IRBM
CORPORATE PLAN 2021 - 2025

TOGETHER WE DEVELOP THE NATION

IRBM
CORPORATE PLAN
2021 - 2025

Prepared by:
Strategic Management Division
Tax Research Department
Inland Revenue Board of Malaysia

NAVIGATION MAP
INLAND REVENUE BOARD
MALAYSIA


LHDN
MALAYSIA
LEADING TAX ADMINISTRATOR
SHARED PROSPERITY VISION
2030
2025
2024
2023
2022
2021
2020
Strive Beyond Boundaries
EMBRACING NEW CHALLENGE, NEW PARADIGM
2019
2018
2017
2016
Moving Together Towards Excellence
Soaring To Greater Expectations
We Can Do It
Synergy Beyond Boundaries

IRBM TAXPAYER ROADMAP

(PLEASE REFER TO ATTACHMENT)

CONTENTS

MESSAGE FROM THE SECRETARY GENERAL OF TREASURY, MINISTRY OF FINANCE MALAYSIA

Assalamualaikum Warahmatullahi Wabarakatuh and Salam Sejahtera.

Alhamdullilah, I am grateful to Allah SWT for His permission and blessings, with which the IRBM Corporate Plan 2021-2025 Book is successfully published. I wish to convey my heartfelt congratulations and commendation to all Hasilians on their diligence and hard work to produce this IRBM Corporate Plan 2021-2025 Book. I believe, as a high-performing agency, IRBM remains highly relevant in line with current changes and is able to meet the expectations of important parties, stakeholders and clients.

The Ministry of Finance Malaysia, as the core strategic leader of the nation's financial and economic success, has planned various strategies and implemented focused initiatives in order to spur the nation's economic momentum which was stalled due to the Covid-19 pandemic. In its effort to empower and regenerate the economy, of course IRBM has to play a bigger and more important role as the direct tax collection agency to inject financial resources urgently needed by the country. Therefore, IRBM needs to surge ahead and be resilient in adapting to changes in its efforts to improve the organisation's performance to a higher level. Naturally, the IRBM Corporate Plan 2021-2025 is aligned with the policies and intentions of the government to enhance and strengthen the service delivery to the public.

The IRBM Corporate Plan 2021-2015 is crucial to realise the mission of service excellence towards achieving the aspiration of IRBM to be the Leading Tax Administrator. I am convinced, with all these aspects of planning, implementation and monitoring, as well as evaluation on achievements, IRBM will become more focused and directed towards realising the goals outlined for the success and excellence of IRBM.

Finally, I pray that the IRBM Corporate Plan 2021-2025 will succeed with an exceptional quality of work that is grounded upon productivity, innovation and the spirit of teamwork.

Thank you.

YBhg. Dato' Asri Bin Hamidon
Secretary General of Treasury
Ministry of Finance Malaysia

FOREWORD FROM THE CHIEF EXECUTIVE OFFICER

Assalamualaikum Warahmatullahi Wabarakatuh and Salam Sejahtera.

Firstly, let us be thankful and grateful to Allah SWT on His blessings and His grace upon the successful completion of IRBM Corporate Plan 2021-2025. Let me congratulate the work committee and all Hasilians on this initiative as a plan to achieve future success for IRBM. As the lead agency for the nation's direct tax collection, IRBM's effort to develop IRBM Corporate Plan 2021-2025 is right on time, after taking into account the changes in socio-economic landscape as well as the challenges affecting the country and the rest of the world.

IRBM Corporate Plan 2021-2025 is a statement of commitment by IRBM's Top Management. It is designed according to IRBM's mould after taking into account the government's policies to ensure the organisation continues to be relevant. It outlines the Vision, Mission, Strategic Cores and Strategic Objectives for IRBM's guideline and reference in order to fulfil the expectations of stakeholders and citizens in the coming five (5) years. The Strategic Core that are outlined in this plan are as follows:

Strategic Core 1	: Voluntary Tax Compliance
Strategic Core 2	: Customer-Oriented Service Delivery
Strategic Core 3	: Effective and Efficient Systems and Work Processes
Strategic Core 4	: Dynamic and High Performance Organisational Management

In accordance with IRBM's Vision to stay relevant as a **Leading Tax Administrator,** this organisation is hopeful in continuously being efficient as the revenue collecting agent for the government and in giving the finest service to citizens. The outstanding success of an organisation is highly dependent upon the quality of service, suitable implementation of policies and strategies, continuous improvement of the work process and a change towards positive mind sets as well as an assurance of strong commitment from all Hasilians. Based on the spirit of inclusivity and prosperity, together with a rallying cry of Strive Beyond Boundaries, IRBM's Corporate Plan 2021-2025 will always support the government's intention in making IRBM an excellent organisation in all aspects in line with the aspirations of Shared Prosperity Vision 2030.

Thank You.

YBhg. Dato' Sri Dr. Sabin Bin Samitah
Chief Executive Officer
Inland Revenue Board Malaysia

PURPOSE OF IRBM CORPORATE PLAN 2021-2025 DOCUMENT

1. To denote the directional statement of IRBM that has been translated into Vision and Mission established for the next five (5) years.

2. To use as reference in executing Strategies to achieve formulated objectives.

3. To monitor the execution of Strategies and Action Plans according to the determined pathway.

4. To be the benchmark of IRBM achievement in efforts towards improvements and future planning.

5. To support the government's aspiration to achieve Shared Prosperity Vision 2030; to be a developed nation through fair, just and inclusive economic distribution.

