



Republic of the Philippines
Department of Finance
Bureau of Customs
1099 Manila

12 September 2011

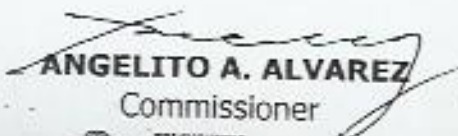
CUSTOMS MEMORANDUM ORDER
NO. 33-2011

TO : All Bureau Officials and Employees
SUBJECT : **Revised BOC Strategic Plan for Y2011-2016**

For the information and guidance of all BOC officials and employees, attached herewith is the Revised BOC Strategic Plan for Y2011-2016.

It is hereby directed that all activities of officials and employees reflected in their respective semi-annual/annual Individual Performance Evaluation and Office Performance Evaluation are in line with the Strategic Goals, Objectives, Initiatives and Activities of this Plan in order to ensure that we will achieve the BOC Vision of being one of the best customs administrations in the world by 2020.

For information and compliance.


ANGELITO A. ALVAREZ
Commissioner



MESSAGE FROM THE COMMISSIONER

The new Bureau of Customs owns the distinction of posting unprecedented records in cash collections despite a combination of external factors that impaired our revenue generating capacity.

Trade agreements we had to comply with, volatilities in the currency market and the higher use of tax credits were just a few of those factors.

Impairments notwithstanding, the reforms we instituted in the last two quarters of 2010 and our enhancements on programs already underway resulted in remarkable cash collection levels that shattered past records of the Bureau.

The lessons learned from the fruitful adjustment and transition last year is now institutionalized in our Five-Year Strategic Plan, 2011 to 2016.

Under this Plan, our core objectives to provide efficient and satisfactory service to the public, optimize revenue collection, plug revenue leakages, and secure our ports from illegal trade essentially remain, but with renewed emphasis on transparency and informed compliance among the Bureau's clients.

Likewise, our Strategic Plan is further enriched by the world's best practices and international standards in customs administration, which we have been able to actively pursue with the full support of the Secretary of Finance.

In every undertaking, especially those related to public service, the commitment and dedication of front line personnel is vital to its success. Thus our Strategic Plan covers programs that create the environment for the higher efficiency of our employees, even as adequate and commensurate compensation is provided for them. The experiences in other comparable customs administrations, notably Indonesia, have been instructive in this area.

On a personal note, I commend all personnel of the Bureau for their record-breaking performance last year. And with this Plan to give frame and platform to their drive for better results, we can look forward to more banner years ahead.

Based on our target dates and timelines, many and more of the targets will be met as the Plan rolls forward, and all of the objectives will be fully achieved by the end of the five-year period.

Empowered by the lessons learned from the transition in 2010 and inspired by the high morale of the Bureau's management and staff, I am confident that the Strategic Plan will lead to the full realization of the Bureau's potentials over the next five years.

The Commissioner of Customs

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VISION

A customs administration which is among the world's best that every Filipino can be proud of.

MISSION

- To enhance revenue collection
- To provide quality service to stakeholders with professionalism and integrity
- To facilitate trade in a secured manner
- To effectively curb smuggling
- To be compliant to international best practice and standards

GUIDING PRINCIPLES

- Commitment to the delivery of high quality services to our transacting public.
- Enhanced use of modern management techniques such as electronic transactions, compliance audit and risk management.
- Focus on personnel as the driving force in the achievement of our missions.
- Consideration of relevant international instruments, conventions, agreements such as the Revised Kyoto Convention and others promulgated by WCO, WTO, APEC, ASEM and ASEAN.

VALUES

As a Customs Administration, we are committed to:

- Professionalism and Integrity
- Transparency and Accountability
- Consistency and Simplicity
- Vigilance and Dynamism
- Be responsive to the needs of the community and industry

VALUES

As Customs personnel, we are committed to be:

- Competent and Efficient
- Accountable and Responsible
- Honest and Dedicated
- Firm and Fair
- Helpful and Courteous
- Simple in lifestyle

STRATEGIC GOALS

1. Enhanced Revenue Collection
2. Quality Service to Stakeholders
3. Secured Trade Facilitation and Anti-Smuggling
4. Personnel Competence and Welfare



THE BOC STRATEGY MAP

A customs administration which is among the world's best that Filipinos can be proud of by 2020.

BOC MISSION

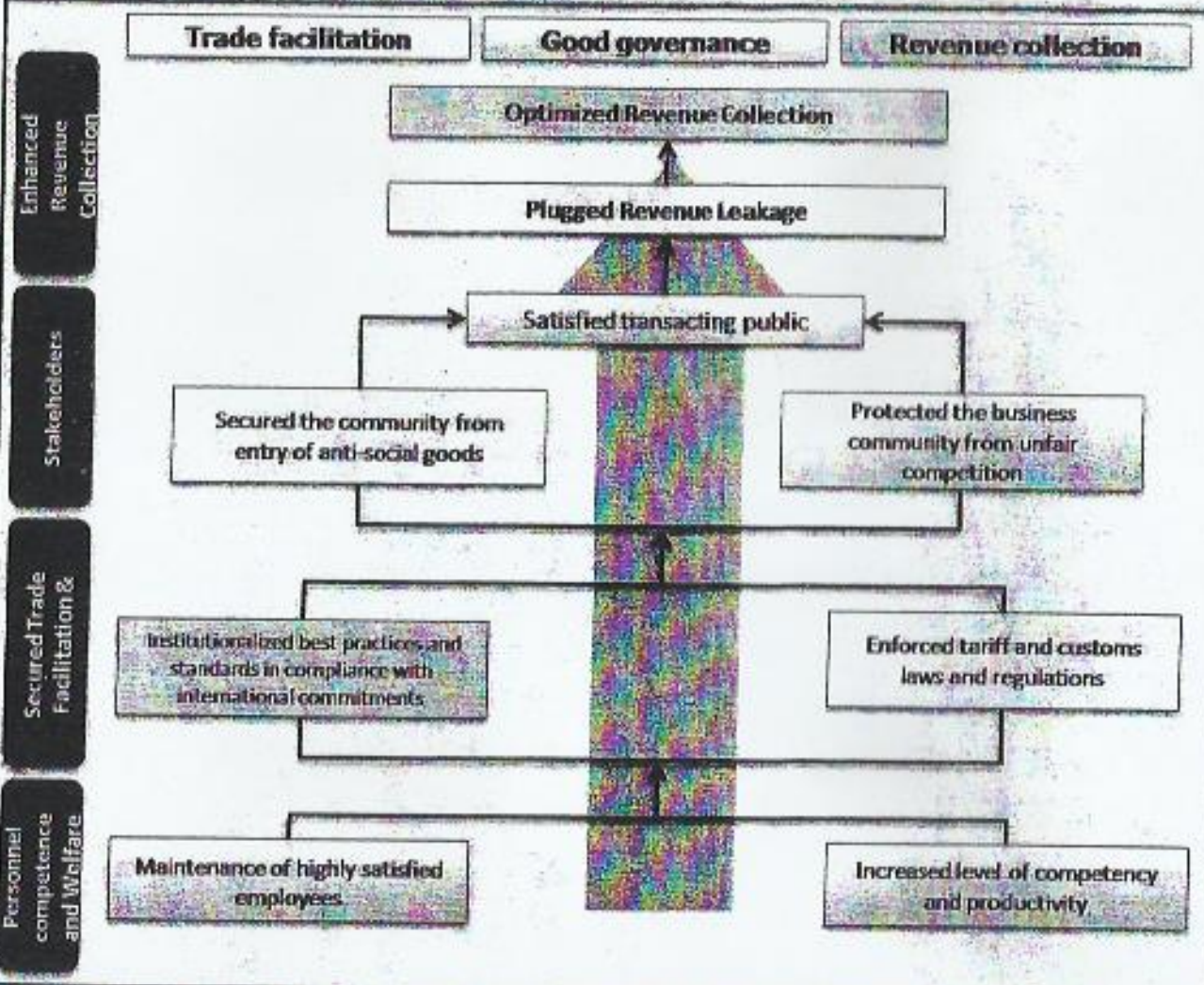
- To enhance revenue collection;
- To provide quality service to stakeholders with professionalism and integrity;
- To facilitate trade in a secured manner;
- To effectively curb smuggling;
- To be compliant to international best practices and standards

