

The Role of Governance in Activating Tax Compliance

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Abstract:

This study aims to determine the extent of the impact of governance on activating tax compliance, and its reflection on the level of tax collection and adherence to tax laws

The conceptual framework of tax compliance and the most important principles and mechanisms of governance were addressed in this study, with an analysis of the relationship between internal and external governance mechanisms and tax compliance in its various types.

This study reached a set of results on the role of governance in enhancing tax compliance, the most important of which was the significant and positive impact of governance on activating and ensuring the achievement of voluntary tax compliance, through its various mechanisms that enhance the credibility and reliability of financial statements and thus the accuracy of the declared taxable income, with ensuring compliance with the laws issued by the tax legislator, which reduces taxpayers' exposure to tax risks.

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1. Introduction:

The term "governance" dates back to ancient times, where it was primarily associated with commercial transactions. It involved a person known as an agent trading with the funds of others, with profits shared by agreement between the parties. With the advent of the nineteenth century and the onset of the Industrial Revolution, the size of companies grew, and their organizational structures became more complex. This complexity made it difficult to exercise self-management by shareholders, leading to the necessity of separating ownership from management and entrusting administrative affairs to specialists. This reinforced the need for corporate governance.

Corporate governance is considered the optimal solution for all cases of embezzlement witnessed worldwide, with one of its main causes being conflicts of interest leading to a lack of transparency, disclosure, non-compliance with laws, and established objectives. Therefore, governance is considered the key to addressing all these problems. It has managed to strike a balance between the requirements of various stakeholders, especially external ones, with tax authorities currently being among the most influential stakeholders in a company's sustainability and goal achievement due to the significant importance of taxes.

One of the most significant challenges that states face regarding tax collection and mandatory fees is non-compliance by taxpayers. This non-compliance can be attributed to numerous reasons and motivations, which are divided between the tax administration on one hand and the taxpayers on the other. In this context, the following question arises:

How is tax compliance activated for taxpayers within the framework of governance?

To address the proposed problem, we will start from the hypotheses that we see as fundamental, namely:

- ✓ Tax compliance of taxpayers reflects on improving tax collection levels and adherence to tax laws.
- ✓ Tax compliance for taxpayers is activated through internal and external governance mechanisms.

This research aims to achieve the following objectives:

- ✓ Recognizing the importance of tax compliance for both the state and the society as a whole.
- ✓ Identifying the factors influencing tax non-compliance.
- ✓ Establishing connections between various governance mechanisms and tax compliance.
- ✓ Analyzing how governance mechanisms impact supporting taxpayer compliance.
- ✓ Providing recommendations to bolster tax governance.

2. Governance:

As governance encompasses various aspects beyond just those related to corporations but also to society as a whole, there have been multiple definitions provided by different entities and perspectives. Here are some of the most important definitions:

2.1. Governance Definition:

Governance is defined as "the system by which companies are monitored and managed" (Tarek Abdel Aal, 2005, p. 49). The World Bank also defines it as: "Maintaining a balance between economic and social goals, and the goals of individuals and groups related to the company. Corporate governance is intended to encourage efficient use of resources and achieve equality in the responsibility for these resources. Therefore, governance aims to achieve the highest possible level of alignment between individuals, companies, and society as a whole" (OECD, 2004, p.10).

Thus, the concept of governance can be expressed in the following points:

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- ✓ It is the management of the company.
- ✓ Guiding it towards achieving its objectives.
- ✓ Addressing conflicts of interest.

2.2. Objectives of Governance:

Governance seeks to achieve the following objectives:

- ✓ Resolving conflicts of interest between shareholders, managers, and other stakeholders (Tarek Abdel Aal, 2005, p. 9).
- ✓ Improving corporate performance, creating value, and ensuring continuity.
- ✓ Enhancing disclosure and transparency (Ibrahim Moussa, 2020, p. 44).
- ✓ Combating administrative and financial corruption.
- ✓ Achieving economic development and mitigating economic crises (El-Meleigy, 2008, p. 14).
- ✓ Promoting sustainable development.

2.3. Principles of Governance:

The Organization for Economic Cooperation and Development (OECD) first issued governance principles in the late 1990s, which were then revised in 2004 and further refined in 2015. These principles represent a culmination of knowledge and expertise exchange among member countries and experts from around the world (Leadership Group on Corporate Governance of the OECD, the World Bank, the International Monetary Fund, the Financial Stability Forum, the Basel Committee, the International Organization of Securities Commissions as supervisors). Through consultation and intensive work, comprehensive principles were adopted as a reference point for building strong and effective governance. These principles include (Charchafa, 2021, pp. 58-64).

