

Executive Summary

A taxpayer who was aggrieved by the amount of an assessment made under the Act of Inland Revenue may appeal to the Commissioner General against such assessment within a period of thirty days after the date of notice of assessment. Legal provisions relating to issuing assessments and appeal process have been stimulated by the sections of particular Large Taxpayers' Appeal unit was the major appeal unit in the department which handled the appeals related to large taxpayers who were included limited liability companies and other financial institutions.

An increase of the percentage of unsettled appeals in the LTU Appeal unit was a significant impact to the department's goal. The delaying settlement of appeals had caused to increase the dispute taxes. Therefore the project was to streamline the tax appeal procedure in the Large Taxpayers' Appeal Unit.

The project team was established including the author to identify the description of the problem and the secondary data available in the department was used to analyze the current situation. The organizational analysis was done using the SWOT technique which was included the strengths and weaknesses of internal factors and opportunities and threats of the external factors.

The literature review was done according to the key problem and the descriptions of the existing problem. The different authors' interpretations and their findings which could be used to resolve the problem and their deep examinations of process were reviewed. The literature review was helped to develop the study work frame of the project.

The cause and effect analysis was helped to identify the main components of the project. The main components of the project were current system analysis, process improvement, automation, and training. Each component consists of various sub components. The sub components of the process improvement were categorization the appeals, expansion of the existing appeal unit, increase of selected staff and restructure the appeal record room. The sub components of the automation were simplification of the file management, uploading the necessary documents to the system, smoothening the introduced RAMIS system and

promoting the e-filing of appeals. The other component was the training and it also contained of sub components of organizing the training need assessment and identification of the training techniques for the appeal officers. Resource allocation and the cost benefit analysis were done related to the each components of the project.

The criteria of each component was derived with advantages and disadvantages. Training of the officers who handled the appeals was a very important aspect due to in many occasions, less training officers reviewed the most reliable and advance assessments. Applying information technology to a manual or outdated process by simplifying and automation the remaining process enhanced the appeal process of the unit. In addition to that the officers of appeal unit must be able to act independently of the tax administration with proper decision making both in form and fact.

The recommendations were given as reforming tax appeal administrative process for each component of process improvement, automation and training and it should be an ongoing process as it has to respond to every new requirement of an appellant. The outdated procedure for handling appeals must be enriched with the streamlining of the process.