4158). The improvement in the EGDI of Ghana shows the readiness and commitment of government to develop and implement e-government as a prerequisite for an innovative public sector that delivers integrated services, thereby making life easier for both citizens and businesses (UN E-Government Survey Report, 2008).

In the implementation of the E-Ghana project, a Public Private Partnership (PPP) arrangement was made between the Ministry of Communication and the World Bank. One of the projects involved in their portfolio was to automate the processes used by the agencies for generating revenue (GRA). The PPP strategy adopted was the Design, Finance, Build, Operate and Transfer (DFBPT) for a concession period of five years. The arrangement was to aid in the improvement of the efficiency of tax mobilization and reduce time spent in incorporating business through E-Ghana principles.

The basic aim was to efficiently automate the activities of GRA and the Registrar General's Department to provide a cost-effective e-government service to the citizen. This was done in a form of PPP arrangement to improve on the Government revenue stream (Ahiavor, 2016)

2.5.2 Tax Administration

In most developing countries, tax administration has been the critical and most important aspect in ensuring that there is enough revenue for the operation of the government. Various measures have been taken to ensure that people pay taxes to their government and that there is effective administration of tax to ensure enough government revenue (Kipilimba, 2017).

The main role of revenue authorities is to ensure compliance with tax laws. Their effectiveness is dependent on a variety of external factors such as the state of the economy, public support for the priorities of the government and the willingness of taxpayers to comply with tax rules. In an ever-changing environment, revenue authorities must have a clear focus on what their goals are and continually review their operating approaches and procedures to ensure they are making the most effective and efficient use of the resources available to them. By adapting and adopting appropriate technologies as well as by being open to the benchmarking and testing of their operations to achieve “best practice”, good revenue authorities improve both their public image and the organization of work processes (Centre for Tax Policy and Administration, 2001).

2.5.3 Impact Of Information Technology (IT) In Tax Administration

Information technologies are tools, devices, and resources used to communicate, create, manage, and share information. They include hardware (computers, modems, and mobile phones), software (computer programs, mobile phone applications), networks (wireless communications, Internet) and basically concerned with the purpose of collecting, processing, storing and transmitting relevant information to support the management operations in any organizations (Adewoye & Olaoye, 2014). Obi (2003) conceptualized that information technology is useful in the area of decision making as it can monitor by itself

disturbances in a system, determine a course of action and take action to get the system in control.

As discussed earlier, IT goes a long way to improve the effectiveness and efficiency of tax administration. In recent times, IT has been applied in the administration of tax in the field of online database, data mining, Management Information Systems (MIS) and AI. The taxpayer's opinion on the use of technology to improve efficiency and facilitate transparency are likely to improve. The use of technology will instill fairness as the system will act in strict accordance to legislation. With regards to the business perspective, the focus is on the ability of the technology to improve in aiding the government enforce its legislature. With regards to employees, the improvement in technology will aid in employees executing their duties effectively. This will aid in the minimization of errors. The integration of information systems paves way in other to exchange data to perform a wide range of functions. The performance of a complete integrated system is a crucial feature that should be taken into consideration when planning the integration project since it needs to produce a satisfactory result.

2.6 EMPIRICAL REVIEW

2.6.1 Challenges Associated With Tax Mobilization

This section discusses the challenges associated with tax mobilization.

Globalization has led to complications in taxation issues which has also led to harmful tax competition. This is because, taxpayers are now being more enlightened on the variations of rates of tax which has restricted tax administrations capability to track down investment and trade flows. Also, the high rate of increase in Africa's population has overrun the local authority capability to deliver services in terms of management, infrastructure and financing

(McCluskey et al., 2003). More over tax leakage in developing countries is often worsened by poor function tax authorities due to inadequate provision of resources, poor tax collection mechanisms', failure of legal mechanisms for small penalties and non-payment (Boakye, 2011). According to IMF (2008), administrations revenue mostly suffers from poor allocation therefore, there should be a legislation on fixed percentage of collections because these resources need to be allocated with care while avoiding distractions. Other challenges to domestic tax mobilization in Ghana may include:

- Lack of education on the importance of tax payments;
- Failure to properly account for VAT collected;
- Lack of voluntary compliance;
- Falsification of accounts;
- Interference from the government; and
- Negligence on the part of tax collectors.

