



# SRC

Seychelles Revenue Commission



# STRATEGIC PLAN

# 2023 - 2025

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# Foreword by Chairman

I am pleased to present the Seychelles Revenue Commission's Strategic plan for 2023-2025. This forward-looking plan defines SRC's aspirations and breaks down the strategic directions for the next three years. SRC's strategic initiatives are in line with the Government's priorities and the Finance portfolio strategic plan 2022-2025, in addition, it portrays the stepping stones through which SRC will achieve its vision of becoming a more robust and innovative revenue administration by adopting the best international practices.

Mr. Chrystold Chetty

Looking back to the strategic plan 2020-2022, the SRC has had some great achievements such as the development of the Advanced Passenger Information system, the creation of an International Tax Unit and the establishment of stronger relationships with its stakeholders via several outreach programs. For various reasons including the pandemic and some resource constraints, SRC was unable to meet certain initiatives like the implementation of the single window, automating procurement processes and the implementation of a warehouse management system.

Despite the setbacks resulting from the Covid pandemic, SRC rolled out effective mitigation strategies that ensured the continuation of operations and meeting revenue targets. This shows SRC's adaptability and ability to overcome challenges. SRC is bringing the same attitude and mindset to the upcoming three years with an initial set of effective and well-defined strategies.

Given the challenges and complex environment, I am very grateful for all SRC staff who have shown commitment, resilience and dedication to their work. The professionalism and skills of the staff have enabled us to remain committed to our mandate while delivering great service.

As we now look towards the horizon, SRC management through extensive consultation with staff, stakeholders and board members have analyzed internal and external factors to work out the best solutions to current issues as well as improve on our strengths. The SRC has taken into consideration the high level of manual processes, new possibilities for modernization and digitization, and the growth of the informal economy alongside other economic and social aspects. The strategies devised to deliver our 5 core priorities are relevant and well thought out and contribute towards a modern public service and transformative economy.



**Mr. Chrystold Chetty**  
**Chairman of the SRC Governing Board**

SRC will continue to focus on simplifying its internal processes. Significant steps are already being taken to modernize the organization and this is expected to continue in the next three years, enabling taxpayers to meet their obligations through innovative processes and trade facilitation initiatives. Furthermore, SRC aims to be more proactive in identifying criminal activities at our borders by strengthening customs operations. SRC will ensure compliance with international commitments whilst cultivating a well-engaged workforce to further improve public trust.

As we proceed with the plan, we are excited for the public to witness a more refined SRC and to interact with the organization through its various digital initiatives. I wish to express my gratitude to all the stakeholders of the Seychelles Revenue Commission for their cooperation and I am looking forward to the upcoming years.



# Foreword by Commissioner General

As is customary, it is my honor as Commissioner General to present to you the Seychelles Revenue Commission's (SRC) Strategic Plan for the fiscal years 2023 – 2025 outlining our strategic priorities and providing a roadmap for the important role of SRC as the main contributor to Government revenue budget.



## Mrs. Veronique Herminie

The Commission went through tremendous positive changes over the past three years in its effort to better its interaction with the general public and its stakeholders – launched key digitalization projects, structural reforms, major review of tax legislations, kick start the design phase of its new headquarters, brought our services closer to the community, improved recognition on the international front, and capacity building of our officers in a systematic way to achieve effectiveness and efficiency. We made important milestones in our compliance programs, including the development of a Compliance Improvement Plan, which will be implemented as of 2023.

We found ourselves in uncharted waters during the covid-19 pandemic, as it presented many challenges which threatened our ability to carry out our duties effectively as stipulated in our mandate. Our employees displayed resilience and responded admirably to the changes in procedures that were forcibly undertaken. But the pandemic highlighted the importance of rethinking the way we operate, in particular, how to restructure the organization, review our existing procedures and how to better interact with taxpayers and traders.

The process of developing the Strategic Plan 2023-2025 was a bottom up approach taking into consideration the aspirations of all SRC staff; their reviews of and feedback on past performance as well as suggestions for future improvement. The National Development Strategy 2023 – 2025 and the Strategic Plan for the Ministry responsible for Finance are also reflected in the plan.

It places emphasis on putting taxpayers and traders at the forefront in terms of improved engagement, customer service and trust (both internally amongst staff members and externally with taxpayers and traders). All this whilst still ensuring compliance with the law from domestic tax to protection of our borders and trade facilitation. It is dedicated towards building a culture of anti-corruption, integrity and positive change thru empowerment of our workforce and increased support to our partners. It encompasses the implementation of the national Results Based Management (RBM) framework, which aims to improve efficiency and effectiveness within the public service.

We have increased our core values from five (5) to seven (7), with the acronym – PROFITT. Easy for the staff to memorize and live these values which are aligned with SRC's new direction to foster trustful and engaging relationships with all its stakeholders.

I take the opportunity to proudly once again inform the public of the upcoming innovative projects to digitalize our services; taxpayers and traders will be able to access their tax information and interact with SRC online. We have successfully completed the first phase of the new Tax Management System (TMS), the AEOI platform and the upgrading of the ASYCUDA World. All systems should be fully automated by mid-2024.

As we embark on this innovative journey to make a difference in service delivery, I am confident that with the full support of our stakeholders, the SRC team will positively transform the traditional narrative about public service and the preconceived notion of a revenue administration.



**Mrs. Veronique Herminie**  
**Commissioner General**



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# INTRODUCTION

The Seychelles Revenue Commission (SRC) is an authority established through the enactment of the Seychelles Revenue Commission Act 2009 as the body responsible for the administration of revenue laws. The SRC Act also mandates SRC to operate as an independent authority with responsibility to conduct its affairs in a transparent and efficient manner. However, the Ministry of Finance remains the parent Ministry with the responsibility to oversee major policy issues affecting revenue collection.

During the period 2023 – 2025, SRC's focus will be on key priorities aligned to the country's national development agenda as spelt out in the Seychelles National Development Strategy and the 2022-2025 Finance Portfolio Strategic Plan. The preparation of the plan was through a consultative process, which included the aspirations of all staff and management. The plan also benefited from the advice and strategic direction of SRC Governing Board and input from management and technical departments.

Our strategy aims to continuously find innovative ways to deliver on our core mandate, which is to mobilize revenue collection, facilitate trade and protect the Seychelles' borders. The Strategic Plan 2020 -2022 identifies the following five strategic priorities:

- a. Maximize revenue collection by strengthening internal processes, debt management and suppressing non-compliance.
- b. Empower and enable all taxpayers to timely meet their obligations through innovative processes and trade facilitation initiatives.
- c. Enhance border security and strengthen detection to proactively identify criminal activities.
- d. Improve efficiency and enhance compliance with our international commitments.
- e. Cultivate a well-equipped, resilient, committed and engaged workforce to further improve public trust.

The achievement of the 2023 – 2025 Strategic Plan will be dependent on highly motivated staff, exhibiting high levels of performance, commitment and engagement. Greater efforts will be made to provide targeted capacity building to close skill gaps and promote a results-oriented performance culture. The Strategic Plan envisions ICT as a strategic enabler and game changer in support of the SRC's divisions in pursuit of operational excellence. The following initiatives will therefore be implemented in order to achieve our goals: implementation of a new computerized system for the Tax Division; implementation of the Point-of-sale project; upgrading of ASYCUDA World and implementation of computer-assisted audits.

# ABOUT SRC

The Seychelles Revenue Commission's (SRC) main responsibility through the administration of revenue laws is to support the economy of the republic of Seychelles by collecting taxes and facilitating trade.

## OUR MANDATE

- Assess, collect and account for all Government revenues.
- Administer efficiently and effectively all revenue laws in force.
- Advise the Government on matters of policy relating to revenue.
- Improve the standard and quality of services provided to payers of revenue.
- Counteract revenue evasion.
- Monitor and control the cost of revenue collection.
- Exchange information in terms of any tax agreement or treaty.



# VISION

To be a modern, robust and innovative revenue administration for ease of doing business whilst meeting the highest international standards.

# MISSION

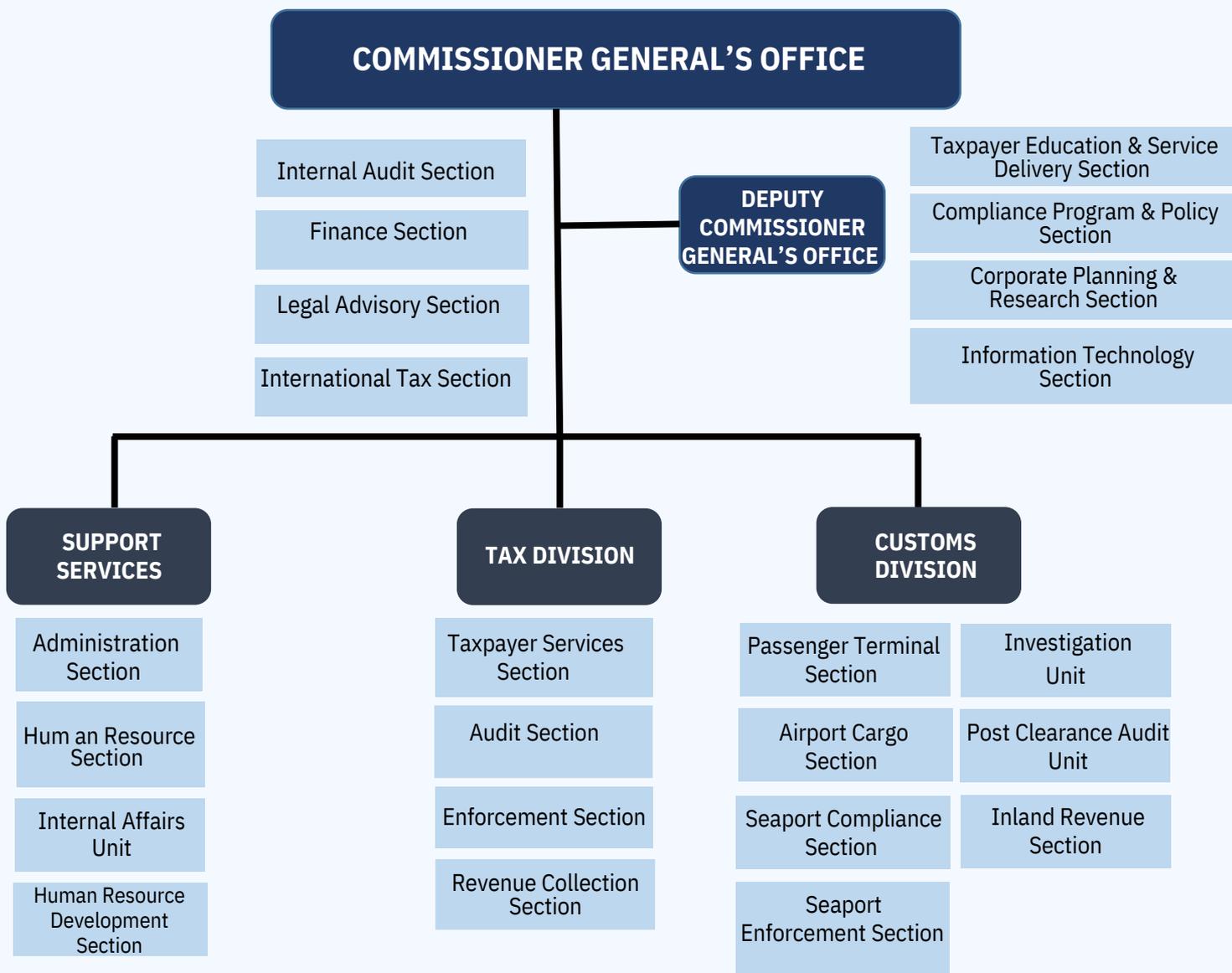
Building trust through well governed, customer-oriented and transparent processes to facilitate trade and optimize revenue collection for the sustainable well-being of Seychelles.