MEMBERS OF IRBM BOARD

Chairman of the Board

Secretary General of Treasury
Ministry of Finance Malaysia

Board Members:

1. **Director of Civil Service**
Public Service Department Malaysia

2. **Chief Executive Officer/Director**
Inland Revenue Board of Malaysia

3. **Head of Advisory Division**
Attorney General's Chambers

4. **Accountant General of Malaysia**
Accountant General's Department of Malaysia

5. **Tax Division Secretary**
Ministry of Finance Malaysia

6. **Private Consultants**
(3 individuals)

MEMBERS OF IRBM BOARD 2021

DATO' ASRI BIN HAMIDON
SECRETARY GENERAL OF TREASURY
MINISTRY OF FINANCE MALAYSIA

TAN SRI MOHD KHAIRUL ADIB
BIN ABD RAHMAN
DIRECTOR GENERAL OF
PUBLIC SERVICE
PUBLIC SERVICE DEPARTMENT
MALAYSIA

DATO' SRI DR.
SABIN BIN SAMITAH
CHIEF EXECUTIVE OFFICER/DIRECTOR
GENERAL INLAND REVENUE BOARD
INLAND REVENUE BOARD OF
MALAYSIA

TO' PUAN AZIAN
BINTI MOHD AZIZ
HEAD OF ADVISORY COUNCIL
ATTORNEY GENERAL'S CHAMBERS

DATUK DR. YACOB
BIN MUSTAFA C.A.(M)
ACCOUNTANT GENERAL OF MALAYSIA
ACCOUNTANT GENERAL'S
DEPARTMENT OF MALAYSIA

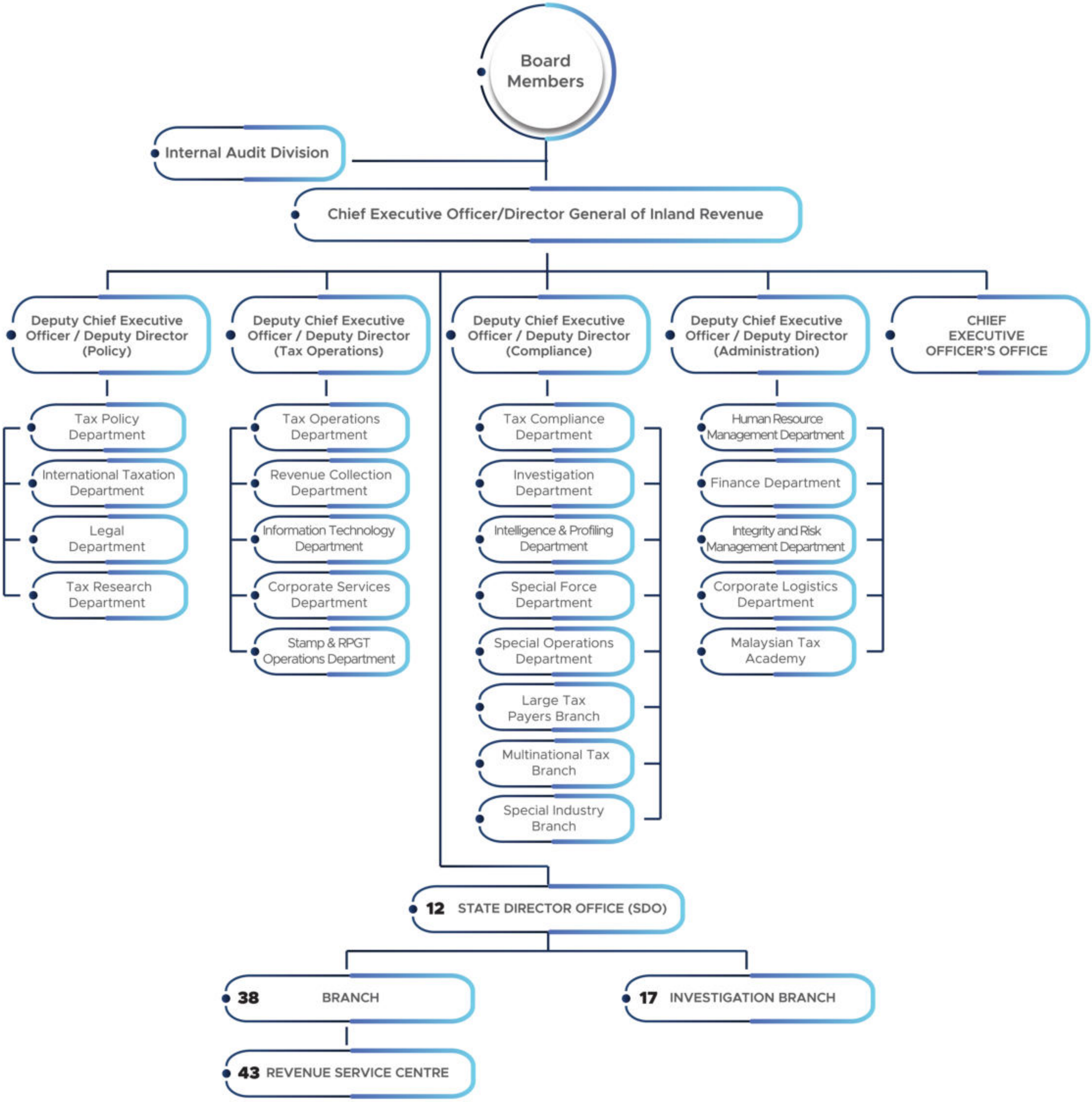
ENCIK MOHAMMAD REEZAL
BIN AHMAD
DIVISION DEPUTY SECRETARY
(MACROECONOMY)
FISCAL AND ECONOMY DEPARTMENT
MINISTRY OF FINANCE MALAYSIA

TAN SRI DATUK SERI
RASHPAL SINGH RANDHAY
PRIVATE CONSULTANT

DATUK HJ. MD AFENDI
BIN DATUK HJ. HAMDAN
PRIVATE CONSULTANT

DATO' SERI PADDY
BIN ADUL HALIM
PRIVATE CONSULTANT

IRBM ORGANISATIONAL CHART



DATO' SRI DR.
SABIN BIN SAMITAH
CHIEF EXECUTIVE OFFICER / DIRECTOR GENERAL INLAND REVENUE BOARD
INLAND REVENUE BOARD OF MALAYSIA

DATUK
MOHD NIZOM SAIRI
DEPUTY CHIEF EXECUTIVE OFFICER / DEPUTY DIRECTOR GENERAL
(TAX OPERATIONS)

DATUK
MOHD JAAFAR BIN EMBONG
DEPUTY CHIEF EXECUTIVE OFFICER / DEPUTY DIRECTOR GENERAL
(COMPLIANCE)

DATUK DR.
SOTIMIN BIN MUHALIP
DEPUTY CHIEF EXECUTIVE OFFICER / DEPUTY DIRECTOR GENERAL
(MANAGEMENT)

ENCIK ABU TARIQ
BIN JAMALUDDIN
DEPUTY CHIEF EXECUTIVE OFFICER / DEPUTY DIRECTOR GENERAL
(POLICY)

IRBM's SOURCE OF AUTHORITY

The implementation and compliance of the law as well as the existing regulations are important aspects for IRBM to be the leader in national taxation services. With the power provided, IRBM functions as the national tax administrator.

