

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

**Revenue Memorandum Order No. 14-2009**

To : All Deputy Commissioners, Assistant Commissioners (ACIRs),  
ACIR-Large Taxpayers Service, Regional Directors and Revenue  
District Officers and Large Taxpayers (LT) District Officers

Subject : Defining the Office Performance Measures for Large Taxpayers  
Service, Revenue Regions, Revenue District Offices and LT District  
Offices for CY 2009

Date : April 20, 2009

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In order to attain the revenue goal for CY 2009, the Bureau has mandated priority programs which shall be implemented nationwide. Accordingly, corresponding standard office performance measures (including Key Performance Indicators and Formula, Targets, Program Weights and Measures Weights) have been established, which shall apply to Large Taxpayers Service (LTS), Revenue Regions (RRs), Revenue District Offices (RDOs) and Large Taxpayers District Offices (LTDOs).

The following are the Priority Programs and Key Performance Indicators for CY 2009, from which Office Performance Measures (herewith attached as Annex A) were based:

Priority Programs	Key Performance Indicators
Collection Performance (including big ticket items) *	Collection Performance
	Collection growth
	Growth Rate of Collection from enforcement activities
OPLAN KANDADO *	No. of actual closures
Electronic Filing and Payment System (EFPS) filers without payments *	No. of cases validated
	Collections from confirmed EFPS Filers without payment
Tax Campaign activities for taxpayers and accounting practitioners *	No. of tax campaign activities
Monitoring of Withholding Tax Remittances of Top 20,000 corporations	Enrollment and availment in eFPS
	Service of Notices
Taxpayer Account Management Program *	No. of stop-filer cases closed
Customer Satisfaction Survey	(to be outsourced)
Linkages with Local Government Units (LGUs) and National Government Agencies (NGAs) *	Submission of Master list of registered establishments by LGUs
	Submission of BIR's Master list of registered taxpayers to LGUs
Monitoring of previously issued Letter Notices (LNs) from Tax Reconciliation System (TRS) *	LN cases resolved
Monitoring of delinquent accounts *	Accounts Receivable (AR)
	Collection Effort
	AR Collection Efficiency
	AR Processing Efficiency
	AR Report Compliance

Monitoring of withholding tax liabilities of LGUs/NGAs/Government Owned and Controlled Corporations (GOCCs) *	Collection and/ or Resolution of Withholding tax cases
Encoding of returns and registration data	No. of returns encoded
	No. of registration data encoded
	No. of Revenue Collection Officers (RCO) collection data encoded

\*Priority programs applicable to LTS

The office performance measures shall be used as basis for the performance monitoring and evaluation of incumbent heads of LTS, RRs, RDOs and LTDOs for CY 2009.

As such, the above performance measures shall be included in the Office Performance Contracts of LTS (Annex B), RRs (Annex C), RDOs (Annex D) and LTDOs (Annex E) which shall be duly signed, as follows:

Office/Head (signatory)	Approved by	Noted by
Large Taxpayers Service/Assistant Commissioner	Commissioner of Internal Revenue	
Revenue Region/Regional Director	Deputy Commissioner, Operations Group	Commissioner of Internal Revenue
Revenue District Office/Revenue District Officer	Regional Director	Deputy Commissioner, Operations Group
LTDO/LT District Officer	Assistant Commissioner, LTS	Commissioner of Internal Revenue

There shall be an interim performance rating covering the following periods for respective incumbents:

- a) For the period January to September 2009 - for Regional Directors or Revenue District Officers who have occupied their present place of assignments since January 2009; and
- b) For the period April to September 2009 - for ACIR-LTS, Regional Directors, Revenue District Officers or LT District Officers who have been assigned in their present place of assignment after January 2009.

A supplemental RMO defining the detailed policies, guidelines and procedures on office performance monitoring and evaluation shall follow.

This Order supersedes issuances or portions thereof inconsistent herewith.

This Order shall take effect immediately.

(Original Signed)  
**SIXTO S. ESQUIVIAS IV**  
**Commissioner of Internal Revenue**