

SRC 2014 – 2016 STRATEGIC PLAN

Strategic themes	Programs	Actions 2014	Indicators
<p>1. Improve voluntary compliance and facilitate trade</p>	<p>Develop and implement a comprehensive compliance strategy. Develop and implement a comprehensive risk-based compliance strategy—(I) service-oriented programs: “Help customers fulfil their obligations”</p> <p>a) Improve our service delivery</p>	<ol style="list-style-type: none"> i. Implement customer service strategy ii. Publish service standards iii. Monitor and measure service delivery performance iv. Complete the exercise to update client records v. Expand e-service facilities and electronic payment options vi. Decentralise services vii. Develop better coordination with other partner Government Agencies viii. Improve the performance of IT 	<ul style="list-style-type: none"> • % increase in voluntary compliance • % increase in customer satisfaction level • % of service standards met • % reduction in complaints • % increase in uptake of electronic services • % increase in fully IT supported operations • % in number of MOUs in force

	<p>b) Make it easier and cheaper</p>	<p>systems</p> <p>ix. Develop and introduce customised services</p> <p>x. Develop and implement programs/strategies to improve delivery of front line services</p> <p>xi. Provide more self service facilities at our offices</p> <p>xii. Monitor complaints</p> <p>xiii. Develop programmes for compliant taxpayers/traders</p> <p>xiv. Develop and implement communication channel strategy</p> <p>i. Improve use friendliness of e-service facilities</p> <p>ii. Pursue further simplification and facilitation of processes</p> <p>iii. Conduct focused customer satisfaction and compliance cost surveys</p> <p>iv. Build on /contribute to the one-stop shop concept</p> <p>v. Finalise the update and development of SOPs</p> <p>vi. Consolidate administrative aspects of revenue laws, regulations</p> <p>vii. Improve small taxpayer regime</p> <p>viii. Improve clarity of the law/regulations</p>	<ul style="list-style-type: none"> ● % increase in uptake of electronic services ● % in voluntary compliance ● % increase in taxpayer/traders benefitting from fast track systems ● % decrease in compliance cost ● % decrease in number of agencies clients needs to go/consult for SRC's purposes ● % reduction in request for rulings and general guidance ● % increase in number of rulings and general guidance issued ● % improve ranking in ease of doing business index
--	---	--	---

	<p>c) Design and implement education and assistance programs</p>	<p>i. Develop and execute training programs for partner agencies</p> <p>ii. Develop permanent educational programs for taxpayers</p> <p>iii. Initiate discussion with ministry of education to include tax topic in school curriculum</p> <p>iv. Enhance capacity of Provision of Advice and Taxpayer Education Units</p> <p>v. Enhance the use of creole language in educational materials/tools</p> <p>vi. Measure effectiveness of education program</p>	<ul style="list-style-type: none"> • % increase in taxpayer /traders population covered in education program • % increase in compliance rate • % reduction in errors in declarations • % reduction in enquiries / assistance requested
	<p>d) Consolidate partnership with Business community</p>	<p>i. Develop business partners outreach programs</p> <p>ii. Develop work plan for establishment of consultative committee</p> <p>iii. Enhance feedback/reporting mechanism</p> <p>iv. Improve credibility of SRC</p> <p>v. Introduce amendment and review process for private sector</p>	<ul style="list-style-type: none"> • % increase in partners involved in programs • % increase in participation in meetings • % increase in buy-ins on new policies and measures • % increase in response rate in surveys • % increase in Business community level of trust and confidence in SRC • Number of new laws or amendments consulted upon before implementation