# VALUES

- P** **PROFESSIONALISM** Doing one's job with skill, competence, ethics and courtesy
- R** **RESILIENCE** Recovering quickly from setbacks and adapt well to change
- O** **OWNERSHIP** Understanding our purpose, being proactive and accountable
- F** **FAIRNESS** Applying the law equally and fairly to all
- I** **INTEGRITY** Demonstrating moral and ethical behaviour while upholding the rule of law
- T** **TRANSPARENCY** Ensuring access to and proper disclosure of information
- T** **TRUST** Improving efficiency for more positive engagement in compliance

# SRC STRUCTURE





**EVALUATION**

# **REVIEW OF THE 2020 -2022 STRATEGIC PLAN**



# REVIEW OF THE 2020 - 2022 STRATEGIC PLAN

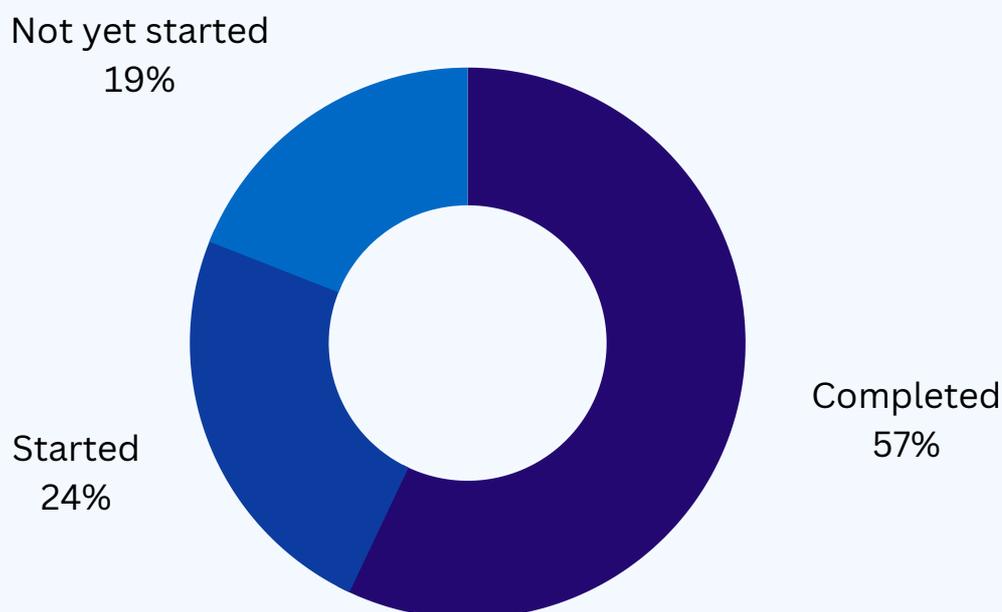


A number of milestones were recorded under the 2020 - 2022 Strategic Plan, which was anchored on the following strategic pillars:

- Improve Tax and Customs compliance.
- Increase ease of doing business with SRC.
- Promote trade facilitation and reinforce protection of our borders.
- Ensure compliance with our international obligations.
- Build a high performance culture and improve internal efficiencies.

There were 146 actions in total, out of which 83 were completed successfully.

Figure 1 below depicts SRC's performance towards the achievement of the 2020 - 2022 Strategic Plan.



The year 2020 was adversely impacted by the Covid-19 pandemic, resulting in a shift in SRC strategic priorities. More emphasis was placed on setting up response teams, staff rotations, setting up of relief schemes, and other measures to enhance resilience of the SRC against the pandemic.

## Strategic Objective 1: Improve Tax and Customs compliance.

Not yet started  
14%



No. of activities:

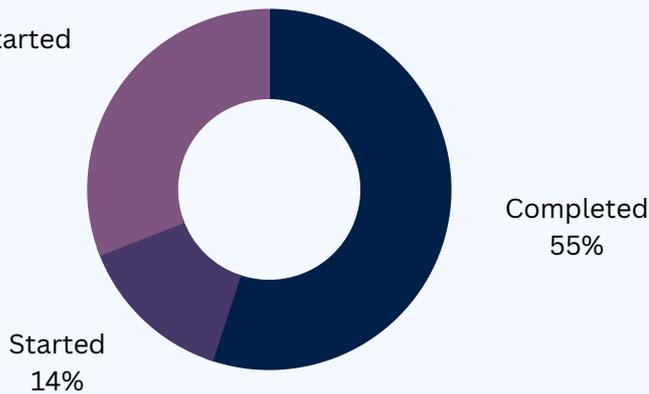
Completed: 23

Started: 7

Not yet started: 5

## Strategic Objective 2: Increase ease of doing business with SRC.

Not yet started  
31%



No. of activities:

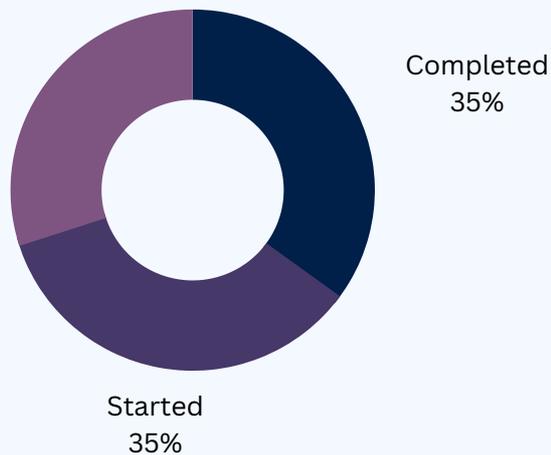
Completed: 12

Started: 3

Not yet started: 7

## Strategic Objective 3: Promote trade facilitation and reinforce protection of our borders.

Not yet started  
30%



No. of activities:

Completed: 7

Started: 7

Not yet started: 6

Strategic Objective 4: Ensure compliance with our international obligations.



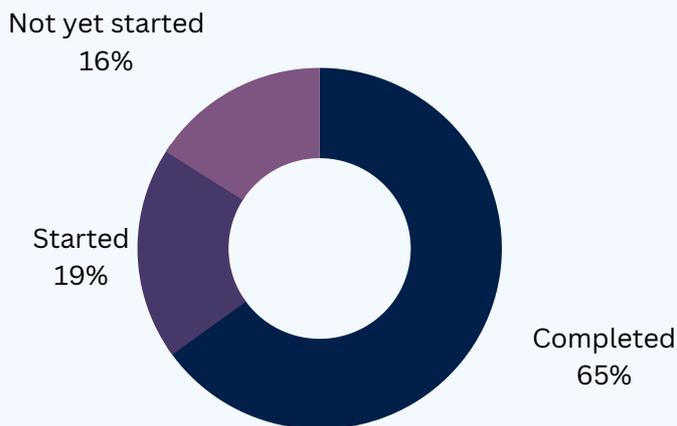
No. of activities:

Completed: 9

Started: 7

Not yet started: 0

Strategic Objective 5: Build a high performance culture and improve internal efficiencies



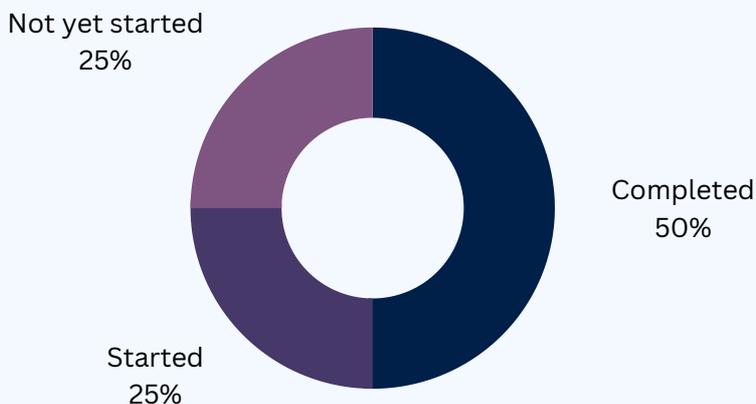
No. of activities:

Completed: 24

Started: 7

Not yet started: 6

Strategic Objective 6: Increase public trust and credibility.



