



ANNEX 4

ISSUES, RISKS, OPPORTUNITIES AND ACTION PLANS

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RISKS	OPPORTUNITIES	QMS PROCESS TO MONITOR/REVIEW RISKS/OPPORTUNITIES	ACTION PLANS
Issue: Change in Government Structure			
<ol style="list-style-type: none"> Change in fiscal policies 	<ul style="list-style-type: none"> Higher demand for tax research studies. More recognition in the field of tax research. 	<ul style="list-style-type: none"> Planning Process Research Process 	<ul style="list-style-type: none"> Revise Work Program according to policy pronouncements. Customize training plans in keeping with new fiscal policies.
Issue: Unpopular Tax Proposals			
<ol style="list-style-type: none"> Lack of support from legislators Strong lobby from affected business groups and taxpayers 	<ul style="list-style-type: none"> In-depth studies in support to tax proposals. Higher demand for tax research 	<ul style="list-style-type: none"> Planning Process Research Process 	<ul style="list-style-type: none"> Conduct more capacity building activities Coordinate closely with DOF and Congress Disseminate relevant tax information
Issue: Trend Towards Globalization and Regionalization (e.g. Harmonization of Taxes)			
<ol style="list-style-type: none"> Data constraint and limited access to updated and verifiable information about other countries tax system. 	<ul style="list-style-type: none"> Greater exchange of information and exposure to international best tax practices. Attendance to local and international conferences and tax fora. 	<ul style="list-style-type: none"> Planning Process Research Process Training Process 	<ul style="list-style-type: none"> Enhance network with local and international tax information sources Subscribe to local and international publications Request for additional budget for subscription and attendance to local and international conferences/fora



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Issue: Limited Resources			
<ol style="list-style-type: none"> Inability to undertake special projects/studies due to lack of funds. Inability to hire personnel with specialized technical skills. Limited capacity building activities. 	<ul style="list-style-type: none"> Explore partnership with funding institutions. Conduct in-house/customized trainings. More knowledge sharing, mentoring, coaching. 	<ul style="list-style-type: none"> Planning Process Research Process Recruitment Process Procurement Process Training Process 	<ul style="list-style-type: none"> Request for additional budget, personnel, and other resources
Issue: Organizational Knowledge About Taxation			
<ol style="list-style-type: none"> Limited knowledge sharing Lost knowledge when employees leave NTRC (e.g. retirement, resignation, transfer) 	<ul style="list-style-type: none"> Organizational knowledge leads to credible and reliable tax studies. Recruitment of highly motivated young and vibrant graduates. Regular training. 	<ul style="list-style-type: none"> Research Process Recruitment Process Training Process 	<ul style="list-style-type: none"> Undertake more capacity building activities Succession planning Institutionalize knowledge sharing
Issue: Fast Personnel Turnover			
<ol style="list-style-type: none"> Transfer of knowledge or expertise is hampered. Creates vacuum on certain position levels. Inability to hire personnel with specialized technical skills. 	<ul style="list-style-type: none"> Multi-tasking ability is enhanced Opportunity for qualified administrative personnel to be promoted to technical position. 	<ul style="list-style-type: none"> Recruitment Process Research Process Planning Process Training Process 	<ul style="list-style-type: none"> Improve rewards and recognition system Succession planning Institutionalize knowledge sharing