	<p>d) Improve the legal framework</p>	<p>i. Improve the clarity of the law</p> <p>ii. Rationalizing or restructuring legal department functions</p> <p>iii. Enhance powers of SRC officers</p>	<ul style="list-style-type: none"> • % increase in number of rulings and general guidance issues • % reduction in dispute cases • % decrease in denied request for /access to information/access • % decrease in number of cases that did required outside interference
	<p>e) Design and implement a multi-year support service strategy, programs and annual plans</p>	<p>i. Conduct an independent Area Office needs assessment for current SRC's facilities and infrastructure</p> <p>ii. Implement a technical infrastructure unit to ensure regular maintenance and safe keeping of all facilities, equipment and infrastructure</p> <p>iii. Ensure the full execution of the 3 years investment program</p> <p>iv. Prepare annual budgets in coordination with HR and finance</p> <p>v. Review and adjust (if needed) resource allocation on permanent basis</p> <p>vi. Identify new needs in terms of equipments and facilities</p> <p>vii. Reduce working environment risks</p> <p>viii. Advocate and implement the approved health and safety policy</p> <p>ix. Provision of adequate office space</p>	<ul style="list-style-type: none"> • Final report of Area Office needs assessment • Full operation of technical unit • 50% reduction in infrastructure related complaints • % of equipment written off in less than the lifespan • % savings • 100% implementation of logistics expenses within Budget • % of infrastructure needs met within budget • % reduction of working environment related complaints from staff • % of workplace hazards resolved • % reduction of office over crowdedness.

<p>Develop a dynamic and professional workforce</p>	<p>Designing and implementing a comprehensive and predictive HR strategy</p>	<p>i. Conduct HR Gap analysis ii. Align organization needs with training needs iii. Devise policies to encourage staff to become specialist in specific fields iv. Design a comprehensive staff master file v. Design and conduct annual staff allocation exercise (including recruitment)</p>	<ul style="list-style-type: none"> • Report developed from HP gap analysis • Number of policies developed • % decrease in staff internal mobility
	<p>b) Increase employees competence skills and capability</p>	<p>i. Audit the annual HRD plan and budget against established learning pathways ii. Increase training cooperation with other Revenue administrations. iii. Develop a Training of Trainers strategy iv. Establish a clear comprehensive training evaluation system v. Set up a qualification enhancement program vi. Set guidelines to have short course (local & overseas) validated as potential credit units towards potential weight in a recognition of prior learning (RPL) endeavour vii. Set guideline for awarding scholarship</p>	<ul style="list-style-type: none"> • Development of HRD audit report • Increase in No. of staff following online courses • Developed training of trainers strategy • Implementation of qualification enhancement program • Development of courses validation criteria • Development of scholarship policy • Implementation of qualification enhancement program. • Development of courses validation criteria

	c) Enhance performance management	<ul style="list-style-type: none"> viii. Conduct a training needs identification exercise ix. Design and implement an initial training program for new recruits x. Design and implement on-going career training based on the needs xi. Measure the effectiveness of training programs (hot and cold evaluation) 	<ul style="list-style-type: none"> • Development of scholarship policy
	d) Promote career development	<ul style="list-style-type: none"> i. Set up a performance management working group ii. Develop strategies to establish a high performance culture within SRC. 	<ul style="list-style-type: none"> • Number of meetings held by PMS committee • Development of performance management strategy
	e) Manage change and adapt to change	<ul style="list-style-type: none"> i. Develop and implement Staff Recognition, Recruitment and Retention policy ii. Review and improve job descriptions iii. Review and improve Scheme of Service iv. Implement individual career development programs v. Develop the succession and retention policy 	<ul style="list-style-type: none"> • Development of recruitment and retention policy • % of job description revised • Development of revised scheme of service • % staff successfully complete the L&MDP
		<ul style="list-style-type: none"> I. Improve internal communication II. Develop the change management program to support the reform strategy III. Develop a Procedural Manual 	<ul style="list-style-type: none"> • Number of newly applied means of internal communication • % of staff trained and sensitize about change