No. of activities:

Completed: 8

Started: 4

Not yet started: 4



# SRC AT A GLANCE





## REVENUE COLLECTED

2019: SR 7.2 Billion  
2020: SR 6.3 Billion  
2021: SR 6.5 Billion

## TAXPAYERS REGISTERED

2019: 19,993  
2020: 18,376  
2021: 16,955

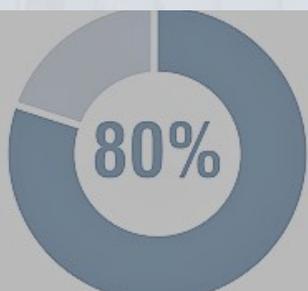


## CESSATION RECORDED

2019: 774  
2020: 368  
2021: 882

## COST OF COLLECTION

2019: 2.09  
2020: 2.12  
2021: 1.95



## COLLECTION AS A % OF BUDGET

2019: 88%  
2020: 88%  
2021: 80%

## TAX COLLECTION TO GDP

2019: 30.2%  
2020: 32.1%  
2021: 31.0%





## NO. OF AUDITS CONDUCTED

2019: 176  
2020: 183  
2021: 274

## NO. OF TAXPAYERS IN ARREARS

2019: 2,643  
2020: 3,593  
2021: 5,216



## OUTSTANDING COLLECTIBLE DEBT

2019: SR 417,728,420  
2020: SR 177,713,412  
2021: SR 195,239,813

## NO. OF CASES IN PROSECUTION

(Tax & Customs)

2019: 25  
2020: 20  
2021: 19



## VERIFICATIONS CONDUCTED AT SEAPORT

2019: 9,383  
2020: 7,288  
2021: 8,089

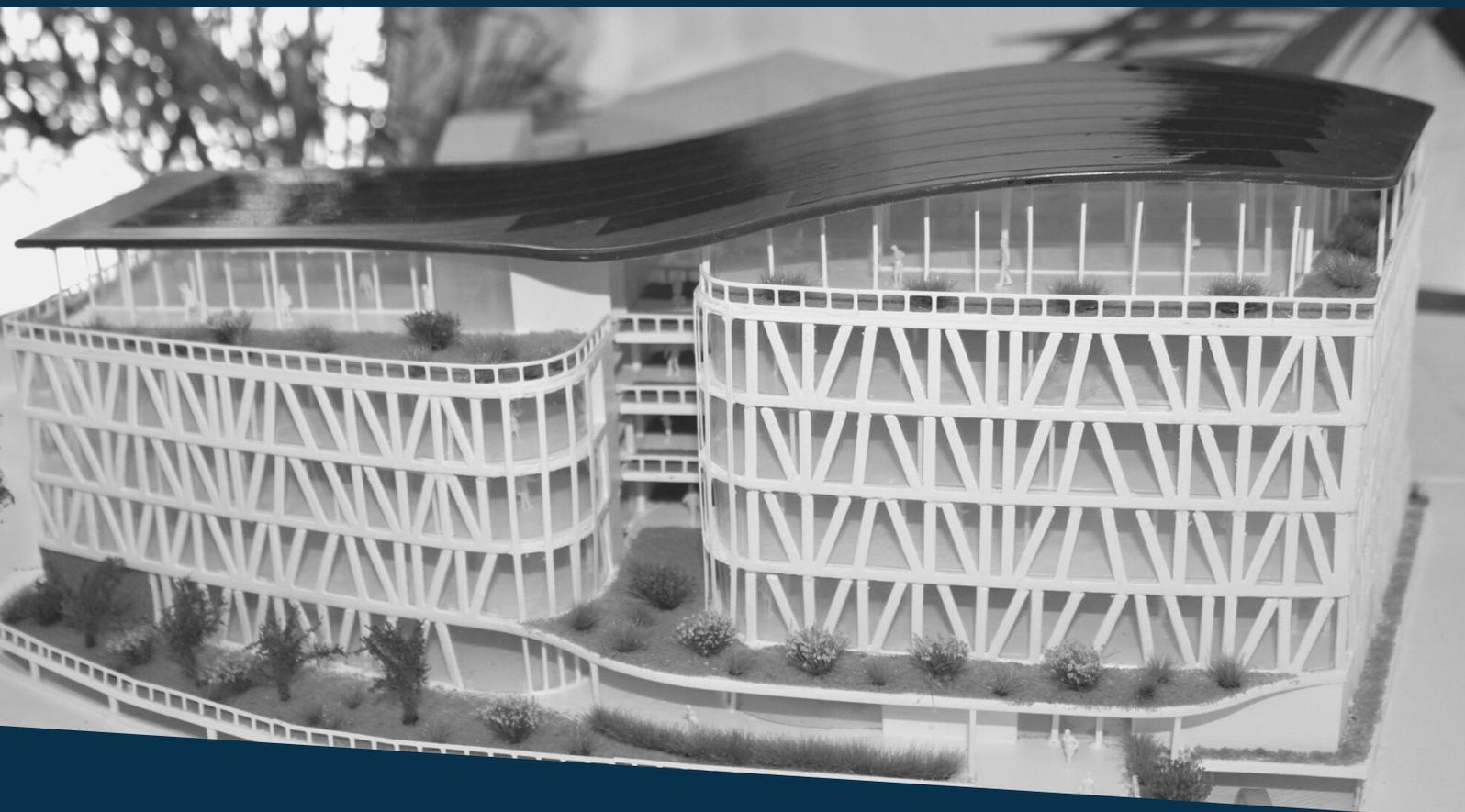
## STAFFING ACROSS SRC

2019: 323  
2020: 354  
2021: 362



# LAYING OF THE SRC BUILDING FOUNDATION STONE

29TH JUNE 2022





# NATIONAL DEVELOPMENT STRATEGY VS SRC STRATEGIC OBJECTIVES



# SEYCHELLES NATIONAL DEVELOPMENT STRATEGY

The SRC Strategic Plan 2023 - 2025 supports key government wide priorities from the 2023 - 2025 National Development Strategy (NDS). The table below highlights the link between the NDS and the SRC Strategic Objectives.

		NATIONAL DEVELOPMENT STRATEGY					
SRC STRATEGIC OBJECTIVES		A modern public service	Transformative economy	A healthy nation	Law and order	Modern education	Environment sustainability
<b>OBJECTIVE 1: Maximize Revenue Collection</b>							
1.1	Strengthen institutional capacity & reduce revenue leakage						
1.2	Improve Tax and Customs compliance						
1.3	Improve efficiency in managing debt						
1.4	Improve fiscal and asset management						
1.5	Make use of IT to improve internal efficiencies						
1.6	Implement the Results Based Management Framework						
<b>OBJECTIVE 2: Service Delivery and Trade Facilitation</b>							
2.1	Targeted education and awareness						
2.2	Improve service delivery						
2.3	Use of online services						
2.4	Facilitate trade						
<b>OBJECTIVE 3: Border Protection</b>							
3.1	Improve border security						
3.2	Review valuation procedures						
3.3	Utilize partnerships to improve border management						
<b>OBJECTIVE 4: Comply with International Obligations</b>							
4.1	Address global Tax and Customs compliance concerns						
4.2	Strengthen Exchange of Information						
4.3	Implement the national AML / CFT Strategy						
<b>OBJECTIVE 5: Develop our People and Improve Public Trust</b>							
5.1	Empower our workforce						
5.2	Enhance succession planning						
5.3	Improve staff wellbeing						
5.4	Heighten integrity awareness						
5.5	Improve the SRC corporate image						



# ENVIRONMENTAL SCANNING



# SWOT ANALYSIS

## S

- SRC continuously exceeds revenue collection target.
- Cost of collection is low.
- Going digital.
- Good working relationship with external parties and stakeholders.
- Employees are provided with adequate training on how to carry out their duties.
- Tax / Customs education readily available for taxpayers / traders.
- Rewards and recognition system in place.
- Zero tolerance for corruption.
- Rebranding strategy developed.
- Timely responses to most taxpayer requests.
- Some services are decentralized.
- Awareness and education programs.

## O

- New emerging technologies required for modernization and digitization.
- Conducting joint initiatives with local partners.
- Engagement with other international agencies for technical assistance and capacity building.
- Signing of agreements with other Revenue Administrations for exchange of information.
- Innovative training methods.

## W

- Some duplication and manual processes still exist.
- No direct access to a number of government information.
- Lack of a consolidated risk management framework in place.
- Lack of co-operation, communication and teamwork within some departments and sections.
- Inefficient work planning due to resistance to change.
- No established health and safety procedures.
- Lack of fully functional SRC offices on Praslin and La Digue.
- Non-conducive working environment in certain areas.

## T

- Labor market not providing certain skills.
- Cost of training externally.
- Emerging aggressive tax avoidance practices and mechanisms being applied.
- The public confidence in the organization is fragile.
- Cybersecurity.
- The growth of the informal and digital economy.
- Complexity of tax laws.

# PESTEL ANALYSIS



The PESTLE (Political, Economic, Social, Technological, Environmental and Legal) analysis allows us to assess the wider operating environment of the SRC during the 2023-2025 period.

## POLITICAL

- Implementation of the National Development Strategy (YEAR) and the Ministry of Finance Portfolio Strategic Plan 2022-2025.
- Implementation of the national Results Based Management Framework.
- Improving service delivery and accountability in public institutions.
- Frequent changes in tax policies.
- Implementation of international agreements.
- Delays in passing legislation, and support for SRC initiatives.
- Political economy.
- Donor support.

## ECONOMIC

- Enhancing investment promotion and trade facilitation.
- Implementation of the African Continental Free Trade Agreement (AfCFTA).
- Implementation of national and international reform programs.
- Joint initiatives to tackle the informal sector.

# SOCIAL

- Reducing poverty levels.
- Unemployment of youth population.
- Ageing population.
- Increase in social illness (drugs/alcohol) leading to lower productivity.
- Negativity towards tax compliance, especially from the social media.
- Resistance to taxation and increasing trend in revenue evasion.
- Reliance on government adding to the strain on government finances.
- Increased Government fiscal budget resulting an increase in revenue target.



# TECHNOLOGICAL

- Going paperless Government initiative.
- Growth in mobile phone ownership, internet usage and social media.
- Increase in e-commerce (digital economy).
- Use of third party information.
- Underdeveloped national ICT infrastructure.
- Cost of internet.



# ENVIRONMENTAL

- Increasingly unreliable climate affecting certain businesses such as farming and fisheries.
- Environment protection laws enforced by Customs such as the ban on plastics.
- Implementation of CITES (multilateral treaty to protect endangered plants and animals from the threats of international trade).
- Development and implementation of a Corporate Social Responsibility Strategy.
- Use of energy-efficient equipment.
- Using environmentally friendly methods of disposing seized goods.
- Development and adoption of shared solutions with other border agencies such as Biosecurity and Health.

# LEGAL

- Non-existence of a Commercial Court to deal with tax disputes.
- Tax laws are not at par with changes in technology.
- Domestication of FATCA.