2.3.1. Effective Corporate Governance Framework: It is essential to provide all the necessary foundations to activate the governance structure within companies, ensuring that it is coherent and compatible with the surrounding environment (compliance of governance principles with applicable laws and regulations). Roles and responsibilities must be clearly defined to address conflicts of interest and achieve desired objectives.

2.3.2. Protection of Shareholders' Rights: Shareholders are considered the most important stakeholders, and governance primarily serves them. It guarantees the following:

- ✓ Provision of methods for recording and transferring share ownership.
- ✓ The right to participate and vote in shareholder meetings, with clarification of the rules governing these meetings (voting rules).
- ✓ The right to elect board members and hold executive managers accountable.
- ✓ Provision of sufficient information to shareholders regarding significant decision-making, with the right for shareholders to attend personally or by proxy, with equal voting rights.
- ✓ Access to profits and financial reports.
- ✓ Awareness of any significant changes occurring in the company.

2.3.3. Fair Treatment of Shareholders: Corporate governance should ensure equal and fair treatment of all shareholders, including minority shareholders or foreign investors. All shares of the same class should have the same rights (voting rights).

2.3.4. Importance and Role of Stakeholders: Giving due importance to all stakeholders within the governance framework by activating their roles within companies, starting with acknowledging

their rights, and engaging them in enhancing institutional performance and providing added value. Stakeholders transition from being considered outsiders to interactive members within the company.

2.3.5. Disclosure and Transparency: Governance should encompass full disclosure and transparency of all relevant information provided in a timely manner to its users (stakeholders). This information includes strategy, results, performance, share ownership, employment and compensation policy, anticipated risks, and all matters of interest to stakeholders.

2.3.6. Responsibilities of the Board of Directors: The board of directors should fully bear responsibility towards shareholders and all other stakeholders as the highest managerial authority in the company. It is appointed based on the general assembly's vote and is therefore ultimately responsible for the company's continuity and achieving its objectives.

The experience of the board of directors is enhanced by diversifying its members and their sufficient management expertise. The board usually consists of executive members responsible for implementing the company's strategy, non-executive members whose role is to provide necessary advice to the company, and independent members who are appointed to balance between the previous types to make sound decisions. This way, an integrated board of directors capable of making appropriate and suitable decisions is established.

Based on the above, we can say that the governance principles adopted by the organization constitute a comprehensive framework for sound and effective management. They begin with providing a conducive environment for governance and then move on to the primary goal of governance, which is the protection of shareholders' rights as the top priority among all stakeholders. There must also be fair treatment for all shareholders, as no shareholder's rights should be diminished regardless of their level of contribution. The principles also emphasize the activation of stakeholders' roles in achieving the organization's objectives, along with ensuring transparency and full disclosure by the board of directors, which is considered the essential secret behind achieving effective governance.

In conclusion, governance is a comprehensive framework for prudent, guided, and purposeful management that ensures the continuity of the company and the creation of added value. Governance is the key to commitment, discipline, and excellence within the company.

3. Tax Compliance:

Tax compliance is considered the cornerstone of the tax system, as it reflects the effectiveness of the tax system, where tax compliance affects the tax collection process, fees, and adherence to laws.

3.1. Concept of Tax Compliance:

The concept of tax compliance has varied definitions, among which are:

- ✓ Tax compliance is what the state assumes is legally due from taxpayers, which involves complying with the spirit and letter of the law by reporting all income, paying all taxes, and adhering to various tax laws without the need for supervision by the relevant authority. (Rillstone, 2015, p.14)
- ✓ It is also defined as completing taxpayers' civil obligations to pay taxes, file various income statements, and provide the necessary documents and explanations requested by the tax authority. (Helhel & Ahmed, 2014, p.44)

3.2. Types of Tax Compliance:

Tax compliance is divided into two types:

- ✓ **Voluntary Tax Compliance:** In this voluntary context, taxpayers are convinced and believe that paying taxes is a civil duty that cannot be avoided. This voluntary compliance arises

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without resorting to penalties or any pressures from the tax administration.(Ongwamuhana, 2011, p.10)

- ✓ **Involuntary Tax Compliance:** This term implies that there is authority exercising power over taxpayers, making them fulfill their tax obligations. It includes:
 - Pre-enforcement involuntary tax compliance: Driven by the fear of tax authority oversight and potential fines and penalties.(Kirchler & Wahl, 2010, p.336)
 - Post-enforcement involuntary tax compliance: After being subjected to tax penalties, taxpayers may avoid future burdens by complying involuntarily.

