



INLAND REVENUE AUTHORITY OF SINGAPORE  
ANNUAL REPORT 2005/06

**IRAS @ Your Service**  
**Serving the Nation. Serving You.**



**OUR MISSION** Act as an agent of the Government and provide service in administering, assessing, collecting and enforcing payment of taxes

Advise the Government and represent Singapore internationally on matters relating to taxation

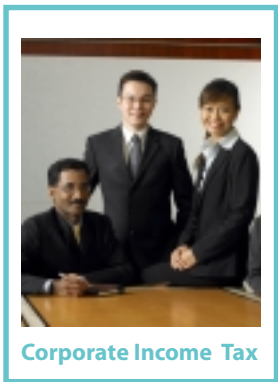
**OUR VISION** The leading tax administration in the world  
**A** partner of taxpayers in nation-building and economic development  
an **eXcellent** team of competent and committed people

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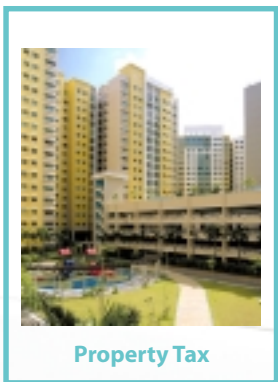
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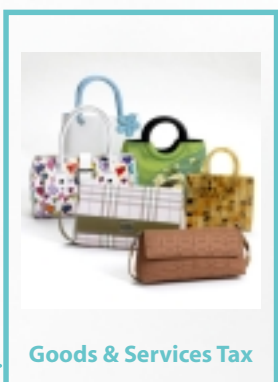
Individual Income Tax



Corporate Income Tax



Property Tax



Goods & Services Tax

myTax Portal ...

**ONE** PIN  
**ONE** PORTAL  
**ONE** PROFILE

## IRAS @ Your Service

To be the leading tax administration in the world, the Inland Revenue Authority of Singapore strives to lead in the delivery of e-services for enhanced customer service and compliance.

Our technologically-advanced computer system, Inland Revenue Interactive Network (IRIN), delivers a whole new range of e-services to you, the taxpayer.

**You now have your own personalised, secure one-stop tax portal, *myTax Portal***, that allows you to interact with IRAS at your convenience.

**Easy Access. Anytime. Anywhere.**

One click is all it takes to view the status of your tax returns.

Check your tax accounts. Update your taxpayer profile. Check instalment plans.

We help you meet your tax obligations.

**Pay your fair share of tax. On time.**

**A portal so powerful,  
it makes everything simple.**



**OUR TAXES FOR NATION BUILDING**

Health..... S\$1.80 billion

Transport..... S\$1.87 billion

National Development..... S\$1.36 billion

Security & External Relations..... S\$11.85 billion

Environment & Water Resources ..... S\$1.20 billion

Education..... S\$6.10 billion

## OUR COMMITMENT

### OUR CORPORATE GOALS

- To foster a competitive tax environment that encourages enterprise and supports economic growth
- To provide excellent service
- To minimise compliance costs of taxpayers
- To ensure compliance by all taxpayers
- To be cost-effective and efficient
- To achieve a high level of staff competence and satisfaction

### OUR CORE VALUES

**FAIRNESS**

Treat everyone in the same circumstances equally

**INTEGRITY**

Do what is right without fear or favour in all circumstances

**PROFESSIONALISM**

Have the competence and take pride in doing our work in the most efficient and effective way

**TEAMWORK**

Help one another and work together with mutual trust and respect

**RESPONSIVENESS**

Anticipate and promptly meet changing needs

**INNOVATION**

Continuously seek new ways to do our work better

### OUR QUALITY POLICY

We are committed to providing excellent service and to continually improving in the way we excel in meeting our customers' needs and expectations.

### OUR SERVICE PLEDGE

Dear Taxpayer,

We are committed to providing excellent service.

You can expect Courtesy, Competence, Clarity and Convenience from us.

**COURTESY**

We will be attentive and polite when we serve you

**COMPETENCE**

We will ensure that you are served by well-trained officers and our tax assessments are accurate

**CLARITY**

We will provide clear and complete information to help you fulfil your tax obligations

**CONVENIENCE**

We will continuously seek improvements to make it simple for you to meet your tax obligations

### OUR PUBLIC RESPONSIBILITY STATEMENT

**I**nculcate a strong sense of public responsibility among staff

**R**ecognise and support volunteerism

**A**ppreciate the beauty of a greener environment

**S**erve the community and the nation

To fulfil the statement, we will promote:

- Volunteerism by the community for the community
- Active citizenry and a spirit of volunteerism amongst staff

@myTax Portal ...