Guiding Principles

- ◆ Commitment to the delivery of high quality services to our Transacting public;
- ◆ Enhanced use of modern management techniques such as electronic transactions, compliance audit and risk management;
- ◆ Focus on personnel as the driving force in the achievement of our missions;
- ◆ Consideration of relevant international instruments, conventions, agreements, such as the Revised Kyoto Convention and others promulgated by WCO, WTO, APEC, ASEAN and ASEAN.

Core Values

INTEGRITY - PROFESSIONALISM - CONSISTENCY - RESPONSIVENESS



PERSPECTIVE – ENHANCED REVENUE COLLECTION

STRATEGIC OBJECTIVE – OPTIMIZED REVENUE COLLECTION

GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
MANAGEMENT INFORMATION SYSTEM AND TECHNOLOGY GROUP (MISTG)	Percentage of E2M ports implementing PASS 5 for the import module evaluated	2011 : 100% 2013 : 100% 2016 : 100%	Payment Abstract Secure 5 (PASS 5)	<ul style="list-style-type: none"> Evaluation completed in all ports by 2nd Qtr. Fully implemented 3 pilot ports (POM, MICP & BATANGAS) Evaluate utilization of PASS 5 in all ports Implement pass 5 for export payments in all ports 	<ul style="list-style-type: none"> Evaluators from MISTG and external parties IT-related goods and services Trainers & training modules
	Number of ports implementing PASS 5 for export module	2011 : 3/52 2013 - 2016 : 52/52			
	Percentage of collections thru PASS 5	2011 98% of all payment transactions by 4 th Qtr. 2012 to 2016 100% of all payment transactions			
	PBS in all international airports	2011 : 100%	E2M Customs Project (enhanced airport customs operation)	Implement the Passenger Baggage System (PBS) in all international airports	<ul style="list-style-type: none"> IT related goods and services Trainers & training modules Implementing rules and regulations Communication Plan
	Number of collection districts implementing the PCIS	2011 : 0 2013 : 6/18 (pilot sites) 2016 : 18/18	Philippine Customs intelligence System (PCIS)	<ul style="list-style-type: none"> Implement PCIS modules Conduct of requirement definition completed [Note: specific activities to be defined as a result of Enterprise Analysis Workshop] by 3rd Qtr. Procurement of IT-related goods and services Roll-out PCIS modules Modules in all other collection districts 	<ul style="list-style-type: none"> Personnel for PCIS System requirement specifications IT-related goods & services [Note: Implementation of full e2m modules in the specified sites] Personnel for PCIS Training Additional funds (to be requested in budget proposal for 2014)

PERSPECTIVE – ENHANCED REVENUE COLLECTION

STRATEGIC OBJECTIVE – OPTIMIZED REVENUE COLLECTION

GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
MANAGEMENT INFORMATION SYSTEM AND TECHNOLOGY GROUP (MISTG)	Effectiveness Rating	Baseline: 27 agencies linked to NSW 2011 TBD	National Single Window (NSW)	<ul style="list-style-type: none"> Develop assessment tools Assess NSW implementation (under TRTA 2) 	Directive from the NSW Steering Committee re: continuing implementation & maintenance
	Number of agencies linked to E2M through NSW	2011 30 other government agencies (OGAs) 10 OGAs (portal) 2012-2016 TBD (activity: identification of more agencies linked to NSW)		<ul style="list-style-type: none"> Connect regional offices of the 30 OGAs to NSW Establish E2M and NSW Gateway 	
ASSESSMENT AND OPERATIONS COORDINATING GROUP (AOCCG)	Percentage increase in usage of Load Port Survey (LPS) for bulk and break bulk shipments in ports of destination	Baseline: 2011 : 50% 2013 : 100% 2016 : 100%	Bulk and Break Bulk Cargo Enhancement Program	<ul style="list-style-type: none"> Supplemental guidelines on the Bulk and Break Bulk Cargo Clearance Enhancement Program issued by December 31, 2011 Training of concerned BOC personnel on the conduct of survey for Bulk and Break Bulk cargoes conducted (in coordination with the ITDD) Implement an effective monitoring and reporting system for Bulk and Break Bulk cargoes 	<ul style="list-style-type: none"> Trained personnel Implementing rules and regulations IT-related goods and services Capacity building program Funding from BOC and/or sponsoring agencies
POST ENTRY AUDIT GROUP (PEAG)	Percentage of collectible revenues	2011 : 100% 2012 : 100%	BOC-LTO Voluntary Program	<ul style="list-style-type: none"> To come up with a draft EO on Voluntary Disclosure Program with regards to vehicles Ensure additional revenue from compliance audit, voluntary audit, and voluntary disclosure in 2012 	

PERSPECTIVE – ENHANCED REVENUE COLLECTION

STRATEGIC OBJECTIVE – OPTIMIZED REVENUE COLLECTION

GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
REVENUE COLLECTION MONITORING GROUP (RCMG)	Percentage discrepancy rate	2011 : 20% 2013 : 5% 2016 : 0%	Enhanced Audit Program	Utilize an automated system for reconciliation of collections and remittances: <ul style="list-style-type: none">• District Collectors Data vs. Financial Service Data• BOC Collection Data vs. the Bureau of Treasury Data• Reconciliation of entries filed against Inward Foreign Manifest	<ul style="list-style-type: none">• System requirement specification• IT-related goods and services• Users Training Program• Policy guidelines• Implementing rules and regulations
	Percentage of collection under deferred payment	2011 : 100% 2013 : 100% 2016 : 100%	Revenue Enhancement Program	Fast track collection of outstanding collectibles under deferred payment scheme using the Computerized Deferred Payment Monitoring System (CDPMS) in E2M	Demand Letters to Concerned Government Agencies
COLLECTION DISTRICTS (ALL)	Percentage of cash collection over target	2011 – 2016: 100% 2012 to 2016 projection to be confirmed	Revenue Collection Program	<ul style="list-style-type: none">• Assessment• Collection• Monitoring• Reporting	Specific Team to monitor daily performance of each personnel/section/division and submission of report to the District Collector
	Percentage growth of revenue collection compared to % growth in revenue volume of imports	2011 : 2013 : 2016 :			
	Percentage growth of revenue collection compared to % growth in revenue value of imports	2011 : 2013 : 2016 :			