3.3. Objectives of Tax Compliance:

Tax compliance achieves the following objectives:

- ✓ **Social Justice:** By collecting taxes from all relevant parties without evasion or reduction in the tax base.
- ✓ **Building Confidence in the Tax System:** By enforcing laws fairly on all taxpayers and penalizing tax evaders.
- ✓ **Ensuring Public Treasury Rights:** By collecting all taxes due, whether voluntarily or involuntarily.
- ✓ **Preventing Tax Evasion:** Tax compliance significantly reduces tax evasion.
- ✓ **Enhancing Economic Stability:** By ensuring tax payments cover state expenses and elevate citizens' living standards.
- ✓ **Supporting Economic Development:** Tax compliance provides revenue sources to activate and support economic development.
- ✓ **Reducing Social Disparity:** Tax compliance ensures income distribution equally and fairly among all individuals.

In conclusion, tax compliance contributes significantly to supporting the national economy and driving it towards development. It ensures tax compliance by all stakeholders and distributes taxes evenly among them to achieve the desired living standards.

3.4. Factors Influencing Tax Compliance:

There are many factors that support achieving tax compliance, including:

3.4.1.Personal Factors: These are a set of factors related to the individual taxpayer's beliefs regarding taxes as a national and ethical duty, as well as their awareness of its importance and the negative consequences of non-compliance. (Maghrbi & All, 2016, p.98)

3.4.2.Social Factors: Social norms influence tax compliance. The prevalence of tax evasion among taxpayers and the absence of penalties make tax non-compliance seem unimportant and without consequences. (Augustine, 2020, p.230)

3.4.3.Legislative Factors: These factors are divided into:

- ✓ **Taxation:** High and varied tax rates burden taxpayers and incentivize non-compliance.
- ✓ **Tax Administration:** Responsible for enforcing laws and ensuring compliance. The tax administration should have competent staff capable of communicating with taxpayers, raising tax awareness, and ensuring tax collection. Any laxity or deficiency on its part directly affects tax compliance.
- ✓ **Penalties and Deterrence Methods:** Penalty policies influence tax compliance. The stricter and more decisive the punishment policy, the more widespread tax compliance becomes, primarily due to the effectiveness of tax enforcement. (Owota, 2021, p.20)

3.4.4.State-Related Factors: It is the state's responsibility to activate and guide the expenditure process. The effectiveness of taxation should be clearly evident in facilitating and improving living standards.

There are many reasons influencing tax compliance, some related to legislation and others to taxpayers. Therefore, collective efforts are necessary to ensure compliance.

3.5. Ways to Enhance Tax Compliance:

There are several ways and efforts to regulate voluntary tax compliance, including:

- ✓ Improving tax services by relying on electronic methods for tax and fee payments. (Suharyono, 2018, p.57)
- ✓ Simplifying tax laws in terms of formulation and content.
- ✓ Enhancing tax awareness through organizing awareness campaigns about the importance and role of taxes, both economically and socially. (Kamil, 2015, p.106)
- ✓ Activating tax enforcement with strictness in implementing penalties.
- ✓ Adopting incentive policies such as offering tax incentives to compliant taxpayers.

4. The Role of Governance in Activating Tax Compliance:

Governance relies on its various internal and external mechanisms to achieve its goals, and one of the most important objectives it currently seeks to achieve is related to the tax aspect. This is due to the significant impact of taxes on the continuity of companies, as the tax burden has become the primary concern hindering the achievement of corporate objectives.

Governance seeks to achieve the goals of various stakeholders, with tax authorities currently being among the most influential in ensuring its continuity. Governance aims to meet the objectives of tax compliance by relying on its various mechanisms.

4.1. Internal Governance Mechanisms and Their Role in Activating Tax Compliance:

One of the most important internal governance mechanisms is the board of directors, considered the heart of governance. Its effective role in ensuring companies' compliance with laws and achieving reliability and transparency in financial reporting stands out, reflecting on controlling the company's tax aspect and achieving tax compliance.

