



BUREAU OF CUSTOMS

MAKABAGONG ADUANA, MATATAG NA EKONOMIYA



PROFESSIONALISM INTEGRITY ACCOUNTABILITY

OCOM Memo No. Fl-2022

MEMORANDUM

TO : ALL DEPUTY COMMISSIONERS
ASSISTANT COMMISSIONER
ALL DISTRICT COLLECTORS

FROM : REY LEONARDO B. GUERRERO
Commissioner *RLB*

SUBJECT : ADOPTION OF THE REFRESHED 2019 TO 2027 BOC BASIC GOVERNANCE DOCUMENTS

DATE : May 12, 2022

In connection with the Disposition Form dated March 7, 2022 re: "Cascading of the Refreshed 2019 to 2027 Basic Governance Documents", the PGS Core Team, in coordination with the Office for Strategy Management (OSM) – Central, cascaded the approved BOC Basic Governance Documents such as Strategy Map, Roadmap and Governance Scorecards to all the Deputy Commissioners, Assistant Commissioner and OSM Senior and Junior Representatives on March 11, 2022.

In view of the foregoing, the adoption of the 2022 BOC Basic Governance Documents shall take effect immediately. The OSM Central shall distribute the posters of the Basic Governance Documents for the information of all BOC Personnel.

For strict compliance.

Attachments:

1. DF dated March 7, 2022 (Annex "A")
2. Refreshed BOC Basic Governance Documents (Annex "B")



VISION A modernized and credible customs administration that is among the world's best.

STRATEGY MAP 2028
Bureau of Customs

Impact

Economic Growth

Secured Border

Public Trust and Confidence

Position

A modernized Customs administration which is among ASEAN's Top 3 by 2025

A transparent, responsive and competent Customs administration by 2022

Core Processes

PRE-ARRIVAL

ASSESSMENT

CLEARANCE AND PAYMENT

SUPERVISION AND CONTROL OVER THE MOVEMENT OF VESSELS, AIRCRAFTS AND GOODS

POST-CLEARANCE AUDIT

BORDER CONTROL

TRADE FACILITATION

ENFORCEMENT AND PROSECUTION

Support Measures

ORGANIZATIONAL DEVELOPMENT

INTEGRITY DEVELOPMENT AND ACCOUNTABILITY

INFORMATION AND COMMUNICATION TECHNOLOGY MANAGEMENT AND DEVELOPMENT

FINANCIAL AND LOGISTICS MANAGEMENT

MISSION To strengthen border control, enhance trade facilitation, and improve collection of lawful revenues

CORE VALUES
Professionalism | Integrity | Accountability

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Core Process Roadmaps

Pre-Arrival, Assessment, Clearance and
Payment, Supervision and Control over the
Movement of Vessels, Aircrafts and Goods,
Post – Clearance Audit, Border Control,
Trade Facilitation, Enforcement and
Prosecution



PRE-ARRIVAL ROADMAP (for Groups)

Secure advance information on importation and passengers by optimizing the use of ICT enhancing intelligence gathering	<i>Shortened processing time for accreditation</i>
	<i>Decrease in number of non-compliant stakeholders</i>

KRA	DELIVERABLES					
	2022	2023	2024	2025	2026	2027
Accreditation	Proposal to link the verification of authenticity of stakeholders' documents with other government agencies	Linkage of the verification system with at least 25% of government agencies	Linkage of the verification system with at least 75% of government agencies	100% Linkage of the verification system with government agencies	-	-
	Proposed design for the automated accreditation system for stakeholders	Full utilization of the automated accreditation system for brokers	Full utilization of the automated accreditation system for importers	Full utilization of the automated accreditation system for exporters and other government agencies		-
	New regulations on re-engineered accreditation procedures issued (brokers, importers, and third parties)	Implementation of the Approved regulation for automatic renewal of accreditation for compliant stakeholders				
	Implementation of the Document Management System (DMS) in all Ports	Enhancement of the Document Management System (DMS)	Integration of DMS to the Customs Processing System (CPS)	Implementation of the DMS under the CPS in all Ports	Enhancement of the DMS under the CPS	

PRE-ARRIVAL ROADMAP (for Groups)

KRA	DELIVERABLES					
	2022	2023	2024	2025	2026	2027
Risk Management	Analytics-based Risk Management System (RMS)	Integration of enhanced RMS with the CPS	Full migration of enhanced RMS to the CPS	-	-	-
	Integration of Cargo Targeting System (CTS) to the E2M System	Enhanced CTS under the CPS	Implementation of the fully functional CTS under the CPS	-	-	-
	Inspection Act linked with Offense Database	Integration of the new Offense Database under the CPS	Full migration of the new Offense Database under the CPS	-	-	-
	Regulations on the use of enhanced Offense Database issued	New Offense Database under the CPS	Implementation of the fully functional Offense Database under the CPS			
	Enhancement of the electronic Advanced Ruling System (e-ARS)	New e-ARS in the CPS	Implementation of the e-ARS in the CPS in all Ports	Utilization of the e-ARS under the CPS by all concerned stakeholders in all Ports	Enhanced e-ARS under the CPS	-
	RMO Data Sources Portal upgraded to National Customs Intelligence System (NCIS)	Fully functional NCIS	Expanded NCIS	-		-
Licensing & Clearance	On – boarding of the Trade Regulatory Government Agencies (TRGA)	Utilization of Trade Net Portal by all concerned stakeholders or Proposed design of an independent and complementary system to the TradeNet Portal in the CPS	Approved design and development of an independent and complementary system to the Trade Net Portal in the CPS	Utilization of developed system by all concerned	-	-

ASSESSMENT ROADMAP (for Groups & Ports)