A major challenge facing tax mobilization is the untaxed sectors. There are broad group of sectors that are left untaxed due to the unstructured nature of the taxing process. In most developing countries, this is a common phenomenon as there exist small businesses, professionals and state-owned enterprise with administrative capacity not strong (IMF, 2011). Therefore, there is a limited tax base for the country to benefit from. There are only a few individuals getting sufficient salaries to be eligible for personal income tax.

Another major challenge is the poor administration capacity. There is the lack of a comprehensive revenue system for collecting and capturing the significant information of taxpayers. Even with current tax reforms, there are still gaps in administration, governance and state building aspects of the revenue side.

2.6.2 Computerizing Tax Administration

In 1982, a computerization program was embarked in India but in 2003, some level of sophistication was achieved with the introduction of electronic filing. In 1983, a Permanent Account Number (PAN) which was a taxpayer's identification number was developed to primarily process tax payments made at the banks so as to ensure an adequate tax collection reports made to the treasury. A taxpayer had to fill out the tax-payment form in quadruplicate (one for taxpayer, one retained at bank, one sent to treasury, one sent to computer as record) when making payments in a bank. A reference is made to the computerized tax payment records when refunding needs to be made for verification. Upon all these computerizations, the program never really progressed beyond this basic role.

In 1994, a second attempt was made with the creation of many computer centers and a new tax ID number in the country. With the goal of having all tax returns entered into an electronic form, a computerization program was embarked on by the tax department but the strategy was not carefully planned. Efforts were made to automate the existing processes but the department was not reengineered to make good use of computerization. Staff posed great resistance to computerization for fear of being turned into data entry operators. They preferred direct contact with the taxpayers.

2.6.3 Challenges Associated With TRIPS

There are significant challenges in the implementation of trips. They are resource constraints, resistance at individual and institutional level, lack of compliance, difficulty in upgrading, assuring stakeholder confidence and ensuring security. These are discussed below;

There is an inadequacy of resources in GRA hence depending other stakeholders for the implementation of TRIPS. It is difficult for GRA administration to maintain and service

computer logistics. This hinders the implementation of TRIPS as it is a computer-based application that requires control on the system.

One major challenge of the implementation of TRIPS is the inadequacy of skilled personnel and their unwillingness to change the way they have worked over the past period. There is the unavailability of personnel and also, some are unwilling to learn to acquire new set of skills required of them.

The general level of compliance within the economic environment is also low and ensuring that a credible level of compliance was maintained among trade operators, especially as attempts were made to remove undue controls and facilitate trade, posed another challenge. There was some fear that letting go of the previous manual controls would lead to undue abuses. This was due to the fact that declarations made by a number of importers, for instance, in terms of the description, quantities or values of their consignments tendered to be questionable. Under the circumstance, it was challenging for some Compliance Officers to accept innovations proposed such as risk selectivity and consignment targeting, designation of certain Declarants as Gold Card bearers who need not be subject to intrusive examinations, and post clearance reviews in order to facilitate trade.

Another major challenge in the utilization of the TRIPS system was to ensure that the system was not breached. This is necessary to assure stakeholders that, the system is credible and reliable so as to increase stakeholder's confidence in the system. The creation of confidence among stakeholders is very important as there was the removal of the manual revenue systems to facilitate trade.

2.6.4 Strategies To Improve TRIPS

In order to enhance revenue mobilization, it is crucial to improve revenue administration through the use of TRIPS. There are a number of strategies that can be adopted to reduce the challenges in the implementation of TRIPS. According to IMF (2008), when developing countries adopt proper mechanisms for tax mobilization, additional revenue can be raised. These additional revenues can help in capital infrastructure development. Some of the measures that can be adopted may include;

- The adoption of a holistic approach to tax and customs administration;
- Provision of proper information sharing and linkage among personnel in the division;
- Creation of a one-stop-shop service for taxpayers to be governed by a single set of rules;
- Education and training of tax-officials in connection with tax laws and regulations and also customer care;
- Promote the reduction of political interference to ensure smooth collection of tax; and
- Regular transfer of tax officials to reduce familiarity with taxpayers

The amount of tax revenue that could be collected with regards to voluntary taxpayer compliance is very low due to insufficient effort in tax mobilization adopted in developing countries. Therefore, according to Bertucci (2002), government in developing countries should strive to enact a reasonable scale of effort magnitude by setting the levels of taxation high enough to generate enough resources to meet the needed public expenditure and also not so high as it may discourage investment in business activities.

CHAPTER THREE.

RESEARCH METHODOLOGY.