4.1.1. The Role of the Board of Directors in Achieving Voluntary Tax Compliance: Tax compliance is one of the most important objectives that the board of directors seeks to achieve. The board is responsible for ensuring compliance with all laws, procedures, and regulations, whether tax-related, legal, environmental, or social. It aims to resolve conflicts of interest and meet the goals and requirements of various stakeholders, including tax authorities.

The work of the board of directors requires gathering a vast amount of information to effectively supervise and control the executive management, ensuring the achievement of objectives and responsiveness to stakeholders' requirements. Therefore, the board establishes several committees to assist in performing its responsibilities, with one of the most important being the tax aspect of the company. Tax administration is currently one of the most influential stakeholders in the company's continuity and goal achievement, leading the board to assign it significant importance.

The committees derived from the board are characterized by the expertise of their members in various fields, enabling them to address multiple issues in many areas. These committees are the foundation of the board, and among the most important are:

- ✓ **Audit Committee:** It is a permanent committee composed of independent members with the ability to make decisions independently, away from any possible pressures. Its members should possess the following characteristics:(Suleiman, 2017, p. 19)

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- Complete independence of its members from everyone in the company (shareholders, executive management, board members).
- The overwhelming majority of its members should be independent.
- Sufficient expertise of its members in financial, accounting, auditing, and tax fields.

Its primary and fundamental goal is to ensure the credibility and reliability of financial reports (financial statements and tax returns). Additionally:(Suleiman, 2017, p. 20)

- Enhancing internal control procedures within the company, implementing plans, and monitoring compliance with recommendations.
- Recommending external auditors and determining their fees while ensuring their independence and effectiveness.
- Ensuring compliance with ethical and professional codes of conduct within the company.
- Controlling and mitigating risks (financial, tax-related, etc.).
- Limiting corruption within the company (various deviations, illegal practices, and manipulations).

Therefore, the audit committee is the primary oversight tool relied upon by the board of directors to monitor and regulate the performance of the company's executive management. It is the main source of reliability for financial statements and tax returns submitted by the company to the tax authority. Its role is to prevent any manipulations that may affect the tax base. It is also responsible for controlling shareholders' practices in tax evasion. It works to raise awareness of the importance of bearing the tax burden and that it is an inevitable matter. Shareholders' desire to reduce the burdens borne by the company is not achieved by avoiding tax payments but through other legal means.

The audit committee regulates the work of external auditors, which facilitates their provision of a neutral technical opinion on the reliability of financial statements and consequently on the credibility of the company's tax base.

Finally, the audit committee is an independent committee whose aim is to monitor and regulate taxpayers' tax performance. It aims to raise tax awareness within the company, where compliance with laws and voluntary tax collection become automatic actions initiated by stakeholders within the company.

- ✓ **Nominations and Compensation Committee:** It is a committee derived from the board of directors, the majority of whose members are independent. It seeks to evaluate performance within the company, activate the nominations and compensation policy, where its members have the following qualifications:
 - Independence, with the possibility of including executive members to benefit from their expertise.
 - Sufficient experience in management assessment, finance and accounting, taxation, auditing, and company-specific areas.
 - Effective communication skills.

This committee aims to achieve the following goals:

- Identifying the requirements, standards, and qualifications necessary for each senior position, evaluating candidates through interviews, and presenting recommendations to the board of directors.
- Establishing membership criteria for the board of directors in accordance with approved laws, policies, and company objectives.

- Developing plans to enhance the skills of senior management.
- Creating a strong compensation policy that outlines clear, purposeful, and transparent guidelines.

Therefore, the Nominations and Compensation Committee aims to place the right person in the right position with the appropriate reward. Thus, it addresses the issue of tax compliance from its roots as it is responsible for selecting an effective board of directors and competent executive managers. Thus, the company has a workforce characterized by the necessary skills and ethics, which are the basis of tax compliance.

One of the most important ways to achieve tax compliance is to provide a work environment characterized by ethics, which the committee seeks to achieve. Ethics are among the first criteria for selecting employees regardless of their level within the company's organizational structure. This leads to the absence of unethical practices, including tax evasion and non-compliance with tax laws. Building an ethical work environment requires everyone in the company to adhere to it, including shareholders, thus directly supporting tax compliance.