**YOU SURF, WE SERVE**



**IRAS @ Your Service**



## Reliability

TAXPAYER : ARAVINDRAN THANIKESH  
PROFILE : GST TRADER  
FINANCIAL MANAGER  
ELECTRONICS TRADING FIRM  
36 YEARS OLD

“ My partners and I have peace of mind knowing we can fulfil our tax obligations *on time*. With *myTax Portal*, our company can file GST returns electronically. We can be confident the returns are received by IRAS and processed *quickly*. We can expect faster refunds. This improves our cash flow management, making business planning *more efficient*. ”





Convenience

TAXPAYER : YVONNE YIM  
PROFILE : INDIVIDUAL INCOME TAXPAYER  
YOUNG PROFESSIONAL  
30 YEARS OLD



“ Calculating our income tax used to take up a lot of time. With *myTax Portal*, my husband and I can do a quick check on our accounts. This helps us in budgeting for our lifestyle needs. It's great having *access* to our accounts *anytime, anywhere!* ”

## Online ease.

### Ease

TAXPAYER : JEREMY LOW WEE KIAT  
PROFILE : PROPERTY TAXPAYER  
OWNER OF A HDB\* FLAT  
32 YEARS OLD



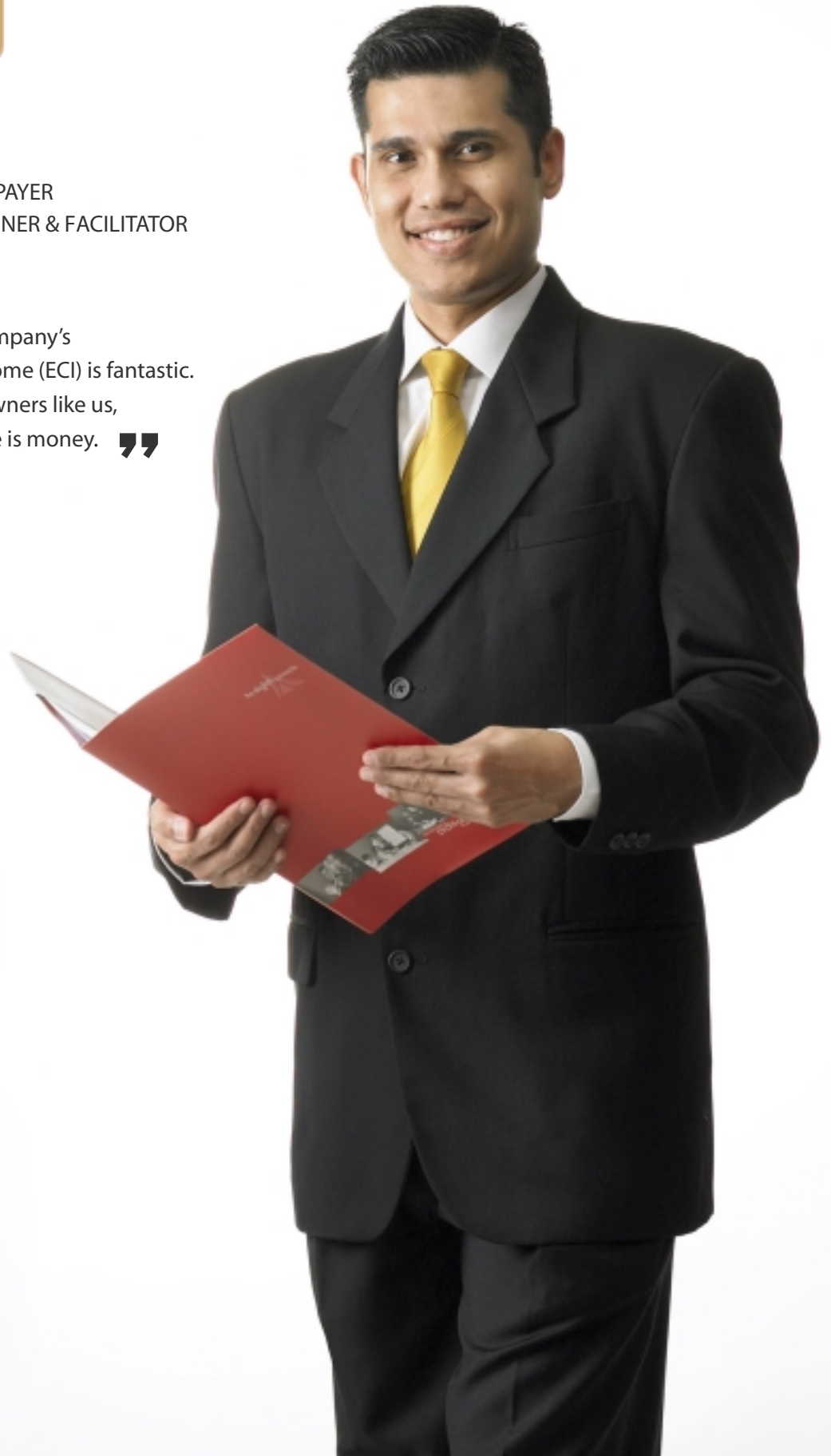
“ Using *myTax Portal* is so convenient. It allows me to check my property tax bill and monitor my monthly GIRO instalments easily. ”

\* "HDB" refers to the Housing Development Board, Singapore's public housing scheme.