Ensure proper examination of import documents and goods, application of proper valuation method, rules of classification, rules of origin and correct computation of duties and taxes by integrating the entire assessment process into the Customs automated system		<i>Collection Efficiency</i>				
KR A	DELIVERABLES					
	2022	2023	2024	2025	2026	2027
Rules on Specific Description of Goods	Amendment of CAO 01-2020 to include imposition of sanctions for non-compliance to CMO No. 20 - 2020	-	-	-	-	-
Examination and Inspection	Regulations to implement the new examination and inspection procedures under the CPS issued Cascading to all Ports and Information dissemination to stakeholders	Implementation in all Ports	-	-	-	-
	Functional and separate Physical Examination Unit with body cameras and gadgets linked to a recording system	-	Integration of X-ray images into the examiner's dashboard and the customs automated system	Integration of X-ray images into the examiner's dashboard and the customs automated system in all Ports	-	-
	Proposed budget for Remote Image Analysis Center (Government counterpart)	Awarded Remote Image Analysis Center (World Bank Component 1.2)	Construction of Remote Image Analysis Center	-	-	-

ASSESSMENT ROADMAP (for Groups & Ports)

KRA	DELIVERABLES					
	2022	2023	2024	2025	2026	2027
Enhanced Value Reference Information System (EVRIS)	Manual on the use of the correct tariff classification, specification code issued	Training for AOCG personnel and cascading to the districts on the use of the manual.	Conduct of diagnostic test for assessment personnel to gauge their understanding on the use of correct tariff classification	Continuous training of AOCG personnel/Assessment personnel on the application of correct Tariff Classification.		
	Continuous updating of specific codes of the commodities to minimize declaration of "OTHERS" and compliance in the EVRIS specific codes	40% of all tariff lines with Specific Codes uploaded in the EVRIS data base	50% of all tariff lines with Specific Codes uploaded in the EVRIS data base	60% of all tariff lines with Specific Codes uploaded in the EVRIS data base	70% of all tariff lines with Specific Codes uploaded in the EVRIS data base	80% of all tariff lines with Specific Codes uploaded in the EVRIS data base.
Application of Rules of Origin	-	Functional system for the viewing and verification of ECO integrated to the CPS	Partial implementation of the CPS to include system for viewing of ECO	Monitoring of the ECO System in the CPS	Review of the utilization of ECO System in the CPS	-
	Utilization of the Electronic Certificate of Origin (ECO) System for ASEAN Member State by all Ports	-	-	-	-	-

CLEARANCE AND PAYMENT ROADMAP (for Groups & Ports)

Ensure streamlined and expeditious clearance of goods and passengers and assured payment of lawful duties and taxes through the full implementation of automated systems	Shortened clearance period of goods from lodgement to On-Line Release System (OLRS)
	Increase compliance to customs regulations by travelers
	Decrease in number of unreconciled collection reports between BOC and Bureau of Treasury (BTR)

KRA	DELIVERABLES					
	2022	2023	2024	2025	2026	2027

Payment	Enhanced Automated Payment System	Additional modes of payment for modified assessment	Utilize other digital payment platforms	Utilize other digital payment platforms	Utilize other digital payment platforms	Utilize other digital payment platforms	Utilize other digital payment platforms
		Interconnectivity with other collection agents on payment system	-	-	-	-	-
		Implementation of PAS6	API Connectivity of the Customs Processing System to PAS6 System	Implementation of the PAS6 System under the CPS in all Ports	Utilization of the PAS6 System under the CPS by all concerned Authorized Agent Banks (AABs)	Enhanced Payment System under the CPS	-
	Policy Support	Regulations on the monitoring and reporting of other collection agents on payment system Review and recommendation on MOA with BAP (for PAS6)	Regulations on the use of other digital payment platforms issued	-	-	-	-

CLEARANCE AND PAYMENT ROADMAP (for Groups & Ports)

Ensure streamlined and expeditious clearance of goods and passengers and secured payment of lawful duties and taxes through the full implementation of automated systems	Shortened clearance period of goods from lodgement to On-Line Release System (OLRS)
	Increase compliance to customs regulations by travelers
	Decrease in number of unreconciled collection reports between BOC and Bureau of Treasury (BTR)

KRA	DELIVERABLES					
	2022	2023	2024	2025	2026	2027
Formal	Approved design for the integration of X-Ray scanners to the CPS	Procurement of two-units RIAC Training of additional XIP personnel on image analysis		-	Evaluation & assessment of X-RAY inspection process and technology	Upgrades of the old XIP units to increase outputs
	Regulations for the re-engineered XIP process and procedures issued	Implementation of the new issuance in all ports	-	-	-	-
	Enhanced ARMS	New ARMS under the CPS	Implementation of the ARMS under the CPS in all Ports	Utilization of the ARMS under the CPS by all concerned personnel in all Ports	Enhanced ARMS under the CPS	-
Informal	Proposed design for the informal entry process functionality in the CPS	Integration of the informal entry process functionality in the CPS Partial Implementation of the informal entry process functionality in the CPS	Implementation of the informal entry process functionality in the CPS in all ports	-	-	-
	Implementation of the regulations on Informal Entry System for Low Value Express Shipments	New Informal Entry System for Express Shipments under Low Value Shipments under the CPS	Implementation of the Informal Entry System for Express Shipments under Low Value Shipments under the CPS in all Ports	Utilization of the Informal Entry System for Express Shipments under Low Value Shipments under the CPS by all concerned personnel in all Ports	Enhanced Informal Entry System for Express Shipments under Low Value Shipments under the CPS	-

CLEARANCE AND PAYMENT ROADMAP(for Groups & Ports)