Constitution	Act	Methods	Enactments
Federal Constitution 1957	- Inland Revenue Board Malaysia Act 1995 [Act 533] - Income Tax Act 1967 [Act 53] - Real Property Gains Tax Act 1976 [Act 169] - Petroleum Act [Income Tax] 1967 [Act 543] - Labuan Business Activities Act 1990 [Act 445] - Stamp Act 1949 [Act 378] - Interpretation Acts 1948 and 1967 [Act 388] - Evidence Act 1950 [Act 56] - Limitation Act 1953 [Act 254] - Judicial Court Act 1964 [Act 91] - Company's Act 2016 [Act 777] - Insolvency Act 1967 [Act 360] - Societies Act 1966 [Act 335] - Promotion of Investment Act 1986 [Act 327] - Anti-Money Laundering, Anti-Terrorism Financing and Proceeds of Unlawful Activities Act 2001 [Act 613] - National Land Code 1965 [Act 56] - Criminal Procedure Code [Act 593] - Penal Code [Act 574]	- Companies Winding-up Rules [1972] - Rules of Court 2012 - Insolvency Rules 2017	- Estate Duty Enactment 1941

FUNCTIONS OF IRBM

01

To act as an agent of the Government and to provide services in administering, assessing, collecting and enforcing payment of income tax, petroleum income tax, real property gains tax, estate duty, stamp duties and such other taxes as may be agreed between the Government and the Board.

02

To advise the Government on matters relating to taxation and to liaise with the relevant Ministries and statutory bodies on such matters

03

To participate within or outside of Malaysia in relation to taxation matters.

04

To perform any functions accorded to the Board by any written laws.

05

To act as collection agent for and on behalf of any body for the recovery of loans due for repayment to that body under any written law.

VISION

LEADING TAX ADMINISTRATOR

MISSION

We always strive to:

- Maximise voluntary compliance
- Provide excellent services
- Optimise organisational operations
- Be a highly competent workforce

PERFORMANCE MANAGEMENT FRAMEWORK

SHARED PROSPERITY VISION 2030

STRATEGIC THRUST 1	STRATEGIC THRUST 2	STRATEGIC THRUST 3	STRATEGIC THRUST 4	STRATEGIC THRUST 5	STRATEGIC THRUST 6	STRATEGIC THRUST 7
Business & Industry Ecosystem	Key Economic Growth Activities (KEGA)	Human Capital	Labour Market & Compensation of Employees	Social Wellbeing	Regional Inclusion	Social Capital

MINISTRY OF FINANCE MALAYSIA

STRATEGIC CORES

- Effective Fiscal Management;
- Empowering Government's Investments Towards The Nation's Development;
- Strengthening the Management of Public Finance to Achieve Inclusive Economy; and
- Strengthening the Management of Public Finance Prudently

INLAND REVENUE BOARD MALAYSIA

STRATEGIC CORES AND OBJECTIVES

T1 Voluntary Tax Compliance

1. High Level of Voluntary Compliance Awareness
2. Optimum Level of National Revenue Generation
3. Tax Laws Administration Based on Principles of Legal Sovereignty
4. Tax Net Expansion

T2 Customer-Oriented Service Delivery

1. Quality Service Delivery
2. Excellent Corporate Image and Reputation
3. Robust Governance System and Internal Control
4. Risk Management and Integrity Cultivation

T3 Effective and Efficient Systems And Work Processes

1. Application System and ICT Infrastructure Modernisation
2. Efficient and Effective Cost Management
3. Work Process and Procedure Reengineering
4. Sustainable Green Practices Implementation

T4 Dynamic and High Performance Organisational Management

1. Competent and Professional Workforce
2. Conducive and Safe Working Environment
3. Sustainable Leadership and Expertise
4. Dynamic Organisation

IRBM'S AREAS OF SUCCESS

T1	T2	T3	T4
REVENUE	CUSTOMER FOCUS	OPERATIONAL EXCELLENCE	SUSTAINABLE INSTITUTION

SHARED PROSPERITY VISION 2030

LEADING TAX ADMINISTRATOR

MISSION

We strive to:

- Maximise voluntary compliance
- Provide excellent services
- Optimise organisational operations
- Be a highly competent workforce

1. STRATEGIC CORES
2. PRIORITY AREAS
3. STRATEGIC OBJECTIVES
4. STRATEGIES


Happy
Teamwork
5 Core Values of HASiL
Excellence
Professionalism
Integrity

5 Core Values of HASiL

Hasilians hold on to moral principles set by the organisation based on suitable values in line with the nation's rules of law, local community system and established rules to achieve organisational aspiration.

Happy

The culture of happy at work enables Hasilians to raise their spirits to increase the organisation's productivity. Instilling and practicing a culture of friendliness and respecting each other lead to a harmonious and loving organisation. Managing people with ethics and good manners accordingly. Creating a voluntary commitment together to reach the objectives/ Corporate KPIs that have been established.

Teamwork

Strong teamwork is instilled in every Hasilian to enable each planning, decision and action implemented to be more orderly, time-saving, efficient and is able to achieve a high productivity level. Hasilians will excel if every single things is carried out as a team.

Professionalism

Hasilians have high spirits to ensure the best outcomes in every tax administration matter towards generating the nation's income. Furthermore, each matter will be handled in a professional and efficient manner.

Integrity

Integrity is cultivated into every level of IRBM in line with the objective of creating a competent, integrous and committed human capital.

Excellence

Hasilians strive to carry out their responsibilities competently to produce quality work and excellent performance to be the Leading Tax Administrator.