PERSPECTIVE – ENHANCED REVENUE COLLECTION					
STRATEGIC OBJECTIVE – OPTIMIZED REVENUE COLLECTION					
GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
COLLECTION DISTRICTS (ALL)	Percentage of disposal of inventory of auctionable cargoes	2011 <ul style="list-style-type: none"> • 100% of inventory of auctionable cargoes as of December 2010 disposed • 100% of inventory of auctionable cargoes as of 2011 disposed 2012 : 100% 2016 : 100%	Enhanced Disposition of Forfeited Cargoes	Fast track the conduct of disposal of auctionable cargoes already in the inventory as of December 2010 <ul style="list-style-type: none"> • Ensure disposal of goods is done within the required time frame (i.e., 3 months) NAIA <ul style="list-style-type: none"> • Ensure the disposal of Roumelotes jewelry 	<ul style="list-style-type: none"> • Assignment of teams to conduct inventory • Funding for the preparation of disposition procedures, (e.g. publication, opening, appraisal, stocking, etc.)
	Amount of revenue from auction sales	2011 : (In Php) 2013 : 2016 :		<ul style="list-style-type: none"> • inventory conducted within 2 months from declaration of forfeiture and disposed within 6 months • At least 3 for each bidding • At least once a month 	<ul style="list-style-type: none"> • Assignment of teams to conduct inventory • Funding for the preparation of disposition procedures, (e.g. publication, opening, appraisal, stocking, etc.) • Funding for it development and procurement of hardware
		2011 Completed by September 2013 Applied as one of the basis in revenue collection target 2016 Applied as one of the basis in revenue collection target		<ul style="list-style-type: none"> • Report on auction sale performance for the last 5 years • Conduct comparative analysis of abandoned/ forfeited goods vs. revenue collection target for the last 5 years 	<ul style="list-style-type: none"> • Parameters and method to be used in the conduct of the analysis • Reporting procedure for the results of the analysis
COLLECTION DISTRICT (AIRPORT ONLY)	Percentage revenue collected from Passenger Baggage System (PBS)	2011 : 100% 2013 : 100% 2016 : 100%	Enhanced Customs Airport Operations Management	Implement the Passenger Baggage System (PBS) in all international airports of entry	Part of E2M deliverables (c/o UNISYS)

PERSPECTIVE – ENHANCED REVENUE COLLECTION					
STRATEGIC OBJECTIVE – PLUGGED REVENUE LEAKAGES					
GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
MANAGEMENT INFORMATION SYSTEM AND TECHNOLOGY GROUP (MISTG)	Number of agencies linked to NSW	Baseline: 27 2011 30 OGAs linked to NSW	National Single Window (NSW)	Connect the 3 agencies under the DA (BA, BPI, BFAR) to the PNSW	Expert services (available)
	Number of agencies linked through NSW using the harmonized data requirements (NSW2)	2012 - 2016 30 OGAs linked through NSW	National Single Window Version 2 (NSW2)	<ul style="list-style-type: none"> • Bid for NSW2 IT goods and services in 2011 • Standardize and harmonize agency data elements • Implement NSW2 systems 	<ul style="list-style-type: none"> • Additional IT-related goods and services • Trainers & training modules • MOA/ MOU between BOC and OGAs • Subject matter expert services
	Number of ASEAN member states linked to PNSW	2011 : 0 2013 : 2 2015-2016 : 6	National Single Window Version 2/ASEAN Single Window (ASW)	<ul style="list-style-type: none"> • Bid for NSW2 IT goods and services in 2011 • Implement fully Philippine NSW • Implement ASW pilot 	<ul style="list-style-type: none"> • IT goods and services • MOU/ MOA • Trainers & training modules • Harmonized data
ASSESSMENT AND OPERATIONS COORDINATING GROUP (AOCG)	Percentage of transit containers covered by Enhanced Customs Transit System (ECTS)	2011 : 50% (import) 2013 : 100% (import) 2016 : 100% (import and export)	Enhanced Customs Transit System (ECTS)	<ul style="list-style-type: none"> • Full implementation of the Enhanced Customs Transit System using GPS technology at seaports • Expansion of ECTS to cover transit air cargoes 	<ul style="list-style-type: none"> • Customs seal service providers • Pilot implementation program • IT-related goods and services • Training program • Implementing rules and regulations • New organizational structure • MOA (with PNP, Subic, Clark and other ecozone administrations) • Change Management Plan
	Percentage commodity headings whose value is updated in the value reference table	2011 : 5% 2013 : 20% 2016 : 50%	E2M Customs Project (Strengthening of the Valuation System)	Monthly updating of the VRIS database using various value information sources (e.g., audited transactions by PEAG, e2m processed import consumption and warehousing entries, e2m processed export entries, results from alerted shipments, etc.)	<ul style="list-style-type: none"> • Information on value ranges from relevant offices • Revised implementing rules and regulations

PERSPECTIVE – ENHANCED REVENUE COLLECTION					
STRATEGIC OBJECTIVE – PLUGGED REVENUE LEAKAGES					
GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
ASSESSMENT AND OPERATIONS COORDINATING GROUP (AOCG)	Percentage of retro-verified Certificates of Origin (COO)	2011 : 10% 2013 : 50% 2016 : 70%	Verification of Authenticity of Rules of Origin (ROO)	New procedure on ROO verification issued and communicated. Auditing of Certification of Origin vs. availment at BOC (coordinate with export and MISTG for the establishment of a computerized audit application)	<ul style="list-style-type: none"> • Subject matter expert services • Implementing rules and regulations (CMO) • IT-related goods and services • Trainers and training module • Trained personnel • Change management plan
	Percentage of alerted shipments resulting to additional revenue	2011 : 50% 2013 : 70% 2016 : 85%	Enhanced Anti-Smuggling Program	Stricter monitoring of critical commodities via increased number of alert orders issued by Run After The Smugglers (RATS)	<ul style="list-style-type: none"> • Trained personnel • Funding
	Number of cases filed	2011 : 24 2013 : 24 2016 : 24		Twice a month filing of big-time tax evasion/smuggling cases in DOJ	Additional Prosecutors
	Oil smuggling MOA between DOE,DOF and BOC issued (OCOM)	December 31, 2012		Implement an anti-oil smuggling campaign measures with DOE and DOF	<ul style="list-style-type: none"> • Policy guidelines • Memorandum of Agreement (MOA) • Implementing rules and regulations
	Percentage of ports using the prescribed standardized manual for auction and other modes of disposal	2011 : 0% 2013 : 80% 2016 : 100%		Policy Formulation on Auction Sales and other Modes of Disposal	<ul style="list-style-type: none"> • Develop a manual of operations covering auction and cargo disposal process (seizure, inventory, appraisal and disposition) • Orient ports on the manual • Monitoring and reporting