KRA	DELIVERABLES					
	2022	2023	2024	2025	2026	2027
Informal	Review and issuance of amended regulations on Balikbayan box and De Minimis shipments	Balikbayan Box and De Minimis shipments processing system under the CPS	Implementation of the Balikbayan Box and De Minimis shipments processing system under the CPS in all Ports	Utilization of the Balikbayan Box and De Minimis shipments processing system under the CPS in all concerned stakeholders in all Ports	Enhanced Balikbayan Box and De Minimis shipments processing system under the CPS	-
Postal	Approved design for the Postal Tracking System (PTS)	New PTS under the CPS	Implementation of the new PTS under the CPS in all Ports	Utilization of the New PTS under the CPS	Enhanced PTS under the CPS	-
Express Shipment	Review and issuance of amended regulations on Informal Entry System for Express Shipments containing Low Dutiable Value commercial goods	New Informal Entry System for Express Shipments containing Low Dutiable Value commercial goods under the CPS	Implementation of the Informal Entry System for Express Shipments containing Low Dutiable Value commercial goods under the CPS in all Ports	Utilization of the Informal Entry System for Express Shipments containing Low Dutiable Value commercial goods under the CPS by all concerned personnel in all Ports	Enhanced Informal Entry System for Express Shipments containing Low Dutiable Value commercial goods under the CPS	-
Passenger and Baggage	Enhancement of the Passenger Baggage and Foreign Currency Declaration System (PBFCDs)	Implementation and utilization of the New PBFCDs under the CPS in all International Airports	Enhanced PBFCDs under the CPS	-	-	-
Export	Enhancement of the Automated Export Declaration System (AEDS)	Implementation of the New AEDS under the CPS in all Ports	Utilization of the AEDS under the CPS by all concerned stakeholders in all Ports	Fully integrated export declaration system	-	-

CLEARANCE AND PAYMENT ROADMAP (for Groups & Ports)

<p>Integration of BOC Transit system with existing system for free-zone</p>	<p>Development of BOC Transit system with existing system for free-zone</p>
<p>Enhancement of the E2M System to allow lodgment of goods declaration for transshipped cargoes</p>	<p>Development of BOC Transit system with existing system for free-zone</p>
<p>Approved design for the integration of BOC Transit system with existing system for free-zone</p>	<p>Development of BOC Transit system with existing system for free-zone</p>

DELIVERABLES

KRA		2022	2023	2024	2025	2026	2027
Warehousing	Integration of transit system to CBWs	-	-	-	-	-	-
Transshipment	Enhancement of the E2M System to allow lodgment of goods declaration for transshipped cargoes						
Transit	Approved design for the integration of BOC Transit system with existing system for free-zone						

SUPERVISION AND CONTROL OVER THE MOVEMENT OF VESSELS, AIRCRAFTS AND GOODS (for Groups & Ports)

Prevent customs fraud by enhancing supervision and control over the movement of vessels, aircrafts and goods	<i>Real time monitoring of entrance and clearance of vessels and aircrafts</i>
	<i>Real time monitoring of status of goods from arrival, discharge to transit/transfer, transshipment or release</i>

KRA		Deliverables					
	2022	2023	2024	2025	2026	2027	
Manifest System	Enhancement of the Manifest System to include electronic submission of Outward Cargo Manifest and regulations issued		-	-	-	-	
Vessel and Aircraft Supervision	Amendment or revision of Port Operations Manual (CMO 22-2010) and airport operations manual	Implementation of regulations on electronic submission of Outward Cargo Manifest in all Ports					
		Publication of the Seaport Operations Manual and Airport Operations Manual					
		Information dissemination to the stakeholders					
Transshipment	Proposed design for the development of a monitoring and tracking system of transshipment goods	Approved design for the development of a monitoring and tracking system of transshipment goods and its integration in the CPS	Functional tracking system for transshipment goods	-	-	-	
	Proposed design for integration of transshipment system with the CPS	-		-	-	-	

SUPERVISION AND CONTROL OVER THE MOVEMENT OF VESSELS, AIRCRAFTS AND GOODS (for Groups & Ports)

Prevent customs fraud by enhancing supervision and control over the movement of vessels, aircrafts and goods	<i>Real time monitoring of entrance and clearance of vessels and aircrafts</i>
	<i>Real time monitoring of status of goods from arrival, discharge to transit/transfer, transshipment or release</i>

KRA	Deliverables					
	2022	2023	2024	2025	2026	2027
Transit	Approved design for the integration of BOC Transit system with existing system for free-zone	Integration of BOC Transit system with existing system for free-zone	-	-	-	-
	Approved design for the development of ETRACC System for Air shipments Partial implementation of ETRACC for air shipments	Implementation of ETRACC for all International Airports	-	-	-	-
	Regulation on ETRACC for air shipments	-	-	-	-	-
	Integration of the E-TRACC System to the E2M System	Integration of the ETRACC System to the CPS	-	-	-	-
	Implementation of the ETRACC System in all Ports covering goods, bound for bonded warehouses and free-zone	Expansion of the ETRACC system in all ports covering bonded to bonded transfers or bonded to free zone transfers	-	-	-	-

SUPERVISION AND CONTROL OVER THE MOVEMENT OF VESSELS, AIRCRAFTS AND GOODS (for Groups & Ports)

KRA	Deliverables					
	2022	2023	2024	2025	2026	2027
Customs Bonded Warehouses (CBWs)	Regulations to enhance warehousing procedures issued and implemented to prevent the use of CBW as conduit for smuggling	-	-	-	-	-
	Integration of the Automated inventory Management System for CBWs to the RMLS of the BOC	-	-	-	-	-
	Creation of the Wastage Valuation Database (WVD)	Implementation on the use of the WVD in all Ports	-	-	-	-
	Enhancement of Export Module of E2M to include constructive exports	Implementation of the constructive export module of e2m in all Ports	-	-	-	-
	Proposed Digitization of CBW records	Integration of System Design for Digitization of CBW records	Implementation of the Digitization Integration of System Design for Digitization in all Ports	Implementation of the Digitization Integration of System Design for Digitization in all Ports	Enhancement and Upgrade of the digitization system	Enhancement and Upgrade of the digitization system
Implementation of AIMS- CBW in all Ports	Integration of AIMS System and ETRACC System for CBWs	Implementation of the Integration of AIMS-System and ETRACC System for CBWs in all Ports	Implementation of the Integration of AIMS System and ETRACC System for CBWs in all Ports	Enhancement and Upgrade of AIMS System and ETRACC System for CBWs	Enhancement and Upgrade of AIMS System and ETRACC System for CBWs	