## Efficiency

TAXPAYER : ASLAM SARDAR  
PROFILE : CORPORATE TAXPAYER  
CORPORATE TRAINER & FACILITATOR  
33 YEARS OLD

“ Being able to e-file my company's estimated chargeable income (ECI) is fantastic. It's convenient. For SME owners like us, it *saves us time*. Time is money. ”







“ IRAS is dedicated to serving the nation and serving you.

Committed to service excellence, we have launched *myTax Portal*, a convenient one-stop site for all your tax matters. This is your personalised tax portal. It offers you *round-the-clock access* to your tax information *anytime, anywhere*, enabling you to fulfil your tax obligations with *ease and on time*.

Strengthening our partnership with taxpayers is a priority in achieving our vision of being the world's leading tax administration. ”

## ACCOLADES

## DEVELOPING AN EXCELLENT TEAM OF COMPETENT AND COMMITTED PEOPLE



Singapore H.E.A.L.T.H. Promoter Award

Singapore HR Award 2005 (Manpower Resourcing and Planning)

MHA Award for NSmen's Employers 2005 Award

Singapore H.E.A.L.T.H. Award (Platinum)

MOF Power (Gold) Award

MOF ExCEL Convention

- 3 Best IQT/WITS Award
- 1 Distinguished Effort IQT/WITS Award
- 2 Outstanding IQT/WITS Award

MOF Star Service Award

- 6 officers awarded

PS21 Star Service Award

- 2 officers awarded

52 officers received National Day awards including 1 PPA (Gold), 1 PPA (Silver), 1 PPA (Bronze), 1 Commendation and 3 Efficiency Awards

## PARTNERING OUR TAXPAYERS AND THE COMMUNITY



Action Community for Entrepreneurship (ACE) Award  
for Pro-Enterprise Agencies

MOE Learning Journeys Partnership Award

President's Challenge 2005 Award for Invaluable Contribution

Community Chest - SHARE Platinum Award

Building Energy Performance Award 2005

## CHAIRMAN'S STATEMENT

Singapore's good economic performance since 2003 has reflected not only a favourable external environment, but also its economic restructuring efforts, including the restructuring of the tax system. Today, we have an internationally competitive tax system, characterised by low headline rates, targeted incentives, and efficient administration.



The Singapore economy grew by an impressive 7% in 2005. Growth was broad-based, with strong performances in both manufacturing and services. We attracted fixed asset investments amounting to S\$8.5 billion. Most importantly, economic growth has translated into jobs. About 110,000 jobs were created last year, the largest number created in any year since 2000.

Singapore's good economic performance since 2003 has reflected not only a favourable external environment, but also its economic restructuring efforts, including the restructuring of the tax system. Today, we have an internationally competitive tax system, characterised by low headline rates, targeted incentives, and efficient administration.

Independent international surveys have taken note of the competitiveness of our tax system. A study by the CD Howe Institute, a Canadian think-tank, showed companies in Singapore as having the lowest effective tax rate among 36 countries surveyed. The 2006 Index of Economic Freedom ranked Singapore as the world's second freest economy, after Hong Kong, due in part to our competitive corporate income tax regime. The IMD World Competitiveness Yearbook 2005 ranked Singapore as the third most competitive economy, partly for being able to reduce tax pressures while prudently managing government spending.

But the restructuring of the economy and our tax system remains work-in-progress. The global economic landscape continues to change, the competition for investment and talent continues to be keen, industry practices and business models continue to evolve. The tax system cannot keep still, but continues to adapt and change to sustain our long-term competitiveness.

In recent years, besides lowering tax rates to attract investments and international talent, the Singapore government has continued to use tax incentives as a tool to promote investments in new areas and activities, especially services. For example, tax incentives were introduced to attract specific service industries such as the creative industries to establish a presence in Singapore. Tax incentives are also used in the area of financial services such as in Islamic Banking, insurance and Real Estate Investment Trusts, to deepen and broaden our capital markets, and to develop Singapore as a premier wealth management centre. GST rules have also been made more flexible for targeted growth industries such as the marine and logistics industry to facilitate the operations of these businesses.



IRAS plays an important role in keeping Singapore's tax system competitive. The Government has introduced many tax policy changes in recent years. I am proud to say that IRAS has successfully implemented them and made it as easy as possible for taxpayers' compliance. And leveraging on its intimate understanding of taxpayers' issues, IRAS has provided the Ministry of Finance with valuable inputs and insights in the formulation of tax policies, based on its intimate understanding of the taxpayers.

Taxpayers have welcomed IRAS' move towards greater certainty and clarity with timely issuance of guidelines for tax changes and introduction of an advanced ruling system. IRAS has also given support for companies expanding overseas by providing greater clarity on international transfer pricing rules. This was done by issuing a set of transfer pricing guidelines and formalising the procedures for a request for advance pricing arrangements and mutual agreement procedures under the Agreements for the Avoidance of Double Taxation (DTAs). All these aim to help taxpayers who are faced with transfer-pricing issues with foreign tax jurisdictions.