3.1 INTRODUCTION

This chapter deals with full details of activities and processes achieved in collecting data with regards to the challenges affecting the successful implementation of the TRIPS. Discussions covered areas such as research design, research method, population of the study, sampling design; data collection, ethical considerations and data analysis are discussed in this chapter.

3.2 RESEARCH DESIGN

The research design describes the plan that is established to aid in the achievement of the research objectives (Spencer-Oatey, 1993). There are two basic types of research design. They are the descriptive research design and the explanatory research design.

According to De-Vaus (2001), the descriptive research design gives an account on what is going on. That is, the descriptive research design gives an accurate description of the features of a population. Hence, the descriptive research design gives accurate accounts of characteristics, situations, so as to discover new meanings and a description of what exists, determination of frequencies and categorizing of information.

The explanatory research design gives an account of why it is going on (De-Vaus, 2001). In the description, there is the establishment of cause and effect relationships. Hence the explanatory research design depends on the notion that, one phenomenon is affected by another phenomenon. Zikmund et al. (2012) opined that, explanatory research can also be referred to as causal research since it is executed to ascertain the extent of relationship between concepts.

This study adopted the descriptive research design as the study aims to assess the implementation of Total Revenue Integrated Processing System by Ghana Revenue Authority. Thus, generally, the study provides a general description of the challenges in the implementation of trips.

3.3 RESEARCH METHOD

There are basically three (3) forms of research method. They are quantitative research, qualitative research and the mixed research method. According to Creswell (2003), the quantitative research method uses an empiricist paradigm as the research itself is independent of the researcher. Furthermore, Leedy and Ormod (2001), opined that, the quantitative research is used for building on existing theories. It is very specific in its surveying and experimentation and does not involve any manipulations from the researcher. Hence the quantitative research is more objective and used mostly in measuring reality.

The qualitative research method is normally executed in natural environments which allows the researcher to conduct a detailed study from the viewpoint of the respondent (Creswell, 2003). Carrie (2007), indicated that, the qualitative research is utilized for discoveries. Data collected for qualitative studies are mostly described and interpreted.

The mixed research method combines method of collecting and analysing data from the quantitative and qualitative method in a single study (Creswell, 2003). Thus, the mixed approach draws from the strengths of the two approaches and limits its weaknesses.

The study aimed at assessing the implementation of Total Revenue Integrated Processing System by Ghana Revenue Authority. With this aim the quantitative research method was deemed most suitable as the outcome of the study is built on objective responses given by the respondents.

3.4 POPULATION OF THE STUDY

The target population of this study was Ghana Revenue Authority (GRA) offices. This study used GRA offices in the Ashanti Region of Ghana that used the TRIPS in its operations. There are nine (9) branches in the Ashanti Region. The participation for this survey was entirely voluntary and anonymous. Ashanti Region was chosen as the study area because of the role it plays in the socio-economic and political development of the country.

3.4.1 Sampling Technique

Sampling involves two main groups namely Probability Sampling and Non-probability sampling. In Probability sampling, all eligible individuals have a chance of being chosen for the sample while in Non-probability, some individuals have no chance of being chosen. In this study, non-probability sampling is used. Among the types of non-probability sampling, Purposive sampling method was used on employee. It was chosen because only staff that uses the TRIPS in their line of duty was needed. Therefore, using the purposive sampling technique a total of 62 questionnaires were distributed however, 50 were retrieved.

3.5 DATA COLLECTION

The types and sources of evidence used in a research can determine its quality. The questionnaire survey was used as the method for data collection. The study took into consideration factors relating to interest of the research, the research questions, accessibility and ethical considerations. A questionnaire is a set of printed or written questions with a choice of answers, devised for the purposes of a survey or statistical study. Self-administered questionnaire were distributed to officials to answer questions within a time span. The questionnaire was in simple and unambiguous language which did not pose any problem as regards to interpretation.

3.5.1 Secondary And Primary Information

Primary data for the study was obtained through a structured questionnaire (Appendix). The questionnaire had two (2) separate sections. The first section concentrates on the background of the respondents in which the respondents were asked to indicate their highest level of education, the department in which they belong, their number of years of experience and how satisfied they are with TRIPS. The second section concentrated on the two (2) objectives of the study which were to Identify the challenges associated with the implementation of Total Revenue Integrated Processing System, to identify the cause of the implementation challenges of Total Revenue Integrated Processing System and to identify significant strategies that can be adopted to improve the implementation of Total Revenue Integrated Processing System.