SUPERVISION AND CONTROL OVER THE MOVEMENT OF VESSELS, AIRCRAFTS AND GOODS (for Groups & Ports)

KRA	Deliverables					
	2022	2023	2024	2025	2026	2027
Customs Facilities and Warehouses (CFWs)	Implementation of the inventory management system for all CFWs in all Ports Accreditation of all existing container yards, terminals and warehouses as CFWs	Expand use of PSAD (Permit to transfer Single Administrative Documents) to cover loose cargoes for export	-	-	-	-
	Implementing Guidelines on CAO No. 9-2019 issued Implementation of the Guidelines on CAO No. 9-2019	-	-	-	-	-
Monitoring of Overstaying Cargoes	Proposed design of system for monitoring overstaying cargoes	Approved design integrated in the CPS				

POST – CLEARANCE AUDIT ROADMAP(for Groups and Ports)

Ensure compliance, detection of fraud and revenue leakage by strengthening the post-clearance audit process		Increase annual total of recovered revenues until 2025				
		Improved compliance rate of stakeholders after 2025				
KRA	Deliverables					
	2022	2023	2024	2025	2026	2027
Audit Systems	Regulations on the implementation of CARMS issued	Integration of CARMS with CPS and other BOC systems (i.e. AMO, RMO)	Linkage of fully functional CARMS to URMS, NSW and OGAs	Integration of CARMS with the Audit Case Management System		-
	Approved Design and Submission of Budget Proposal for the Audit Case Management System	Approved Budget and Development of an Audit Case Management System	Implementation of Audit Case Management System	-	Development of regulations for a Benchmarking transaction audit system for importers	Implementation of the Benchmarking transaction audit system of importers
	Review and Amendment of CAO No. 01-2019 on Post Clearance Audit	Regulations enhancing the post clearance audit of CBWs and Locators	-	-	-	-
Liquidation and Billing Division (LBD)	Enhancement of the Liquidation and Billing System (LBS)	Integration of LBS to the CPS	Implementation of the LBS under the CPS in all Ports	Fully functional LBS under the CPS	Utilization of the LBS under the CPS	Enhanced LBS under the CPS

BORDER CONTROL ROADMAP (for Groups & Ports)

KRA	Deliverables					
	2022	2023	2024	2025	2026	2027
	Surveillance Capability	Planning and Budget Proposal for the procurement of hand held radios and repeaters/transmitters to be used by Port operations personnel	Procurement of Hand held radios for Port Operations Personnel and procurement of repeaters/transmitters	-	-	-
	Granting of access to the vessel tracking system (VTS) for the District Collector, Deputy Collector, and Chief Operations Unit					

BORDER CONTROL ROADMAP (for Groups & Ports)

KRA	Deliverables					
	2022	2023	2024	2025	2026	2027
Surveillance Capability	Planning and Budget proposal for the LEASE of AIR ASSETS	LEASE of three (3) helicopters to complement Water Patrol Division's water asset	-	-	-	-
	Planning and Budget Proposal for the procurement of unmanned aerial vehicle camera (AUV) to be used by WPD	Procurement of unmanned aerial vehicle camera (AUV)	-	-	-	-
	Planning and Budget Proposal for the procurement of three (3) high powered rifles per boat to be used by WPD	Procurement and Installation of three (3) High Powered Rifles per boat	-	-	-	-
	-	-	Planning and Budget proposal for additional aerial assets to support the water assets.	Procurement of aerial assets to support of water asset	-	-
	Planning and Budget Proposal for the accreditation of service provider for the repair and maintenance of water assets	Accreditation of service provider for the repair and maintenance of water assets	-	-		-

BORDER CONTROL ROADMAP (for Groups & Ports)

KRA	Deliverables						
	2022	2023	2024	2025	2026	2027	
Security Support	Installation/Equipment	Planning and Budget Proposal for the upgrade of CCTVs and additional procurement of CCTVs with facial recognition for Major ports	Procurement, installation and implementation of CCTVs with facial recognition in Major Ports	Procurement, installation and implementation of CCTVs with facial recognition for the rest of Ports	-	-	-
		Regulations on the Security Survey Inspection (SSI) and SSI Manual issued and implemented	Creation of unified database of all SSI data collected	Conduct of analysis and formulation of recommendations based on the generated data from SSI	Conduct of audit on the SSI implementation in all Ports	Updated manual and CMO re: SSI improvements	-
		-	Planning and Budget Proposal for the upgrade of CCTVs and additional procurement of CCTVs with facial recognition for the rest of the ports	-	-	-	-
		Planning and Budget Proposal for installation of Long-Range CCTVs in all Ports	Installation of Long-Range CCTVs in all Ports	-	-	-	-
		Planning and Budget Proposal for the Establishment of a Security Warehouse (Central Office)	Construction of Security Warehouse (Central Office)	Planning and Budget Proposal for Additional Security Warehouses for Outport	Construction of Additional Security Warehouses for Outport	Planning and Budget Proposal for Additional Security Warehouses for Outport	Construction of Additional Security Warehouses for Outport

BORDER CONTROL ROADMAP (for Groups & Ports)

Prevent the entry of goods inimical to national security, safety, environment, public health and energy, and secure customs premises and government resources by utilizing advanced technology	Increase in the number of apprehended prohibited and anti-social goods until 2024
	Decrease in the number of apprehended prohibited and anti-social goods from 2025 onwards