	<p>f) Develop an integrity oriented working atmosphere</p>	<p>delineating clear, formal procedural collaborative working relationship between sections in SSD</p> <p>IV. Develop meeting calendar for SSD sections</p> <p>i. Measure the impact of the induction program.</p> <p>ii. Assess the trends in staff behaviour.</p> <p>iii. Enhance involvement of staff in integrity initiatives</p> <p>iv. Include integrity related target in all staff performance contract</p>	<ul style="list-style-type: none"> • % of integrity action plan completed • % reduction in integrity related cases involving staff • Number of staff participated in integrity related activities
<p>4. Promote good corporate governance</p>	<p>a) Develop strategic planning</p> <p>b) A performance oriented organization</p>	<p>i. Implement rolling strategic plan</p> <p>ii. Develop strategic planning skills</p> <p>iii. Strengthen corporate planning function</p> <p>iv. Enhance development of divisional action/operational plans and KPIs</p> <p>v. Develop program to promote stakeholders participation in strategic planning exercise</p> <p>i. Measure performance</p> <p>ii. Enhance performance management system</p> <p>iii. Cultivate a culture of productivity in staff</p>	<ul style="list-style-type: none"> • Number of strategic plans revised over the year • % achievement of strategic objectives met • % of 2014 business plan completed • % increase in target met • % increase in revenue collection

	c) Improve decision making	<ul style="list-style-type: none"> i. Develop broad-ranging business and management skills ii. Enhance overall corporate risk management iii. Develop business intelligence systems iv. Expand management information v. Improve sharing of information (internal and external) vi. Develop/Aquire financial reporting and analysis tools vii. Enhance internal control (data confirmation/validation exercise) viii. Build /Improve reporting mechanism 	<ul style="list-style-type: none"> • % increase in number of projects designed and executed by SRC with no or very little outside help • % reduction in relative operational cost • % reduction in reversal of decisions taken • % increase in decisions taken by middle level management • Success rate of new policies/measures introduced
	d) Ensure an effective use of resources	<ul style="list-style-type: none"> i. Improve budget planning and execution ii. Assess (Y- 1) budget execution iii. Introduce cost reduction measures/initiatives iv. Build resource management skills i. Develop framework to allocate resources wisely 	<ul style="list-style-type: none"> • % decrease in cost of operation • % of saving per heading of the budget • % decrease in wastage • % of projects completed within allocate budget • % of projects completed within planned budget
	e) Enhance Integrity	<ul style="list-style-type: none"> i. Assess overall impact of Ethic program, plans and internal controls ii. Identify emerging risks 	<ul style="list-style-type: none"> • % increase in staff required to declare their asset • % increase in number of reported

		<ul style="list-style-type: none">iii. Lobby for the introduction of anti corruption lawsiv. Introduce measure to enforce senior management commitment for fight against corruptionv. Develop anti corruption policy and guidelinesvi. Introduce measures to enhance accountability and transparencyvii. Sensitise staff on code of conduct	<p>integrity related cases</p> <ul style="list-style-type: none">• % decrease in corruption cases• % improvement of public perception of SRC image• Improved ranking of Seychelles (tax and customs) in international corruption index• Development of Anti Corruption Policy & Guideline• Development of Accountability & Transparency policy• No of sensitization workshops conducted
--	--	---	--

Strategic Objectives	Programs	Actions 2015	Key Performance Indicators
<p>1. Improve Voluntary Compliance and Facilitate Trade</p>	<p>Develop and implement a comprehensive compliance strategy. Develop and implement a comprehensive risk-based compliance strategy—(I) service-oriented programs: “Help customers fulfil their obligations”</p> <p>a) Improve our service delivery</p>	<ol style="list-style-type: none"> i. Start the process to be ISO 9001 certified ii. Benchmark service against best RA in the region and in the world iii. Review Customers Service strategy iv. Enhance IT service management v. Further decentralize SRC services vi. Introduce centralized operations vii. Evaluate complaint mechanism/procedure viii. Implement programme for compliant taxpayers/traders ix. Enhance interactivity of online/electronic facilities x. Revamp SRC’s website 	<ul style="list-style-type: none"> • % improvement in customer satisfaction in service delivery • SRC Ranking in the region and in the world • % improvement in service standard met • % reduction complaints received • % increase in fully IT supported operations • % in number of MOUs in force • % uptake of services from website • % increase in number of taxpayers/agents who benefitted with fast track services • increase in uptake of e-services

