

# SARS Corporate Plan 2009/10

## DELIVERY PRIORITY AREAS

PRIORITY 1	PRIORITY 2	PRIORITY 3	PRIORITY 4	PRIORITY 5	PRIORITY 6
<p><b>SECURE THE REVENUE</b></p> <ul style="list-style-type: none"> <li>Define a specific Revenue Management Programme</li> <li>Undertake measures to expand the tax base</li> <li>Focus on the provisional payments of medium businesses</li> <li>Implement Presumptive Tax for micro businesses</li> <li>Develop legislation to enhance SARS' administrative capabilities and collection mechanisms</li> <li>Scale up the electronic payment systems</li> <li>Continue to ensure that SARS' credibility as a tax and customs administration is enhanced</li> </ul>	<p><b>STRENGTHEN COMPLIANCE</b></p> <ul style="list-style-type: none"> <li>Develop a Compliance Programme</li> <li>Continue the work on compliance risk rules and engines using 3rd party data</li> <li>Improve the completeness, currency and integrity of the tax and trader register</li> <li>Advance the work towards simplifying registration and single registration</li> <li>Within the Large Business Centre (LBC), a special focus is to be placed on the areas of tax avoidance, transfer pricing and reportable arrangements</li> <li>The High Net Worth Individual (HNWI) unit to be re-focused and appropriately resourced</li> <li>Tightening VAT registration</li> <li>Encourage compliance through implementing new systems for administrative penalties</li> <li>Focus on the management of debt and the reduction of outstanding returns</li> <li>Develop and implement integrated enforcement case management and tracking</li> <li>Improve detection of and enhance response to commercial fraud</li> </ul>	<p><b>IMPROVE BORDER MANAGEMENT AND PROTECTION</b></p> <ul style="list-style-type: none"> <li>Contribute towards government's strategy for a border management agency</li> <li>Prepare and implement measures for the Confederation Cup in 2009</li> <li>Prepare for the World Cup in 2010</li> <li>Commence the modernization of customs' business processes and technology systems</li> <li>Introduce a new customs operating model, where risk management lies at the heart of the customs operation</li> <li>Enhance human capacity in critical areas and develop customs core technical skills</li> <li>Streamline customs operations, through setting up a centralized processing hub and relocating other units on clearance at first port, MDP service and post clearance audits</li> <li>Address accreditation and trader registration</li> </ul>	<p><b>IMPROVE OPERATIONS MANAGEMENT AND PRODUCTIVITY</b></p> <ul style="list-style-type: none"> <li>Develop a standard measurement and monitoring backbone, supporting enhanced performance management and reporting at all levels, for furthering productivity</li> <li>Promote the use of electronic channels for all interactions with taxpayers, to support more rapid processing and reduce capturing errors in processing</li> <li>Develop tools enabling efficiency gains, such as audit tools and enhanced case management</li> </ul>	<p><b>ENSURE IMPROVED SERVICE</b></p> <ul style="list-style-type: none"> <li>Work together with other government role players towards a single integrated business registration system, to reduce the cost of doing business in South Africa</li> <li>Revise SARS' service and channel strategy, following enhancements to service offerings, particularly those relating to PIT</li> <li>Continue focus on service delivery through improved contact centre facilities, processes and resolution of client queries</li> <li>Update SARS service standards and expand the standards to cover new service offerings</li> <li>Use the segmented approach to develop differentiated service offerings to identified customer segments</li> <li>Create capacity and capability to speed up the resolution of service queries and complaints</li> <li>Enhance the skill level of staff working in the front offices and service areas of tax and customs</li> </ul>	<p><b>FIX THE BASIC LEGACY SYSTEMS</b></p> <ul style="list-style-type: none"> <li>Initiate a project to accelerate the clearing of existing records in tax and trader registers</li> <li>Develop new processes and systems for registration, with built in quality checks (consistency and completeness) for capturing and updating records</li> <li>Initiate a project to clean taxpayer account information</li> <li>Develop an account management system that promotes the integrity of account information</li> </ul>
<p><b>Divisional Plans supporting Priority 1:</b></p> <p>Revenue Planning &amp; Analysis, Taxpayer Services, LBC, BEADS, Customs, Enforcement and Risk, Modernization &amp; Technology, LAPD</p>	<p><b>Divisional Plans supporting Priority 2:</b></p> <p>Enforcement and Risk, Taxpayer Services, BEADS, LBC, Customs, Modernization &amp; Technology, LAPD</p>	<p><b>Divisional Plans supporting Priority 3:</b></p> <p>Customs, Modernization and Technology</p>	<p><b>Divisional Plans supporting Priority 4:</b></p> <p>Modernization and Technology</p>	<p><b>Divisional Plans supporting Priority 5:</b></p> <p>Strategic Services, Modernization and Technology, TPS</p>	<p><b>Divisional Plans supporting Priority 6:</b></p> <p>Modernization and Technology, TPS, ESE</p>