2005 has also been an active year for IRAS in the international arena. Three new DTAs were signed with Brunei, Republic of Fiji Islands and the Slovak Republic. Revised DTAs were signed with India, Israel and New Zealand. To date, Singapore has expanded its DTA network to reach out to 56 strategic partners around the world.

On behalf of the Board, I would like to express my appreciation to the management and staff of IRAS for their strong commitment and contribution to the many accomplishments in the past year. Taking a cue from the theme of our Prime Minister's 2006 Budget Speech, "Building on Our Strengths, Creating Our Best Home", I have no doubt that IRAS will continue to build on its strengths to reach a higher level of excellence for the good of Singapore.



**LIM SIONG GUAN**  
CHAIRMAN

## MEMBERS OF THE BOARD

1<sup>st</sup> row (seated): From left to right**MR MOSES LEE**

Commissioner

**MR LIM SIONG GUAN**

Chairman

**MR LIM YONG WAH**2<sup>nd</sup> row (standing): From left to right**MR CHIANG CHIE FOO****MR LAW SONG KENG****MR NOEL HON CHIA CHUN****MR LIM HUA MIN**

**MR LIM SIONG GUAN**

Chairman

Mr Lim has been on the Board since September 1998. He was appointed the Chairman of IRAS Board with effect from 1 September 2004. Mr Lim is the Permanent Secretary of Ministry of Finance and Chairman of Accounting and Corporate Regulatory Authority, MND Holdings and Value Innovation Tank Pte Ltd. Mr Lim also serves on the boards of various other organisations.

**MR MOSES LEE**

Commissioner

Mr Lee is the Commissioner of Inland Revenue. He joined the IRAS Board in September 2004.

**MR LIM YONG WAH**

Board Member

Mr Lim has been on the Board since September 1998. He is the Executive Chairman of Inter-Roller Engineering Limited. Besides IRAS, Mr Lim also sits on the boards of other private and public organisations. Mr Lim is also the Chairman of IRAS Audit Committee.

**MR CHIANG CHIE FOO**

Board Member

Mr Chiang joined the Board in September 2001. He is the Permanent Secretary of Ministry of Defence and Chairman of Energy Market Authority. He also serves on the boards of several other public organisations.

**MR LAW SONG KENG**

Board Member

Mr Law joined the IRAS Board in September 2004. Besides IRAS Board, Mr Law is also a board member of a few other organisations, such as Central Provident Fund Board.

**MR NOEL HON CHIA CHUN**

Board Member

Mr Hon joined the IRAS Board in September 2004. Besides being the Chairman of NEC Solutions Asia Pacific Pte Ltd, he is also the Chairman of Singapore Kindness Movement and the President of the Singapore Scouts Association. Mr Hon also serves on the boards of various other private and public organisations. Mr Hon is the Chairman of IRAS Staff Committee A, which looks into personnel matters of super-scale officers.

**MR LIM HUA MIN**

Board Member

Mr Lim joined the IRAS Board in September 2004. He is currently the Executive Chairman of Phillip Securities Pte Ltd. Mr Lim also serves on the boards of numerous other organisations.

## COMMISSIONER'S MESSAGE

Going forward, IRAS will broaden its role and work together with other economic agencies to attract investments and internationally mobile talent to Singapore.



IRAS has established excellent systems and processes and built up a team of competent and dedicated staff to achieve a world-class tax administration. Going forward, IRAS will broaden its role and work together with other economic agencies to attract investments and internationally mobile talent to Singapore. The tax system is a major factor in the decision making process of investors and individuals. With our intimate knowledge of the tax system and taxpayers, IRAS is well placed to take an active role in fostering a competitive tax system to support economic growth and to encourage individual and business enterprise.

IRAS management and staff have embraced this expanded role and redefined its Vision to reflect this new commitment - Partnering Taxpayers in Nation Building and Economic Development.

IRAS can achieve this Vision only with the support and contribution of its people. We will lead a new initiative to establish a Tax Academy to raise technical knowledge and professional competency of our staff and enhance IRAS' professional standing in the tax community. The Tax Academy will also forge a vibrant community of tax professionals. It will offer tax training and development programmes to local and foreign tax administrations, private sector tax practitioners, academia and taxpayers.

I am pleased to report that in FY2005, IRAS collected S\$19.9 billion in tax revenue, S\$1.9 billion or 10.7% higher than FY2004. This represents about 71% of total government operating revenue. The cost of collection was kept low at 0.93 cents per dollar of tax collected, compared to 1.02 cents in FY2004, and key operational targets were met or exceeded in FY2005.

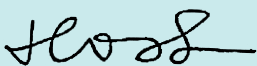
Taxpayers can now enjoy the convenience and a wider range of e-services from *myTax Portal*. This is made possible through the implementation of our new computer system, IRIN (Inland Revenue Interactive Network), and the rollout of the Corporate Tax, Goods and Services Tax and Individual Income Tax modules. IRIN will be fully implemented when we roll out the Property Tax module in 2006.