	b) Make it easier and cheaper	<ul style="list-style-type: none"> i. Enhance online /electronic services ii. Devise and implement measures to reduce taxpayers' compliance costs iii. Align procedures and processes with international best practices where applicable. iv. Streamline and simplify identified problematic processes, procedures and forms. v. Further enhance small taxpayer regime (micro businesses) vi. Continue to enhance clarity and remove complexity in revenue laws, regulations and policies. 	<ul style="list-style-type: none"> • % reduction in taxpayer's compliance costs • % increase in voluntary compliance • % increase in small taxpayer population in presumptive tax • % decrease in request for rulings and general guidance • % improvement in Client satisfaction level from enhanced services
	c) Design and implement education and assistance programs	<ul style="list-style-type: none"> i. Design and implement partnership programs with other facilitating government agencies ii. Implement permanent customize educational and refresher programs iii. Continue discussion with Ministry of Education for the inclusion of tax related subjects in the school curriculums. 	<ul style="list-style-type: none"> • % increase in taxpayer /traders population covered in education program • % increase in compliance rate • % reduction in errors in declarations • % reduction in enquiries / assistance requested
	d) Consolidate partnership with Business community	<ul style="list-style-type: none"> i. Continue with outreach programs ii. Set up consultative committee with private sector involvement iii. Introduce business forums 	<ul style="list-style-type: none"> • % increase in partners involved in programs • % increase in participation in meetings

	<p>c) Measure the outcomes of enforcement programs</p>	<p>iii. Assess and review Enforcement programs</p> <p>iv. Enhance cooperation with other international and national enforcement agencies</p> <p>v. Continue to build capacity of audit and enforcement</p> <p>vi. Enhance the use of exchange of information mechanisms (TIEAs & DTAs) with other countries</p> <p>vii. Source and implement a suitable intelligence database.</p> <p>viii. Enhance monitoring mechanism of enforcement section</p> <p>i. Measure and monitor Key Performance Indicators</p> <p>ii. Benchmarked performance against international best</p> <p>iii. Set up tax Gap unit</p>	<ul style="list-style-type: none"> • % decrease in repeated offenders • % increase in compliance • % in revenue collection from enforcement activities • % Targets met against set targets • % reduction in tax gap
<p>3. Enhance our business capacity</p>	<p>a) Strengthen our internal organization</p>	<p>i. Develop / Set up a document management system (moving towards a paperless environment).</p> <p>ii. Reduce span of control within SRC</p> <p>iii. Improve management of reforms initiative</p> <p>iv. Develop strategy to enhance enterprise management in SRC</p>	<ul style="list-style-type: none"> • % decrease in paper operation • % reduction on span of control; • % reduction in institutional risks

	b) Implement an integrated IT system	<ul style="list-style-type: none"> i. Modernise, maintain and further integrate ICT systems ii. Finalise the development of the MIS so senior management can extract specific information sourced across current systems. iii. Enhance IT systems security iv. Evaluate the current IT infrastructure in conjunction with DICT to see whether a thin client model would prove more reliable and reduce the 'total-cost-of-ownership' for SRC. 	<ul style="list-style-type: none"> • % increase in electronic exchange of information within SRC • % Increase in information that are exchange electronically • % of computer generated reports • % increase in automated processes • % reduction of total cost of ownership • % decrease in security system failure
	c) Improve business processes	<ul style="list-style-type: none"> i. Implement best practices ii. Identify opportunities to reduce revenue losses through process improvements and controls in key functions (compromises, waivers, write-offs, refunds, credits) iii. Devise and implement measures to improve the effectiveness of revenue-generating processes (collections and audits) 	<ul style="list-style-type: none"> • % of SOPs finalised • % reduction in time taken to carry operational tasks (flow of operation) • % reduction in revenue losses • % increase in revenue from collection and audit
	d) Improve the legal framework	<ul style="list-style-type: none"> i. Develop legal strategy ii. Revise /amend /update respective revenue laws in line with international commitments 	<ul style="list-style-type: none"> • % reduction in dispute cases