The committee's adoption of a fair and motivating compensation policy ensures that everyone working in the company deals with integrity and credibility, especially with external stakeholders, including the tax authority. Also, the committee's selection of distinguished employees creates a competitive work environment in terms of performance and results, which is clearly reflected in the company's achievement of its objectives, including achieving tax objectives that protect the company from any possible accountability or penalties.

4.1.2. Internal Tax Audit: Governance relies on tax auditing to achieve its objectives, as various forms of auditing are considered among the most important mechanisms of internal governance. Auditing guides it in its tax management, leading to the reduction of tax risks while seizing tax opportunities that companies can leverage and benefit from.

Before delving into the impact of tax auditing on tax compliance, let's first define it:

- ✓ **Tax auditing is defined as:** Expressing an opinion on a set of tax structures of the institution and its utilization, and thus we find all types of taxes subject to audit within the institution (Bougon, 1986, p.17).

Tax auditing aims to achieve the following objectives: (Belbachhi, 2018, p.60)

- Ensuring the institution's compliance with tax laws.
- Ensuring the reliability of the institution's tax information (tax declarations).
- Detecting existing deviations and controlling tax risks and minimizing them.
- Evaluating the tax efficiency of the institution by assessing its utilization of tax opportunities provided by tax legislation.

Tax auditing works to guide the institution towards optimal tax management, ensuring tax compliance by adhering to tax laws and fulfilling tax obligations while minimizing tax debts.

- ✓ **Contribution of tax auditing to activating tax compliance:** Tax auditing is nothing but an audit carried out by the company for purposes that serve it, such as controlling tax risks, ensuring optimal tax management, and achieving tax compliance. Therefore, this type of auditing is conducted within the company routinely and without major obstacles because it primarily serves its objectives.

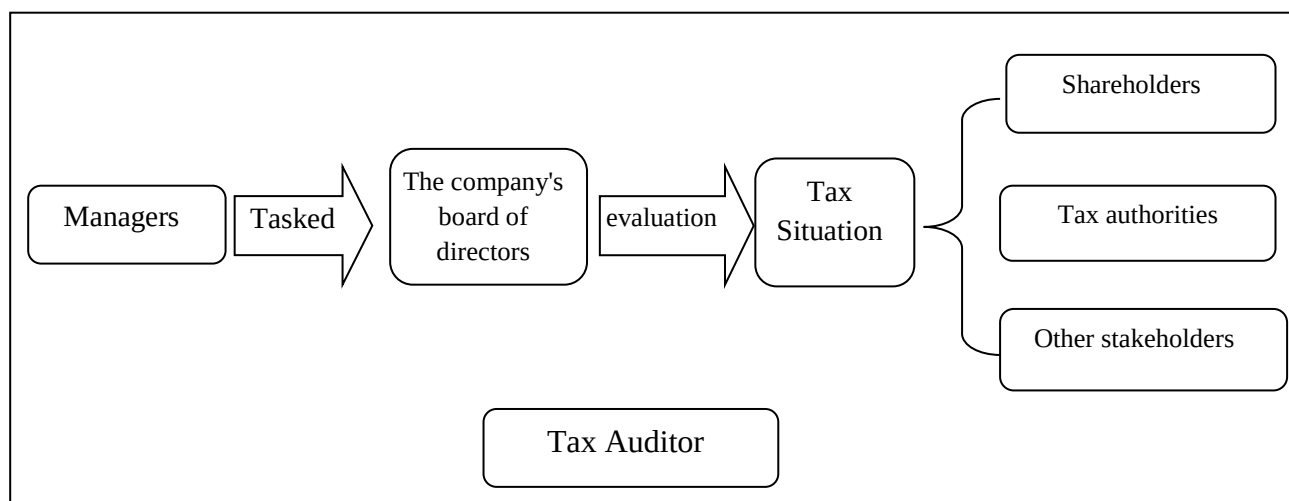
Although this type of auditing does not take on a mandatory form and does not have specific standards, it relies on the same auditing criteria and mechanisms recognized in auditing, as well as

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the same auditor specifications (independence, impartiality, competence, exercising necessary professional care) because the purpose of the auditing task itself is the same.