IRAS is recognised for her responsiveness to and support of the business community. We received the Action Community for Entrepreneurship (ACE) award for the second consecutive year and improved our ranking among the 25 government agencies surveyed, from 5th position to the 4th spot. We also won the Singapore Human Resource Award in recognition of our leading practices in the category of Manpower Resourcing and Planning. Platinum awards in Community Chest - SHARE and Singapore H.E.A.L.T.H. exemplify our commitment to promoting work-life balance and the well being of our people.

We successfully hosted the 35th Study Group of Asian Tax Administration and Research (SGATAR) Meeting, the 3rd Meeting of the SGATAR Heads of Training Institutions and the 3rd SGATAR Joint Training Programme in 2005. Delegates from 13 SGATAR members around the region convened in Singapore to share insights and experiences on tax administration and policy issues. We also participated in various international conferences of the OECD Forum on Tax Administration and the Conference of the Commonwealth Association of Tax Administrators to deepen our tax knowledge and keep up with the international developments.

I would like to take this opportunity to thank all IRAS staff for their unstinting effort and steadfast dedication to the organisation. Without them, IRAS would not be able to achieve these many accomplishments. In particular, I would like to place on record our appreciation to my predecessor, Mr Koh Cher Siang, who retired on 30 June 2005. He had spearheaded IRAS' transformation into a service-oriented tax administration with the highest standards of business excellence, resulting in the conferment of the Singapore Quality Award in 2003.

The future is a challenging one for all of us at IRAS. We are confident that with the support from the Board, the commitment from all IRAS staff as well as the cooperation from taxpayers, IRAS is well poised to make a difference in nation building and to the economic development of Singapore!



**MOSES LEE**  
COMMISSIONER OF INLAND REVENUE

## SENIOR MANAGEMENT TEAM



### CENTRALISED SERVICE GROUP

From left to right

**MRS PATRICIA MAK**

Assistant Commissioner  
(Accounting and Processing  
Division)

**MR CHIA CHONG SING**

Deputy Commissioner  
(Centralised Service Group)

**MR TAY YONG CHIN**

Assistant Commissioner  
(Investigation and  
Intelligence Division)

**MDM CHEW TIEW SAN**

Assistant Commissioner  
(Enforcement Division)

### CORPORATE GROUP

From left to right

**MR LIU HERN KUAN**

Chief Legal Officer  
(Law Division)

**MS CHIN LI FEN**

Assistant Commissioner  
(Corporate Services Division)

**MR WILSON ONG JOON LIM**

Assistant Commissioner  
(Infocomm Division)/  
Assistant Commissioner  
(Information Systems Planning)

**MR ONG KHIAW HONG**

Deputy Commissioner  
(Corporate Group)/  
Assistant Commissioner  
(Corporate Development  
Division) (Covering)

### TAX MANAGEMENT GROUP

Seated: From left to right

**MR NG KEAT SENG**

Deputy Commissioner  
(Business Group)

**MR MOSES LEE**

Commissioner of Inland Revenue

**MR JAMES KHOR NGIAP LONG**

Assistant Commissioner  
(Individual Income Tax Division)

**MR ALAN OW SOON SIAN**

Senior Deputy Commissioner  
(Individual Group)

Standing: From left to right

**MISS CHIAM YAH FANG**

Assistant Commissioner  
(Taxpayer Services Division)

**MRS ENG-TAY GEOK LEE**

Deputy Commissioner  
(Property Group)/  
Assistant Commissioner  
(Goods and Services Tax Division)

**MRS CHIA-TERN HUEY MIN**

Assistant Commissioner  
(Tax Policy and International Tax  
Division)

**MS ANG SOCK TIANG**

Assistant Commissioner  
(Property Tax Division)

**MRS SABINA CHEONG  
HWEE BIN**

Assistant Commissioner  
(Corporate Tax Division)

## CORPORATE GOVERNANCE

### IRAS BOARD

IRAS' Board oversees IRAS and ensures that it carries out its functions competently. The Chairman of the Board is Mr Lim Siong Guan, Permanent Secretary of the Ministry of Finance. The six other members are Mr Moses Lee, Commissioner of Inland Revenue, Mr Chiang Chie Foo, Mr Lim Yong Wah, Mr Noel Hon Chia Chun, Mr Law Song Keng and Mr Lim Hua Min.

The Board met thrice last financial year to review major corporate policies and approve financial statements, annual budget and major expenditure projects. The Board has established two committees, Staff Committee A and the Audit Committee, to assist it in carrying out its duties.