STRATEGIC CORE 1
Voluntary Tax Compliance

STRATEGIC CORE 2
Customer-Oriented Service Delivery

STRATEGIC CORE 3
Effective and Efficient Systems and Work Processes

STRATEGIC CORE 4
Dynamic and High Performance Organisational Management

INTERRELATION BETWEEN STRATEGIC CORES, PRIORITY AREAS AND STRATEGIC OBJECTIVES

STRATEGIC CORES

Voluntary Tax Compliance	Customer-Oriented Service Delivery	Effective and Efficient Systems and Work Processes	Dynamic and High Performance Organisational Management

PRIORITY AREAS

Revenue	Customer Focus	Operational Excellence	Sustainable Institution

STRATEGIC OBJECTIVES

• High Level of Voluntary Compliance Awareness	• Quality Service Delivery	• Application System and ICT Infrastructure Modernisation	• Competent and Professional Workforce
• Optimum Level of National Revenue Generation	• Excellent Corporate Image and Reputation	• Efficient and Effective Cost Management	• Conducive and Safe Working Environment
• Tax Laws Administration Based on Principles of Legal Sovereignty	• Robust Governance System and Internal Control	• Work Process and Procedure Reengineering	• Sustainable Leadership and Expertise
• Tax Net Expansion	• Risk Management and Integrity Cultivation	• Sustainable Green Practices Implementation	• Dynamic Organisation

IRBM STRATEGIC PLANNING FRAMEWORK 2021-2025

IRBM
CORPORATE PLAN
2021 - 2025

STRATEGIC CORE 1

VOLUNTARY TAX COMPLIANCE

STRATEGIC OBJECTIVES

01 HIGH LEVEL OF VOLUNTARY COMPLIANCE AWARENESS

02 OPTIMUM LEVEL OF NATIONAL REVENUE GENERATION

03 TAX LAWS ADMINISTRATION BASED ON PRINCIPLES OF LEGAL SOVEREIGNTY

04 TAX NET EXPANSION

The contribution of direct tax to the total federal government's revenue is more than 51% each year. This high income yield enables the country to realise the vision inspired by the nation's leadership. IRBM constantly moves forward to ensure an optimum level of collection through proper and systematic planning.

IRBM focuses upon four (4) Strategic Objectives which are:

- High Level of Voluntary Compliance Awareness
- Optimum Level of National Revenue Generation
- Tax Laws Administration Based on Principles of Legal Sovereignty
- Tax Net Expansion

For a **High Level of Voluntary Compliance Awareness,** taxpayers and potential taxpayers are given tax awareness education through social media applications such as Facebook and Instagram. Various programs to mitigate risk of non-compliance such as Cooperative Compliance are conducted to build a high level of tax compliance from the early stages.

IRBM always strives to ensure an **Optimum Level of National Revenue Generation.** Effective tax collection procedure will be implemented to ensure revenue arrears are minimised. Online methods of payment will be enhanced to make it easier for taxpayers to comply with their responsibilities.

Tax service that is fair and just will give relief to all taxpayers. IRBM is committed in safeguarding **Tax Laws Administration Based on Principles of Legal Sovereignty** in the execution of tax operations at all times. Reviews and explanations on tax services will be continuously performed to give better understanding to taxpayers so that they are able to abide by all legal provisions in carrying out their responsibilities towards the nation.

Tax Net Expansion will ensure continuity and consistency in revenue generation. New taxpayers and potential cases will be given attention accordingly to increase tax collection. Serious attention will also be given in addressing the shadow economy to ensure that all parties who are eligible to pay tax will comply with their obligations.

When revenue collection increases significantly, IRBM expects that citizens will get to enjoy better socioeconomic status, high quality healthcare services, improved national security as well as high quality infrastructure and facilities, in line with the Shared Prosperity Vision 2030.

STRATEGIC CORE 1

STRATEGIC OBJECTIVE 01

HIGH LEVEL OF VOLUNTARY COMPLIANCE AWARENESS

No	Strategies	Strategy Indicators	Strategy Targets	Strategy Coordinators
1.1.1	To Develop Materials/ Interventions on Tax Education and Awareness Through Social Media Applications	Access rate by users/participants	To ensure at least 40% of users/participants access the social media applications	Corporate Services Department
1.1.2	To Prepare Prevention of Non-Compliance Mechanism	Non-Compliance Prevention Program Stage of Implementation	100% implementation on Non-Compliance Prevention Program	Investigation Department

STRATEGIC OBJECTIVE 02

OPTIMUM LEVEL OF NATIONAL REVENUE GENERATION

No	Strategies	Strategy Indicators	Strategy Targets	Strategy Coordinators
1.2.1	To Reinforce Revenue Collection Mechanism	Percentage of collection actions on Accounts Receivable	To ensure: • at least 70% action is taken on the whole of Year End Debit cases • current debit amount does not exceed 10% from assessment amount which has been raised in current year	Revenue Collection Department
1.2.2	To Reinforce Tax Compliance Mechanism	Percentage of tax compliance actions	10% tax compliance actions on targeted groups/activities each year	Tax Compliance Department

STRATEGIC OBJECTIVE 03

TAX LAWS ADMINISTRATION BASED ON PRINCIPLES OF LEGAL SOVEREIGNTY

No	Strategies	Strategy Indicators	Strategy Targets	Strategy Coordinators
1.3.1	To Reinforce Taxation Laws	Research on tax treatment of targeted industries and issues	To ensure research on tax treatment 70% of targeted industries and issues	Tax Policy Department
1.3.2	To Expedite Appeal Process	Duration of appeal in court	To ensure 80% of cases are settled within two (2) years from the date of appeals registered with Special Commissioner of Income Tax (SCIT)	Legal Department

STRATEGIC OBJECTIVE 04

TAX NET EXPANSION

No	Strategies	Strategy Indicators	Strategy Targets	Strategy Coordinators
1.4.1	To Increase Coverage on New Taxpayer Net and to Focus on Potential Cases	1. Percentage increase on new taxpayers 2. Percentage increase on potential cases	1. 5% increase in new taxpayers in each implementation year 2. 5% increase in potential cases in each implementation year	Intelligence and Profiling Department
1.4.2	To Expand Coverage on Shadow Economy	Rate of increase in coverage of shadow economy	20% increase in cases of shadow economy coverage	Intelligence and Profiling Department

STRATEGIC CORE 2

CUSTOMER-ORIENTED SERVICE DELIVERY

STRATEGIC OBJECTIVES

01 QUALITY SERVICE DELIVERY

02 EXCELLENT CORPORATE IMAGE AND REPUTATION

03 ROBUST GOVERNANCE SYSTEM AND INTERNAL CONTROL

04 RISK MANAGEMENT AND INTEGRITY CULTIVATION

CUSTOMER-ORIENTED SERVICE DELIVERY

IRBM places its customers first in efforts to provide the best services to them. Priority is given not only to external customers who are taxpayers and stakeholders, but to internal customers as well. To achieve this objective, IRBM Strategic Objectives has been formed to ensure:

- Quality Service Delivery
- Excellent Corporate Image and Reputation
- Robust Governance System and Internal Control
- Risk Management and Integrity Cultivation

To ensure the execution of **Quality Service Delivery,** IRBM's front liners are equipped with the required set of skills and are always ready to give the best services and assistance to customers. In line with the current changes, electronic services are a necessity to ease taxpayer's affairs. Therefore, continuous effort to refine the existing electronic facility will be implemented. IRBM's role as the government's aid distribution agent will be continuously reinforced to ensure quality service is provided to citizens.