What distinguishes tax auditing from other types of auditing is its specialization in taxation, and since it is carried out at the request of the company on a regular basis, it plays a preventive control role by avoiding deviations before they occur through ensuring voluntary tax compliance. It also plays a corrective control role by addressing occurring deviations and providing necessary recommendations to avoid them in the future, thus achieving mandatory tax compliance. Below is the relationship between internal tax auditing and tax compliance:

Figure (01): The role of internal tax auditing in activating tax compliance



Source: Prepared by the researcher based on (Herbach, 2000, P04)

This figure (1) illustrates the importance of tax auditing in assessing the tax situation of the company with the aim of identifying risks and providing necessary recommendations to ensure tax compliance. Additionally, the previous figure shows that internal tax auditing is a crucial link between the company and various stakeholders. Tax auditing meets the needs of tax management by improving the tax trajectory, achieving tax compliance, and providing credibility and trust in tax declarations. As for other stakeholders, the auditor provides definite evidence regarding the actual tax situation of the institution.

4.2. External Governance Mechanisms:

Among the most important external governance mechanisms are external auditing and the financial market, which serve as the boundary for addressing the issue of the unreliability of financial and tax reports.

4.2.1. External Audit: Before discussing the relationship between external auditing and tax compliance, it is necessary to address the concepts of external auditing.

External auditing is defined as: A set of procedures aimed at critically examining internal control systems, financial, and accounting operations recorded in the books based on documentary evidence to ensure their regularity, integrity, and compliance with accounting rules, so that the balance sheet reflects the true financial position and the income statement accurately represents the results of operations achieved during the financial period. The examination conducted by the auditor concludes with a written report made available to users of the financial statements, in which the auditor provides his professional opinion. (Al-Arqam and Ben Flis, 2001, p.20)

External auditing seeks to achieve the following objectives (Boutin, 2005, p.20):

- Legitimacy of financial statements: Prepared in accordance with applicable rules, laws, and recognized standards.

- Truthfulness of financial statements: They reflect the true position of the institution.

External auditing aims to provide reasonable assurance about the credibility and reliability of financial statements and that they have been properly disclosed in a timely manner and in the correct manner. The auditor performs various procedures to investigate the accuracy of accounting records, the actual existence of all items recorded in the accounts, and the comprehensiveness of accounting records.

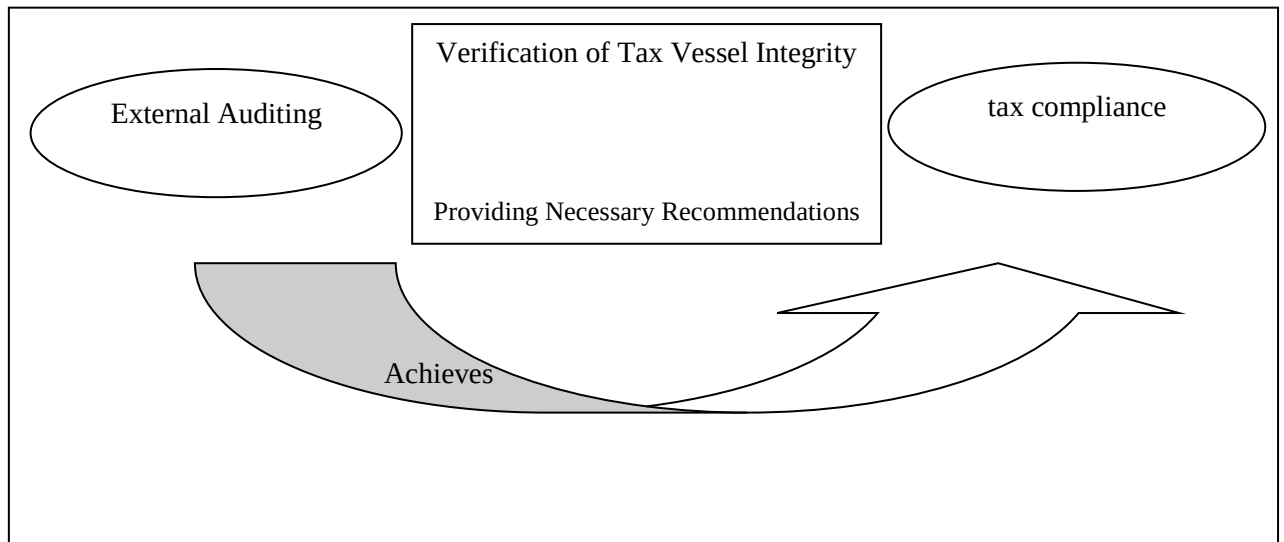
- ✓ **The role of external auditing in ensuring tax compliance:** The external auditor relies on several stages in his work, starting with the preparatory stage where planning and building an integrated team are essential. Then he moves on to fieldwork by examining and auditing all necessary accounts while gathering the maximum amount of evidence. Finally, the auditor concludes his work by presenting a report on his findings.