### STAFF COMMITTEE A

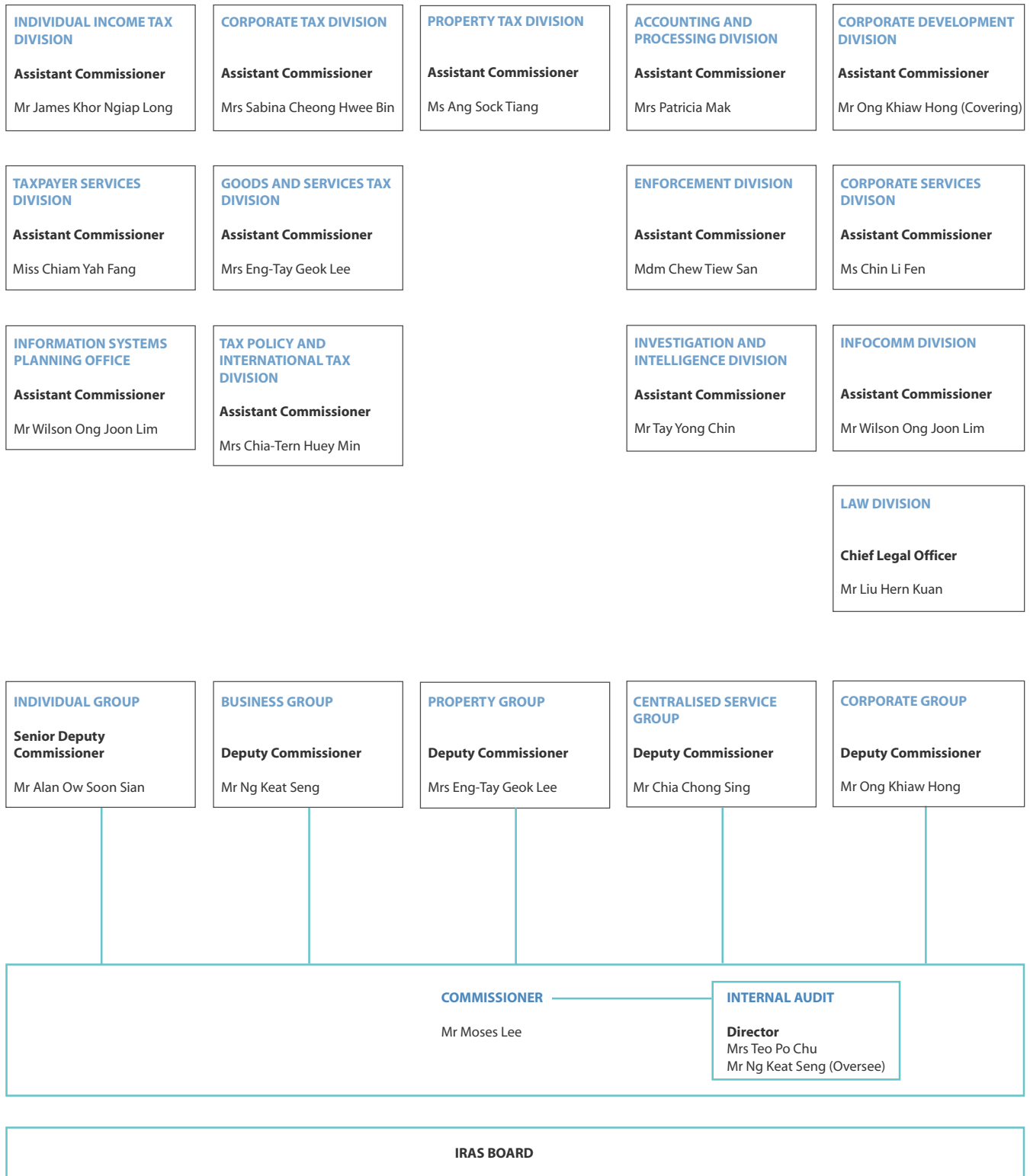
Mr Noel Hon Chia Chun chairs the Staff Committee A. Its other members are Mr Moses Lee, Commissioner of Inland Revenue, and Mr Law Song Keng. Staff Committee A is the approving authority for key appointments, promotion and remuneration of senior executives in IRAS. The Committee met once in the last financial year.

### AUDIT COMMITTEE

Mr Lim Yong Wah chairs the Audit Committee. Its other members are Mr Chiang Chie Foo, Mr Law Song Keng and Mr Lim Hua Min. The Committee reviews the adequacy of IRAS' accounting and financial policies and ensures that accounting policies and internal controls are in place. The Committee also reviews the annual audit plan of the Internal Audit Branch and the results of its work. The Committee works closely with the external auditor, the Auditor-General, in reviewing the financial statements of IRAS, the scope of audit and the audit results. The Committee met once last financial year.



## ORGANISATION STRUCTURE



## OUR DIVISIONS

### INDIVIDUAL INCOME TAX DIVISION

Provides end-to-end administration of Individual Income Tax and Estate Duty. This includes serving taxpayers, assessing and collecting tax, and ensuring compliance for all employees, self-employed, unincorporated businesses and non-resident individuals. This division also handles withholding tax administration for taxpayers who are individuals.

**Key Officers:**

Mr James Khor Ngiap Long  
Assistant Commissioner

Ms Deanna Choo Lay Yen  
Deputy Director (Employee)

Mrs Ang Siew Tee  
Director (Employee-Specialised)

Ms Christine Deniz Loo  
Director (Foreigner & Clearance)

Miss Marjorie Tan Yong Hin  
Director (Self-Employed)

Miss Ang Sor Tjing  
Director (Ruling & Estate Duty)

### TAXPAYER SERVICES DIVISION

Handles front line tax enquiries and manages overall taxpayer relationship and taxpayer services infrastructure and e-services.