IRBM is committed in giving the best service to safeguard its **Excellent Corporate Image and Reputation.** This desire has been translated by the administration through a third party recognition via ISO certification. This certification is a clear indicator on the quality of service delivered to guarantee each customer's satisfaction.

Other than the recognition from the third party, IRBM always ensures a **Robust Governance System and Internal Control** that is transparent, accountable and prudent. The implementation of an effective internal control will indirectly increase the citizens' confidence on IRBM's ability to provide the best service.

A high integrity level is often emphasised to Hasilians to increase the citizens' confidence in IRBM. IRBM's Anti-Corruption Plan (PeARL) has been established to formulate strategies to strengthen integrity and governance as well as to implement corruption prevention programs. Further, to ensure continuity of operational service without affecting the quality of service given, proactive steps are taken to enhance crisis management. This is to assure that citizens are given the best quality of service even during the events of crisis and pandemic. All of these strategies have been planned to satisfy the Strategic Objective of **Risk Management and Integrity Cultivation.**

IRBM as an organisation that provides services will constantly double its efforts based on sustainable strategies, taking into account various aspects to ensure high quality services can be provided.

STRATEGIC CORE 2

STRATEGIC OBJECTIVE 01

QUALITY SERVICE DELIVERY

No	Strategies	Strategy Indicators	Strategy Targets	Strategy Coordinators
2.1.1	To Ensure Quality and Dynamic Customer Service	Customer Satisfaction Level	90% customer satisfaction level	Corporate Services Department
2.1.2	To Strengthen Electronic Tax Services Facility	Taxpayer Satisfaction Level	80% of taxpayers are satisfied with the facilities provided	Tax Operations Department
2.1.3	To Strengthen IRBM's Role as a National Aid Distributing Agency	1. Percentage of registered aid approved among targeted groups 2. Percentage of distributed aid approved for targeted groups	1. 100% registration completed for aid approved for targeted groups 2. 100% distribution of aid approved for targeted groups	Tax Operations Department

STRATEGIC OBJECTIVE 02

EXCELLENT CORPORATE IMAGE AND REPUTATION

No	Strategies	Strategy Indicators	Strategy Targets	Strategy Coordinators
2.2.1	To expand MS ISO Certification at Departments/Branches of IRBM	Percentage of expansion of MS ISO Certification at selected Departments and Branches	100% achievement	Corporate Services Department

STRATEGIC OBJECTIVE 03

ROBUST GOVERNANCE SYSTEM AND INTERNAL CONTROL

No	Strategies	Strategy Indicators	Strategy Targets	Strategy Coordinators
2.3.1	To Implement Effective Internal Control	Audit scope compliance level	At least 80% compliance level	Internal Audit Department

STRATEGIC OBJECTIVE 04

RISK MANAGEMENT AND INTEGRITY CULTIVATION

No	Strategies	Strategy Indicators	Strategy Targets	Strategy Coordinators
2.4.1	To Implement IRBM Anti-Corruption Plan Initiative (PeARL)	Percentage of implemented initiatives scheduled for executors (Department/SDO/ Branches/Investigative Branches)	100% initiatives successfully implemented	Integrity and Risk Management Department
2.4.2	To Enhance Crisis Management	Percentage of increment on Crisis Management Plan compliance level	100% increment on Crisis Management Plan compliance level	Integrity and Risk Management Department
2.4.3	To Strengthen Organisational Risk Management	Level of system development	100% completion of system development	Integrity and Risk Management Department

STRATEGIC CORE 3

EFFECTIVE AND EFFICIENT SYSTEMS AND WORK PROCESSES

STRATEGIC OBJECTIVES

01 APPLICATION SYSTEM AND ICT INFRASTRUCTURE MODERNISATION

02 EFFICIENT AND EFFECTIVE COST MANAGEMENT

03 WORK PROCESS AND PROCEDURE REENGINEERING

04 SUSTAINABLE GREEN PRACTICES IMPLEMENTATION

EFFECTIVE AND EFFICIENT SYSTEMS AND WORK PROCESSES

IRBM believes that continuous improvements in service standards is crucial to face any challenges. Effective and efficient systems and work processes will increase the competency and capability of IRBM's operations. To achieve this goal, IRBM's Strategic Objectives are:

- Application System and ICT Infrastructure Modernisation
- Efficient and Effective Cost Management
- Work Process and Procedure Reengineering
- Sustainable Green Practices Implementation

Application System and ICT Infrastructure Modernisation is enhanced through the implementation of Hasil Transformation Plan in phases. This plan is the reengineering of application system and ICT infrastructure that combines capability from the perspective of data analytic and re-integration of existing application systems. Other than that, in order to address current challenges, ICT infrastructure and equipment will be upgraded as preparation for out-of-office work. The strengthening of new and existing application systems as well as electronic service facilities is continuously implemented to increase the effectiveness of information technology functions.

Efficient and Effective Cost Management can be achieved optimally when financial resources and human resources are used systematically without any wastage. The ability of IRBM to handle financial crises will increase through a prudent budget which prioritises effective cost saving aspects. Financial and procurement management is strengthened whilst asset and real estate management is bolstered. Additionally, control and compliance will be reinforced to achieve optimum cost.

Work Process and Procedure Reengineering involves a change in work culture at all levels of work process and procedure to achieve high performance in terms of cost, quality of service and time. It involves a change in basic thinking and a radical re-modification of work processes and procedures to enhance the efficiency and effectiveness of service delivery. The strategies involved include enhancing human resource system and tax collection methods as well as reinforcing Audit, Investigation and Profiling Programs, Standard Operating Procedures (SOP) and implementing Smart Office Flexible Office (SOFO). Additionally, the international taxation network will be enhanced to further boost IRBM's quality of service.

Balance of nature is the most important element to guarantee environmental sustainability development effort. Green technology is low carbon technology that is more environmental friendly than existing technology. IRBM plays a role through **Sustainable Green Practices Implementation** by creating the Green Procurement Policy. This policy includes procurement of supplies, services and work that could reduce pollution, such as energy-efficient electrical equipment, recyclable paper, office furniture made from materials produced sustainably, eco-friendly maintenance services as well as the design and construction of green or low carbon buildings.

