

REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF FINANCE
BUREAU OF INTERNAL REVENUE
QUEZON CITY

June 3, 2011

REVENUE MEMORANDUM ORDER NO. 23-2011

SUBJECT : BIR Strategy Roadmap, Vision and Mission Statements
TO : All Internal Revenue Officials and Employees

I. BACKGROUND

The Bureau of Internal Revenue has committed to promote good governance thru the implementation of the Performance Governance System (PGS). It is an adoption of the Balanced Scorecard of Kaplan and Norton which was mandated by the Office of the President pursuant to an Unnumbered Memorandum dated July 9, 2009 and Executive Order No. 823.

In order to map-out the direction of the Bureau in the next six (6) years, the 2011 BIR Strategic Planning Session was conducted last February 17 and 18, 2011. During the said Strategic Planning Session, the Strategy Roadmap as well as the Vision and Mission Statements of the Bureau were revisited.

II. OBJECTIVE

This Order is issued to inform and guide all officials and employees on the objectives that the Bureau shall be focusing on in order to achieve its desired outcomes and align all resources and efforts to further improve the agency's performance for year 2011 through 2016.

III. DEFINITION OF TERMS

In order to have a common understanding of the provisions of this Order, the following terms are hereby defined:

1. Mission Statement – It is a brief description of the organization's fundamental purpose, both for those in the organization and for the public.
2. Vision Statement – It defines the desired or intended future state of an organization.

3. Roadmap – It is a diagram which describes the high level strategic objectives that the organization must deliver if it is to successfully execute its strategy.
4. Theme – It is an approach or focus area of an organization to attain its mission and vision, and deliver value to its stakeholders.
5. Perspective – It is a view of an organization from a specific vantage point which is traditionally used to encompass an organization's activities.
6. Objective – It is a “verb noun” statement describing what an organization must do well in order to effectively implement its strategy and attain its mandate.

IV. COVERAGE

The Mission and Vision Statements and the Strategy Roadmap shall be the guiding framework of the Bureau from CY 2011 to 2016.

V. VISION STATEMENT

The Vision Statement of the Bureau shall be:

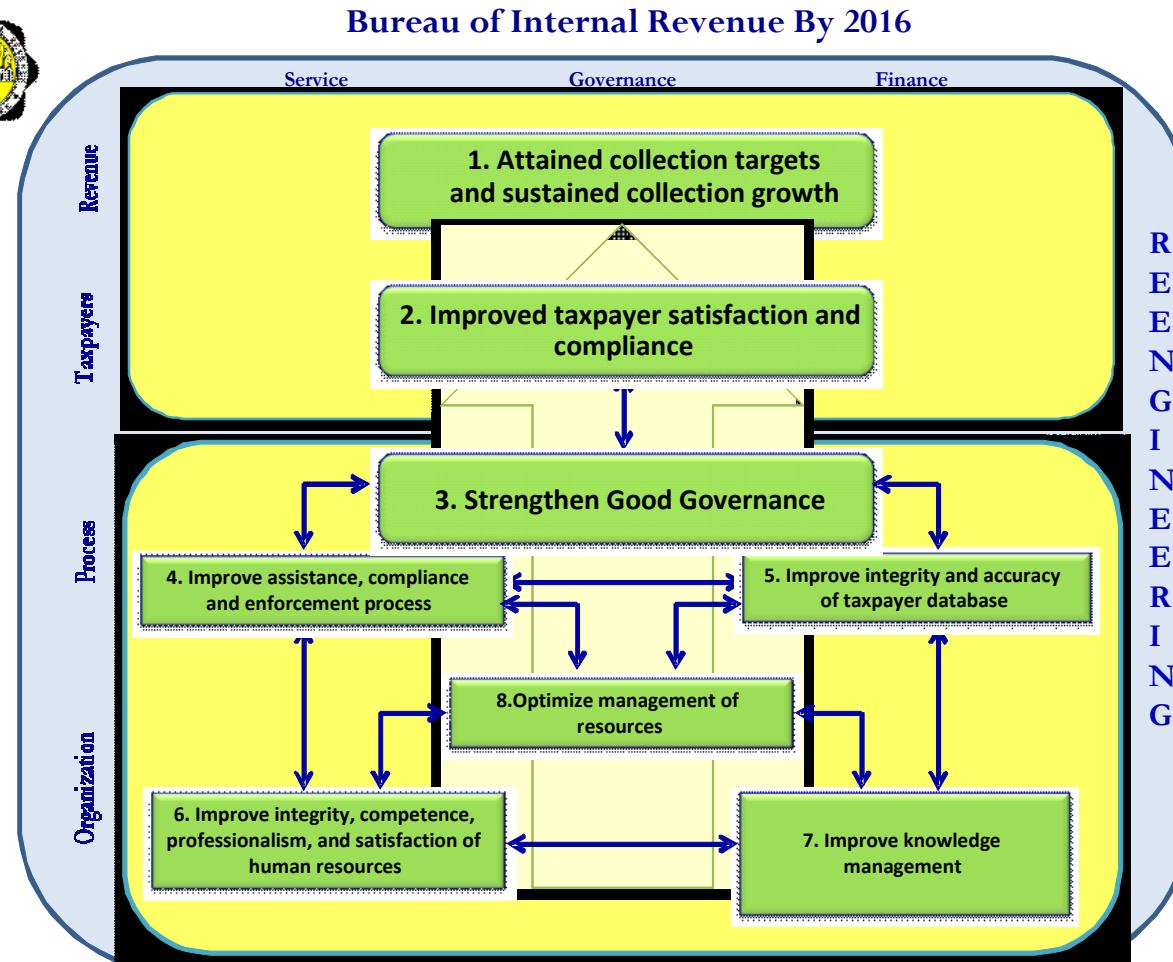
“The Bureau of Internal Revenue is an institution of service excellence, a partner in nation-building, manned by globally competitive professionals with integrity and patriotism.”