# STAKEHOLDER ANALYSIS

STAKEHOLDER	CUSTOMER'S EXPECTATIONS	OUR EXPECTATIONS FROM CUSTOMERS
Taxpayers	<ul style="list-style-type: none"> <li>• Effective and efficient complaints management</li> <li>• Convenient automation system</li> <li>• Customer support services</li> <li>• Efficient refund processes</li> <li>• Timely service</li> <li>• Low compliance costs</li> <li>• Transparency and fairness</li> </ul>	<ul style="list-style-type: none"> <li>• Adherence to Tax and Customs laws</li> <li>• Compliance with filing, reporting and payment obligations</li> <li>• Engagement during reforms</li> <li>• Provision of feedback</li> </ul>
Government of Seychelles	<ul style="list-style-type: none"> <li>• Revenue collection</li> <li>• Enforcement of Tax and Customs laws</li> <li>• Trade facilitation</li> <li>• Protection of the community</li> <li>• Border security</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue collection</li> <li>• Enforcement of Tax and Customs laws</li> <li>• Trade facilitation</li> <li>• Protection of the community</li> <li>• Border security</li> </ul>
<p><b>Other Stakeholders:</b></p> <ul style="list-style-type: none"> <li>- Professional organizations</li> <li>- Business associations</li> <li>- International partners</li> <li>- MDAs</li> <li>- Service providers</li> <li>- Media</li> </ul>	<ul style="list-style-type: none"> <li>• Access to timely and accurate information</li> <li>• Seamless processes</li> <li>• Seamless integration of systems</li> <li>• Timely services</li> <li>• Timely payment</li> <li>• Clear policies and procedures</li> <li>• Fair and transparent administrative procedures</li> <li>• Facilitation</li> </ul>	<ul style="list-style-type: none"> <li>• Support integrity</li> <li>• Strategic partnerships</li> <li>• Timely provision of goods and services</li> <li>• Adherence to statutory regulations</li> <li>• Provision of quality goods and services</li> <li>• Transparent processes</li> </ul>

# STRATEGIC RISKS



SRC recognizes that risks are inherent to the operations of any organization, therefore strives to actively identify and manage those that may affect our mission. SRC is committed to mitigating the risks that present a threat to revenue collection, trade facilitation, border protection, taxpayer rights, data protection, and staff welfare.

Risks facing the SRC originate both from the external environment and internally. Subsequently, SRC has identified various uncertainties and devised several mitigation strategies to ensure that these risks do not affect the achievement of our strategic objectives.

## RISKS

### **Government fiscal pressure to deliver on its commitment to the public.**

These risks relate to the pressure to meet revenue targets and government's financial obligations.

### **Limited staff capacity in key business areas.**

Staff capacity is inadequate in some critical managerial and technical areas such as IT Programming, data analytics, risk-based compliance, etc.

### **The threat of the informal economy.**

The informal economy continues to pose a serious threat to compliance of legitimate businesses and the potential growth of the tax base from which SRC collects revenue.

### **Unfavorable public perception.**

Concerns about unethical practices in the public sector and poor service delivery remains an issue for SRC. This can potentially affect SRC's ability to increase compliance.

### **Tax and commercial fraud.**

The increasing incidents of under-declaration and false invoices result to leakage of potential Customs Duties and VAT that could have been collected. Business manipulating their records remains a challenge for SRC. This may lead to revenue leakage or it may potential influence the behavior of compliant businesses.

## MITIGATION STRATEGY

- Increase compliance activities and enhance debt management.
- Use of third party data during audits.
- Develop sector specialists.

- Implementation of RBM to achieve desired behaviors and skills.
- Implementation of the competency framework to track training needs and also drive recruitment.
- Make use of membership and donor partner support to augment and sustain capacity building initiatives.

- Establish close working relationships with other partners to reduce informality in the economy.
- Implementation of the Compliance Improvement Plan.
- Intensify awareness, sensitization and taxpayer education programs.

- Diversify, expand and enhance service delivery across SRC.
- Implementation of measures to improve the corporate image of SRC.
- Reinforce the zero-tolerance approach against corruption.

- Strengthen our risk management capacity.
- Strengthen SRC's capacity in valuation through investment in capacity building for staff and creation of a valuation database.
- Strengthen and intensify post clearance audit activities.

## RISKS

### Digital Economy

Rapid global digitalization has changed the manner in which many businesses transact, especially via the social media. Many of these transactions are not visible to the SRC, leading to potential revenue loss.

### Cyber security

Increased automation may expose SRC to cyber security threats that could undermine the integrity of our data and systems. This could also compromise the confidentiality of information we hold and even cause business disruption due to the unavailability of our systems.

### Occupational health risks

Customs Officers can be considered as a 'high risk' group for occupational disorders. This is partly due to exposure to various infections. Other occupational risks are exposure to noise, diesel exhaust gases or to tobacco in the luggage. Furthermore, there is a regular increase in workload due to tight schedules which consequently leads to high stress levels and potentially hypertension.

## MITIGATION STRATEGY

- Keep abreast of developments on the aspect of taxation of the digital economy worldwide
- Leverage on automation and partnerships to develop an e-commerce strategy.
- Improve on access to digital data from 3rd parties and our partners to facilitate enforcement & overall compliance.
- Work closely with DICT and other international expert partners to ensure the security of our systems.
- Invest in capacity building for IT Officers.
- Implementation of the business continuity and disaster recovery plans.
- Implement health and safety practices in the workplace.
- Ensure appropriate vaccination against diseases.
- Encourage staff to frequently undertake their medical test and/or organize medical screening for the staff with Health Authorities whenever possible.
- Provide adequate health and safety equipment to the staff.

# COMING SOON...

**SRC Seychelles Tax Portal**

### Registration

#### Personal Details

Surname \*  
Given Name(s) \*  
Date of Birth \*  
Nationality \*  
NI# \*  
Passport No. \*  
Passport Issue Date \*  
Passport Expiry Date \*

Next

**INFORMATION**  
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Headquarters and Tax Division

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## NEW TAX MANAGEMENT SYSTEM

## NEW SRC WEBSITE

**SRC**  
Seychelles Revenue Commission

Home Tax System About us Laws Publications Download

### Tax System

- Seychelles Tax System
- Domestic Tax
- Social Responsibility Tax
- Immovable Property Tax

**ASYCUDA**  
world  
Seychelles

ASYCUDA - Automated System for Customs Data

In 1981 UNCTAD received a request from the secretariat of the Economic Community of Western African States (ECOWAS) to assist in the compilation of foreign trade statistics in their member States. This involved Customs clearance offices, and the modernization of Customs clearance procedures, to achieve quality results.

Find out more about the background and origins of the ASYCUDA programme.

01 02 03 04 05 06 07 08 09 10 11

## UPGRADE OF ASYCUDA WORLD



# STRATEGIC FOCUS



# SRC STRATEGIC PRIORITIES FOR 2023-2025

Our areas of focus for the next three years are:

- Improving compliance
- Service delivery and trade facilitation
- Border protection
- International commitments
- SRC staff and corporate image

*"Our primary goal is to ensure border protection, facilitate trade and collect the taxes and duties payable in accordance with the law".*



# STRATEGIC OBJECTIVE 1: MAXIMIZE REVENUE COLLECTION BY STRENGTHENING INTERNAL PROCESSES, DEBT MANAGEMENT AND SUPPRESSING NON-COMPLIANCE.

**Sub-Objective 1.1: Continue to evolve our operations and approach and strengthen our institutional capacity to tackle tax evasion, illicit activities and reduce revenue leakage and gaps.**

**Strategy 1.1.1:** Strengthen the deterrent effect by increasing our community presence and audit coverage, especially for cases with a high risk of non-compliance.

**Strategy 1.1.2:** Work closely with existing or new partners to identify innovative ways of capturing businesses operating in the informal sector.

**Strategy 1.1.3:** Continuously identify areas where there are revenue leakage and introduce mechanisms to increase revenue collection.

**Strategy 1.1.4:** Conduct research to keep abreast of international trends and continuously benchmark operations against international best practices.

**Strategy 1.1.5:** Develop and implement strategies to tackle commercial fraud alongside partnering jurisdictions and local institutions, particularly border agencies.

**Strategy 1.1.6:** Identify gaps in the tax base and advise MOF for any potential legislative changes.

**Strategy 1.1.7:** Work alongside law enforcement agencies and regulatory authorities (FCIU, ACCS, Police, AG's Office) to put in place mechanisms that will deter corrupt or unethical behavior.



## Sub-Objective 1.2: Improve Tax and Customs compliance.

**Strategy 1.2.1:** Research and recommend legislative changes in order to improve compliance.

**Strategy 1.2.2:** Implement the Compliance Improvement Plan for Tax and develop an evaluation strategy to assess its effectiveness.

**Strategy 1.2.3:** Develop and implement a Compliance Improvement Plan for Customs.

**Strategy 1.2.4:** Implement an aggressive non-filer program to reverse the trend towards non-filing and non-payment.

**Strategy 1.2.5:** Develop and implement a Post Clearance Audit Strategy and widen our case selection method to better address misclassification of imported goods and ensure overall compliance.

**Strategy 1.2.6:** Implement the SRC Compliance Model that segments taxpayers and accords interventions based on compliance level and past compliance behavior.

**Strategy 1.2.7:** Implement modern audit and transfer pricing techniques, e.g., use of computer assisted audits.

**Strategy 1.2.8:** Explore the use of data analytics to detect non-compliance.



**Strategy 1.2.9:** Prepare for the implementation of EFD / POS, such as drafting of standard operating procedures.

**Strategy 1.2.10:** Make use of SRC systems (e.g. TMS, EFD), analytical tools and third party information to improve profiling of all traders and taxpayers.

**Strategy 1.2.11:** Increase one-on-one interaction with taxpayers / traders with compliance issues.



### Sub-Objective 1.3: Improve capacity, capability and efficiency in managing taxpayer debt.

**Strategy 1.3.1:** Clean up the transaction and debt database before migrating information to the new Tax Management System.

**Strategy 1.3.2:** Review, update and implement the Enforcement Strategy.

**Strategy 1.3.3:** Identify areas and propose changes in Tax and Customs legislations that are either hindering or are required to enforce debt recovery.

**Strategy 1.3.4:** Develop the necessary structures required, including the SOPs for the implementation of debt write-off.

**Strategy 1.3.5:** Make use of the new TMS case management to tackle debt as early as possible and the relevant SOPs to ensure timely follow-up actions.

**Strategy 1.3.6:** Institute legal recovery actions against non-compliant traders and taxpayers.

**Strategy 1.3.7:** Work in collaboration with relevant stakeholders to reduce the level of uncollectible debt.

### Sub-Objective 1.4: Maintain a strong focus on fiscal and asset management and accountability.

**Strategy 1.4.1:** Continue managing costs by reducing redundancies and finding efficiencies to maintain a low cost of collection.