	<p>e) Design and implement a multi-year support service strategy, programs and annual plans</p>	<p>iii. Harmonise/consolidate tax and customs laws, regulations, administrative guidelines and procedures to the greatest extent possible to remove unnecessary bureaucracy Adopt internationally agreed standards/conventions</p> <p>iv. Maintain a good liaison with the parent Ministry to ensure consistency between the policy and administration of the revenue laws.</p> <p>v. Ensure discretionary power allowed under revenue laws are supported by clear guidelines.</p> <p>i. Enhance the internal service delivery aligning it to the SRC strategic plans</p> <p>ii. Develop a competent logistics and resources control mechanism/manual</p> <p>iii. Enhance and control the transportation service delivery</p>	<ul style="list-style-type: none"> • % of equipment written down in less than the lifespan • % savings • Success of Budget execution • % of infrastructure needs met within budget
<p>4. Design a dynamic and professional workforce</p>	<p>a) Designing and implementing a comprehensive and predictive HR strategy</p>	<p>i. Complete the revision and development exercise of all HR policies</p> <p>ii. Develop and roll out sensitization program for staff of new / revised policies</p> <p>iii. Implement all HR policies</p>	<ul style="list-style-type: none"> • Number of policies revised • No of sensitization workshops conducted • No of policies being used as supporting documents • % reduction in staff dispute with

	<p>b) Improve resource allocation</p> <p>c) Increase employees competence, skills and capability</p>	<p>i. Align organization needs with existing resources</p> <p>ii. Develop and implement measure and strategies to fill the organisation gap</p> <p>iii. Devise strategy to keep staff where they have expertise and are required based on organization needs</p> <p>i. Review and update the HRD 3 year strategic plan and action plan.</p> <p>ii. Enforce e-learning</p> <p>iii. Seek and promote most cost effective and efficient training models</p> <p>iv. Develop an interactive training resource bank/database for SRC intranet</p>	<p>HR</p> <ul style="list-style-type: none"> • % reduction in cases sent to PSAB • % reduction in cases lost at PASB • % of SRC needs not met • % decrease in staff internal mobility • No of specialist post identified <ul style="list-style-type: none"> • % of SRC needs not met • % decrease in staff internal mobility <ul style="list-style-type: none"> • % of successfully implemented HR programs • % Increase in No. of staff following online courses • % increase in trainers • % reduction in amount spent on training • 60% of in-house by SRC trainers training implemented • % increase in in-house training • 70% increase in staff meeting post requirement • 50% reduction in cost of
--	--	---	--

	<p>d) Enhance performance management</p>	<p>i. Introduce a comprehensive performance management system</p> <p>ii. Implement IT based monitoring system</p> <p>iii. Develop and implement strategies to address poor performance areas</p>	<p>consultant and overseas short course training</p> <ul style="list-style-type: none"> • % increase in passing/completion of courses • Training resource bank placed on MIS and updated regularly • % of staff file record automatically
	<p>e) Promote career development</p>	<p>i. Implement succession plan</p> <p>ii. Implement Staff Recognition and Retention Program</p> <p>iii. Develop promotion policy</p> <p>iv. Develop a structured Leadership and management development programme.</p> <p>vi. Measure the effectiveness of the succession and retention programs</p>	<ul style="list-style-type: none"> • % increase in performance contract targets met • % of operation It monitored • No of employees following performance improvement programs <ul style="list-style-type: none"> • % increase in staff reaching the level as per succession plan • % reduction in staff turnover • % increase in staff with long year of service • % increase in internal promotion • 90% staff successfully complete the L&MDP
	<p>f) Manage change and adapt to change</p>	<p>i. Formulate a business development strategy</p>	<ul style="list-style-type: none"> • Number of innovative ideas from staff / Number of new way

	<p>g) Develop an integrity oriented working atmosphere</p>	<ul style="list-style-type: none"> ii. Develop strategies to promote / encourage innovations/ new ideas within SRC iii. Develop and implement change management training program. iv. Develop an effective change management strategy i. Develop and implement integrity strategy ii. Enhance corporate social responsibility iii. Promote Ethical and integrity through capacity building programmes as ongoing contribution to shape employee expectation, behaviour & attitude. 	<ul style="list-style-type: none"> • % of staff trained/ sensitize about change • % programs implemented without or with little staff support • % of integrity action plan completed • % increase in corporate social responsibility activities participated in / initiated • % improvement in staff perception of SRC • % reduction in integrity related cases involving staff
--	---	--	---