IRBM, as a highly efficient organisation, is constantly pursuing continuous improvements in service standards through planned strategies in systems and work processes that are effective and efficient.

STRATEGIC CORE 3

STRATEGIC OBJECTIVE 01

APPLICATION SYSTEM AND ICT INFRASTRUCTURE MODERNISATION

No	Strategies	Strategy Indicators	Strategy Targets	Strategy Coordinators
3.1.1	To Implement Hasil Transformation (HT)	Level of system development and integration	100% efficient system development and integration (includes infrastructure improvements)	Information Technology Department
3.1.2	To Strengthen and Develop Application System	Level of system development	High impact system application, maximum accessibility and digital by default through an optimum leverage system is 100% developed	Information Technology Department
3.1.3	To Strengthen e-Services Facilities	Percentage of e-Services usage	Comprehensive expansion of e-Services as a responsive platform with 99% usability	Information Technology Department
3.1.4	To upgrade ICT Infrastructure / SOFO-Related Equipment	Level of readiness of ICT Infrastructure / SOFO-related equipment for use	Availability of high impact infrastructure through ICT Provisioning & Governance as well as intensive internal system access with 100% ICT infrastructure / equipments related to SOFO are ready for usage	Information Technology Department

STRATEGIC OBJECTIVE 02

EFFICIENT AND EFFECTIVE COST MANAGEMENT

No	Strategies	Strategy Indicators	Strategy Targets	Strategy Coordinators
3.2.1	To Strengthen Financial Management	Implementation of Financial Shared Services	100% implementation of Financial Shared Services	Finance Department
3.2.2	To Optimise Financial Sources	1. Percentage of increase of minimum cash reserve position 2. The ratio of excess income to expenditure	1. Increase of at least 50% of total minimum cash reserve in year 2025 2. The ratio of excess income to expenditure at 8% per year	Finance Department

STRATEGIC OBJECTIVE 03

WORK PROCESS AND PROCEDURE REENGINEERING

No	Strategies	Strategy Indicators	Strategy Targets	Strategy Coordinators
3.3.1	To Strengthen Human Resource Operations	Percentage of redeployment of officers to different functional activity	5% of support officers performing functions that have been automated are distributed to other functions/ activities	Human Resource Management Department
3.3.2	To Empower Audit Program Work Process	Percentage of audit cases that are settled within the allocated time frame	70% of audit cases are settled within the allocated time frame	Tax Compliance Department
3.3.3	To Empower Investigation Program Work Process	Percentage of investigation cases that are settled within the allocated time frame	70% of investigation cases are settled within the allocated time frame	Investigation Department

STRATEGIC CORE 3

STRATEGIC OBJECTIVE 03

WORK PROCESS AND PROCEDURE REENGINEERING

No	Strategies	Strategy Indicators	Strategy Targets	Strategy Coordinators
3.3.4	To Enhance Profiling Program Work Process	Increase in the percentage of potential cases to be audited and investigated	25% increase in potential cases where audit and investigation actions have been take	Intelligence and Profiling Department
3.3.5	To Strengthen Tax Collection System	Increase in percentage of tax collection through electronic facilities	Increase in tax collection through electronic facilities up to 85% level	Tax Collection Department
3.3.6	To Enhance International Taxation Work Process	1. Percentage of Exchange of Information (EOI) request that are fully processed using the system within the stipulated period 2. Percentage of applications in Certificate of Residence that are fully processed using the system within the stipulated period	1. 100% of applications for Exchange of Information (EOI) request are fully processed using the system within the stipulated period 2. 100% of Certification of Residence applications are fully processed using the system within the stipulated period	International Taxation Department
3.3.7	To Enhance Taxation Administration SOP	Percentage of development for each SOP	100% development for each SOP	Tax Operations Department
3.3.8	To Implement SOFO	Percentage of implementation of identified functions by SOFO IRBM Steering Committee	100% implementation of all identified functions	Human Resource Management Department

STRATEGIC OBJECTIVE 04

SUSTAINABLE GREEN PRACTICES IMPLEMENTATION

No	Strategies	Strategy Indicators	Strategy Targets	Strategy Coordinators
3.4.1	To Create Green Procurement Policy	Percentage of compliance on Green Procurement Policy	75% compliance on Green Procurement Policy in all branches of IRBM	Corporate Logistics Department

STRATEGIC CORE 4

DYNAMIC AND HIGH PERFORMANCE ORGANISATIONAL MANAGEMENT

STRATEGIC OBJECTIVES

01 COMPETENT AND PROFESSIONAL WORKFORCE

02 CONDUCIVE AND SAFE WORKING ENVIRONMENT

03 SUSTAINABLE LEADERSHIP AND EXPERTISE

04 DYNAMIC ORGANISATION

DYNAMIC AND HIGH PERFORMANCE ORGANISATIONAL MANAGEMENT

In facing the challenges of 2021-2025, IRBM aims to achieve a dynamic and high performance organisational management. In its efforts to reach this goal, IRBM focuses on four (4) Strategic Objectives, which are to develop:

- Competent and Professional Workforce
- Conducive and Safe Working Environment
- Sustainable Leadership and Expertise
- Dynamic Organisation

Quality taxation service is achieved through **Competent and Professional Workforce.** IRBM always applies integrated emphasis on mastering knowledge of domestic and international taxation as well as mastering non-core taxation skills to the highest level to produce competent Hasilians. In addition, aspects such as strengthening knowledge management, managing highly skilled intellectuals through the production/publication of taxation and management references, cultivating progressive attitude and continuous practice of IRBM Core Values namely Integrity, Professionalism, Teamwork, Happy and Excellence during the implementation of all tasks ensures that IRBM continues to be an effective government agency and the Leading Tax Administrator.

IRBM continues to be committed to facilitate a **Conducive and Safe Working Environment.** Full implementation of infrastructure development, sustainable assets management and facility management programs as well as planned beautification of premises will encourage Hasilians towards excellent work achievements.

IRBM will also continue to be a dynamic organisation and practice high performance work culture through **Sustainable Leadership and Expertise** of Hasilians. Well-planned talent and expertise development programs will create future experts and talents in specific fields who would contribute towards IRBM's continuity in excellence.