With the objective one (1), the respondents were asked to rate the significance of the challenges in TRIPS implementation using a five-point-Likert scale of 1 = Not significant; 2 = Slightly significant; 3 = Moderate; 4 = significant; 5 = Very significant. Furthermore, the respondents were asked to indicate other challenges associated with the use of TRIPS in the form of open-ended question. The respondents were also asked to indicate the challenges if implementing TRIPS under various tax types. With the objective two (2), the respondents were asked to rate the significance of the strategies to improve TRIPS using a five-point Likert scale of 1 = Not significant; 2 = Slightly significant; 3 = Moderate; 4 = significant; 5 = Very significant. This data was sourced from the officials from the 9 GRA offices in the Ashanti Region who use the TRIPS.

3.6 DATA ANALYSIS

First and foremost, questionnaires were checked for accuracy. The raw data was then organized per the issues the questionnaire was designed to address. In analyzing the data,

frequency tables as well as descriptive explanations were used to make the analysis more meaningful. The mean score ranking in conjunction with standard deviation and content analysis was used in analyzing the data collected. From these two techniques for interpretation and analysis, appropriate recommendations were made on the findings. The results are presented in the chapter four of this research.

3.7 ETHICAL CONSIDERATIONS

Creswell (2009) stated that, the researcher has an obligation to respect the rights, needs, values and desires of the informants. Respondents or interviewees were assured of their confidentiality and anonymity of their information provided. They were also assured that the work was purely for academic purposes. Finally, documents have been properly acknowledging to avoid plagiarism.

CHAPTER FOUR

DATA ANALYSIS AND RESULTS DISCUSSION

4.1 INTRODUCTION

This section discusses in details the analysis on the data collected on the GRA officials who use TRIPS in the GRA district offices in the Ashanti Region of Ghana. The data analysis is separated into two (2) sections. The first section concentrates on the background of the respondents in which the respondents were asked to indicate their highest level of education, the department in which they belong, their number of years of experience and how satisfied they are with TRIPS. The data were analyzed with frequencies and percentages. The second section concentrated on the two (2) objectives of the study which were to identify the causes of the implementation challenges of Total Revenue Integrated Processing System and to identify significant strategies that can be adopted to improve the implementation of Total Revenue Integrated Processing System. These were analyzed using mean score ranking and content analysis. The final part of this chapter focusses on the summary of findings.

4.2 BACKGROUND OF RESPONDENTS

Using a questionnaire as the main research tool to gather data from the respondents, the first section was intended to gather data on the background of the respondents including their highest level of education and their satisfactory level on the usage of the TRIPS. In making analysis or findings more meaningful, descriptive explanations including frequency tables were used. The following shows the results or responses received from the fifty (50) officials who use TRIPS in the GRA district offices in the Ashanti Region.

4.2.1 Level of education

The first question on the background of the respondents wanted to ascertain the level of education the respondents. This is a significant background data as it gives an indication of the knowledge of the respondent accumulated through education. From Table 4.1, majority of the respondents had BSC qualifications forming 48%. 38% of the respondents had postgraduate qualification, while 14% indicated HND. Generally, over 60% of the respondents had Bsc qualification and above which is very satisfactory for the study.

Table 4.1: Level of education

Year of Service	Frequency	Percentage (%)
HND	7	14
BSC	24	48
Postgraduate	19	38
Total	50	100

Source: Field survey (2019)

4.2.3 Official's Year Of Service At GRA

Table 4.2. indicates that 62% of the officials have been working with the Ghana Revenue Authority for 10 years or more. Also, 18% of the respondents had between 1 to 5 years of experience and 16% had between 5 to 10 years' experience. This clearly shows that these tax officials are really experienced and have in-depth knowledge about the processes of GRA.

Table 4.2 Official's year of service at GRA

Year of Service	Frequency	Percentage (%)
Less than 1 year	2	4
1 – 5 years	9	18
5 – 10 years	8	16
10 years and above	31	62
Total	50	100

Source: Field survey (2019)

4.2.4 Satisfactory Performance level of TRIPS

Table 4.3 shows that 68% of the officials are not satisfied with the performance of the TRIPS. This indicates that the TRIPS is not efficient and therefore needs to be revisited. In most developing countries, tax administration has been the critical and most important aspect in ensuring that there is enough revenue for the operation of the government. Various measures have been taken to ensure that people pay taxes to their government and that there is effective administration of tax to ensure enough government revenue. TRIPS implementation has the capability of ensuring effective tax mobilization. However, with the dissatisfaction among the users. Its implementation must be expedited to ensure an increase in satisfaction. Hence the study sort to identify the significant challenges in tax mobilization, the significant challenges in TRIPS implementation and the strategies to improve TRIPS implementation. Data collected with that regards are analyzed in subsequent sections using mean score ranking.

