REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF FINANCE
BUREAU OF INTERNAL REVENUE

July 21, 2020

REVENUE MEMORANDUM ORDER NO. 27-2020

SUBJECT : BIR Digital Transformation Roadmap 2020-2030

TO : All Internal Revenue Officials, Employees, and Others Concerned

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I. BACKGROUND

The present administration's mandate is to make real and meaningful change for the people. To realize this mandate, the government formulated the 10-Point Socio-Economic Agenda which outlines the priorities of the government to accelerate and sustain economic development and fulfill its promise to achieve *"AmBisyon Natin 2040"* that envisions a Matatag, Maginhawa, at Panatag na Buhay for all.

The Bureau of Internal Revenue (BIR), as the primary revenue generating agency, plays an important role in ensuring sufficient funding to meet the country's development goals and achieve our long-term vision and aspiration. The BIR is tasked to consistently achieve increasing revenue targets to meet equally increasing demands. Hence, BIR needs to improve further its existing capabilities, policies, processes, and systems through digital transformation. The BIR Digital Transformation is in response to the Secretary of Finance's call for the BIR to sustain its efforts towards completely modernizing tax administration that is consistent with the objectives of the comprehensive tax reform program, particularly to make tax compliance easier which is aligned with Republic Act (RA) No. 11032, "An Act of Promoting Ease of Doing Business and Efficient Delivery of Government Services".

In recognition of BIR's need to adapt to and take advantage of the fast evolving digital economy and further improve efficiency in revenue collection, the BIR initiated activities in 2019 to prepare for its digital transformation journey and come up with a common understanding of what the BIR envisions for 2030. Thus, a series of briefing/trainings and consultation workshops were conducted to develop the BIR Digital Transformation (DX) Roadmap.

In particular, the BIR Digital Transformation Roadmap articulates how the "reengineering" referred to in the BIR Strategy 2019-2023 can be effectively implemented. The DX Roadmap incorporates the tools necessary to maximize existing resources at the BIR and ensure maximized value out of the organization. The DX roadmap is anchored on three principles, namely: **(i) adopting a people first approach, (ii) instituting a process perspective, and (iii) embracing digital technology**, with the digital transformation mindset as its foundation.

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II. OBJECTIVES

This Order is issued to prescribe the **BIR Digital Transformation (DX) Roadmap 2020-2030** which enumerates the programs, outcomes and corresponding timelines that will help the BIR in carrying out its mission to improve revenue collections to fund the national government programs and initiatives under the 10-Point Socio-Economic Agenda.

III. POLICIES AND GUIDELINES

1. The BIR Digital Transformation (DX) Roadmap for CY2020-2030 (Annex "A") shall contain the BIR DX Vision 2030, the DX Strategy Theme with Outcomes and the Project Timeline to be implemented per DX Phase, to wit:

   a. **Phase 1 (2020-2023)**: Build the DX Foundation - Engage and build the DX culture within the BIR in streamlining current taxpayer services;
   b. **Phase 2 (2024-2030)**: Strengthen DX in BIR - Leverage on data and digital technology within BIR for better taxpayer services.

2. The implementation of the two (2) BIR DX Roadmap Phases shall comprise of four (4) major DX Themes with corresponding outcomes, as follows:

   PHASE I (coverage: 2020-2023)

   a. **Theme 1: People first and elevated taxpayer experience** (2020-2021)
   Outcomes:

   - BIR employees can readily service Taxpayer's needs and enhance Taxpayer experience at the RDO/LTS level
   - Elevated Taxpayer experience through online registration, filing and payment, including those into digital transactions
   - Latest tax information at Taxpayer's fingertips
   - Make use of Taxpayer data to profile and understand Taxpayer behavior

   b. **Theme 2: Anytime, Anywhere Taxpayer Service** (2022-2023)
   Outcomes:

   - Convenient, accessible and fast registration, filing and payment for all Taxpayers
   - Service Oriented BIR
   - Enhanced information sharing across the BIR organization
   - Responsive IT architecture and infrastructure
   - 24/7 TP access to BIR

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PHASE II (coverage: 2024-2030)

c. **Theme 3: Strengthening the BIR Digital Organization & Infrastructure** (2024-2026)

Outcomes:

- Continuous improvement of taxpayer services through faster adoption of digital technology
- 360 view of Taxpayer
- 360 view of personnel/records
- Platform for tax the digital economy transactions

d. **Theme 4: Leveraging taxpayer data for managing tax services** (2027-2030)

Outcomes:

- Data driven collection, audit and enforcement
- Offer customized TP service

3. The BIR DX Roadmap shall be composed of four (4) major programs (Annex "B") with corresponding initiatives, as follows:

   a. **Innovating TP Experience and BIR Service Processes** – for elevating taxpayer experience and innovating BIR processes;

   b. **Enhancing Administration and Support Services of BIR** – for driving efficiency on BIR internal processes;

   c. **Aligning Policies to a BIR Digital Workplace** – for reformulating BIR policies and National Internal Revenue Code to enable DX in BIR.

   d. **Enabling the Digital Backbone of BIR** – for adopting and integrating digital technology in BIR;

4. Offices concerned shall ensure that all other programs, projects and activities to be undertaken are aligned with the BIR DX Roadmap 2020-2030 and shall strictly refer to this memorandum as guide.