KRA	Deliverables					
	2022	2023	2024	2025	2026	2027

Security Support Equipment	Planning and Budget Proposal for the renovation and expansion of the ESS Firing Range	Construction of the Firing range	Planning and Budget Proposal for the establishment Firing Range in the outport	Construction of the Firing range in the outport	-	-
	Planning and Budget Proposal for the procurement of handheld radios to be used by RCD	Procurement of Handheld radios	-	-	-	-
	Planning and Budget Proposal for the procurement of additional Body-Worn Cameras (BWC)	Procurement and distribution of additional Body-Worn Cameras (BWC)	-	-	-	-

TRADE FACILITATION ROADMAP (for Groups & Ports)

Reduce trade costs by simplifying and harmonizing customs procedures and implementing enhanced infrastructures and ICT Systems	Improved compliance to the Ease of Doing Business Law
	Increased compliance with the Mercator Programme and other trade facilitation agreements
	Yearly increase in the number of Accredited Authorized Economic Operators

DELIVERABLES

KRA	2022	2023	2024	2025	2026	2027
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Ease of Doing Business	Review of existing regulations and issuances	Deletion of outdated and redundant regulations and issuances	Codification of valid and existing regulations and issuances	Cascading of new regulations and issuances		
	Issuance of new regulations to streamline and improve processes					

TRADE FACILITATION ROADMAP (for Groups & Ports)

Increased compliance with the Mercator Program for trade

KRA	DELIVERABLES					
	2022	2023	2024	2025	2026	2027
Authorized Economic Operators Program	Clearance and monitoring procedures for AEO for level II	Agreement on ASEAN validation procedures				
	Negotiation with other customs administration for possible Mutual Recognition Agreement (MRA)			Enter into Mutual Recognition Agreement (MRA)		
	Operationalization of the AEO office					
	Approval of at least one application for AEO	Yearly accreditation of additional AEO				
	Enhancement of Authorized Economic Operator (AEO) Portal System	New AEO System in the CPS	Fully functional AEO System under the CPS	Implementation of the AEO System under the CPS in all Ports	Utilization of the AEO System under the CPS by all concerned stakeholders in all Ports	

TRADE FACILITATION ROADMAP(for Groups & Ports)

Reduce trade costs by simplifying and streamlining procedures and implementing modern infrastructures and ICT Systems	Improved compliance to the Ease of Doing Business Law
	Increased compliance with the Mercator Programme and other trade facilitation agreements
	Yearly increase in the number of Accredited Authorized Economic Operators

DELIVERABLES

KRA	DELIVERABLES					
	2022	2023	2024	2025	2026	2027
Trade Facilitation Agreement	Implementation of the Trade Facilitation Agreement thru the Mercator Program	Conduct of Diagnostic mission on the Mercator program	Compliance with Trade Facilitation Agreement (TFA)			

ENFORCEMENT AND PROSECUTION ROADMAP (for Groups)

KRA	Deliverables					
	2022	2023	2024	2025	2026	2027
Implementation of WSD, LOA, and Mission Order	<ol style="list-style-type: none"> Issuance of IRR for CAO 3-2019 to include the creation of a Clearing House for LOAs Submit budget proposal for the development of a system for e-tracking of LOA, MO and WSD 	<ol style="list-style-type: none"> Approved budget and procurement of the system for e-tracking and updating of status of LOA, MO and WSD 	Review and revision of regulations on LOA, MO and WSD issuance, implementation and monitoring	Cascading of new regulations on LOA, MO and WSD issuance, implementation and monitoring		
	Standardization of customs seals placed on movable or immovable properties subject of a customs proceedings	Implementation of regulation on the use of customs seal.		-	Review and revision of regulations on the use of customs seals	
	Regulation on the use of customs seals issued in all ports					
Submit budget proposal for the procurement of security Wi-Fi cameras for deployment to warehouses subject of a LOA	<ol style="list-style-type: none"> Approved budget for the procurement of security Wi-Fi cameras for deployment to warehouses subject of a LOA <p>Regulations on the use of security WIFI cameras for deployment to warehouses subject of a LOA issued and implemented</p>	-	-	<ol style="list-style-type: none"> Upgrade of security Wi-Fi cameras Review and revisions of regulations on the use of security cameras 		

ENFORCEMENT AND PROSECUTION ROADMAP (for Groups)

KRA	Deliverables					
	2022	2023	2024	2025	2026	2027
Fuel Marking	Capacity building for 50 % of Fuel Marking Personnel to conduct field testing without Service Provider intervention	Procurement of additional testing equipment	Expansion of the Fuel Marking Program beyond its 5-year initial contract as well as coverage	Institutionalized, self-sustaining Fuel Marking Program	Hiring of BOC Field testing analysts	ISO Certification of BOC Fuel Marking Laboratories
	Dashboard on data on Fuel Marking	Capacity building for 50 % of TAPPED BOC Personnel to conduct field testing without Service Provider intervention	Capacity building for the remaining of TAPPED BOC Personnel to conduct field testing without Service Provider intervention	Building of BOC Fuel Marking Laboratory		

ENFORCEMENT AND PROSECUTION ROADMAP (for Groups)

KRA	Deliverables					
	2022	2023	2024	2025	2026	2027
Case Management System (CMS)	Inclusion of seizure cases in the case management system	Fully operationalized case management system	-	-	-	-
	Design and system requirements for linkage of case management system with AMO and RMO submitted and approved	Integrated systems for legal cases, AMO and RMO concerns	Seamless linkage of an existing CMS and Automated Back-end Enterprise Resource Program (ABERP)	Continuous utilization of existing Case Management System and Automated Back-end Enterprise Resource Program (ABERP)		
	Expansion and subscription of the current dashboard (Microsoft Power-BI) on legal processes	Operationalization of expanded dashboard on legal processes	Continuous utilization of the dashboard			
	Proposal for the establishment of permanent storage areas with specifications for safe keeping of hard copies and pieces of evidence	-	-	-	-	-