**Key Officers:**

Miss Chiam Yah Fang  
Assistant Commissioner

Mrs Chia-Tan Hai Geok  
Director (Contact Centre)

Mrs Tan-Yeo Wei Kuen  
Manager (Taxpayer Services Management Unit)

### CORPORATE TAX DIVISION

Provides end-to-end administration of Income Tax for companies, charities, bodies of persons, including withholding tax for payors who are companies; Charities Act, Betting & Sweepstakes Act and Private Lotteries Act. This includes serving taxpayers, assessing and collecting tax, and ensuring compliance.

**Key Officers:**

Mrs Sabina Cheong Hwee Bin  
Assistant Commissioner

Mrs Choy-Koh Kum Lin  
Director (General)

Mr Kok Ching Kong  
Director (Field Audit)

Mrs Loke-Ng Lay Beng  
Director (Large Corporation)

Miss Ang Chiew Leng  
Director (Rulings, Charities, Clubs, Private Lotteries, Trust)

## GOODS AND SERVICES TAX DIVISION

Provides end-to-end administration of Goods and Services Tax. This includes serving taxpayers, assessing and collecting tax, and ensuring compliance.

### Key Officers:

Mrs Eng-Tay Geok Lee  
Assistant Commissioner

Ms Hoe Ee Hui  
Deputy Director (General)

Mrs Lim Kim Kok  
Director (Wholesale Trade)

Mrs Eng Li Ming  
Director (Large Business)

## TAX POLICY AND INTERNATIONAL TAX DIVISION

Initiates tax policy changes, and provides technical advice in the formulation and design of tax policies. Represents Singapore in tax treaty negotiations and handles international taxation matters.

### Key Officers:

Mrs Chia-Tern Huey Min  
Assistant Commissioner

Mr See Jee Chang  
Director (Tax Policy & Ruling)

Mr See Jee Chang  
Director (International Tax)

## PROPERTY TAX DIVISION

Provides end-to-end administration of Property Tax and Stamp Duty. This includes serving taxpayers, assessing and collecting tax, and ensuring compliance.

### Key Officers:

Ms Ang Sock Tiang  
Assistant Commissioner

Mrs Fong Lee Kheng  
Director (Residential)

Ms Sally Mok Chong Chin  
Director (Commercial) (Covering)

Ms Sally Mok Chong Chin  
Director (Industrial)

Mr Wang Teck Leng  
Deputy Director (Valuation and Stamp Duty)

## LAW DIVISION

Provides legal opinions on the application of tax laws, drafts legislation and other legal documents; represents IRAS in legal proceedings.

### Key Officers:

Mr Liu Hern Kuan  
Chief Legal Officer

Ms Foo Hui Min  
Director (Litigation)

Mr Tang Siau Yan  
Deputy Director (Legislation)

## ACCOUNTING AND PROCESSING DIVISION

Manages bulk processes across tax types as well as the revenue accounts and reporting.

### Key Officers:

Mrs Patricia Mak  
Assistant Commissioner

Mrs Chia Seok Khim  
Director (Processing Centre)

Miss Koh Mui Gek  
Director (Electronic Interface)

Mr Colin Chew Koo Chung  
Director (Revenue Accounting)

## ENFORCEMENT DIVISION

Promotes voluntary compliance in filing and payment of taxes and takes action on defaulters.

### Key Officers:

Mdm Chew Tiew San  
Assistant Commissioner

Ms Harriet Marion Van Buerle  
Director (Filing Compliance)

Mrs Chia-Mao Kawn Hwa  
Director (Compliance Service)

Mrs Dorothy Guan  
Director (Payment Enforcement)

## INVESTIGATION AND INTELLIGENCE DIVISION

Gathers intelligence, and deters tax evasion through investigation.

### Key Officers:

Mr Tay Yong Chin  
Assistant Commissioner

Mr Low Boon Hong  
Director (Investigation)

Mr Low Han Hsien  
Manager (Intelligence Unit)

## INFOCOMM DIVISION

Provides info-technology services and support whilst ensuring the security of the IT systems and resources. Leads IRAS in technology planning and system acquisitions.

### Key Officers:

Mr Wilson Ong Joon Lim  
Assistant Commissioner

Mdm Chew Soh Lang  
Director (Infocomm Service)

Mrs Wee-Poh Lai Khim  
Director (Infocomm Operation)

**CORPORATE SERVICES DIVISION**

Manages the communication, human resources, finance and administrative functions.

**Key Officers:**

Ms Chin Li Fen  
Assistant Commissioner

Miss Loh Cheng Cheng  
Director (Finance & Administration)

Ms Chin Li Fen  
Director (Personnel)(Covering)

Mrs Lee Leng Kiong  
Director (Corporate Communications Unit)

**CORPORATE DEVELOPMENT DIVISION**

Supports IRAS management in strategic planning; handles training and development programmes, and knowledge management.