Table 4.3: Satisfactory Performance level of TRIPS

Satisfactory Level	Frequency	Percentage (%)
Very Satisfied	0	0
Satisfied	4	8
Neutral	11	22
Not Satisfied	35	70
Total	50	100

Source: Field survey (2019)

4.3 MEAN SCORE RANKING AND CONTENT ANALYSIS

The three (3) objectives of the study were analyzed using the mean score ranking in conjunction with standard deviation. According to Cheung and Chan (2011), mean scores are

calculated with the formula $M = \frac{\sum s}{n}$. Where;

- M= mean score;
- s=respondent's score based on the five-point Likert scale; and
- n= the total number of respondents.

However, the SPSS software was used to generate all the means and standard deviation for the variables. The higher the mean, the more significant the variable is. The standard deviation values depicted the level of variability of the responses. Standard deviation values above 1 depicts high variability while standard deviation values below 1 depicts low variability. The content analysis was used to analyze the open-ended portion of the questionnaire at the section B. This aided in the provision an even greater insight on the challenges that hinders the implementation of TRIPS.

4.3.1 GRA Challenges Being Faced In The Implementation Of The TRIPS

There are significant challenges in the implementation of trips. They are resource constraints, resistance at individual and institutional level, lack of compliance, difficulty in upgrading, assuring stakeholder confidence and ensuring security among others. From the literature review, seven (7) challenges of the implementation of TRIPS were identified. The respondents were asked to rate the significance of the challenges using the five point-Likert scale. After ranking the challenges using mean scores, the most significant challenge was

assuring stakeholder confidence followed by upgrade process and ensuring security. The summary of the findings is shown in Table 4.5.

Table 4.5: Challenges in the implementation of TRIPS

Challenges implementation in TRIPS	Mean	Std.Dev	Rank
Assuring stakeholder confidence	4.10	0.789	2 nd
Upgrading process	3.88	0.799	1 st
Ensuring security	3.84	0.738	3 RD
Resource constraints	3.82	0.592	6 TH
Not user friendly	3.78	0.418	7 TH
Lack of compliance	3.04	0.638	5 TH
Resistance at individua and institutional levels	2.92	0.695	4 TH

Source: Field survey (2019)

Another major challenge in the utilization of the TRIPS system was to ensure that the system was not breached. This is necessary to assure stakeholders that, the system is credible and reliable so as to increase stakeholder's confidence in the system. The creation of confidence among stakeholders is very important as there was the removal of the manual revenue systems to facilitate trade.

4.3.2.1 Open-ended question on the challenges of implementing TRIPS

The respondents were further asked to indicate other challenges associated with the use TRIPS. Their responses were analyzed using content analysis.

From Figure 4.1, 20 officials out of 50 which makes 40% stated from the questionnaire that the proper project planning and management is the top most challenge that hinders GRA from implementing the TRIPS throughout the nation. 9 officials making 18% says

inadequate resources, 5 officials making 10% identified infrastructure and cultural aspects, 5 officials making 10% goes for stakeholder politics, 6 officials making 12% identified funding, 2 officials making 4% went for technical expertise and 3 officials making 6% went for IT standards as GRA's inability to rollout in all other regions of Ghana as scheduled. It was also noted that some challenges included infrastructure, network problems and training of officials. It was also observed that, the management of GRA have ignored complains of officials concerning the TRIPS with the intention that these officials are just trying to sabotage the introduction of the TRIPS and due to this, a lot of problems have been encountered in the usage of the TRIPS. Also, GRA lacks quality infrastructure and training. Officials are only taught how to use the system by the implementation team assuming that they have already been trained which is not so.