VI. MISSION STATEMENT

The Mission Statement of the Bureau shall be:

“The Bureau of Internal Revenue is committed to collect taxes for nation-building through excellent, efficient and transparent service, just and fair enforcement of tax laws, uplifting the life of every Filipino.”

VII. ROADMAP



The Roadmap has three (3) themes, namely: i.) Service; ii.) Governance; and iii) Finance. *Service* captures all programs/measures to meet the needs of all identified customers of an agency; *Governance* consists of existing sets of processes, customs, policies, and laws affecting the way people direct, administer or control the agency. It also includes programs/measures which instill greater transparency and accountability; and *Finance* includes efforts of an office that directly contribute to increased collection.

There are four (4) Perspectives, each having its Strategic Objective(s), as shown in the following matrix:

PERSPECTIVE	STRATEGIC OBJECTIVES
A. Outcomes 1. REVENUE 2. TAXPAYERS	1.1 Attained collection targets and sustained collection growth. 2.1 Improved taxpayer satisfaction and compliance.
B. Drivers 3. PROCESS 4. ORGANIZATION	3.1 Strengthen Good Governance 3.2 Improve assistance, compliance, and enforcement process. 3.3 Improve integrity and accuracy of taxpayer database. 4.1 Improve integrity, competence, professionalism, and satisfaction of human resources. 4.2 Improve knowledge management. 4.3 Optimize management of resources.

The perspectives are classified into two (2) categories, namely: "Outcomes" and "Drivers". "Outcome" is a result or consequence that answers the question "What should we deliver?". "Driver" is the second component of a perspective which states what we should do as an organization to bring about the outcomes.

The Roadmap portrays that in order to achieve the outcomes (Attained collection targets and sustained collection growth; and Improved taxpayer satisfaction and compliance), the BIR must excel in the identified drivers, which include: assistance, compliance, enforcement and the attendant requirements of strengthening good governance and having an accurate and updated taxpayer database. In addition, the BIR has to make sure that its resources and intangible assets are re-configured to perform these critical processes.

Embedded in all of these activities is process re-engineering whenever it is necessary, thus, the word RE-ENGINEERING boldly typed vertically at the side of the roadmap.

VIII. REPEALING CLAUSE

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

Detailed guidelines on the implementation of the CY 2011 Key Performance Indicators (KPIs) system shall be prescribed in other issuances.

IX. EFFECTIVITY

This Order takes effect immediately.

(Original Signed)
KIM S. JACINTO-HENARES
Commissioner of Internal Revenue