Support Measures Roadmaps

Organizational Development, Integrity
Development and Accountability,
Information Technology Management and
Development and Financial and Logistics
Management



ORGANIZATIONAL DEVELOPMENT ROADMAP (for IAG)

KRA	DELIVERABLES					
	2022	2023	2024	2025	2026	2027
Human Resource Management and Development	Integration of Competency-Based Tools in BOC HRM Systems	Implementation of BOC CBHRMS and conduct of Competency Assessment of all BOC employees	-	Conduct of post-implementation review of BOC CBHRMS	Redevelopment of CBHRM Tools	Implementation of redeveloped CBHRM tools
	Compliance with PRIME-HRM-standards for Level II – Accredited Status	Compliance with PRIME-HRM- standards for Level III – Deregulated Status	Implementation of at least one (1) best practice per HRM system	CSC-conferred Center for Excellence in HRM to BOC	Implementation of at least three (3) innovations of HRM areas	CSC-conferred Seal of Excellence in HRM to BOC
Learning and Development	Proposal for establishment of Knowledge Management System (e.g e-lib)	Scoping and capacity building for Knowledge Management System	Pilot Implementation of Knowledge Management System	Bureau-wide Implementation of Knowledge Management System	System review of Knowledge Management System	Enhancement of Knowledge Management System
	Development of curriculum for basic and developing levels	Development of curriculum for advance and superior levels	Enter into MOA with higher educational institution for faculty programs	Application for accreditation of CTI as CPD provider	-	-
	-	Proposal for establishment of permanent Customs Training Institute (CTI) facilities	Construction of permanent CTI facilities	-	-	Operationalization of permanent CTI facilities

ORGANIZATIONAL DEVELOPMENT ROADMAP (for IAG)

MASTER COPY

KRA	DELIVERABLES					
	2022	2023	2024	2025	2026	2027
Employee Morale and Welfare	Development of Occupational Safety and Health Programs	Implementation of Occupational Safety and Health Programs	Evaluation of implemented Occupational Safety and Health Programs	Proposal of additional Occupational Safety and Health Programs	Implementation of the additional Occupational Safety and Health Programs	-
	Development of implementation plan and revision of Customs Memorandum Order (CMO) on PRAISE to include WCO recommendations	Implementation of PRAISE	-	Conduct of post-implementation review of PRAISE	Formulation of new programs and activities to be incorporated in the revised CMO on PRAISE	-
Automation	Full implementation of Internal Administration Management System (IAMS)	Integration of IAMS and Administrative Back-end Enterprise Resource Planning (ABERP), and procurement, scoping and capacity building for ABERP	Pilot implementation of ABERP	Bureau-wide implementation of ABERP	System review of ABERP	-

INTEGRITY DEVELOPMENT AND ACCOUNTABILITY ROADMAP (for Groups & Ports)

KRA	DELIVERABLES					
	2022	2023	2024	2025	2026	2027
Leadership and Commitment	Accreditation of PGS institutionalized status	-	-	-	-	-
Reform and Modernization	Development and implementation of Change Management Plan (CMP)	-	-	Conduct of post-implementation review of CMP	Redevelopment of CMP	Implementation of redeveloped CMP
	Development of BOC Rationalization Plan, and proposal for exemption from Salary Standardization Law (SSL)	Creation of proposed staffing pattern for BOC	Consolidation of requirements and submission of BOC Rationalization Plan and implementation timetable	Formulation of Appeals Mechanism and Communication Plan on the implementation of BOC Rationalization Plan	Implementation of BOC Rationalization Plan	Assessment of BOC performance and measurement of stakeholders' feedback post-implementation of Rationalization Plan
Transparency and Accountability	Revision of BOC Citizen's Charter	Implementation of the updated BOC Citizen's Charter	-	Conduct of post-implementation review on the compliance to the updated BOC Citizen's Charter based on audit findings	Implementation of the updated BOC Citizen's Charter	-
	implementation of enhanced BOC Communication Plan to incorporate gender and diversity and integrity		Conduct of post-implementation review on the enhanced BOC Communication Plan	Enhancement of BOC Communication Plan to incorporate the findings on the post-implementation review	-	-

INTEGRITY DEVELOPMENT AND ACCOUNTABILITY ROADMAP (for Groups & Ports)

KRA	DELIVERABLES					
	2022	2023	2024	2025	2026	2027
Audit and Investigation	Certification of remaining District Ports, Sub-ports, and Offices on ISO 9001:2015	-	-	-	-	-
	Conduct of strategic review on the corruption risk areas in BOC	Development and implementation of Corruption Risk Mapping Plan	-	Conduct of post-implementation on the Corruption Risk Mapping Plan	Redevelopment of Corruption Risk Mapping Plan	Implementation of redeveloped Corruption Risk Mapping Plan
Code of Conduct	Revision of BOC Function-Specific Code of Conduct and Governance Culture Code	Implementation of the revised BOC Function-Specific Code of Conduct and Governance Culture Code	-	Conduct of post-implementation review on the revised BOC Function-Specific Code of Conduct and Governance Culture Code	Implementation of the revised BOC Function-Specific Code of Conduct and Governance Culture Code	-
Morale and Organizational Culture	Development and implementation of BOC Integrity Action Plan (IAP)	-	-	Conduct of post-implementation review of IAP	Redevelopment of IAP	Implementation of redeveloped IAP
	Survey/feedback on BOC Organizational Value Transformation Programs	Institutionalization of BOC Organizational Value Transformation Programs	-	-	-	-
	Conduct of gap analysis on Gender Equality and development of action plan for Gender and Development	Implementation of action plan for Gender and Development	-	Conduct of post-implementation review of action plan for Gender and Development	Redevelopment of action plan for Gender and Development	Implementation of redeveloped action plan for Gender and Development

INTEGRITY DEVELOPMENT AND ACCOUNTABILITY ROADMAP (for IAG & Ports)