PERSPECTIVE – ENHANCED REVENUE COLLECTION					
STRATEGIC OBJECTIVE – PLUGGED REVENUE LEAKAGES					
GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
INTELLIGENCE GROUP (IG)	Number of Quality Reports Inputted in the Selectivity System	2011 : 10/month (120) 2013 : 20/month (240) 2016 : 50/month (600)	Risk Management Program for Cargo Clearance	Develop and implement a built-in feedback mechanism in the Risk Management System (RMS) in coordination with MISTG which will enable RMS users to view the results of the examination of selected entries <i>Milestone:</i> Results of the examination of the selected entries available within one (1) hour from the time of examination Criteria for Selectivity system updated after a week from receipt of the feedback report from the concerned offices	<ul style="list-style-type: none"> IT-related goods and services Trainers and training module Implementing rules and regulations (CMO)
	No. of intelligence report/information shared within the scope of CMAA	2011 : 180 2013 : 216 2016 : 260	Promotion of information exchange among customs administrations	<ul style="list-style-type: none"> Monitoring of existing CMAA (Customs Mutual Assistance Agreement) on information exchange Quarterly report Enter into CMAA with other customs administrations 	CMO prescribing the rules and regulations for the monitoring and reporting system
	Percentage apprehension case reported resulting from information exchange	2011 : 10% 2013 : 30% 2016 : 50%			
ENFORCEMENT GROUP (EG)	Number of Quality Reports inputted in the Selectivity System	2011 : 10/month (120) 2013 : 20/month (240) 2016 : 50/month (600)	Enhancement of the Alert System	<ul style="list-style-type: none"> Define format of the Intelligence Report Form Develop and implement a program for the monitoring/ reporting system in coordination with MISTG 	CMO prescribing the monitoring and reporting system
REVENUE COLLECTION MONITORING GROUP (RCMG)	Percentage of collections from audited bonds	2011 : 0% 2013 : 20% 2016 : 20%	Enhanced Audit Program	<ul style="list-style-type: none"> Revitalize bonds audit Speedy filing of collection cases Train bonds auditors 	<ul style="list-style-type: none"> Training Program for bonds auditor Additional personnel at Bonds Audit Division

PERSPECTIVE – ENHANCED REVENUE COLLECTION					
STRATEGIC OBJECTIVE – PLUGGED REVENUE LEAKAGES					
GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
REVENUE COLLECTION MONITORING GROUP (RCMG)	Percentage of transactions subjected to FLASH	2011 : 5% 2013 : 5% 2016 : 5%	Enhanced Audit Program	Implementation of Front end Liquidation audit on Selected Headings (FLASH)	<ul style="list-style-type: none"> • Policy guidelines • Implementing rules and regulations • Access to E2M • Additional personnel as auditors
	Percentage of increase in revenue realized from FLASH program	2011 : 20% 2013 : 20% 2016 : 20%			
	Percentage of processed entries forwarded to and filed at LBD	2011 : 0% 2013 : 20% 2016 : 20%	Liquidation & Assessment Audit Division (LAAD) Records Management	<ul style="list-style-type: none"> • Rules and regulations issued • Personnel assigned and trained • Office renovated, facilities and supplies provided • Applied at MICP, NAIA and all other ports of entry in 2012 • Institutionalize and provided with continuing enhancement by 2016 • IT application developed, tested and implemented (all at the LBD, POM) 	<ul style="list-style-type: none"> • IT-related goods and services • Office equipment & supplies • Office space renovation works • Trainer and Training module/s • Trained personnel
	Percentage increase in the collection from the new schedule of fines, fees and surcharges	2011 : 10% 2013 : 20% 2016 : 40%	Revenue Enhancement Program	<ul style="list-style-type: none"> • Review and revise existing regulations covering the schedule of fines, fees, surcharges imposed on customs transactions to make the current rates realistic • Implement the new schedule 	<ul style="list-style-type: none"> • Policy guidelines • Implementing rules and regulations
	Number of cases resolved resulting to auction of forfeited cargoes	2011 : 100% 2013 : 100% 2016 : 100%	Speedy disposition of seizure and abandonment proceedings	<ul style="list-style-type: none"> • Creation of special team of prosecutors to focus in handling seizure and abandonment cases • Monitoring of seizure and abandoned cases 	<ul style="list-style-type: none"> • Designation of lawyers to various ports as prosecutor • Reporting system for the status of cases

PERSPECTIVE – ENHANCED REVENUE COLLECTION

STRATEGIC OBJECTIVE – PLUGGED REVENUE LEAKAGES

GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
COLLECTION DISTRICTS (ALL)	Percentage of entries reviewed over total entries	2011: 100% 2013: 100% 2016: 100%	LBD Records Management	<ul style="list-style-type: none"> Updating of pending entries as of December 2010 Rules and regulations issued Personnel assigned and trained Office renovated, facilities and supplies provided IT application developed, tested and implemented (at all LBD) <ul style="list-style-type: none"> 2011 – POM 2012 – MICP, NAIA and all other ports of entry System to determine the total entries 	<ul style="list-style-type: none"> IT-related goods and services Office equipment & supplies Office space renovation works Trainers and training module/s Trained personnel
	Percentage of goods entered to PEZA, ecozones, and Freeport zones accounted for	2011 : 100% 2013 : 100% 2016 : 100%	Enhance monitoring system for cargoes entered to and released from PEZAs, special economic zone and Freeport zones	<ul style="list-style-type: none"> Revisit MOA and existing regulations Monitoring and reporting system Analysis report submitted to the district collectors 	Included in e2m Project c/o UNISYS
	Percentage of cancelled due and demandable bonds as of December 2010	2011 25% of total cancelled due and demandable bonds as of December 2010 2013 <ul style="list-style-type: none"> 100% of total cancelled due and demandable bonds as of December 2010 100% cancellation of total due and demandable bonds 2016 100% cancellation of total due and demandable bonds	Enhanced Bonds Liquidation Process	<ul style="list-style-type: none"> Segregate amounts representing penalties from outstanding bonds Perform cancellation of bonds that are due and demandable as of December 2010 to be done jointly by the bonds divisions and the corresponding bonded warehouse operating divisions (PPBWD, MMBWD, GTMBWD, CCMBWD) or its equivalent. 	Assignment of specific team to process the cancellation and liquidation of bonds that are due and demandable as of December 2010