Externally, the work of the external auditor may seem far removed from the tax aspect of the company, but implicitly, the external auditor ensures voluntary tax compliance for the company. Through the work of the external auditor specialized in auditing accounting, ensuring the accuracy and reliability of financial statements by confirming the accuracy of the accounting result, the audited business number, the burdens incurred, and any related accounts, the company is served tax-wise because accounting is the basis of taxation (taxable base), and the accuracy and reliability of the former lead inherently to the accuracy and reliability of the latter.

The external auditor supports the tax compliance of the company by providing necessary recommendations regarding tax bases while ensuring the company's compliance with them because tax compliance is a reflection of the effectiveness of external auditing.

The following figure illustrates the relationship between external auditing and tax compliance;

Figure (2): The role of external auditing in ensuring tax compliance



Source: Prepared by the researcher

4.2.2. Financial Markets: Financial markets have the authority to continuously monitor the board of directors, ensuring proper management of the interests of shareholders primarily and other stakeholders secondarily. Thus, companies dealing with financial markets are obliged to transparency in management and administration, reliability in their financial reports, which makes the board of directors and everyone in the company fully responsible to the society as a whole, especially since the stock price in the financial market is greatly influenced by the company's decisions and transactions.

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- ✓ **Impact of Financial Markets on Tax Compliance:** Financial markets contribute to activating tax compliance by ensuring the reliability of financial reports. They provide the appropriate environment for this by imposing the following conditions (Qurain, 2020, p.191):
 - Legal Conditions: One of the most important conditions for joining any financial market in the world is the commitment of companies to laws and regulations when preparing financial reports in general and financial statements in particular, which is considered a fundamental and primary condition for such reports to be acceptable.
 - Professional Conditions: In order to prepare quality financial reports, they must be prepared by specialists.
 - Regulatory Conditions: To ensure the reliability of financial reports, they must be subject to various regulatory bodies, including external auditors and tax auditors.
 - Ethical Conditions: Listed companies must adhere to business ethics and social responsibility.
 - Accounting Disclosure: Comprehensive accounting disclosure of financial and non-financial information by companies is an indispensable requirement.
 - Penalties: Financial markets impose penalties on companies that violate the reliability of financial reports.

Consequently, financial markets, through their monitoring and imposition of various conditions on companies, achieve the reliability of financial reports, which reflects on the reliability and accuracy of the declared tax bases, ensuring compliance with laws, thus achieving tax compliance.

5. Conclusion:

We have addressed in our study the role of corporate governance in activating tax compliance, and the importance of the latter in increasing tax revenue collection and ensuring compliance with tax laws. The study has led to the identification of the answer to the research problem, in addition to a set of results as follows:

5.1. Results: From our study, we have reached the following conclusions:

- ✓ Governance contributes to raising tax revenue.
- ✓ Governance collaborates with tax administration to activate tax compliance.
- ✓ Governance works by regulating tax compliance to eliminate tax evasion.
- ✓ Governance serves as a preventive and deterrent measure against tax non-compliance.
- ✓ Governance significantly contributes to raising tax awareness about the importance of tax compliance for society as a whole. Therefore, governance has a significant impact on the work environment, directing individuals' behavior towards voluntary tax compliance by ensuring their compliance with tax laws and timely payment of their tax obligations.

5.2. Suggestions: Based on the above results, we can make the following recommendations:

Based on the findings, we propose the following suggestions to enhance the impact of governance on tax compliance, which in turn fosters economic and social development:

- ✓ Activating the role of governance by making it mandatory for companies.
- ✓ Enhancing cooperation between governance-supporting entities and tax administration.
- ✓ Developing tax systems to be more efficient and transparent.
- ✓ Utilizing modern technology to facilitate tax collection processes and taxpayer compliance.

- ✓ Promoting tax awareness among taxpayers through awareness campaigns and tax education.
- ✓ Achieving tax justice by supporting tax enforcement measures.
- ✓ Activating the Algerian financial market and adopting governance as one of its key principles.

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