

REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF FINANCE
BUREAU OF INTERNAL REVENUE

Quezon City

July 19, 2011

REVENUE MEMORANDUM ORDER NO. 31-2011

SUBJECT : Prescribes the Agency Level Key Performance Indicators (KPIs)

TO : All Internal Revenue Officials and Employees

I. BACKGROUND

To measure the level of performance of the Bureau's operational units in the implementation of the 2011-2016 strategies and programs, Key Performance Indicators (KPIs) are formulated and defined to have standard criteria in monitoring and evaluation process.

II. OBJECTIVE

This Order is issued to provide high-level (Agency Level) indicators for CY 2011-2016, that shall measure the performance of the Bureau using a broad set of KPIs under a balanced framework of perspectives.

III. POLICIES AND GUIDELINES

The following policies shall be observed:

1. The performance measures for all functional areas are set through the Key Performance Indicators (KPIs). These KPIs, which are broad and comprehensive set of measures on an Agency level, are defined in **Annex A**. Since the KPIs support a long-term Strategic Plan, some of these KPIs may not be presently measurable, hence, baseline data will have to be established in the initial year (CY2011) and performance measurements to start in the succeeding years. Likewise, a set of operational level KPIs consistent with the Agency Level KPIs shall subsequently be formulated and cascaded to all implementing offices (at the National, Regional and District offices.)
2. The set of KPIs shall be revisited annually and updated, if needed.

IV. REPEALING CLAUSE

All revenue issuances or portions thereof inconsistent herewith are hereby repealed or amended accordingly.

V. EFFECTIVITY

This Order takes effect immediately and hereby directs all Revenue Officials and Employees to refer to this Revenue Issuance as guide in their performance evaluation.

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