



REPUBLIC OF THE PHILIPPINES  
DEPARTMENT OF FINANCE  
BUREAU OF INTERNAL REVENUE

Quezon City

BUREAU OF INTERNAL REVENUE  
RECORDS MGT. DIVISION  
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October 25, 2013

REVENUE MEMORANDUM ORDER NO. 29-2013

SUBJECT : Prescribing the Reform Master Plan, 2013 -2016  
TO : All Internal Revenue Officials and Employees

**I. BACKGROUND:**

In line with the Reform Program of the Bureau and adoption of the BIR Reform Master Plan (RMP), a List of Reform Projects to be included in the Reform Master Plan was approved by the Reform Steering Committee on September 26, 2013, after consultation and validation from concerned Deputy Commissioners and Assistant Commissioners. The Reform Projects were derived from the BIR Strategic Plan for CY 2011-2016, Priority Projects for CY 2013 and proposed for 2014, BIR Framework for Information System and other recent emerging priorities of top management.

**II. OBJECTIVES:**

This Order is issued to:

1. Define the Projects included in the Reform Master Plan and implications/guidance on the projects included therein; and
2. Provide guidelines on the turn-over of project documents for affected ongoing projects and coordination work for the Project Management & Implementation Service (PMIS).

**III. POLICIES:**

The following policies shall be observed:

- A. The BIR Reform Master Plan consists of Ongoing and Proposed Reform Projects, as listed in Annex A and Annex B, respectively.
- B. The List of Reform Projects shall be revisited annually and updated, if needed; and
- C. The Reform Steering Committee shall approve the reform projects to be included in the Reform Master Plan, and any changes thereto.

**IV. GUIDELINES AND PROCEDURES:**

**A. In General:**

1. Projects in the Reform Master Plan will each have an Executive Sponsor, Sponsor and Project Manager to be designated in a separate Revenue Special Order.
2. The reform projects included in the Reform Master Plan shall be guided by the following:
  - a. A conceptual plan shall be required from each Project Manager, followed by detailed and comprehensive work plan, in accordance with BIR project management methodology;
  - b. For proposed projects, these will go through a full initiation and design phase as set out in said project management methodology;
  - c. Project Managers and Sponsors will be required to submit a monthly report to the Project Management and Implementation Service (PMIS) on the project status (i.e.,

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deliverables/milestones, including status of payments on procurements, issues and risks);

- d. Project tasks status/updates shall be entered in the automated Project Management System (PMS) by Project Managers who will be authorized users of the PMS;
- e. The PMIS will prepare reports to the Reform Steering Committee (RSC) monthly on the overall performance of the portfolio of projects and, by exception, on underperforming projects as well as unresolved issues and changes to the risk profile of the portfolio; and
- f. For projects that are to be closed, either through cancellation or finalization, it will go through the closure process also set out in the above mentioned project management methodology.

**B. Coordination Work by the Project Management and Implementation Service (PMIS) and Reporting to the Reform Steering Committee (RSC)**

1. The PMIS shall manage the portfolio of projects in the Reform Master Plan, and shall be responsible for the approved BIR reform program by way of:
  - a. Reviewing, overseeing and updating the reform master plan;
  - b. Collaborating with stakeholders to ensure projects are implemented in accordance with schedules and budgets;
  - c. Acting as communication channel to Executive Sponsors and provide executive project status updates based on submissions of Project Managers; and
  - d. Communicating to the RSC the overall performance of the portfolio of projects and by exception on underperforming projects as well as unresolved issues, changes and decisions regarding the project to relevant stakeholders.
2. The PMIS shall report to the RSC on status of the Portfolio of Reform Projects within the 3<sup>rd</sup> week of each month covering accomplishments for the preceding month. The initial report to be provided by the PMIS to the RSC shall be for project portfolio performance covering the month of October 2013.

**C. Transitory Provisions on Turn-over of Project Documents for Affected Ongoing Projects and Use of the Automated Project Management System (PMS):**

1. Designated Project Managers for projects classified among the Ongoing Projects (Annex A) in this Reform Master Plan, which have been started by a different Project Team, shall coordinate with the previous Project Manager to gather all the existing project documentation necessary to continue the assigned project.
2. In the meantime that the designated Project Managers are still in the process of being trained/handheld on the use of the automated PMS, the PMIS shall initially be responsible for encoding project information into the system based on the conceptual plans and other documentation submitted by said Project Managers.

**IV. EFFECTIVITY**

This Order takes effect immediately.

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Commissioner of Internal Revenue

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