**Key Officers:**

Mr Ong Khiaw Hong  
Assistant Commissioner (Covering)

Mr Ernest Lee Kian Meng  
Director (Training & Knowledge Management)

Ms Jackalin Er Hwee Pheng  
Deputy Director (Corporate Planning)

**INFORMATION SYSTEMS PLANNING OFFICE**

Develops and implements the information system, Inland Revenue Interactive Network (IRIN).

**Key Officers:**

Mr Wilson Ong Joon Lim  
Assistant Commissioner

Mrs Wee-Poh Lai Khim  
Director (Information Systems Planning)

Mdm Chew Soh Lang  
IT Technical Director

**INTERNAL AUDIT BRANCH**

Evaluates the adequacy and effectiveness of internal controls in IRAS and ascertains whether policies and guidelines are complied with.

**Key Officers:**

Mrs Teo Po Chu  
Director (Internal Audit)

## CALENDAR OF EVENTS

### APRIL 2005

- At the end of the extended deadline of 30 April, a total of 839,367 taxpayers had e-filed their tax returns for Year of Assessment 2005.

### MAY 2005

- The "Measure Me Corner" was set up in the IRRC clubhouse for staff to assess their fitness levels at their convenience.



### JUNE 2005

- IRAS bade *adieu* to outgoing Commissioner, Mr Koh Cher Siang, who retired after eight years of leadership in IRAS.



- Volunteers who assisted the public to e-file, were invited to an Appreciation Party held in IRAS on 17 June.



### JULY 2005

- IRAS welcomed her new Commissioner, Mr Moses Lee, who brings with him 31 years of experience in the public service.
- An in-house celebration was held on 1 July to remind all of the importance of national defence. Our servicemen also participated in the SAF Day Combined Rededication Ceremony at the Singapore Power Auditorium, together with other organisations in the South Zone.



- Volunteers from IRAS took the children from the Balestier Special School for a day outing to the West Coast Park.

### AUGUST 2005

- "Makan Parade", an annual food and fun fair was held in conjunction with National Day celebrations. IRAS remembered the less fortunate by raising \$20,812 for President's Challenge 2005 and another \$5,500 for the Pertapis Children's Home.



### AUGUST 2005 cont'd

- IRAS showed her appreciation to outgoing Taxpayer Feedback Panel members and welcomed the new members, at a simple luncheon held on 24 August.



### SEPTEMBER 2005

- The Inland Revenue Scheme of Service was introduced to bring all IRAS staff under one single scheme of service.
- The inaugural IRAS Learning & Innovation Festival was held. Staff were given opportunities to attend talks, visit best practices' companies and participate in competitions to learn new things, over the one-week period leading up to 1 September, the IRAS Day celebrations.



- During the Healthy Lifestyle month, staff were treated to a host of activities, including Active Day, annual health screening, lunchtime health talks and mass fitness exercises.

### OCTOBER 2005

- The Accredited Tax Specialists organised the second Annual Tax Conference on 12 October. The aim of this conference was to enhance learning and sharing of knowledge across tax types.



- Volunteers from IRAS accompanied children from the Metta School on an excursion to the Singapore Science Centre.
- IRAS completed another phase of the IRIN development - the new individual income tax module.

### NOVEMBER 2005

- The Meeting of the 35th Study Group on Asian Tax Administration and Research (SGATAR) was hosted in Singapore. The event, held at Swissotel the Stamford from 21 to 24 November brought together participants from 13 tax administrations.



- Staff were encouraged to donate groceries during a collection drive that was held for the benefit of residents from the Pertapis Children's Home.

### NOVEMBER 2005 cont'd

- During the "Security Awareness Month", talks and visits were held to promote security consciousness in staff.
- IRAS celebrated her "Family Day" with an outing to the Pasir Ris Park, where staff enjoyed many exciting activities with family and loved ones.



### DECEMBER 2005

- Commissioner launched the IRAS Heartbeat - Town Hall edition, a platform through which important organisational ideas and initiatives are shared with the staff.

### JANUARY 2006

- The President of Singapore, Mr S R Nathan, made a historical visit to IRAS on 24 January. His Excellency planted a Golden Penda tree in front of Revenue House, witnessed the signing of the Collective Agreement between IRAS Staff Union (IRASSU) and IRAS management and presided at the opening of the annual Lunar New Year Bazaar.



### FEBRUARY 2006

- Senior management convened at Laguna Country Club for a two-day retreat to discuss the issues and challenges facing IRAS in the year ahead.



- From February, staff were given the flexibility to dress down on Fridays to complement our friendly workplace.

### MARCH 2006

- The annual Budget Seminar was conducted for 500 participants to clarify issues relating to the tax changes announced during the Budget speech in February.



- The IRAS Heartbeat - Town Hall edition chaired by Commissioner unveiled the refined vision and outlined the strategic directions and plans for IRAS, which arose from the two-day senior management retreat in February.