5. Promote Good Governance	a) Develop strategic planning	<ul style="list-style-type: none"> i. Review the strategic direction of SRC (including the vision, mission statement, strategic objectives) ii. Introduce a 5 year rolling strategic plan for SRC iii. Set up the SRC board 	<ul style="list-style-type: none"> • Number of strategic plans revised over the year • % achievement of strategic objectives met
	b) A performance oriented organization	<ul style="list-style-type: none"> i. Benchmark SRC's performance against other revenue administration ii. Participation in international benchmarking initiatives iii. Develop an ongoing programmed of organizational reforms iv. Enhance the performance management system (PMS) across SRC v. Continuously enhance reporting and develop performance measurement. vi. Fully implement Performance Budget Based Management 	<ul style="list-style-type: none"> • % increase in target met • % increase in revenue collection • % increase in number of projects designed and executed by SRC with no or very little outside help • % in relative operational cost • No of refresher courses conducted for appraisers • % of PCs reviewed • % of PCs Developed for new recruits
	c) Improve decision making	<ul style="list-style-type: none"> i. Risk map all core business areas (It security, data integrity, ethics, resource management, operations and measurement tools). ii. Enhance communication between sections within SRC iii. Encourage staff participation in decision making iv. Strengthen Statistic/Revenue Unit 	<ul style="list-style-type: none"> • % reduction in reversal of decisions taken • % increase in decisions taken by middle level management • Success rate of new policies/measures introduced

	d) Ensure an effective use of resources	<ul style="list-style-type: none"> i. Develop and implement a cost reduction program ii. Undertake large scale office rationalization programmed (better use of limited space (2014/2015) iii. Improve assets and resource management skills iv. Research and put in place the latest IT recycling techniques. 	<ul style="list-style-type: none"> • % decrease in cost of operation • % of saving per heading of the budget • % decrease in wastage • % of projects completed within allocate budget
	e) Enhance integrity	<ul style="list-style-type: none"> i. Initiate the setting up internal affairs unit ii. Put in place legal framework to combat integrity issues iii. Conduct independent assessment of corruption within SRC iv. Enhance commitment of senior/management for fight against corruption v. Lead wider public sector anti corruption /integrity initiatives. vi. Participate in international anti corruption /integrity initiatives vii. Develop codes of conduct for the private sector and general public. viii. Fully adopt the Revised Arusha Declaration (RAD) 	<ul style="list-style-type: none"> • % increase in staff required to declare their asset • % increase in number of reported integrity related cases • % decrease in corruption cases • % improvement of public perception of SRC image • Improved ranking of Seychelles (tax and customs) in international corruption index

STRATEGIC OBJECTIVES	PROGRAMS	ACTIONS 2016	KEY PERFORMANCE INDICATORS
<p>1. Improve Voluntary Compliance and Facilitate Trade</p>	<p>Develop and implement a comprehensive compliance strategy. Develop and implement a comprehensive risk-based compliance strategy—(I) service-oriented programs: “Help customers fulfil their obligations”</p> <p>a) Improve our service delivery</p>	<ul style="list-style-type: none"> i. Finalise process to be ISO 9001 certification ii. Improve ranking in the region and in the world iii. Assess effectiveness of Customers Service strategy iv. Deploy more information delivery models v. IT service management fully operational vi. Enhance services and facilities at decentralize locations vii. Fully centralized operations viii. Evaluate complaint mechanism/procedure 	<ul style="list-style-type: none"> • % improvement in customer satisfaction in service delivery • SRC Raking in the region and in the world • % of work completed in the plan to be ISO certified. • % improvement in service standard met • % reduction complaints received • % increase in fully IT supported operations • % in number of MOUs in force • % increase in number of