In its effort to become a progressive and **Dynamic Organisation,** IRBM needs to keep abreast with current developments such as technology, economy, social and environmental changes. In fact, wider access and up-to-date electronic learning are provided to Hasilians and the public through e-Learning empowerment. Strategically planned Change Management Programs are provided to enable Hasilians to accept changes through an enhanced human capital that is flexible and dynamic. A Performance Model is developed to strengthen the performance management of Hasilians attesting to IRBM's status as a high performance organisation. Due to changes in globalisation as well as the high demand for quality service, the application of Lean Management practices will lead this organisation to constantly transform and innovate so that IRBM stays dynamic and relevant in line with stakeholders' demand.

STRATEGIC CORE 4

STRATEGIC OBJECTIVE 01

COMPETENT AND PROFESSIONAL WORKFORCE

No	Strategies	Strategy Indicators	Strategy Targets	Strategy Coordinators
4.1.1	To Develop Knowledgeable and Competent Hasilians	Percentage of trained officers achieving set competency level	50% of trained officers achieving competency level based on Training Needs Analysis (TNA)	Human Resource Management Department
4.1.2	To Enhance Knowledge Management	Total information sharing sessions to Hasilians	Conduct two (2) experience and knowledge sharing sessions each year	Malaysian Tax Academy
4.1.3	To Increase/Publish Reference Materials/ Books/ Tax-Related Articles	Availability of tax reference materials in the Library	An increase of 10% tax reference materials in the Library	Malaysian Tax Academy

STRATEGIC OBJECTIVE 02

CONDUCIVE AND SAFE WORKING ENVIRONMENT

No	Strategies	Strategy Indicators	Strategy Targets	Strategy Coordinators
4.2.1	To Implement Sustainable Asset Development and Management Concept	Implementation stage of planned asset development and management programs	100% implementation of planned programs	Corporate Logistics Department
4.2.2	To Implement Facilities Management and Landscape Enhancement of IRBM's Premises	Implementation stage of facilities management and landscape enhancement	100% implementation of planned programs	Corporate Logistics Department

STRATEGIC OBJECTIVE 03

SUSTAINABLE LEADERSHIP AND EXPERTISE

No	Strategies	Strategy Indicators	Strategy Targets	Strategy Coordinators
4.3.1	To Identify and Develop Expertise	Percentage of skilled officers in identified fields	To produce 10% skilled officers in identified fields	Human Resource Management Department
4.3.2	To Identify and Strengthen Leadership	Percentage of identified talent reaches the specified competency level	90% of identified talent reaches the specified competency level	Human Resource Management Department

STRATEGIC OBJECTIVE 04

DYNAMIC ORGANISATION

No	Strategies	Strategy Indicators	Strategy Targets	Strategy Coordinators
4.4.1	To Empower e-Learning	Percentage of e-Learning usage	80% of learning activities are implemented through e-Learning	Malaysian Tax Academy
4.4.2	To Strengthen Dynamic and Flexible of Human Capital	Acceptance level of officers on changes through Work Satisfaction Research	90% of officers accept changes through Job Satisfaction Research	Human Resource Management Department
4.4.3	To Strengthen Performance Management	Percentage of officers performance appraisal through Performance Module	100% of officers performance appraisal implemented through Performance Module	Human Resource Management Department
4.4.4	To Strengthen Organisational Management through Lean Organisation	Targeted Percentage change in ratio of Executive Officers to Non-Executive Officers (6:4)	90% of achievement on targeted ratio change	Human Resource Management Department

DETERMINANTS OF SUCCESS

1. Organisational Ability

As a high performance organisation, IRBM's ability is always enhanced through empowerment of organisational structure towards achieving set strategic goals. IRBM is constantly focused and committed to realise the transformations set by the government. Hasilians are also proactive in solving complex global tax issues and domestic tax environments.

2. Human Resource Development

Continuous development of human resources produces high performance Hasilians who drive IRBM's excellence as the Leading Tax Administrator. The implementation of modules on enhancement of knowledge, skills and expertise add value to competency, innovation, creativity and positive values of Hasilians. Coordination between top management, technical and non-technical officers is the backbone of IRBM's excellence.

3. Information Technology in Digital Era

Digital era integrates existing systems, raises data accessibility and capacity as well as expedites production of work processes. Meanwhile, innovations in information technology including Artificial Intelligence and Big Data serve as catalysts in management sustainability to ensure IRBM stays relevant as the Leading Tax Administrator.

4. Resource Management

Management of financial and non-financial resources is given priority to cultivate effective governance. As a self-financing agency, IRBM needs to ensure effective distribution of resources to minimise wastage. Non-financial resource management is also a focus in continuous efforts to nurture talent and expertise.

5. Collaborative Network

Collaborative network through planned initiatives contribute to tax base expansion when potential taxpayers are identified. Collaboration with other agencies through integrated operations can penetrate the shadow economy sector while collaboration with overseas tax administrators would further strengthen networking. Input from networking, through the enrichment of the latest economic data, is able to strengthen IRBM's detection function.

The success of strategic planning needs full involvement and commitment from all Hasilians in general, and specific supervision by the Process Owners. Therefore, to achieve competence and effectiveness of IRBM Strategic Plan 2021-2025, the implementation mechanism needs to be outlined in detail following the set tracks.

Accordingly, Guidelines on Implementation of Strategic Planning IRBM 2021-2025 is designed as a reference in the implementation of the monitoring mechanism. These guidelines set clear roles for each Strategic Coordinator and Process Owner to ensure each planned Strategy and Action Plan achieve a set level of performance. Tax Operations Department is responsible in monitoring the proficiency implementation of the Action Plans and the effectiveness of the Corporate Plan strategies. An Achievement Monitoring Report on each Strategy and Action Plan will be prepared by the Tax Operations Department twice per year.

Midterm Review Report on IRBM Corporate Plan 2021-2025 will be carried out by the Tax Research Department. If the need arises for a review on this Corporate Plan, amendments will be made by the Tax Research Department. This is to ensure that the plan stays in line and relevant to the government's development plans.

IRBM Corporate Plan 2021-2025 achievement report will be presented to the Top Management at the end of this plan's period. This report will be prepared by the Tax Research Department based on the assessment of each designed Action Plan to ensure the effectiveness of each formulated Strategy. The achievement of each Strategy is based on the key results of Strategic Objectives, and this will lead towards the realisation of IRBM's Mission and Vision.

CONCLUSION

IRBM Corporate Plan 2021-2025 is a statement of commitment that has been thoroughly planned to realise the Vision of IRBM as the Leading Tax Administrator. This manuscript is clear in detailing its objectives for the next five (5) years.