KRA	DELIVERABLES					
	2022	2023	2024	2025	2026	2027
Stakeholders Engagement	Issuance of guidelines on Customer Feedback and Complaints Program	Analysis of the 2022 feedback results for further improve the customer assistance	Introduction and implementation of new methods to enhance customer feedback and complaints	-	-	-
	Formulation of Standard Operating Procedures (SOPs) for public consultations and stakeholders' engagement	Institutionalization of feedback mechanism/ system for public consultations and stakeholders' engagement	-	-	-	-
	Negotiation with international organization for funding of programs related to trade facilitation, integrity, gender and diversity, capacity building and the like	Implementation of programs funded by international organization	-	-	-	-
	Revisit all existing bilateral, multilateral, and memorandum of agreements with other countries	Proposal for renegotiation of existing bilateral, multilateral, and memorandum of agreements if needed	-	-	-	-

INFORMATION AND COMMUNICATION TECHNOLOGY MANAGEMENT AND DEVELOPMENT ROADMAP (for MISTG)

KRA	DELIVERABLES					
	2022	2023	2024	2025	2026	2027
Policy Support	Drafting of Memorandum for all Systems to be implemented	Drafting of Memorandum for all systems to be implemented	Drafting of Memorandum for all systems to be implemented	Drafting of Memorandum for all systems to be implemented	Drafting of Memorandum for all systems to be implemented	Drafting of Memorandum for all systems to be implemented
	Creation of Amended ISSP for CY 2022	Creation of Amended ISSP for CY 2023	Creation of ISSP for CY 2024-2026	Creation of Amended ISSP for CY 2025	Creation of Amended ISSP for CY 2026	Creation of ISSP for CY 2027-2029
Automation	Enhancement of implemented systems	-	-	-	-	-
	Finalization of the TORs related to the Customs Modernization Project Partial Procurement of the subcomponents under the Customs Modernization Project - Modernization of Customs Operations	Partial implementation of the CPS and ABERP Components of the PCMP	Implementation of CPS and ABERP in all Ports	-	-	-
System Maintenance and Management	E2M Support and Maintenance Project	Continuous E2M Support and Maintenance	-	-	-	-
	Network Backhaul Project Support and Maintenance	Continuous Support and Maintenance for the Network Backhaul Project	-	CPS and ABERP support and maintenance		
	Yearly review of subscriptions for possible discontinuance or addition of subscriptions					
	Procurement of software licenses/ services	Procurement of software licenses/ services included in the annual budget				

FINANCIAL AND LOGISTICS MANAGEMENT ROADMAP (for Groups & Ports)

KRA	DELIVERABLES					
	2022	2023	2024	2025	2026	2027
Budget and Forecasting	Proposal for budget management system	Scoping and capacity building for budget management system	Pilot implementation of budget management system	Bureau-wide implementation of budget management system	Enhancement of budget Management System	-
	Development of a process manual on budget proposal	Approval and implementation of the process manual on budget proposal	-	Post-implementation review on the process manual on budget proposal	-	-
	Institutionalization of Program Performance and Budget Execution Review (PPBER) and Program and Budget Advisory Committee (PBAC)	-	Post-implementation review on PPBER and PBAC	-	-	-
Accounting and Disbursement	Cascading of manual on accounting processes (documentary requirements) to all Groups and Collection Districts	Enhancement of the manual on accounting processes to include Philippine Customs Modernization Program (PCMP) disbursements	-	-	-	-
	Proposal for automation of Accounting Process system	Scoping and capacity building for Accounting Process system	Pilot implementation of Accounting Process system	Bureau-wide implementation of Accounting Process system	Enhancement of Accounting Process system	-

FINANCIAL AND LOGISTICS MANAGEMENT ROADMAP (for Groups & Ports)

KRA	DELIVERABLES					
	2022	2023	2024	2025	2026	2027
Asset Management	Proposal for a comprehensive Asset Management Program	Scoping and capacity building for comprehensive Asset Management Program	Pilot implementation of comprehensive Asset Management Program	Bureau-wide implementation of comprehensive Asset Management Program	Enhancement of comprehensive Asset Management Program	-
Contract Management	Proposal for Contract Management Electronic Monitoring System	Scoping and capacity building for Contract Management Electronic Monitoring System	Pilot implementation of Contract Management Electronic Monitoring System	Bureau-wide implementation of Contract Management Electronic Monitoring System	Enhancement of Contract Management Electronic Monitoring System	-

BUREAU OF CUSTOMS PH GOVERNANCE SCORECARD

IMPACT

Impact Indicator	#	Measure	Source	BASELINE (2021)	2022	2023	2024	2025	2026	2027
A Public Trust and Confidence	1	Trust rating – External stakeholders (third party survey)	IAG	94% of 1000 respondents (2021 PSRC Survey)	95%	96%	98%	100%	100%	100%
	2	Trust rating - General public (third party survey)	IAG	30% of 1000 respondents (2020 PSRC Survey)	40%	50%	60%	70%	80%	90%
B Economic Growth	3	Collection Performance	RCMG	4% excess of collection target	At least 2% in excess of target					
	4	Value of Imports (based on 10-year growth rate)	RCMG	6,304,719.00 (In Million Pesos)	6,965,339.97 (In Million Pesos)	7,695,182.11 (In Million Pesos)	8,501,498.57 (In Million Pesos)	9,392,302.46 (In Million Pesos)	10,331,532.71 (In Million Pesos)	11,364,158.98 (In Million Pesos)
	5	Value of Exports (based on 10-year growth rate)	RCMG	6.413 (In Trillion Pesos)	7.051 (In Trillion Pesos)	7.756 (In Trillion Pesos)	8.531 (In Trillion Pesos)	9.384 (In Trillion Pesos)	10.322 (In Trillion Pesos)	11.354 (In Trillion Pesos)
C Secured Border	6	Number of Seized Shipments	IG	500	10% increase	10% increase	5% decrease from previous year			