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COLLECTION DISTRICTS (ALL)	Percentage collected over total collectibles	2011 : 100% 2013 : 100% 2016 : 100%	Strengthening of Customs Operations at Post Offices	<ul style="list-style-type: none"> Revisit MOA New implementing rules and regulations covering Customs Operations at Philpost Conduct audit of Customs Operations at Philpost 	Auditor
	Percentage of Import Permits confirmed	2011 : 100% 2013 : 100% 2016 : 100%	Full Utilization of NSW (link to e2m)	Supervise and monitor the use of Blackberry (BB) to confirm IPs install facility in every unit/section to view IPs sent thru NSW	Reporting mechanism

PERSPECTIVE – QUALITY SERVICE TO STAKEHOLDERS					
STRATEGIC OBJECTIVE – SATISFIED TRANSACTING PUBLIC					
GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
COLLECTION DISTRICTS (ALL)	Satisfaction Rating	2011 : 50% 2013 : 75% 2016 : 100%	E2M Full Utilization	Engage third party survey company	
MANAGEMENT INFORMATION SYSTEM AND TECHNOLOGY GROUP (MISTG)	Percentage implementation of E2M Customs System	2011 : 100%	E2M Customs Project	Roll-out all subsystems in all sea and air ports (i.e., import, export and support subsystems)	<ul style="list-style-type: none"> IT goods and services Trainers & training modules Change Management Plan IRRs/CMOs
	Percentage of DDF and BOC executive positions using Dashboard and enhanced SMS	2011 : 100%	<ul style="list-style-type: none"> NSW dashboard E2M Customs Project 	Implement Executive Dashboard and Enhanced SMS	IT-related goods and services

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	Percentage of Import Permits confirmed	2011: 100% 2013: 100% 2016 :100%	Full Utilization of NSW (link to e2m)	Supervise and monitor the use of Blackberry (BB) to confirm IPs Install facility in every unit/section to view IPs sent thru NSW	Reporting mechanism

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MANAGEMENT INFORMATION SYSTEM AND TECHNOLOGY GROUP (MISTG)	Percentage implementation of E2M Customs System	2011 : 100%	E2M Customs Project	Roll-out all subsystems in all sea and air ports (i.e., import, export and support subsystems)	<ul style="list-style-type: none"> IT goods and services Trainers & training modules Change Management Plan IRRs/CMOs
	Percentage of DOF and BOC executive positions using Dashboard and enhanced SMS	2011 : 100%	<ul style="list-style-type: none"> NSW dashboard E2M Customs Project 	Implement Executive Dashboard and Enhanced SMS	IT-related goods and services

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STRATEGIC OBJECTIVE – SATISFIED TRANSACTING PUBLIC					
GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
MANAGEMENT INFORMATION SYSTEM AND TECHNOLOGY GROUP (MISTG)	System response time	2011 60 seconds 2013-2016 30 seconds	E2M Customs Project	All E2M ports: <ul style="list-style-type: none"> Upgrade network infrastructure Procurement of additional servers or lease of server space Performance enhancement 	Funds for additional servers or lease server space
	Percentage of X-ray machines in use connected to E2M system	2011 : 10% 2013 – 2016 : 100%	Proposed on-line X-ray imaging system	<ul style="list-style-type: none"> Implement linkage in 3 pilot ports (POM, MiCP & Batangas) Establish a system that will link the outputs of scanning and imaging applications/technologies to Risk Management System 	<ul style="list-style-type: none"> IT-related goods and services Trainers & training modules
REVENUE COLLECTION MONITORING GROUP (RCMG)	Processing time for approval of application for accreditation	Baseline – 7 days (example only) 2011 : 5 days 2013 : 3 days 2016 : 1 day	Risk Based Accreditation Program	<ul style="list-style-type: none"> Draft CAO/CMD on the Risk Based Accreditation System Develop the Risk Based Accreditation Program Enhance Importers/Exporters/ Brokers Accreditation through appropriate risk management techniques, particularly in the: <ol style="list-style-type: none"> Conduct of Client Risk Assessment as basis for accreditation and/or renewal Use and maintenance of accredited stakeholders database Conduct of import mapping to cover top import commodities Profiling of applicants for accreditation 	<ul style="list-style-type: none"> Risk Management Techniques Expert RM Training Program Policy guidelines (CAO) Implementing rules and regulations (CMO) Linkage to E2M Subject matter experts services for import mapping

PERSPECTIVE – QUALITY SERVICE TO STAKEHOLDERS					
STRATEGIC OBJECTIVE – SATISFIED TRANSACTING PUBLIC					
GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
POST ENTRY AUDIT GROUP (PEAG)	Satisfaction Rating	2011 : 100% 2013 : 100% 2016 : 100%	BOC-BIR Compliance Program	<ul style="list-style-type: none"> MOA between BOC-BIR signed in 2011 Establish a joint BOC-BIR audit 	<ul style="list-style-type: none"> Memorandum of Agreement (MOA) Implementing rules and regulations for the conduct of joint audit
	Number of PEAG Primer distributed to all stakeholders	2011 : 3,000 primers 2013 : 3,500 primers 2016 : 3,500 primers	PEAG Information Dissemination Program	Distribute PEAG Primer to all stakeholders in coordination with I-CARE publication of new regulations pertaining to PEAG.	PEAG Primers
	Percentage increase in the number of importers availing of the voluntary disclosure program	2011 : 15% 2013 : 30% 2016 : 50%			
	Percentage of applicants registered with PEAG	2011 : 0% 2013 : 100% 2016 : 100%	Compliance Program	<ul style="list-style-type: none"> Importer to submit undertakings during the renewal/application for accreditation process pursuant to Sec. 7 of CAO 4-2004 Registration of Books/Record Keeping requirements 	Pro-forma undertakings for signature by importers/brokers
		2011 Established by year end	Enhancement Program	PEAG library established Establishment of PEAG Library: <ul style="list-style-type: none"> Collation of PEAG resource materials Compilation of int'l best practices documents and WTO decisions and opinions 	<ul style="list-style-type: none"> Librarian Cabinets Furniture and Fixtures Equipment Budget