The four (4) strategic cores consisting of a combination of two (2) cores involving tax operations and two (2) cores involving organisational administration indicates that all aspects have been taken into consideration in the preparation of this plan. This combination of operations and administration will drive IRBM towards achieving the set Vision.

With commitment and greater engagement between the management and all Hasilians, we hope all the planning and strategies that have been compiled in the IRBM Corporate Plan 2021-2025 will be realised. Solid cooperation between both parties would support the government's intent towards forming a sustainably developed nation through a fair, just and inclusive economic distribution, in line with Shared Prosperity Vision 2030.

IRBM STRATEGIC PLANNING 2021-2025 MAIN COMMITTEE

Advisor
YBhg. Dato' Sri Dr. Sabin Bin Samitah
Chief Executive Officer

Chairman
YBhg. Datuk Mohd Nizom Bin Sairi
Deputy Chief Executive Officer (Tax Operations)

Members

1. YBhg. Datuk Noor Azian Binti Abdul Hamid
   Deputy Chief Executive Officer (Policy)

2. YBrs. Encik Mohammed Noor Bin Ahmad
   Deputy Chief Executive Officer (Compliance)

3. YBhg. Datuk Mohd Jaafar Bin Embong
   Deputy Chief Executive Officer (Management)

4. YBhg. Datuk Dr. Sotimin Bin Muhalip
   Director, Tax Operations Department

5. Encik Abu Tariq Bin Jamaluddin
   Director, Legal Department

6. Encik Zamani Bin Ismail
   Director, Information Technology Department

7. Encik Azizol Bin Ahmad
   Director, Tax Collection Department

8. Encik Shaharrudy Bin Othman
   Director, International Taxation Department

9. Dr. Gunasegaran Muthusamy
   Director, Tax Research Department

10. Encik Norisham Bin Long
    Director, IRBM Chief Executive Office Department

11. Encik Amir Abdul Mutalib Bin Shaari
    Tax Research Department

12. Encik Azmin Bin Omar
    Tax Research Department

Secretariat

1. Puan Nurani Binti Abdul Hasib
   Tax Research Department

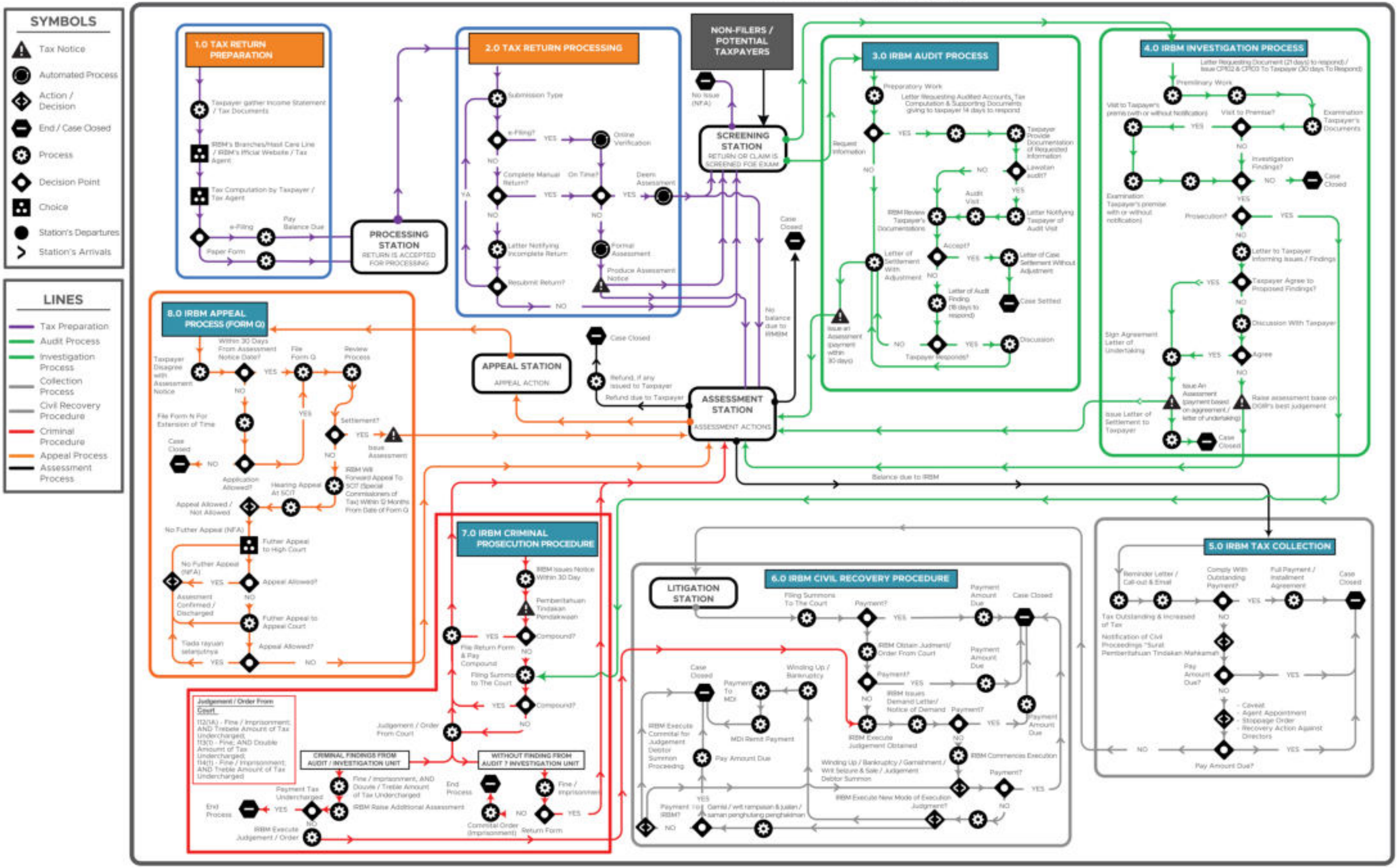
2. Puan Nurul Asriana Binti Ahmad
   Tax Research Department

IRBM TAXPAYER ROADMAP

IRBM TAXPAYER ROADMAP

This IRBM Taxpayer Roadmap provides guidance for taxpayers to get information on the legal taxation process, audits, appeals, actions on tax collections and litigations. The Taxpayer Roadmap provides general guidance to the public on income tax management in Malaysia for assurance of optimum tax compliance level.

For further information: www.hasil.gov.my



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