STRATEGIC GOAL

Goal	#	Measure	Source	BASELINE (2021)	2022	2023	2024	2025	2026	2027
D A transparent, responsive and competent Customs administration by 2022	7	BOC Cares Response Time	IAG	7 days handling cares response	6 days handling cares response	5 days handling cares response	4 days handling cares response	3 days handling cares response	2 days handling cares response	1 day handling cares response
	8	Percentage of Compliance to recommendation on 1 st Diagnostic Mission on WCO Revised Arusha Declaration	IAG	1 st Diagnostic Mission report of findings	50%	70%		100%		
E A modernized Customs administration which is among ASEAN's Top 3 by 2025	9	Paperless Trade Score (UN Global Survey for Digital and Sustainable Trade) <i>Note: Every 2 years</i>	<u>Trade Facilitation and Paperless Trade in Philippines UN Global Survey on Digital and Sustainable Trade Facilitation (unfssurvey.org)</u>	85.19% (UN Global Survey 2021)	-	88%	-	92%	-	95%
	10	Percentage of Automated Processes	MISTG	82% ICT Systems	90%	95%	100%	Automation of new Custom processes		

CORE PROCESS SCORECARD

	Objective	#	Measure	Source	Baseline (2021)	2022	2023	2024	2025	2026	2027
F	PRE-ARRIVAL Secure advance information on importation and passengers by optimizing the use of ICT, enhancing intelligence gathering	11	Processing time for accreditation	IG	5 days	3 days			1 to 3 days		
		12	Container Specific Profiling	IG	54.00%	62.50%	66.75%	68.88%	69.94%	70.47%	70.73%
		13	No. of on-boarded coordinating agencies into the NSW	MISTG	22	Additional 15 agencies	Additional 15 agencies	15	Remaining agencies		
		14	Percentage of submission of load port survey reports (LPSR) for bulk and break-bulk shipments	AOCG	90%	91%	92%	93%	94%	95%	96%
G	ASSESSMENT Ensure proper examination of import documents and goods, application of proper valuation method, rules of classification, rules of origin and correct computation of duties and taxes by integrating the entire assessment process into the Customs automated system	15	Percentage (%) of non-intrusive inspection No. of entries selected for non-intrusive inspection Total no. of entries	IG	30%				5% Yearly increase		
		16	Note: No. of entries filed daily Percentage of physical inspection No. of entries with shipments physically inspected Total no. of entries Note: No. of entries filed daily	IG	5%				5% Yearly decrease		
		17	Collection Performance	RCMG	100% of target				At least 2% excess of target		
H	CLEARANCE and PAYMENT Ensure streamlined and expeditious clearance of goods and passengers and secured payment of lawful duties and taxes through the full implementation of automated systems	18	Reduced Clearance Period from Lodgment to OLRs for Consumption	IAG	7 days	5 days	3 days		2 days		
		19	Number of Districts with ideal Yard Utilization rate (70%)	AOCG	5 out of 7 Districts with containerized cargo	6 out of 7 Districts with containerized cargo			7 out of 7 Districts with containerized cargo		

CORE PROCESS SCORECARD

Objective	#	Measure	Source	Baseline (2021)	2022	2023	2024	2025	2026	2027
SUPERVISION AND CONTROL Prevent customs fraud by enhancing supervision and control over the movement of vessels, aircrafts and goods	20	No. of CBWs utilizing the automated inventory management system	AOCG	13%	60%			100%		
	21	No. of CFWs utilizing the automated inventory management system	AOCG				100%			
	22	Amount of revenues recovered	PCAG	P 1.5B	350 P1.584-B	385 P 1.74-B	423 P 1.91-B	465 P 2.4 B	511 P 3-B	562 P 4-B
POST – CLEARANCE AUDIT Ensure compliance, detection of fraud and revenue leakages by strengthening the post-clearance audit process	23	No. of Auditees for Account Based Audit	PCAG	349	350	385	423	465		decreasing
	24	No. of Goods Declaration for Transaction Based Audit	PCAG	100	200	220	242	266		decreasing
	25	Percentage of discrepancy or percentage of variance in the amount collected through Prior Disclosure Program vs actual audit	PCAG	177	200	250	312	390	487	608

CORE PROCESS SCORECARD

Objective	#	Measure	Source	Baseline (2021)	2022	2023	2024	2025	2026	2027
BORDER CONTROL										
K Prevent the entry of goods inimical to national security, society, environment, public health and safety, and secure customs premises and government resources by utilizing advanced technology	26	No. of Seizures	IG	500	10% increase	10% increase	10% increase		5% decrease	
	27	Percentage of compliance to the Mercator Program / TFMIC (Trade Facilitation for Middle Income Countries)	IAG	85%	90%	95%			100%	
TRADE FACILITATION										
L Reduce trade costs by simplifying and harmonizing customs procedures and implementing enhanced infrastructures and ICT Systems	28	No. of AEOs	AOCG	0	3	5	7	9	11	13
	29	ASEAN Trade Facilitation Score (UN Global Survey) <i>Note: Every 2 years</i>	<u>Trade Facilitation and Paperless Trade in Philippines UN Global Survey on Digital and Sustainable Trade Facilitation (unftsurvey.org)</u>	86.02% Rank 3 out of 11 countries (UN Global Survey 2021)		88% Rank 3		90% Rank 2		92% Rank 2
ENFORCEMENT AND PROSECUTION										
M Prevent and suppress smuggling and other customs fraud through advance intelligence information and more aggressive prosecution of smuggling cases	30	a. No. of complaints filed with DOJ	RCMG	103 cases	60 cases	72 cases	84 cases	96 cases	84 cases	72 cases
	31	b. Number of customs brokers administratively/criminally charged	RCMG	63 cases	40 cases	50 cases	60 cases	70 cases	60 cases	50 cases