## ENABLING AND ADVISORY PRIORITY AREAS

ENABLING PRIORITY 1	ENABLING PRIORITY 2	ENABLING PRIORITY 3	ENABLING PRIORITY 4	ENABLING PRIORITY 5
<p><b>IMPROVE GOVERNANCE</b></p> <ul style="list-style-type: none"> <li>Implement an early warning system for governance, risk and compliance (GRC)</li> <li>Extend implementation of Enterprise Risk Management in critical business areas</li> <li>Enhance regulatory and business compliance</li> <li>Improve information security</li> <li>Improve physical security of SARS' offices</li> <li>Prepare for the implementation of Generally Recognised Accounting Principles (GRAP)</li> <li>Develop an integrity promotion framework and plan for SARS</li> </ul>	<p><b>DEVELOP HUMAN CAPABILITY</b></p> <ul style="list-style-type: none"> <li>Implement a Human Capital Planning system and process to identify current and future skills requirements, to meet changing business requirements and to inform Talent Management</li> <li>Implement a Learning and Development strategy, to develop human capital that delivers on SARS' priorities (securing revenue, strengthening compliance, improving border protection and management and ensuring improved services)</li> <li>Implement a focused leadership development process, to ensure organisational sustainability through capable management</li> <li>Implement an Inclusive Employer Value Proposition</li> <li>Transform culture by embedding SARS values, to support business enhancing behaviour, through a focused Employee Engagement programme</li> <li>Enhanced Human Resource Information systems, to ensure the integrity of data integrity to support decision making and consolidate new operating model</li> </ul>	<p><b>PROCEED WITH MODERNISATION</b></p> <ul style="list-style-type: none"> <li>Further improve both the PAYE and PIT systems</li> <li>Continue to focus on service delivery through improved contact centre facilities</li> <li>Commence the multi-year customs modernisation programme, with a strong emphasis on operationalising risk management within the end-to-end Customs processes</li> <li>Build on the successes achieved over the last two years in the Risk Programme</li> <li>Increase the use of third party data, with multiple benefits including augmenting the degree of pre-population of returns, reducing manual errors and improving customer service and compliance</li> <li>Develop systems for more effective management of taxpayer/trader accounts and related payments</li> <li>Commence work on modernising other business tax systems (e.g. Corporate Income Tax and VAT Risk Management)</li> </ul>	<p><b>PURSUe SEGMENTATION STRATEGY</b></p> <ul style="list-style-type: none"> <li>Continue the segmentation research with a view to developing differentiated responses for each of the customer segments</li> <li>Using the segmentation research, develop more focused enforcement interventions to address compliance risk, appropriately</li> <li>Commence the establishment of customer segment units for small businesses and tax practitioners</li> <li>Reorganisation of the Large Business Centre, based on better understanding of needs and behaviours of large companies</li> <li>Develop and launch dedicated compliance programme for High Net Worth Individuals</li> </ul>	<p><b>CONSOLIDATE THE NEW OPERATING MODEL</b></p> <ul style="list-style-type: none"> <li>Develop a standard measurement and monitoring backbone, supporting enhanced revenue and performance management and reporting at all levels, based on the enterprise accountability matrix</li> <li>Continue the work to institutionalise the new operating model through refining and aligning functions, accountabilities and capacity</li> <li>Complete people placement against the leadership model in alignment with the new operating model</li> </ul>
<p><b>Divisional Plans supporting Enabling Priority 1:</b></p> <p>Customs, Enforcement and Risk, LAPD, Governance and Risk, Financial Management</p>	<p><b>Divisional Plans supporting Enabling Priority 2:</b></p> <p>Human Resources</p>	<p><b>Divisional Plans supporting Enabling Priority 3:</b></p> <p>Modernization and Technology, Customs, TPS, BEADS, Enforcement, LAPD</p>	<p><b>Divisional Plans supporting Enabling Priority 4:</b></p> <p>Segmentation and Research, LAPD, BEADS, LBC, Strategic Services, Human Resources</p>	<p><b>Divisional Plans supporting Enabling Priority 5:</b></p> <p>Enforcement, Taxpayer Services, BEADS, Customs, Modernization and Technology</p>