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REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF FINANCE
BUREAU OF INTERNAL REVENUE
Quezon City

March 8, 2010

REVENUE MEMORANDUM ORDER NO. 21-2010

To : All Deputy Commissioners, Assistant Commissioners, Division Chiefs, and Others Concerned

Subject : BIR 2010 National Office Key Performance Indicators (KPIs), Accomplishment Reporting, and Office Performance Evaluation

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I. BACKGOUND

Revenue Memorandum Circular No. 10-2010 providing for the 2010 Strategy Map was issued on February 2, 2010. DOF Secretary Margarito B. Teves pronounced in the 1st National Command Conference the four (4) categories of Key Performance Indicators.

Each National Office Division has submitted at least three (3) KPIs and each Revenue Service has submitted three (3) Priority Projects/Priority KPIs.

II. OBJECTIVES

This Order is issued to:

1. Prescribe and provide details of the BIR's CY 2010 National Office Performance Measures by indicating the Priority Programs, Key Performance Indicators, Program Weights, KPI Weights, Targets, as well as the Office(s) responsible to implement and monitor each Priority Program;
2. Prescribe the policies and procedures for monitoring and evaluating the performance of Revenue Services and Divisions in the National Office (NO) vis-a-vis the Office Performance Measures;
3. Align the Priority Programs/Activities/Projects of all BIR Offices to the 2010 BIR Strategy Map; and
4. Serve as basis for decision-making of the Management Committee with regard to work target setting, 2010 Strategy Map, and determine the Programs/Projects to be institutionalized.

III. POLICIES

1. Rating period is from April 1, 2010 to December 31, 2010.

2. For CY 2010, the Programs/Activities/Projects that have to be implemented by all BIR Offices shall be aligned with the 2010 Strategy Map and the four (4) KPI categories. (Refer to Annex A)

3. A Performance Contract per Office, which details the Priority Programs/Projects, Key Performance Indicators (KPIs), Program/Project Weights, KPI Weights, Targets, shall be signed by the Head of Office and noted by their respective Supervisor. (Refer to Annex B)

4. The Commissioner, Deputy Commissioners, and Assistant Commissioners shall perform periodic checking and systematic documentation of the progress of the Performance Contracts of their supervised Offices. Any issues/outstanding accomplishments shall be discussed by the concerned Deputy Commissioner during the regular Management Committee meetings.

5. All Divisions and Revenue Services shall adopt the "On Time BIR Time" as one of their KPIs.

6. An Annual National Office Performance Evaluation shall be prepared to determine the rating of an Office, based on its target vis-a-vis actual performance.

7. The Assistant Commissioners shall prepare the Annual Office Performance Evaluation for their respective Divisions. On the other hand, the Commissioner and Deputy Commissioners shall prepare the Annual Office Performance Evaluation for the Revenue Services under their supervision.

8. The Commissioner, Deputy Commissioners, and Assistant Commissioners shall determine the KPI weights of the Offices under their jurisdiction. The total KPI rating shall be 100%.

9. A straight forward method of computation shall be used in rating the performance of each office (actual accomplishment x Project/KPI weight). The Overall Rating of an Office shall be the sum of points earned per Priority Project/KPI.

IV. PROCEDURES

Hereunder are the procedures in the preparation and submission of the accomplishment reports and office performance evaluation for CY 2010 Priority Programs and KPIs:

A. Preparation and Submission of Accomplishment Reports

1. Prepare **Monthly** Accomplishment Report (using the format in Annex C)

Report	Office/Person Responsible	Submitted To	Due Date
Division Accomplishment on KPIs	Division Chiefs	Respective Assistant Commissioner	Not later than the 5th day after end of each month

2. Prepare Consolidated **Quarterly** Accomplishment Report (using the format in Annex D)

Report	Office/Person Responsible	Submitted To	Due Date
2.1 Division Accomplishment on KPIs	Division Chiefs	Respective Assistant Commissioners	Not later than the 7th day of the month following each quarter
2.2 Revenue Service Accomplishment on KPIs 2.2 Consolidated Accomplishment of all Divisions	Assistant Commissioners	Respective Deputy Commissioner Commissioner (for Assistant Commissioners under the Office of the Commissioner)	Not later than the 10th day of the month following each quarter

3. Consolidated **Semestral** Accomplishment/Status Report

Report	Office/Person Responsible	Submitted To	Due Date
3.1 Consolidated Accomplishment of all Revenue Services (using the format in Annex E1)	Deputy Commissioners Commissioner	Commissioner Chief, Planning Division	Not later than the 12th day of the month following each semester
3.2 Status Assessment Report of Revenue Services and Divisions (using the format in Annex E2)	Deputy Commissioners Commissioner	Commissioner Chief, Planning Division	Not later than the 12th day of the month following each semester

Report	Office/Person Responsible	Submitted To	Due Date
3.3 Consolidated Accomplishment of National Office on KPIs (using the format in Annex E3)	Chief, Planning Division	Commissioner	Not later than the 15th day of the month following each semester

B. Evaluation of Office Performance

Prepare **Annual** Office Performance Evaluation (using the format in Annex F)

Activity	Office/Person Responsible	Submitted To	Due Date
1.1 Annual National Office Performance Evaluation of the Divisions	Assistant Commissioners	ACIR, Policy and Planning Service	Not later than the 18th day of the month after the end of the year
1.2 Annual National Office Performance Evaluation of the Revenue Services	Deputy Commissioners Commissioner	ACIR, Policy and Planning Service	Not later than the 18th day of the month after the end of the year

C. Documentation

The Planning Division must be provided with a copy of all documents to be prepared and submitted by abovementioned office/person responsible as basis/input for next year's strategy map and priority programs to be recommended to MANCOM.

D. Analysis of National Office KPIs

Activity	Office/Person Responsible	Submitted To	Due Date
1. Prepare a Compilation of the Office Performance Evaluation Report per Revenue Group 2. Analysis Report on the result of accomplishment of KPIs	ACIR, Policy and Planning Service	Commissioner	Not later than the 20th day of the month after the end of the year

V. REPEALING CLAUSE

This Order supersedes Revenue Memorandum Order Nos. 14-2009 and 21-2009 and all other issuances or portions thereof inconsistent herewith.

VI. EFFECTIVITY

This Order takes effect immediately.

(Original Signed)
JOEL L. TAN-TORRES
Commissioner of Internal Revenue

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