PERSPECTIVE – QUALITY SERVICE TO STAKEHOLDERS

STRATEGIC OBJECTIVE – PROTECTED THE BUSINESS COMMUNITY FROM UNFAIR COMPETITION

GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
COLLECTION DISTRICTS (ALL)	Percentage of compliance to the citizens charter transaction processing time of import entries	2011 : 100% 2013 : 100% 2016 : 100%	E2M Full Utilization	<ul style="list-style-type: none"> Supervise the use of all E2M modules already rolled out in their respective ports Submit incident reports to MISTG on the performance of E2M Conduct random check on transaction processing time 	Specific teams to perform monitoring and spot checking of transactions
INTERNAL ADMINISTRATION GROUP (IAG)	Number of Proactive services to clients	2011 : 1 2013 : 5 2016 : 8	Enhancement of the Customer Relations Management System (CRMS)	Outsource the maintenance and updating of the Customer Relation Management System (CRMS) and provide proactive services to BOC clients using the CRMS, e.g. Notification of expiring accreditation of importers and brokers	CRMS service provider (Note: Cost of outsourcing from MOOE)
	Number of information/ transaction made available to the transacting public	2011 : 2 additional information/transaction 2013 : 5 additional information/transaction 2016 : 10 additional information/transaction	Enhancement of the BOC website	Outsource the maintenance and updating of the website and improve the information being provided in the website, e.g. <ul style="list-style-type: none"> List of accredited importers and brokers and expiring dates of accreditation; Downloadable copies of BOC Issuances Citizens Charter Window for complaints, etc 	<ul style="list-style-type: none"> Website maintenance services Maintenance agreement (Note: Cost of outsourcing from MOOE)
	Percentage complaints/ suggestions acted upon	2011 : 20% 2013 : 50% 2016 : 100%	Integrity Action Plan Implementation	<ul style="list-style-type: none"> Revise, as needed, the BOC Citizens Charter to incorporate new procedures of the E2M, publish and disseminate the same Provide Helpdesk and Feedback Forms 	BOC technical working group on Citizen Charter

PERSPECTIVE – QUALITY SERVICE TO STAKEHOLDERS					
STRATEGIC OBJECTIVE – PROTECTED THE BUSINESS COMMUNITY FROM UNFAIR COMPETITION					
GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
POST ENTRY AUDIT GROUP (PEAG)	Percentage audit jointly conducted	2011 : 10% 2013 : 20% 2016 : 30%	BOC-BIR Compliance Program	<ul style="list-style-type: none"> MOA between BOC-BIR signed in 2011 Establish a joint BOC-BIR audit 	<ul style="list-style-type: none"> Memorandum of Agreement (MOA) Implementing rules and regulations for the conduct of joint audit

PERSPECTIVE – QUALITY SERVICE TO STAKEHOLDERS					
STRATEGIC OBJECTIVE – SECURED THE COMMUNITY FROM ENTRY OF ANTI-SOCIAL GOODS					
GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
INTERNAL ADMINISTRATION GROUP (IAG)	Number of briefings and orientation sessions conducted and number of participants	2011 : 4 2013 : 4 2016 : 4	Information drive to BOC stakeholders	Conduct briefings, orientations on customs policies and procedures among BOC stakeholders	Private sector funding
COLLECTION DISTRICTS (ALL)	Percentage of issues acted upon thru dialogues with the stakeholders	2012: 100% 2013: 100% 2016: 100%	Public-Private Sector Partnership	<ul style="list-style-type: none"> At least once every quarter Report of accomplishments/ actions taken prepared and submitted during each meeting 	<ul style="list-style-type: none"> Funding for food, equipment, supplies Secretariat services

PERSPECTIVE – SECURED TRADE FACILITATION AND ANTI-SMUGGLING					
STRATEGIC OBJECTIVE – ENFORCED TARIFF AND CUSTOMS LAWS AND REGULATIONS					
GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
ASSESSMENT AND OPERATIONS COORDINATING GROUP (AOCG)	Number of cases filed (Civil and Administrative)	2011 : 2/month (24) 2013 : 2/month (24) 2016 : 2/month (24)	Enhanced Legal Process	<ul style="list-style-type: none"> Fast track filing and prosecution of cases Conduct of profiling and case building Inventory and stress testing of pending cases 	<ul style="list-style-type: none"> Additional lawyers from DOJ and Solicitor General Additional lawyers through BOC recruitment

PERSPECTIVE – SECURED TRADE FACILITATION AND ANTI-SMUGGLING

STRATEGIC OBJECTIVE – ENFORCED TARIFF AND CUSTOMS LAWS AND REGULATIONS

GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES	
INTELLIGENCE GROUP (IG)	Compliance to guidelines	2011 : N/A 2013 : 100% 2016 : 100%	Case Monitoring Program	<ul style="list-style-type: none"> Manualization of the guidelines in 2011 Strictly implement guidelines on the conduct of investigation, including standard timeframes 	<ul style="list-style-type: none"> Implementing rules and regulations Re-orientation Program Intelligence personnel/ Investigators 	
	Percentage of quality reports utilized in the selectivity system	2011 : 50% 2013 : 80% 2016 : 100%	Risk Management Program for Cargo Clearance	<ul style="list-style-type: none"> Prepare and submit report on seizure/additional duties and taxes collected from RED shipments subjected to analysis Regular report on seizure/ additional duties and taxes submitted to IG 	Percentage of quality reports utilized in the selectivity system	
	Percentage utilization of Philippine Customs Intelligence System	2011 : 0% 2013 : 50% 2016 : 100% <ul style="list-style-type: none"> increase by 10% of additional revenues realized from apprehended shipments 	Customs Intelligence and Enforcement Modernization Program	<ul style="list-style-type: none"> Upgrading the monitoring, surveillance and investigation database system Enhanced monitoring, surveillance and investigation database system developed and implemented Development of the system in 2012 Pilot-testing in 2013 Roll-out in 2014 	<ul style="list-style-type: none"> IT-related goods and services Training program Trained personnel Implementing rules and regulations 	
	Percentage of completed reports	2011 : 80% 2013 : 100% 2016 : 100%			Development of SOP manual on alerts, apprehensions, reports and the like	
	Percentage of alert resulting to positive apprehension	2011 : 50% 2013 : 70% 2016 : 100%				

PERSPECTIVE – SECURED TRADE FACILITATION AND ANTI-SMUGGLING

STRATEGIC OBJECTIVE – ENFORCED TARIFF AND CUSTOMS LAWS AND REGULATIONS

GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES	
ENFORCEMENT GROUP (EG)	Percentage of completed reports	2011 : 80% 2013 : 100% 2016 : 100%	Enhancement of the Alert System	<ul style="list-style-type: none"> • Prepare and submit reports on alerted shipments /additional duties and taxes collected from alerted shipments with positive results • Regular report on alerted shipments/additional duties and taxes submitted to EG 		
	Percentage of alerts resulting to positive findings	2011 : 50% 2012 : 70% 2016 : 100 %				
	Percentage of reduction in a. Pilferage incident b. Theft c. Other untoward incidences	2011 : no data 2013 : 0%	Customs Intelligence and Enforcement Modernization Program	Procurement of necessary equipment and tools, e.g. a. Guns b. Building (Enforcement Group) c. Vehicle/s d. Communication Equipment e. Body Scanning Machine/s f. Fire truck/s g. Fire fighter equipment/s h. CCTV at Piers		<ul style="list-style-type: none"> • Suppliers and supplies/equipment • Maintenance program • Trainers and training modules
	Percentage of accomplishments of special assignments	2011 : 100% of the objectives of special assignments achieved 2013 : 100% of the objectives of special assignments achieved 2016 : 100% of the objectives of special assignments achieved	Customs Intelligence and Enforcement Capacity Building Program	Constitution of Customs Police Rapid Intervention Group (CPRIG) No.3		<ul style="list-style-type: none"> • Organizational structure for CPRIG • Implementing rules and regulations for CPRIG organization and operations • Customs Personnel Order • ESS personnel

