



Implementation Strategies for Increasing the Impact of Tax Administration Reforms

Owning the Reforms

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The role of the tax administration leader in ensuring the success of reforms -

The leader must himself be an example of reform and widely-acknowledged to be an incorruptible individual with personal and professional integrity, who is committed to transparency and the impartial implementation of tax laws.





How consensus is built for reform -

□ With government

- Consensus is inherent, as all government agencies must support each other. However, such consensus must be formalized through Memoranda of Agreement (MOA) or Memoranda of Understanding (MOU) that establish linkages between the IT systems of other government offices.





□ With staff

- Strategic planning, covering the entire Presidential term (2011-2016)
- Bureau-wide employee satisfaction census
- Communications plan

□ With society

- Tax campaigns
- Personal appearances on TV and radio
- Interviews with the CIR in major publications





Effective approaches to overcome staff resistance

- Strict implementation of rules and regulations
- Relocation of personnel to address office needs
- Nationwide briefings on the various reform programs and projects





Ways to ensure that reform work will be an organizational priority -

- Reform programs are part of annual priority programs
- Key Performance Indicators (KPIs) established for reform activities
- Designation of measure owners, with specific assigned accountabilities
- Issuance of reminders / reiterations, with corresponding sanctions for violations





Approaches to use to keep up the pace of reform -

- Partnerships with key government agencies and civic organizations





END OF PRESENTATION

*Thank
You*