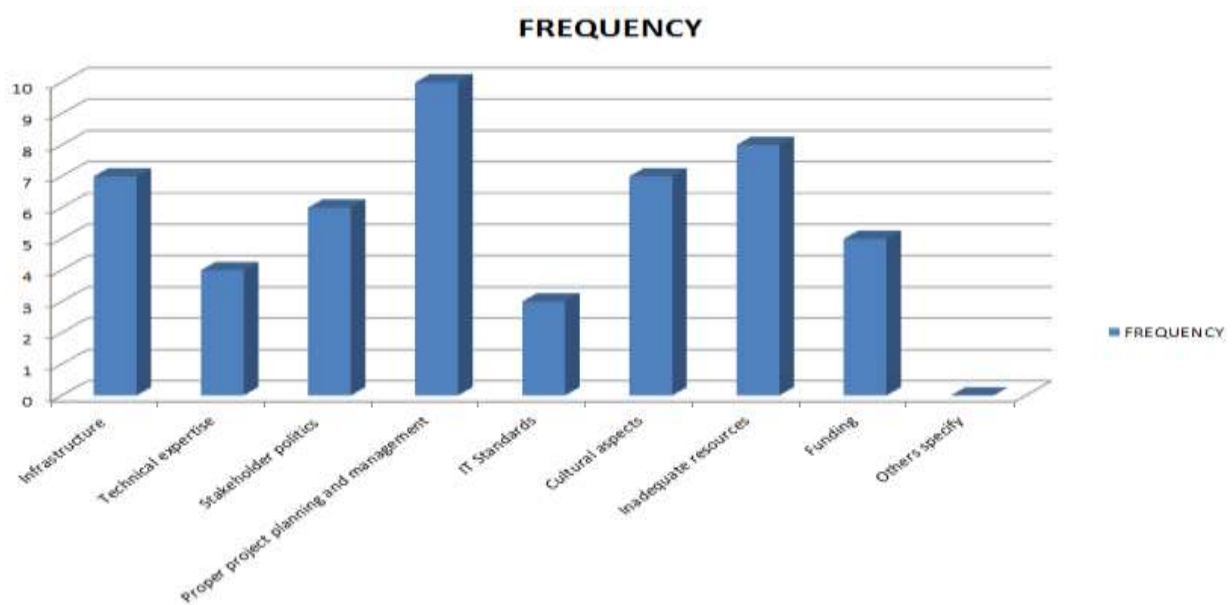


Figure 4.1 GRA Challenges face in the implementation of the TRIPS

Source: Field survey (2019)

The respondents were also asked to specifically indicate the challenges in implementing TRIPS under the tax types of VAT/NHIL, CIT, EXCISE, PAYE, WITHHOLDING, RENT and

VIT. From the content analysis, Table 4.6 below shows the tax types and the challenges faced when processing the TRIPS.

Table 4.6: Tax Types and their challenges in processing TRIPS

TAX TYPE	LODGMET	RETURN KEY-IN	PAYMENT	REMARKS
VAT/ NHIL	Active	Active	Active	Successful
CIT	Active	Inactive	Active	Successful
EXCISE	Active	Unable to key return	Active	Insufficient items in commodity dropdown
PAYE	Active	Active	Active	Filing of returns is too tedious.
WITHHOLDING	Active	Unable to key return	Active	Withholding schedule cannot be uploaded/File
RENT	Inactive	Inactive	Active	Only payment are captured
VIT	Inactive	Inactive	Active	Only payment are captured

Source: Field survey (2019)

Sometimes the tax type status shows pending approval whiles the system does not show the item in the task manager for the supervisor to approve, this therefore makes it difficult for the taxpayer to be registered with that particular tax type or even make payments.

There should be a clear distinction between what can and what cannot be an adjustment. This is because the adjustment function serves multiple purposes for all taxpayer accounting issues such as wrong mode of payments or wrong payments credited to taxpayers, capturing of withholding tax credit, etc.

The TRIPS does not allow four quarterly filing of returns and payments of CIT and PIT but only one period is created on the taxpayer's account. The system sometimes does multiple lodgments of returns. Unfortunately, there is no report in TRIPS that outlines this issue but it is mostly revealed by vigilant officers during filing state and corrections are made where available. This mostly occurs when the system is slow. The cashier should also make sure payments for the four quarters with regards to CIT and PIT be allocated accordingly helping to track all taxpayers who do not comply with the quarterly payment for penalty imposition and hence this will make the system better.

4.3.3 Strategies to Improve the Implementation of TRIPS

There are a number of strategies that can be adopted to improve the implementation of TRIPS. The respondents were asked to rate the significance of the strategies that can be adopted to improve the implement TRIPS. After ranking the strategies using mean scores, the most significant strategy was assurance of client's safety followed by the reduction of political interference and making the system more user-friendly. In other to enhance revenue mobilization, it is crucial to improve revenue administration through the use of TRIPS. There are a number of strategies that can be adopted to reduce the challenges in the implementation of TRIPS. According to IMF (2008), when developing countries adopts proper mechanisms for tax mobilization, additional revenue can be raised. The amount of tax revenue that could be collected with regards to voluntary taxpayer compliance is very low due to insufficient effort in tax mobilization adopted in developing countries. Therefore, according to Bertucci (2002), government in developing countries should strive to enact a reasonable scale of effort magnitude by setting the levels of taxation high enough to generate enough resources to meet the needed public expenditure and also not so high as it may discourage investment in business activities.