**Strategy 1.4.2:** Identify financial management and internal controls deficiencies and address risks associated with them.

**Strategy 1.4.3:** Strengthen acquisition planning and procedures as well as asset management.

**Strategy 1.4.4:** Develop, implement and monitor internal service standards for all support functions.

**Strategy 1.4.5:** Continually assess the application and effectiveness of SOPs and other policies.

**Strategy 1.4.6:** Proactively identify, mitigate and manage internal and external risks.



## Sub-Objective 1.5: Explore the use of IT to improve internal efficiencies

**Strategy 1.5.1:** Conduct a comprehensive reform and restructuring within the IT Unit including capacity building.

**Strategy 1.5.2:** Identify and implement new technology to improve functionality and transparency for transactions and interactions.

**Strategy 1.5.3:** Upgrade IT infrastructure to meet emerging business needs, such as agile development and remote working environment.

**Strategy 1.5.4:** Ensure the pro-active capacitation of all SRC staff to be self-sufficient in solving minor ICT issues.

**Strategy 1.5.5:** Continue to enhance the security of IT platforms and digital channels to preserve the security and integrity of taxpayer data.

**Strategy 1.5.6:** Continue to refresh our IT assets, in line with their economic useful life and integrated compatibility requirements.



## Sub-Objective 1.6: Implement the Results Based Management Framework

**Strategy 1.6.1:** Engage program managers to strengthen planning, monitoring and evaluation systems for the delivery of operational activities and the SRC Strategic Plan.

**Strategy 1.6.2:** Implement the new Government Performance Management System.

**Strategy 1.6.3:** Establish a quality assurance committee to review plans and targets of individual employees.

**Strategy 1.6.4:** Integrate workforce planning into strategic planning efforts throughout the SRC.

**Strategy 1.6.5:** Develop a coordinated approach to measure and report on performance and effectiveness of strategies implemented.

**Strategy 1.6.6:** Conduct a comprehensive audit of all functions across SRC, including the review of job descriptions, skills and competencies gap analysis and the SRC Scheme of Service.

**Strategy 1.6.7:** Align organizational structure to the strategy in order to improve operational efficiency.



## **STRATEGIC OBJECTIVE 2: EMPOWER AND ENABLE ALL TAXPAYERS TO TIMELY MEET THEIR OBLIGATIONS THROUGH INNOVATIVE PROCESSES AND TRADE FACILITATION INITIATIVES.**

### **Sub-Objective 2.1: Design and implement proactive, innovative and targeted education and awareness programs.**

**Strategy 2.1.1:** Enhance taxpayer / trader knowledge of tax laws, their rights and obligations through effective outreach activities.

**Strategy 2.1.2:** Identify ways of including tax education in school curriculum to drive a culture of fiscal citizenship.

**Strategy 2.1.3:** Increase the use of social media and other digital platforms to pass on information to the public.

**Strategy 2.1.4:** Develop easy-to-understand educational materials and correspondence for effective taxpayer messaging.

**Strategy 2.1.5:** Collaborate with stakeholders and expand community presence to support the needs of taxpayers / traders.



### **Sub-Objective 2.1: Design and implement proactive, innovative and targeted education and awareness programs.**

**Strategy 2.2.1:** Carry out Taxpayers Satisfaction Survey and Cost of Compliance Survey.

**Strategy 2.2.2:** Review and implement the SRC Complaint Policy.

**Strategy 2.2.3:** Improve the dispute resolution management process to improve efficiency of objections, appeals and other disputes.

**Strategy 2.2.4:** Review and publish the SRC Taxpayer's Charter, including the Service Standards.

**Strategy 2.2.5:** Develop and implement a Stakeholder Engagement and a Communication Strategy.

**Strategy 2.2.6:** Develop and implement taxpayer / trader appreciation initiatives.

**Strategy 2.2.7:** Develop links with other agencies to promote a one-stop-shop concept.

**Strategy 2.2.8:** Decentralize services to reduce compliance burden on taxpayers and traders.

**Strategy 2.2.9:** Organize mobile services in collaboration with SRC partners.



### **Sub-Objective 2.1: Design and implement proactive, innovative and targeted education and awareness programs.**

**Strategy 2.3.1:** Expand and promote digital services, including online accounts and digital filing capabilities to improve taxpayer self-service, while maintaining and improving traditional service options.

**Strategy 2.3.2:** Develop and implement an e-service strategy, including the potential implementation of different electronic payment methods such as kiosks and apps.

**Strategy 2.3.3:** Improve access to services, streamline issue resolution and empower employees to meet taxpayer / trader needs.

**Strategy 2.3.4:** Support and enable our partners to better serve taxpayers / traders.

### **Sub-Objective 2.4: Develop and implement new initiatives to promote trade facilitation.**

**Strategy 2.4.1:** Implement e-certificate for Rules of Origin as per international norms.

**Strategy 2.4.2:** Officially launch and implement the 'Going Paperless' project.

**Strategy 2.4.3:** Develop and implement the Authorized Economic Operators (AEO) Program.

**Strategy 2.4.4:** Continue to work closely with national, regional and international partners to facilitate the introduction of Single Window and other initiatives.

**Strategy 2.4.5:** Implement the recommendations of the Time Release Study and monitor improvement.

**Strategy 2.4.6:** Review the functions and processes and restructure the Courier and Parcel Units.

**Strategy 2.4.7:** Review internal processes, procedures and systems in order to improve risk assessment and profiling parameters and better facilitate trade.



## STRATEGIC OBJECTIVE 3: ENHANCE BORDER SECURITY AND STRENGTHEN DETECTION TO PROACTIVELY IDENTIFY CRIMINAL ACTIVITIES.

### Sub-Objective 3.1: Increase security and agility in the international flow of goods and persons.

**Strategy 3.1.1:** Reinforce border protection by introducing new processes and tools for cargo clearance.

**Strategy 3.1.2:** Undertake targeted inspection for clearance of goods and passengers.

**Strategy 3.1.3:** Conduct a business process mapping exercise to identify deficiencies in Customs procedures.

**Strategy 3.1.4:** Develop a Customs Enforcement Strategy which clearly defines areas of responsibility for Customs investigations, including drugs, money laundering, IPR, as well as traditional customs commercial fraud offenses.

**Strategy 3.1.5:** Develop and implement strategies to tackle issues related to the yacht industry.

**Strategy 3.1.6:** Identify means of creating synergy between intelligence and investigation operations.

**Strategy 3.1.7:** Relook at our risk assessment process to ensure we close gaps for potential revenue leakage and threat to border security including money laundering.



### Sub-Objective 3.2: Undertake a thorough analysis and review of Customs valuation procedures.

**Strategy 3.2.1:** Review the customs valuation legislation, procedures/controls, and develop a reference database (in line with WTO Agreement)

**Strategy 3.2.2:** Adopt the profile model to challenge undervaluation; constantly monitor and update these profiles.

**Strategy 3.2.3:** Enhance the relationship between Risk, Investigation and Post Clearance Audit in tackling commercial fraud, including undervaluation.

**Strategy 3.2.4:** Develop closer working relationships with international partners through signing and implementation of MOUs and other international agreements.



**Sub-Objective 3.3: Develop partnerships to promote a whole-of-government approach to improve border management.**

**Strategy 3.3.1:** Review and amend existing MOUs with collaborating agencies and identify new beneficial partnerships.

**Strategy 3.3.2:** Improve exchange of information and collaboration between border agencies.

**Strategy 3.3.3:** Work closely with border partners for the possible implementation the UNODC-WCO Container Control Program.





## **STRATEGIC OBJECTIVE 4: IMPROVE EFFICIENCY AND ENHANCE COMPLIANCE WITH OUR INTERNATIONAL COMMITMENTS.**

**Sub-Objective 4.1: Expand partnerships with foreign governments and international organizations to address global tax and customs compliance concerns.**

**Strategy 4.1.1:** Proactively respond to changes in the global environment to improve international tax and customs compliance.

**Strategy 4.1.2:** Coordinate with foreign tax administrations and the Organization for Economic Cooperation and Development to measure and enhance the effectiveness of data shared between jurisdictions.

**Strategy 4.1.3:** Develop strategies and programs to implement the Foreign Account Tax Compliance Act (FATCA).

**Strategy 4.1.4:** Develop a course of action to ensure the smooth implementation of the Two-Pillar Solution (Digital Economy).

**Strategy 4.1.5:** Research and implement the requirements of Bi-lateral, Multi-lateral and Regional Trade Agreements, including the African Continental Free Trade Area (AfCFTA).

## **Sub-Objective 4.2: Strengthen our Exchange of Information capabilities.**

**Strategy 4.2.1:** Review procedures in place to close the gaps identified in the peer review reports and questionnaires.

**Strategy 4.2.2:** Develop a plan of action to take corrective measures that addresses deficiencies in the peer review report.

**Strategy 4.2.3:** Make more use of the Exchange of Information framework to combat tax and customs evasion.

**Strategy 4.2.4:** Ensure efficiency and effectiveness in the information process, including validation of data and the OECD Data Management System.

**Strategy 4.2.5:** Keep abreast of international developments in regards to OECD Standards and FATCA.

## **Sub-Objective 4.3: Implement the National AML / CFT Strategy**

**Strategy 4.3.1:** Contribute towards the development of legislation for AML / CFT.

**Strategy 4.3.2:** Work closely with partnering agencies to improve and enhance domestic coordination and cooperation in the fight against ML / CFT.

**Strategy 4.3.3:** Identify ways of enhancing international cooperation in the fight against ML/CFT.

**Strategy 4.3.4:** Develop targeted outreach that promote the prevention of ML/CFT.

**Strategy 4.3.5:** Develop capacity in intelligence gathering, investigative techniques and evidence in the fight against ML/CFT.

**Strategy 4.3.6:** Implement enhanced measures at the border to strengthen controls on cross-border movements of cash and similar instruments.



## **STRATEGIC OBJECTIVE 5: CULTIVATE A WELL-EQUIPPED, RESILIENT, COMMITTED AND ENGAGED WORKFORCE TO FURTHER IMPROVE PUBLIC TRUST.**

**Sub-Objective 5.1: Enhance efforts to provide targeted development and training to close skill gaps and to ensure the nurturing of a results-oriented performance culture.**

**Strategy 5.1.1:** Strengthen the Human Resources and capacity development of staff within SRC.

**Strategy 5.1.2:** Provide employees with training that closes competency gaps in mission-critical areas.

**Strategy 5.1.3:** Review and modernize the process of conducting a training needs analysis and the development of the SRC training plan.