5. The programs and initiatives under the BIR DX Roadmap for CY 2020-2030 shall be reviewed/revisited annually and or updated as the need arises. Consequently, any changes made thereto must be approved by the MANCOM.

IV. REPEALING CLAUSE

All revenue issuance or portions thereof inconsistent herewith are hereby repealed or amended accordingly.

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V. EFFECTIVITY

This order takes effect immediately and hereby directs all revenue officials and employees to refer to this Revenue Issuance as their guide in executing the BIR DX Roadmap program.

CAESAR R. DULAY
Commissioner of Internal Revenue

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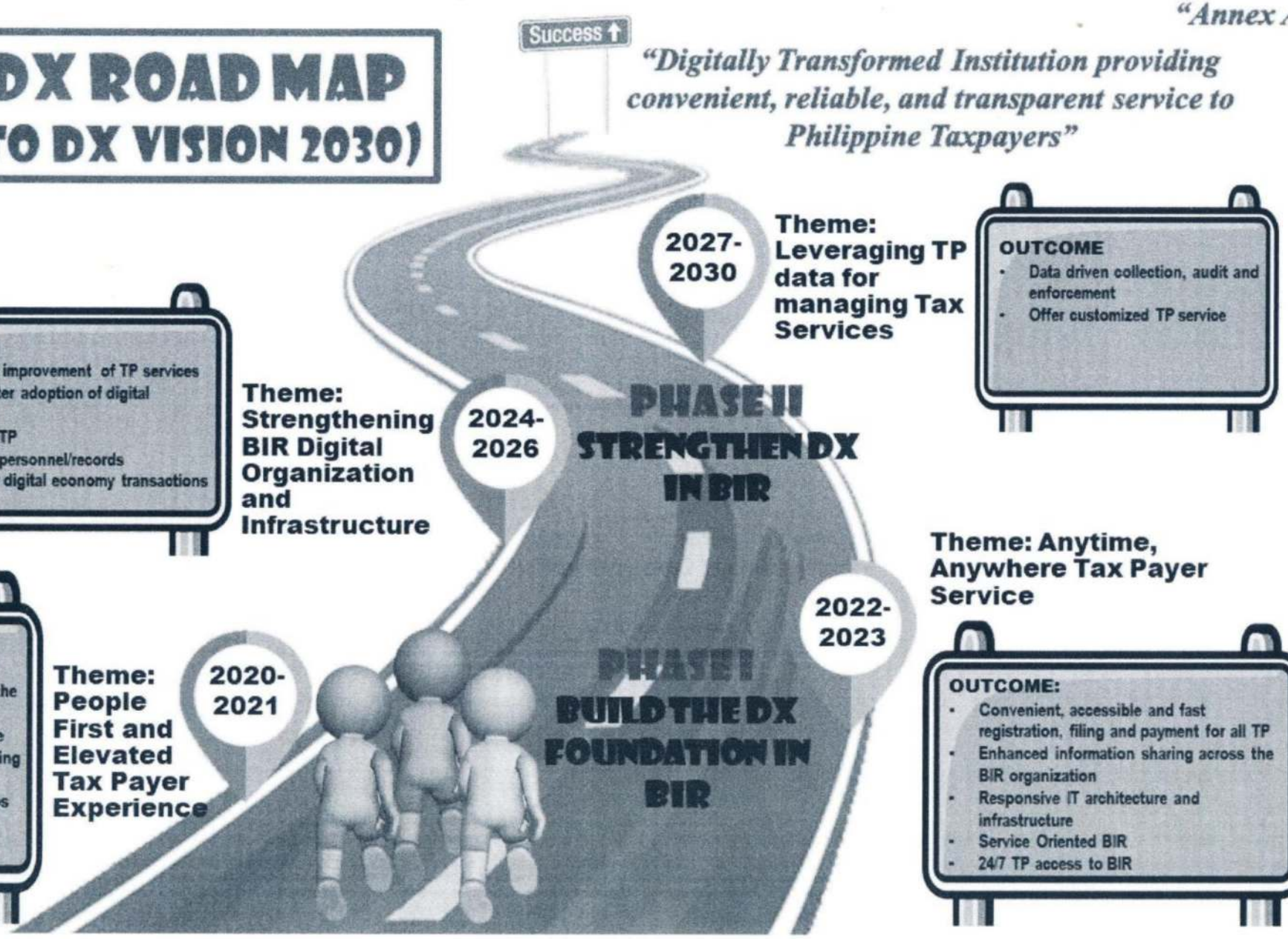
"Annex A'

THE BIR DX ROAD MAP (THE PATH TO DX VISION 2030)

"Digitally Transformed Institution providing convenient, reliable, and transparent service to Philippine Taxpayers"



ANNEX B

BIR DX ROADMAP PROGRAMS AND INITIATIVES
2020 - 2030