PERSPECTIVE – SECURED TRADE FACILITATION AND ANTI-SMUGGLING

STRATEGIC OBJECTIVE – ENFORCED TARIFF AND CUSTOMS LAWS AND REGULATIONS

GROUP	MEASURE <small>(Key Performance Indicator)</small>	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
ENFORCEMENT GROUP (EG)	Percentage of cargoes subjected to K9 actions	2011 : 10% 2013 : 30% 2016 : 50%	Institutionalization of the random utilization of K9 in anti-smuggling operations particularly on dangerous drugs and illegal firearms	<ul style="list-style-type: none"> Establishment of organizational and operational mechanism through a joint technical working group (TWG) discussion with PDEA and other law enforcement agency. MOA/MOU signed and implemented (between BOC and PDEA and other law enforcement agencies) 	<ul style="list-style-type: none"> K9 dogs Dogs maintenance Trained personnel implementing rules and regulations MOA/MOU
	Percentage of case reports	2011 : 20% 2013 : 50% 2016 : 100%			
	Percentage of turned-over apprehensions	2011 : 100% 2013 : 100% 2016 : 100%			
	Percentage of vessels profiled	2011 : 5% of total vessels 2013 : 20% of total vessels 2016 : 50% of total vessels			
	Percentage of information provided to other agencies for intelligence purposes	2011 : 100% of the profiled 2013 : 100% of the profiled 2016 : 100% of the profiled	Vessel Tracking Project	<ul style="list-style-type: none"> Conduct feasibility study on vessel tracking/monitoring system Procure/develop a vessel tracking/monitoring system Train personnel on the operation of the System 	<ul style="list-style-type: none"> Subject matter expert services IT-related goods and services Implementing rules and regulations Trainer and training module/s Maintenance/ sustainability program
REVENUE COLLECTION MONITORING GROUP (RCMG)	Number of cases filed (Civil and Administrative)	2011 : 2/month (24) 2013 : 2/month (24) 2016 : 2/month (24)	Enhanced Legal Process	<ul style="list-style-type: none"> Fast track filing and prosecution of cases Conduct of profiling and case building Inventory and stress testing of pending cases 	<ul style="list-style-type: none"> Additional lawyers from DOJ and Solicitor General Additional lawyers through BOC recruitment

PERSPECTIVE – SECURED TRADE FACILITATION AND ANTI-SMUGGLING

STRATEGIC OBJECTIVE – ENFORCED TARIFF AND CUSTOMS LAWS AND REGULATIONS

GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
REVENUE COLLECTION MONITORING GROUP (RCMG)	Number of criminal cases referred to DOJ	2011 : 2/month (24) 2013 : 2/month (24) 2016 : 2/month (24)	Enhanced Legal Process	<ul style="list-style-type: none"> Fast track filing and prosecution of cases Conduct of profiling and case building Inventory and stress testing of pending cases 	<ul style="list-style-type: none"> Additional lawyers from DOJ and Solicitor General Additional lawyers through BOC recruitment
POST ENTRY AUDIT GROUP (PEAG)	Percentage of compliance audit conducted	2011 : 10% 2013 : 20% 2016 : 50%	PEAG Compliance Program	<ul style="list-style-type: none"> Prepare checklist on audit findings Monitor importer's compliance to the findings of the audit and voluntary disclosure every end of the month Additional PEAG staff/ auditors 	<ul style="list-style-type: none"> Monthly reporting system on compliance by importers/brokers PEA Auditors
	Percentage increase in the number of audits completed	2011 : N/A 2013 : 20%/2010 2016 : 20% / 2013	Philippine Customs Intelligence System (PCIS) and PEAG Database System projects	By September 2011 <ul style="list-style-type: none"> PEAG database (connected to PCIS) operational Develop and implement PEAG database in coordination with JICA and MISTG Establish connectivity with the PCIS system. Develop policy guidelines, rules and regulations in the use of the PEAG database 	<ul style="list-style-type: none"> IT Infrastructure Training Program Rules and regulations covering access and use of PEAG database Sustainability Program
COLLECTION DISTRICTS (ALL)	Percentage shipments selected RED that generated additional revenue	2011 : 20% 2013 : 20% 2016 : 20%	Strict monitoring of shipments selected RED	Supervise the physical examination (x-ray and manual) conducted on shipments selected red, ensure proper appraisal and collection of duties and taxes	
	Percentage shipments selected RED that resulted to issuance of Warrant of Seizure and Detention	2011 : 5% 2013 : 5% 2016 : 5%			

PERSPECTIVE – SECURED TRADE FACILITATION AND ANTI-SMUGGLING					
STRATEGIC OBJECTIVE – ENFORCED TARIFF AND CUSTOMS LAWS AND REGULATIONS					
GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
COLLECTION DISTRICT (AIRPORT ONLY)	Number of Valuation and Classification Review Committee (VCRC) decentralized	2011 : 4/6 2013 : 6/6	Installation of Valuation and Classification Review Committee (VCRC)	<ul style="list-style-type: none"> Establish VCRC in every warehouse Grant access to values of commonly imported goods 	
	Percentage of cargo volume (ingress vs egress) accounted for	2011 : 100% 2013 : 100% 2016 : 100%	E2M	<ul style="list-style-type: none"> immediate resolution of issues in the implementation of electronic manifest system under e2m Enhance cargo monitoring system Cargo volume accountability and reporting by the Deputy Collector for Operations 	

PERSPECTIVE – SECURED TRADE FACILITATION AND ANTI-SMUGGLING					
STRATEGIC OBJECTIVE – INSTITUTIONALIZED BEST PRACTICES AND STANDARDS IN COMPLIANCE WITH INTERNATIONAL COMMITMENTS					
GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
MANAGEMENT INFORMATION SYSTEM AND TECHNOLOGY GROUP (MISTG)	Percentage of ISO-certified processes	2011 : 0% 2013 : 50% 2016 : 80%	ISO Certification Project	<ul style="list-style-type: none"> Review documented processes Conduct internal audit for compliance Engage the services of ISO accrediting office Conduct ISO 27001 Certification (Information Security Management System) 	<ul style="list-style-type: none"> ISO 27001 documentation Customs Special Order for ISMS Implementation Committee ISO 27001 documentation Customs Special Order for ISMS Implementation Committee Accreditation service
	Percentage reduction of import processing time in Customs-controlled areas	2004 : to be culled from MISTG data 2011 : 0% 2013 : 10% 2016 : 15%	Enhancement of the E2M	<ul style="list-style-type: none"> JICA-funded Time Measurement Study (TMS) finalized for 3 Metro Manila ports Time Measurement Study New TMS report/results compared with the 2004 TMS results for 3 Metro Manila ports 	<ul style="list-style-type: none"> Expert Services through JICA Technical Assistance 2004 TMS report