**Strategy 5.1.4:** Ensure innovative training, tools and support are accessible to employees.

**Strategy 5.1.5:** Formalize other development opportunities such as mentorship and job shadowing.

**Strategy 5.1.6:** Create career ladders and career-mapping tools to provide transparency and predictability into skill requirements and expectations.

**Strategy 5.1.7:** Promote cross-functional exposure and networking.

**Strategy 5.1.8:** Develop specialists for audit and examination functions across tax and customs to counter revenue leakage.

**Strategy 5.1.9:** Identify requirements for reskilling in line with digitalization and modernization projects.

**Strategy 5.1.10:** Identify and empower potential trainers within SRC.

## **Sub-Objective 5.2: Enhance the succession planning and knowledge transfer processes.**

**Strategy 5.2.1:** Develop a framework for orientation and onboarding within respective divisions / sections across SRC.

**Strategy 5.2.2:** Identify emerging leaders and increase leadership development efforts to provide a strong talent pipeline to fill key positions.

**Strategy 5.2.3:** Develop standard processes for knowledge transfer when employees join or leave the SRC.

**Strategy 5.2.4:** Redevelop the SRC intranet and other knowledge management platforms to improve information sharing across functions and business units.

**Strategy 5.2.5:** Enhance retention through increased focus on mission-critical positions to maintain institutional expertise.

## **Sub-Objective 5.3: Identify means of improving staff wellbeing within SRC**

**Strategy 5.3.1:** Develop policies and guidance to ensure the health, safety and welfare of SRC employees.

**Strategy 5.3.2:** Develop and implement initiatives that will promote a positive work-life balance.

**Strategy 5.3.3:** Conduct an employee satisfaction survey.

**Strategy 5.3.4:** Improve on the social environment of the workplace and revitalize the social committee.

**Strategy 5.3.5:** Initiate retreats and team building activities.





**Sub-Objective 5.4: Heighten integrity awareness to provide a deterrent effect against fraud, waste and misconduct, and promote a greater understanding of the importance of a corruption-free SRC.**

**Strategy 5.4.1:** Establish and operationalize an Internal Affairs Section.

**Strategy 5.4.2:** Investigate complaints of criminal or serious administrative misconduct by SRC employees in a thorough, fair, and timely manner.

**Strategy 5.4.3:** Promote SRC's values through effective integrity presentations for SRC employees and in other presentations conducted with stakeholders.

**Strategy 5.4.4:** Promote the principles of open government to build stronger trust between the general public and the SRC.

**Strategy 5.4.5:** Institutionalize the integrity initiatives within the business processes and procedures.

**Sub-Objective 5.5: Improve the SRC corporate image.**

**Strategy 5.5.1:** Living our core values and doing the right things.

**Strategy 5.5.2:** Ensure quality assurance by reviewing and standardizing all processes and outgoing documents.

**Strategy 5.5.3:** Develop and roll out a plan to promote and strengthen our new brand.

**Strategy 5.5.4:** Identify and engage in corporate social activities to develop a culture of voluntarism within SRC.

**Strategy 5.5.5:** Reinforce the zero-tolerance approach against corruption.

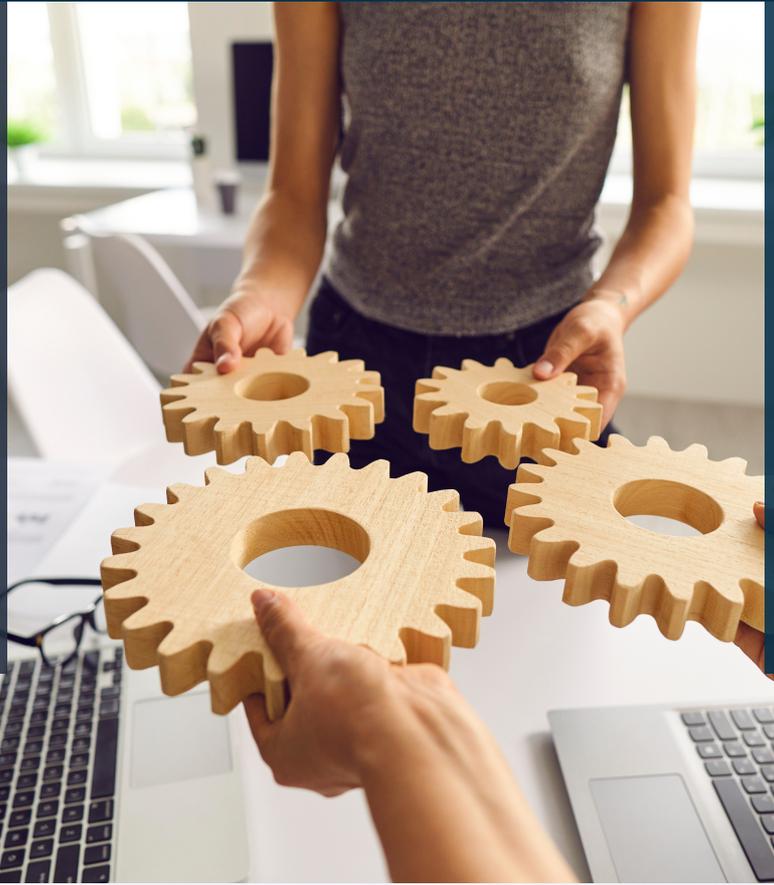


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# Our Motto

Contributing to transform Seychelles...





il Kampagnen- und Prosp

August	September	Oktober	November	Dezember
1 Mo	1 Do	1 Sa	1 Di	1 Do
2 Di	2 Fr	2 So	2 Mi	2 Do
3 Mi	3 Sa	3 Mo	3 Do	3 Fr
4 Do	4 So	4 Di	4 Fr	4 Sa
5 Fr	5 Mo	5 Mi	5 Sa	5 So
6 Sa	6 Di	6 Do	6 Mo	6 Di
7 So	7 Mi	7 Fr	7 Mi	7 Do
8 Mo	8 Do	8 Sa	8 Di	8 Mi
9 Di	9 Fr	9 So	9 Mi	9 Do
10 Mi	10 Sa	10 Mo	10 Do	10 Fr
11 Do	11 So	11 Di	11 Fr	11 Sa
12 Fr	12 Mo	12 Mi	12 Sa	12 So
13 Sa	13 Di	13 Do	13 Mo	13 Di
14 So	14 Mi	14 Fr	14 Mi	14 Do
15 Mo	15 Do	15 Sa	15 Di	15 Mi
16 Di	16 Fr	16 Mo	16 Mi	16 Do
17 Mi	17 Sa	17 Di	17 Do	17 Fr
18 Do	18 So	18 Mi	18 Sa	18 So
19 Fr	19 Mo	19 Mi	19 Sa	19 So
20 Sa	20 Di	20 Do	20 Mo	20 Di
21 So	21 Mi	21 Fr	21 Mi	21 Do
22 Mo	22 Do	22 Sa	22 Di	22 Mi
23 Di	23 Fr	23 Mo	23 Mi	23 Do
24 Mi	24 Sa	24 Di	24 Do	24 Fr
25 Do	25 So	25 Mi	25 Sa	25 So
26 Fr	26 Mo	26 Mi	26 Sa	26 So
27 Sa	27 Di	27 Do	27 Mo	27 Di
28 So	28 Mi	28 Fr	28 Mi	28 Do
29 Mo	29 Do	29 Sa	29 Di	29 Mi
30 Di	30 Fr	30 Mo	30 Mi	30 Do
31 Mi	31 Sa	31 Di	31 Do	31 Fr

# IMPLEMENTATION OF THE PLAN

Newsletter: Versand für alle Basispaket-Teilnehmer, die am jeweiligen Prospekt teilnehmen

Newsletter: Versand-Zeitraum der Prospekt-Newsletter (Händlerspezifischer Termin)

Newsletter: Versand für alle Basispaket-Teilnehmer



## Implementation of Action Plans & Performance Contracts

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Like all previous Strategic Plans, implementation of the plan will be done through annual plans and targets cascaded in the divisional and unit action plans and individual performance contracts. The strategic objectives and planned initiatives will also be factored in the SRC budget, ensuring that the resource allocation follows strategy.



**The SRC Business Plan:** This is the action plan for the entire organization for a period of one year. It is derived from the specific activities as set out in the Strategic Plan.

**Divisional / Unit Action Plan:** This is derived from the SRC Business Plan. Respective heads of Divisions / Sections / Unit lay down specific tasks to achieve the actions that are set in the Business Plan.

**Individual Performance Contracts:** These are specific actions to be undertaken by individual employees to achieve what has been agreed upon in the Divisional / Unit Action Plan.

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**A Quality Assurance Committee will be set up to monitor implementation.**

### Organizational Structure & Staffing

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In order to achieve its objectives as set out in the plan, SRC is in the process of reviewing its organizational structure. This requires that change initiatives are targeted at the areas requiring change and that organizational restructuring and development is used as a driver for change. In this regard, the departments will review their policies, structures, processes and operations to ensure they

adequately embed trust and facilitation in the way they are designed, developed and implemented. The main changes will include the creation of new units, namely Internal Affairs, Investigations and Modernization and Reform.

SRC expects to increase its staffing requirements over the next three years to cater for national and global changes in the business environment, to implement new government policies, to tackle tax evasion, smuggling and other non-compliant activities.

More emphasis will be placed on employee engagement and empowerment to increase productivity, staff retention customer focus and innovation. SRC will encourage staff to participate in the decision-making process based on trust while ensuring there is a robust governance structure to guarantee responsibility.

**Other initiatives will include:**

- Ensuring staff 'live' the core values;
- Increase employee satisfaction;
- Promote integrity;
- Providing job-specific training;
- Ensuring top management commitment and support; and
- Improving internal and external communication.

## **Change Management**

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Change Management is critical in ensuring that stakeholders adapt to any organizational transition. With the changes in the SRC's strategic objectives and priorities, it is therefore important that all stakeholders understand, commit to, accept and embrace the changes in our business environment.

SRC aims to constantly provide formal communication to all stakeholders, ensuring they are actively engaged in implementation of SRC initiatives. If stakeholders are more open to change, they will be more engaged in making it happen, thus saving time and resources. By opening a line of communication, it will increase the trust of stakeholders in the SRC and the decisions made by top management. Setting a strategy to manage change will maintain consistency and help create a more adaptable and innovative workplace.