Table 4.6: Strategies to improve the implementation of TRIPS

Strategies to improve the implementation of TRIPS	Mean	Std.Dev	Rank
Assurance of its safety to clients	3.96	0.669	6 TH
Promote the reduction of political interference	3.94	0.913	4 TH
Make it more user-friendly	3.88	0.961	1 ST
The adoption of a holistic approach to tax administration	3.78	0.932	3 RD
Education and training of tax-officials	3.46	0.952	2 ND
Creation of a one-stop-shop service for taxpayers	3.20	0.639	7 TH
Provision of proper information sharing among personnel	2.64	0.722	5 TH

Source: Field survey (2019)

4.4 DISCUSSION OF THE RESULTS

This chapter analyzed and discussed data collected from fifty (50) respondents. The data analysis is separated into two (2) sections. The first section concentrates on the background of the respondents in which the respondents were asked to indicate their highest level of education, the department in which they belong, their number of years of experience and how satisfied they are with TRIPS. The data were analyzed with frequencies and percentages. The second section concentrated on the two (2) objectives of the study. These were analyzed using mean score ranking and content analysis.

From the review, it was realized that, IT has positively impacted tax administration worldwide making it efficient and effectiveness and thus the urge of every nation to implement e-governance. GRA has perfect model to eliminate the manual process of work and its associated challenges to revenue mobilization, to minimize the turnaround time and enhance revenue mobilization. But implementation has failed from the conception of the TRIPS. From the analysis, it was realized that, the most significant challenge was assuring

stakeholder confidence followed by upgrade process and ensuring security. Proper project planning and management hampered the project at its inception and even as it has gone beyond its project schedule. There needs to be proper planning before an implementation can take place to avoid problems during implementation. Evidences show that GRA has poor quality infrastructure, stakeholder politics, inadequate resources all play a role in hindering a successful implementation of the TRIPS even though GRA is equipped with human resource expertise in ICT coupled with high experience in the business processes of GRA. Undue delay in projects also affects the constraints of a project (time, cost and scope). Hence the analysis indicated that, the most significant strategy was assurance of client's safety followed by the reduction of political interference and making the system more user-friendly.

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

This chapter gives a summary of the findings, conclusion and recommendations of the study. The aim of the study was to assess the implementation of Total Revenue Integrated Processing System by Ghana Revenue Authority. The study had two (2) objectives which were to identify the challenges associated with the implementation of Total Revenue Integrated Processing System and to identify significant strategies that can be adopted to improve the implementation of Total Revenue Integrated Processing System. Using the quantitative method, a comprehensive literature review was conducted from which a semi-structured questionnaire was distributed to Ghana Revenue Authority (GRA) offices in the Ashanti Region and 50 retrieved for the analysis. The data collected were analyzed using mean score ranking and content analysis. A summary of the findings is presented in the next section.

5.2 SUMMARY OF FINDINGS

The study had two (2) separate objectives. The objectives were achieved using literature review and a questionnaire survey. The data analysis is separated into two (2) sections. The first section concentrates on the background of the respondents in which the respondents were asked to indicate their highest level of education, the department in which they belong, their number of years of experience and how satisfied they are with TRIPS. The data were analyzed with frequencies and percentages. The second section concentrated on the two (2) objectives of the study these were analyzed using mean score ranking and content analysis.

For the first objective, it was realized that, the most significant challenge was assuring stakeholder confidence followed by upgrade process and ensuring security. Proper project

planning and management hampered the project at its inception and even as it has gone beyond its project schedule. There needs to be proper planning before an implementation can take place to avoid problems during implementation. Evidences show that GRA has poor quality infrastructure, stakeholder politics, inadequate resources all play a role in hindering a successful implementation of the TRIPS even though GRA is equipped with human resource expertise in ICT coupled with high experience in the business processes of GRA. Undue delay in projects also affects the constraints of a project (time, cost and scope).

For the second objective, the analysis indicated that, the most significant strategy was assurance of client's safety followed by the reduction of political interference and making the system more user-friendly.