	<p>b) Make it easier and cheaper</p>	<p>ix. Enhance and introduce more programme for compliant taxpayers/traders</p> <p>x. Further enhance interactivity of online/electronic facilities</p> <p>i. Further enhance online /electronic services</p> <p>ii. Measure compliance costs following introduction of measures</p> <p>iii. Continue to align procedures and processes with international best practices where applicable.</p> <p>iv. Continue to streamline and simplify processes, procedures and forms.</p> <p>v. Continue to enhance clarity and remove complexity in revenue laws, regulations and policies.</p>	<p>taxpayers/agents who benefitted with fast track services</p> <ul style="list-style-type: none"> • increase in uptake of e-services • % reduction in taxpayer's compliance costs • % increase in voluntary compliance • % increase in small taxpayer population in presumptive tax • % decrease in request for rulings and general guidance • % improvement in Client satisfaction level from enhanced services
	<p>c) Design and implement education and assistance programs</p>	<p>i. Assess effectiveness of partnership programs with other facilitating government agencies</p> <p>ii. Assess effectiveness of permanent customize educational and refresher programs</p> <p>iii. Launch program with Ministry of Education for the inclusion of tax related subjects in the school curriculums.</p> <p>iv. Develop permanent training program for</p>	<ul style="list-style-type: none"> • % increase in taxpayer /traders population covered in education program • % increase in compliance rate • % reduction in errors in declarations • % reduction in enquiries / assistance requested • % increase in partners involved in programs

	<p>d) Consolidate partnership with Business community</p>	<p>brokers and agents</p> <p>i. Assess effectiveness of consultative committees</p> <p>ii. Expand outreach of business forums</p> <p>iii. Launch of taxpayer day/ award</p>	<ul style="list-style-type: none"> • All developed training programmes for brokers and agents and partner agencies validated and standardized • % increase in participation in meetings • % increase in buy-ins on new policies and measures • % increase in response rate in surveys • % increase in Business community level of trust and confidence in SRC
<p>2. Improve detection and sanction of all forms of tax evasion and smuggling</p>	<p>Develop and implement a comprehensive risk-based compliance strategy—(II) enforcement programs.</p> <p>a) Develop the selectivity of enforcement activities</p>	<p>vii. Procured and introduce more detection equipments and tools.</p> <p>viii. Measure outcome of IT based case selection tools</p> <p>ix. Further strengthen enforcement programs and risk management</p> <p>x. Continue to enhance data gathering and cross-checking operation</p>	<ul style="list-style-type: none"> • Success rate of cases from intelligence programs • % increase in risk based cases • % increase in cases selected based on profiling of taxpayers

	<p>b) Improve the effectiveness and productivity of enforcement activities</p>	<p>i. Further enhance the risk coverage and update risk mapping</p> <p>ii. Further enhance profiling and intelligence function</p> <p>iii. Monitor Enforcement programs</p>	<ul style="list-style-type: none"> • % increase in detection in tax evasion and smuggling • No of MOUs in force • % decrease in arrears • % decrease in repeated offenders • % increase in compliance • % in revenue collection from enforcement activities
	<p>c) Measure the outcomes of enforcement programs</p>	<p>i. Measure and monitor Key Performance Indicators</p> <p>ii. Benchmarked performance against international best</p> <p>iii. Strengthen tax Gap unit</p> <p>iv. Conduct tax gap analysis</p>	<ul style="list-style-type: none"> • % Targets met against set targets • % reduction in tax gap
<p>3. Enhance our business capacity</p>	<p>a) Strengthen our internal organization</p>	<p>i. Move towards a paperless environment</p> <p>ii. Enhance enterprise management in SRC</p>	<ul style="list-style-type: none"> • % decrease in paper operation • % reduction on span of control; • % reduction in institutional risks
	<p>b) Implement an integrated IT system</p>	<p>i. Fully integrate ICT systems</p> <p>ii. Launch the management Information system</p> <p>iii. Introduce improved IT security systems</p> <p>iv. Introduce a thin client model and further reduce the 'total-cost-of ownership' for SRC.</p>	<ul style="list-style-type: none"> • % increase in electronic exchange of information within SRC • % Increase in information that are exchange electronically • % of computer generated reports • % increase in automated processes • % reduction of total cost of