As means of managing stakeholders of SRC and ensuring they are fully engaged in the implementation of the Strategic Plan, a stakeholder analysis was conducted and related engagement strategy was developed. It will help in determining how best to involve and communicate to each of these stakeholder groups throughout the implementation of the plan.

# STAKEHOLDER ENGAGEMENT PLAN

Stakeholder	Goals, Motivation, Interest	Influence	Interest	Action	Strategies
Government	Compliance with the law, collecting revenue, delivering on our mandate.	High	High	Manage closely	<ul style="list-style-type: none"> <li>• Provide regular updates.</li> <li>• Strategic Plan in line with NDS.</li> </ul>
Employees	Job security, good working conditions, equity, good reputation	High	High	Manage closely	<ul style="list-style-type: none"> <li>• Involvement in Strategic Planning</li> <li>• Regular communication</li> </ul>
Taxpayers / Traders	Changes in the law, provide education, good service delivery	High	High	Manage closely	<ul style="list-style-type: none"> <li>• Simplify processes</li> <li>• Effective educational campaigns</li> <li>• Improve services</li> </ul>
International bodies	Compliance to standards, follow up on recommendations, provide trainings	High	High	Manage closely	<ul style="list-style-type: none"> <li>• Include recommendations in strategies.</li> <li>• Seek training opportunities</li> </ul>
PSB	HR policies and procedures, monitoring and evaluation	High	High	Keep satisfied	<ul style="list-style-type: none"> <li>• Engage and consult</li> </ul>
Community	Socio-economic wellbeing, use of taxes	High	Low	Keep satisfied	<ul style="list-style-type: none"> <li>• General communication</li> </ul>
Local agencies	Exchange of info	High	Low	Monitor	<ul style="list-style-type: none"> <li>• Mutual agreements</li> <li>• Good communication</li> </ul>
Media	Access to correct information, reports	High	Low	Monitor	<ul style="list-style-type: none"> <li>• Provide correct info</li> <li>• Good communication</li> </ul>



# FINANCING THE STRATEGIC PLAN



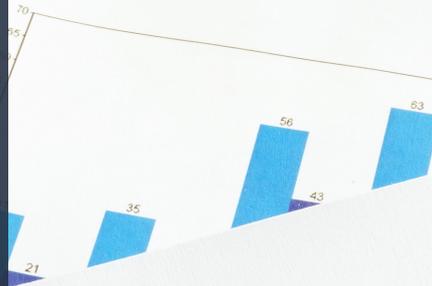
Availability of funding is integral to the SRC's Strategic Plan. The budget planning process conducted jointly with the Ministry of Finance sets out the funding available for the next three years and how the SRC plans to finance its overall operations to meet its objectives.

**The table below provides a snapshot of the consolidated expenditure estimates for the years 2023 - 2025 by program.**

Consolidated Position	2023				2024	2025
SR '000s	Total to be appropriated	Compensation of employees	Use of goods & services	Capital	Forecast	Forecast
P1: Governance, Policy & Management	134,803	23,221	52,433	59,149	103,914	98,007
P2: Revenue Collection & Enforcement	43,890	43,256	634	-	46,022	46,194
P3: Inspection & Detection	55,744	54,561	1,183	-	61,859	62,219
P4: Education & Service Delivery	12,317	11,689	628	-	14,077	14,646
<b>Total</b>	<b>246,754</b>	<b>132,727</b>	<b>54,878</b>	<b>59,149</b>	<b>225,871</b>	<b>221,066</b>

As part of its strategic objectives, SRC will:

- Continue to identify additional areas of savings; and
- Continue to work closely with international partners for opportunities to obtain donor funding.



**PERFORM  
EVALUAT**



# PERFORMANCE MONITORING & EVALUATION

Excellent  
 Good  
 Average  
 Poor



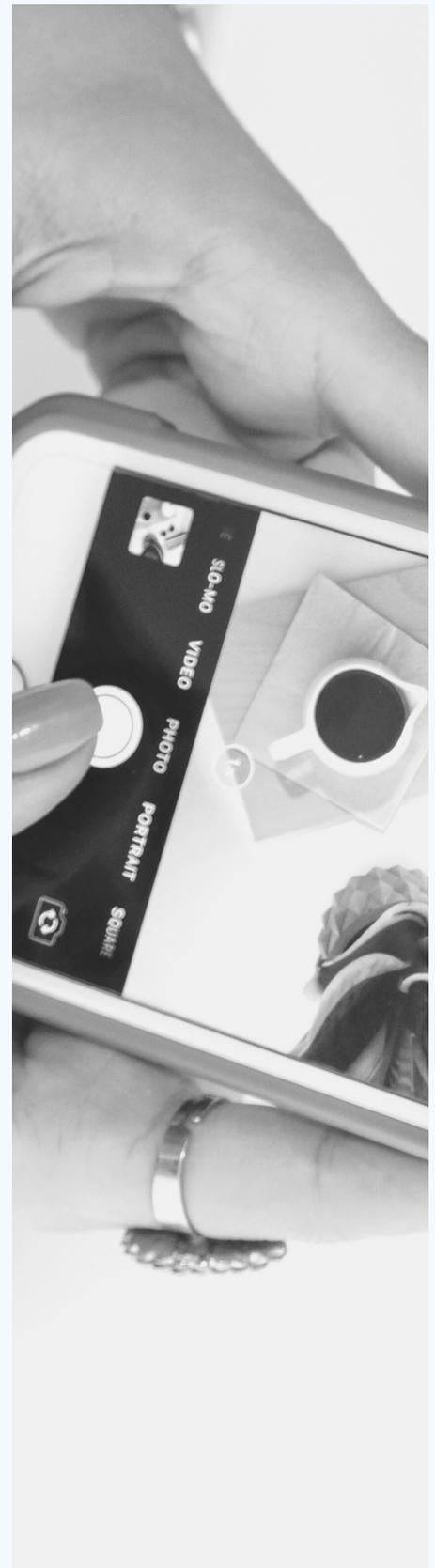
# MONITORING & EVALUATION

Monitoring and Evaluation (M&E) is a key tool that will be used in tracking implementation of the plan. It will not only help SRC reflect and understand past performance, but serve as a guide for constructive changes during the period of implementation. This will provide the necessary feedback on the status of implementation of strategies, projects and programs to enable informed decision-making.

The M & E activities that will be undertaken are:

- Preparing SRC-wide work plans for the implementation and their cascading to individual departments.
- Providing a framework, including standardized templates for reporting on a quarterly (Progress Reports), semi-annually (mid-year review) and annual (Annual Report) basis.
- Generating, maintaining and reviewing a set of key performance indicators drawn from the M&E framework.
- Carrying out periodic visits to various offices to ensure reported implementation conforms to facts on the ground.
- Co-ordinating meetings to review progress and resolve issues that may arise during implementation.
- Providing relevant reports to the top management to ensure they are fully aware of the status of implementation.

M & E activities will be conducted on a quarterly basis and management reports prepared accordingly. The reports will be based on data provided by the Sections / Units.



## IMPLEMENTATION MATRIX

**STRATEGIC OBJECTIVE 1:** Maximize revenue collection by strengthening internal processes, debt management and suppressing non-compliance.

**Sub-Objective 1.1:** Continue to evolve our operations and approach and strengthen our institutional capacity to tackle tax evasion, illicit activities and reduce revenue leakage and gaps.

**OUTCOME:** Increase in Revenue collection.

INDICATOR	BASELINE	TARGET 2023	TARGET 2024	TARGET 2025	DATA SOURCE
<b>Leading Indicator</b>					
% Actual collection as a share of the forecast	100%	100%	100%	100%	Revenue
<b>Contributing Indicator</b>					
% Additional revenue raised as a share of additional revenue planned from audits and examination.	99.8%	100%	100%	100%	Audit / EAU
Positive detection rate (Audit)	95%	96%	96%	96%	Audit / EAU

**Sub-Objective 1.2:** Improve Tax and Customs compliance.

**OUTCOME:** Improved Tax and Customs compliance.

INDICATOR	BASELINE	TARGET 2023	TARGET 2024	TARGET 2025	DATA SOURCE
<b>Leading Indicator</b>					
% Increase in compliance	7%	7%	8%	8%	CIP - CPPU
<b>Contributing Indicator</b>					
% Decrease in non-filers	6%	7%	8%	9%	RPU database
% of taxable returns received with payment as a share of the total taxable returns received	91%	96%	97%	97%	RPU database
On-time registration rate	74%	90%	91%	92%	CIP - CPPU
VAT filing rate	89%	95%	96%	97%	CIP - CPPU
VAT on-time filing rate	74%	80%	81%	82%	CIP - CPPU
Business Tax annual filing rate	62%	70%	71%	72%	CIP - CPPU
Business Tax filing rate amongst new registrants	54%	60%	61%	62%	CIP - CPPU

Sub-Objective 1.3: Improve capacity, capability and efficiency in managing taxpayer debt.

**OUTCOME:** Effective and efficient debt management

INDICATOR	BASELINE	TARGET 2023	TARGET 2024	TARGET 2025	DATA SOURCE
<b>Leading Indicator</b>					
% Decrease in total collectible debt	14%	19%	24%	29%	Enforcement
<b>Contributing Indicator</b>					
% collection of new debts pursued within 3 months	18%	35%	40%	45%	Enforcement
% decrease in uncollectible debt	-28%	20%	25%	30%	Enforcement
Arrears recovered as a share of total arrears	21%	25%	30%	35%	Enforcement
% reduction in aged debt	17%	18%	20%	48%	Enforcement

Sub-Objective 1.4: Maintain a strong focus on fiscal and asset management and accountability.

**OUTCOME:** Improved accountability and transparency in management of assets and financial resources.

INDICATOR	BASELINE	TARGET 2023	TARGET 2024	TARGET 2025	DATA SOURCE
<b>OUTCOME:</b> A fully automated revenue administration.					
<b>Leading Indicator</b>					
Cost of collection					CPR
<b>Contributing Indicator</b>					
ICT investment as a % of total budget	2.6%	2.6%	2.6%	2.6%	Finance
<b>Contributing Indicator</b>					
Number of ICT initiatives implemented	4	4	4	4	IT
% of budget used	70.0	72.7	73.7	75.7	Finance
% of projects completed within timeframe	63%	70%	75%	77%	CPPU/Finance
% of planned internal audits completed	NEW	80%	80%	80%	Internal Audit

Sub-Objective 1.5: Explore the use of IT to improve internal efficiencies.