5.3 STUDY LIMITATIONS

Every study has some aspects of limitations that can be addressed in further studies. The limitations for this study are as follows;

1. The study was limited to GRA offices in the Ashanti Region hence further studies can look at other regions like the Greater Accra
2. The study was also limited to Total Revenue Integrated Processing System (TRIPS).

5.4 CONCLUSION

In order to enhance revenue mobilization, it is crucial to improve revenue administration through the use of TRIPS. The aim of the study was to assess the implementation of Total Revenue Integrated Processing System by Ghana Revenue Authority. From the research findings and evidences indicates that indeed there exist challenges affecting this implementation. It was realized that, the most significant challenge was assuring stakeholder confidence. This also implies that GRA has an inefficient tax administration, high cost of

compliance, delay in serving a taxpayer due to manual process of service delivery, lack of inadequate quality infrastructure. Some challenges identified by respondents include improper project planning and management, inadequate resources, infrastructure and cultural aspects, stakeholder politics, funding. If all these challenges are dealt with and not ignored by management of GRA then there will be an assurance of a successful implementation of TRIPS in Ghana and nationwide. In other to eliminate the challenges, the study realized that, the most significant strategy was assurance of client's safety followed by the reduction of political interference and making the system more user-friendly.

5.5 RECOMMENDATION

GRA can maximize revenue by possessing an efficient and effective tax administration. In solving all these challenges identified earlier in this study,

- GRA must rectify and solve all problems faced by the pilot offices,
- Never fall on deaf ears to user complaints related to the use of the TRIPS,
- Involve all representatives of the various units of GRA in re-analyzing and re-strategizing the project to cover all business processes.

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APPENDICES

APPENDIX

QUESTIONNAIRE ON THE IMPLEMENTATION OF TRIPS

SECTION A

This questionnaire is designed towards the development of efficient and effective TRIPS of Ghana Revenue Authority (GRA). Please answer the questions truthfully. The confidentiality of the information you provide is assured. There are no right or wrong answers.

This is for academic purpose.

1. What is your highest level of education?
 - a. HND
 - b. BSC
 - c. Postgraduate
 - d. Other. Specify.....
2. How long have you been working with GRA?
 - a. Less than 1 year
 - b. 1-5 years
 - c. 5-10 years
 - d. 10 years and above
3. How satisfied are you with the performance of the TRIPS?
 - a. Very satisfied
 - b. Satisfied
 - c. Neutral
 - d. Not satisfied

SECTION B

OBJECTIVE 1: CHALLENGES ASSOCIATED WITH TAX MOBILIZATION

5. Please rate how **significant** the following challenges are in tax mobilization

1 = Not significant; 2 = Slightly significant; 3 = Moderate; 4 = significant; 5 = Very significant

No.	Challenges	1	2	3	4	5
1	Lack of education on the importance of tax payments;					
2	Failure to properly account for VAT collected;					
3	Lack of voluntary compliance;					
4	Falsification of accounts;					
5	Interference from the government					
6	Negligence on the part of tax collectors.					
	<i>If other, please specify</i>					

OBJECTIVE TWO: CHALLNGES ASSOCAITED WITH TRIPS

5. Please rate how **significant** the following challenges are in the implementation of TRIPS

1 = Not significant; 2 = Slightly significant; 3 = Moderate; 4 = significant; 5 = Very significant

No.	The effect of VFM on project performance	1	2	3	4	5
1	Resource constraints					
2	Resistance at individua and institutional levels					
3	Lack of compliance					
4	Upgrading process					
5	Assuring stakeholder confidence					
6	Ensuring security					
7	Not user friendly					

Please indicate other challenges associated with the use of the TRIPS

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Please indicate the challenges in implementing TRIPS under the following tax types

VAT/NHIL

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CIT

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EXCISE

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PAYE

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WITHOLDING

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**OBJECTIVE THREE: STRATEIES TO IMPROVE THE IMPLEMENTATION OF
TRIPS**

8. Please rate how **significant** the following strategies are in the implementation of TRIPS

1 = Not significant; 2 = Slightly significant; 3 = Moderate; 4 = significant; 5 = Very significant

No.	Strategies in the implementation of TRIPS	1	2	3	4	5
1	The adoption of a holistic approach to tax administration					
2	Provision of proper information sharing among personnel					
3	Creation of a one-stop-shop service for taxpayers					
4	Education and training of tax-officials					
5	Promote the reduction of political interference					
6	Make it more user-friendly					
7	Assurance of its safety to clients					
	<i>If other, please specify</i>					