	<p>c) Improve business processes</p>	<p>i. Implement further measures to reduce revenue losses through process improvements and controls in key functions (compromises, waivers, write-offs, refunds, credits)</p> <p>ii. Introduce further measures to improve the effectiveness of revenue-generating processes (collections and audits)</p> <p>ii. Assess effectiveness of SOPs and revise where</p>	<p>ownership</p> <ul style="list-style-type: none"> • % decrease in security system failure • % of SOPs finalised • % reduction in time taken to carry operational tasks (flow of operation) • % reduction in revenue losses • % increase in revenue from collection and audit
	<p>d) Improve the legal framework</p>	<p>i. Introduce international standards in revenue laws where necessary</p> <p>ii. Continue to adopt internationally agreed standards/conventions</p>	<ul style="list-style-type: none"> • % reduction in dispute cases
	<p>e) Design and implement a multi-year support service strategy, programs and annual plans</p>	<p>i. Acquire new, spacious and more conducive premises for SRC</p> <p>ii. Review strategy</p>	<ul style="list-style-type: none"> • % of equipment written down in less than the lifespan • % savings • Success of Budget execution • % of infrastructure needs met within budget

4. Design a dynamic and professional workforce	a) Designing and implementing a comprehensive and predictive HR strategy	i. Asses effectiveness of policies and review where necessary	<ul style="list-style-type: none"> • Number of policies implemented /Total • % of staff sensitized about policies • % increase in clarity in application of HR policies • % reduction in staff dispute with HR • % reduction in cases sent to PSAB • % reduction in cases lost at PASB
	b) Improve resource allocation	i. Continue to align organization needs with existing resources ii. Measure gap	<ul style="list-style-type: none"> • % of SRC needs not met • % decrease in staff internal mobility
	c) Increase employees competence, skills and capability	i. Measure outcome success of e-learning and expand e-learning platform ii. Implement the most cost effective and efficient training models ii. Launch interactive training resource bank/database for SRC intranet and measure effectiveness	<ul style="list-style-type: none"> • % Increase in No. of staff following online courses • % increase in trainers • % reduction in amount spent on training • % increase in in-house training

	d) Enhance performance management	<ul style="list-style-type: none"> i. Assess and review performance management system ii. Assessment outcome of IT based monitoring system ii. Assess and revise strategies to address poor performance areas 	<ul style="list-style-type: none"> • % increase in performance contract targets met • % of operation It monitored
	e) Promote career development	<ul style="list-style-type: none"> i. Evaluate and measure progress of succession plan ii. Assess and revise Staff Recognition and Retention Program ii. Implement promotion policy v. Implement structured Leadership and management development programme. 	<ul style="list-style-type: none"> • % increase in staff reaching the level as per succession plan • % reduction in staff turnover • % increase in staff with long year of service • % increase in internal Promotion • % staff successfully complete the L&MDP
	f) Manage change and adapt to change	<ul style="list-style-type: none"> i. Further enhance communication with staff (top to bottom) ii. Build positive leadership ii. Further develop management/employee relationship building activity. v. Continue to providing appropriate support and management skills to staff v. Adopt change management model 	<ul style="list-style-type: none"> • Number of innovative ideas from staff / Number of new way • % of staff trained/ sensitize about change • % programs implemented without or with little staff support

	d) Ensure an effective use of resources	<ul style="list-style-type: none"> ii. Implement further cost reduction measures iii. Further Improve assets and resource management skills iv. Improve framework to allocate resources wisely 	<ul style="list-style-type: none"> • % decrease in cost of operation • % of saving per heading of the budget • % decrease in wastage • % of projects completed within allocate budget • Infrastructures supporting Lifelong learning culture fully established
	e) Enhance integrity	<ul style="list-style-type: none"> i. Setting up internal affairs unit ii. Enforce legal framework to combat integrity issues iii. Publish independent assessment of corruption within SRC iv. Continue to enhance commitment of senior/ management for fight against corruption v. Continue to leadwider public sector anti corruption /integrity initiatives. vi. Participate in more international anti corruption /integrity initiatives vii. Launch codes of conduct for the private sector and general public. 	<ul style="list-style-type: none"> • % increase in staff required to declare their asset • % increase in number of reported integrity related cases • % decrease in corruption cases • % improvement of public perception of SRC image • Improved ranking of Seychelles (tax and customs) in international corruption index