**OUTCOME:** A fully automated revenue administration.

INDICATOR	BASELINE	TARGET 2023	TARGET 2024	TARGET 2025	DATA SOURCE
<b>Leading Indicator</b>					
ICT investment as a % of total budget	2.6%	2.6%	2.6%	2.6%	Finance
<b>Contributing Indicator</b>					
Number of ICT initiatives implemented	4	4	4	4	IT

## Sub-Objective 1.6: Implement the Results Based Management Framework.

**OUTCOME:** Improved SRC performance across all Divisions.

INDICATOR	BASELINE	TARGET 2023	TARGET 2024	TARGET 2025	DATA SOURCE
<b>Leading Indicator</b>					
% of organizational targets achieved	57%	-	-	80%	CPR
<b>Contributing Indicator</b>					
% of staff on PC	100%	100%	100%	100%	HR
% of staff PC submitted on time	80%	85%	90%	95%	HR
% of production reports submitted on time	NEW	80%	85%	90%	CPR

**STRATEGIC OBJECTIVE 2:** Empower and enable all taxpayers to timely meet their obligations through innovative processes and trade facilitation initiatives.

**Sub-Objective 2.1:** Design and implement proactive, innovative and targeted education and awareness programs.

**OUTCOME:** Knowledgeable and compliant taxpayers and traders.

INDICATOR	BASELINE	TARGET 2023	TARGET 2024	TARGET 2025	DATA SOURCE
<b>Leading Indicator</b>					
% Increase in compliance	7%	7%	8%	8%	CPPU - CIP
<b>Contributing Indicator</b>					
% reduction in misclassification of goods	6%	6%	7%	8%	Customs
% reduction in cases referred to the Amendment & Query	5%	6%	7%	8%	Seaport Compliance

**Sub-Objective 2.2:** Diversify, expand and enhance service delivery and consistency in treatment of taxpayers / traders.

**OUTCOME:** Enhanced service delivery.

INDICATOR	BASELINE	TARGET 2023	TARGET 2024	TARGET 2025	DATA SOURCE
<b>Leading Indicator</b>					
% Achievement of Service Standards	78%	82%	84%	84%	TESD
Taxpayer satisfaction rate	NEW	60%	-	75%	TESD
<b>Contributing Indicator</b>					
Upward movement in the ranking in Paying Taxes Indicator (World Bank)	36	-	-	32	CPR

Sub-Objective 2.3: Deliver secure and customized online services to meet taxpayer needs.

**OUTCOME:** Becoming a paperless organization.

INDICATOR	BASELINE	TARGET 2023	TARGET 2024	TARGET 2025	DATA SOURCE
<b>Leading Indicator</b>					
% Increase in use of online services	NEW	10%	20%	30%	TESD
<b>Contributing Indicator</b>					
% reduction in the number of taxpayers requiring a visit to SRC offices (% of base)	NEW	5%	10%	15%	TESD

Sub-Objective 2.4: Develop and implement new initiatives to promote trade facilitation.

**OUTCOME:** Faster clearance and release of goods in compliance with international standards.

INDICATOR	BASELINE	TARGET 2023	TARGET 2024	TARGET 2025	DATA SOURCE
<b>Leading Indicator</b>					
% of BOEs assessed within 24 hours	NEW	80%	82%	85%	Entry Processing – Seaport / Airport Cargo
<b>Contributing Indicator</b>					
% Achievement of Customs Service Standards	NEW	82%	84%	84%	TESD

STRATEGIC OBJECTIVE 3: Enhance border security and strengthen detection to proactively identify criminal activities.

Sub-Objective 3.1: Increase security and agility in the international flow of goods and persons.

**OUTCOME:** Increased security at the border.

INDICATOR	BASELINE	TARGET 2023	TARGET 2024	TARGET 2025	DATA SOURCE
<b>Leading Indicator</b>					
% Decrease in number of cases involving illicit goods detected at the border.	NEW	10%	20%	30%	Examination Seaport / Airport
<b>Contributing Indicator</b>					
Compliance of yacht industry (subject to national policy being in place).	NEW	50%	75%	100%	Inland Revenue
% reduction in non-declaration of goods.	NEW	6%	7%	8%	Customs

Sub-Objective 3.2: Undertake a thorough analysis and review of Customs valuation procedures.

**OUTCOME:** Knowledgeable and well-equipped Valuation Unit within Customs.

INDICATOR	BASELINE	TARGET 2023	TARGET 2024	TARGET 2025	DATA SOURCE
<b>Leading Indicator</b>					
% reduction in under-valuation of goods.	NEW	6%	7%	8%	Customs
<b>Contributing Indicator</b>					
Number of staff trained in valuation methods / procedures.	NEW	10	10	10	HRD

Sub-Objective 3.3: Develop partnerships to promote a whole-of-government approach to improve border management.

**OUTCOME:** National coordinated effort towards border management.

INDICATOR	BASELINE	TARGET 2023	TARGET 2024	TARGET 2025	DATA SOURCE
<b>Leading Indicator</b>					
Number of MOUs signed	NEW	3	-	-	TESD
<b>Contributing Indicator</b>					
No. of activities organized alongside partners.	NEW	5	10	15	Customs

**STRATEGIC OBJECTIVE 4:** Improve efficiency and enhance compliance with our international commitments.

Sub-Objective 4.1: Expand partnerships with foreign governments and international organizations to address global tax and customs compliance concerns.

**OUTCOME:** Coordinated international effort towards tax and customs compliance concerns .

INDICATOR	BASELINE	TARGET 2023	TARGET 2024	TARGET 2025	DATA SOURCE
<b>Leading Indicator</b>					
Peer review rating - EOIR	Partially compliant	-	-	Compliant	International Tax
Peer review rating – AEOI-CRS	Non-compliant	-	-	Compliant	International Tax
<b>Contributing Indicator</b>					
% of CRS XML files accepted by exchanging partners	26%	60%	75%	80%	International Tax
% of correspondence from external counterparts replied to within the specified due date	NEW	90%	90%	95%	International Tax

## Sub-Objective 4.2: Strengthen our Exchange of Information capabilities.

**OUTCOME:** Compliant to international obligations.

INDICATOR	BASELINE	TARGET 2023	TARGET 2024	TARGET 2025	DATA SOURCE
<b>Leading Indicator</b>					
% of responses for EOIR within the set standard of 90 days	95%	95%	95%	95%	International Tax
<b>Contributing Indicator</b>					
No. of audit reviews conducted for CRS	NEW	-	15	20	International Tax
No. of field visits conducted for CRS.	NEW	20	25	20	International Tax

## Sub-Objective 4.3: Implement the National AML / CFT Strategy.

**OUTCOME:** Increased staff awareness to improve detection of ML.

INDICATOR	BASELINE	TARGET 2023	TARGET 2024	TARGET 2025	DATA SOURCE
<b>Leading Indicator</b>					
% of requests received from and responded to other law enforcement agencies (inbound requests).	90%	92%	94%	95%	Intelligence
No. of referrals with other law enforcement agencies (outbound information).	5	7	9	11	AML Technical Committee
<b>Contributing Indicator</b>					
No. of awareness sessions conducted with staff.	NEW	3	2	2	AML Technical Committee

## STRATEGIC OBJECTIVE 5: Cultivate a well-equipped, resilient, committed and engaged workforce to further improve public trust.

### Sub-Objective 5.1: Enhance efforts to provide targeted development and training to close skill gaps and to ensure the nurturing of a results-oriented performance culture.

**OUTCOME:** Committed, competent and high performing workforce.

INDICATOR	BASELINE	TARGET 2023	TARGET 2024	TARGET 2025	DATA SOURCE
<b>Leading Indicator</b>					
% of staff achieving 80% and above in appraisals.	NEW	60%	70%	75%	HR
<b>Contributing Indicator</b>					
Staff retention rate	NEW	96%	98%	98%	HR

## Sub-Objective 5.2: Enhance the succession planning and knowledge transfer processes.

**OUTCOME:** Increased staff knowledgeable and institutional memory.

INDICATOR	BASELINE	TARGET 2023	TARGET 2024	TARGET 2025	DATA SOURCE
<b>Leading Indicator</b>					
Full implementation of the Succession Plan by December 2023.	N/A	December	-	-	HR
<b>Contributing Indicator</b>					
No. of staff identified and trained as potential leaders.	NEW	40	30	20	HR

## Sub-Objective 5.3: Identify means of improving staff wellbeing within SRC.

**OUTCOME:** Satisfied and motivated workforce.

INDICATOR	BASELINE	TARGET 2023	TARGET 2024	TARGET 2025	DATA SOURCE
<b>Leading Indicator</b>					
Employee satisfaction rate	NEW	80%	-	80%	HR
<b>Contributing Indicator</b>					
Number of social activities organized.	NEW	4	4	4	Social Committee
Number of team building activities organized.	NEW	3	3	3	HR

## Sub-Objective 5.4: Heighten integrity awareness to provide deterrent effect against fraud, waste and misconduct, and promote a greater understanding of the importance of a corruption-free SRC.

**OUTCOME:** Ethical and corruption-free organization.

INDICATOR	BASELINE	TARGET 2023	TARGET 2024	TARGET 2025	DATA SOURCE
<b>Leading Indicator</b>					
% decrease in number of cases of misconduct reported.	NEW	10%	20%	30%	HR
<b>Contributing Indicator</b>					
Number of sensitization activities conducted.	NEW	4	4	4	Internal Affairs

## Sub-Objective 5.5: Improve the SRC corporate image.

**OUTCOME:** Strengthened institutional image.

INDICATOR	BASELINE	TARGET 2023	TARGET 2024	TARGET 2025	DATA SOURCE
<b>Leading Indicator</b>					
% of taxpayers / traders that reflect a high level of trust and confidence in SRC	NEW	75%	-	80%	TESD
<b>Contributing Indicator</b>					
Completion of rebranding exercise by					

# CONCLUSION

This three-year document provides a blueprint for the SRC's plan in becoming a capable and efficient revenue administration. It lays down the strategies for providing the following:

- a high-quality customer service;
- effective compliance and debt management;
- enhanced border protection;
- compliance to international obligations;
- more committed and well equipped workforce; and
- improved corporate image.

This plan sets the tone for the SRC's future direction, and will be the foundation of all upcoming planning processes, including manpower planning and key projects.

We acknowledge that the achievement of all objectives described in this plan will be challenging, but we remain focused and dedicated despite certain constraints such as evolving technology, staffing, fiscal uncertainty, etc.