PERSPECTIVE – SECURED TRADE FACILITATION AND ANTI-SMUGGLING					
STRATEGIC OBJECTIVE – INSTITUTIONALIZED BEST PRACTICES AND STANDARDS IN COMPLIANCE WITH INTERNATIONAL COMMITMENTS					
GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
ASSESSMENT AND OPERATIONS COORDINATING GROUP (AOCG)	Number of SGL-accredited companies/stakeholders	2011 : 70 2013 : 100 2016 : 150	Enhancement of the Super Green Lane (SGL) Program	Conduct advocacy campaigns, social gathering, summit, TV guestings, out-of-town road show, etc to encourage the Top 1000 companies in the country	<ul style="list-style-type: none"> Trained Personnel Implementing rules and regulations (CMO) IT-related goods and services CM/Communication Plan
	Number of Authorized Economic Operator (AEO) certified importers	2011 : 0 2013 : 3 2016 : 6	WCO Framework of Standards Implementation	Implement Authorized Economic Operator (AEO) program (for specific activities refer to the AEO program action plan)	<ul style="list-style-type: none"> Subject matter expert services c/o EU-TRTA II Policy guidelines and implementing rules and regulations Training program/ modules CM/Communication plan
	Percentage of AEO transactions facilitated	2011 : 0 % 2013 : 50% 2016 : 70%			
POST ENTRY AUDIT GROUP (PEAG)	Percentage of auditees selected by using Computer Aided Risk Management System (CA-RMS)	2011 : n/a 2013 : 50% 2016 : 100%	PEA Enhancement Program	<ul style="list-style-type: none"> Implement a Computer-Aided Risk Management System (CA-RMS) in coordination with MISTG and donor agency/ies. CA-RMS design and development completed and implemented by December 2011 CA-RMS fully implemented 50% of importers being audited are selected using CA-RMS more than 50% of importers being audited are selected using CA-RMS 	<ul style="list-style-type: none"> System requirement specification IT-related goods and services Users Training Program Philippine Customs Intelligence System (PCIS) E2M access (access to customs database)

PERSPECTIVE – SECURED TRADE FACILITATION AND ANTI-SMUGGLING					
STRATEGIC OBJECTIVE – INSTITUTIONALIZED BEST PRACTICES AND STANDARDS IN COMPLIANCE WITH INTERNATIONAL COMMITMENTS					
GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
INTELLIGENCE GROUP (IG)	Compliance to Intellectual Property Rights (IPR) laws, rules and regulations	2011 : 100% 2013 : 100% 2016 : 100%	Border Enforcement on Intellectual Property Rights	<ul style="list-style-type: none"> Aggressive apprehension of infringing goods under the Intellectual Property Rights Destruction of apprehended goods within 3 mos. 	<ul style="list-style-type: none"> Coordination with Intellectual Property Office (IPO) Trained apprehension team
REVENUE COLLECTION MONITORING GROUP (RCMG)	Number of days of issuance of the Codified rules and regulations after the enactment of CMTA	2011 : N/A 2013 : 100 days 2016 :	Compliance to RKC and other international standards for customs administration.	Draft customs regulations based on Revised Kyoto Convention (RKC) format/standards: <ul style="list-style-type: none"> Present Rules and Regulations. Upon enactment of the new bill, rules and regulations based on RKC implementation. Codified Rules and Regulations issued and posted in the BOC website 	<ul style="list-style-type: none"> RKC subject matter expert Implementing rules and regulations for codification process BOC Technical Working Group/s and Secretariat organization
COLLECTION DISTRICT (AIRPORT ONLY)	Number of international airports implementing full green lane system	2011 NAIA and Cebu 2013 Other international airports of entry 2016 Reviewed and improved	Enhanced Customs Airport Operations Management	Provide for green lane processing system in the clearance of passengers in all international airports	<ul style="list-style-type: none"> Subject matter expert services (c/o Technical assistance from EU-TRTA II) Facilities New equipment, e.g. baggage x-ray
	Number of international airports implementing shifting schedule	2011 NAIA and Cebu 2013 Other international airports of entry 2016 Reviewed and improved		Implement shifting in the assignment of personnel at the passenger terminals in all international airports of entry	<ul style="list-style-type: none"> Salaries for new employees Funding for night differential pay to be requested from DBM

PERSPECTIVE – SECURED TRADE FACILITATION AND ANTI-SMUGGLING					
STRATEGIC OBJECTIVE – INSTITUTIONALIZED BEST PRACTICES AND STANDARDS IN COMPLIANCE WITH INTERNATIONAL COMMITMENTS					
GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
COLLECTION DISTRICT (AIRPORT ONLY)	Percentage of usage of Advanced Passenger Information System (APIS)	2011 : 0% 2013 : 50% 2016 : 80%	Enhanced Customs Airport Operations Management	Establish linkages with the Bureau of Immigration (BI), airlines and airport authorities through the use of Advanced Passenger Information System (APIS)	<ul style="list-style-type: none"> • MCA between BOC and BI • IT-related goods and services • Policy guidelines • Implementing rules and regulations

PERSPECTIVE – PERSONNEL COMPETENCE AND WELFARE					
STRATEGIC OBJECTIVE – INCREASED LEVEL OF COMPETENCY AND PRODUCTIVITY					
GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
MANAGEMENT INFORMATION SYSTEM AND TECHNOLOGY GROUP (MISTG)	Percentage resources properly accounted for	2011 : 0% 2013 : 100% 2016 : 100%	Physical Property Asset Management System for IT Resources	<ul style="list-style-type: none"> • Identify critical equipment/facilities • Award maintenance agreement • Annual maintenance agreement for critical equipment and facilities awarded (for all ports) • Renewal of licenses for system software • Identify off-the-shelf ICT Resources Management System • Procure System • ICT Resources Management System Implemented 	Maintenance service contracts <ul style="list-style-type: none"> • License agreement • TOR • Budget
	Effectiveness rating of IT	2011 : TBD 2013 : 75% 2016 : 90%	E2M, NSW, PCIS	Conduct IT effectiveness assessment (including the IT organization)	<ul style="list-style-type: none"> • TOR • Budget
	Percentage of recommendations implemented	2011 : 0% 2013 : 50% 2016 : 80%	E2M, NSW, PCIS	Conduct IT Security & Integrity & Integrity Review	Under TRTA 2

PERSPECTIVE – PERSONNEL COMPETENCE AND WELFARE					
STRATEGIC OBJECTIVE – INCREASED LEVEL OF COMPETENCY AND PRODUCTIVITY					
GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
ENFORCEMENT GROUP (EG)	Percentage of compliance rate	2011 : 100% 2013 : 100% 2016 : 100%	Security Enhancement Program	Strictly implement the policy on "No ID- No Uniform-NO ENTRY" in all customs offices and ports.	Information materials for dissemination and posting
	Types and nos. of drills conducted	2011 : 1 2012 : 2 2013 : 2 2016 : 2		<ul style="list-style-type: none"> Formulation and implementation of an EMERGENCY, SAFETY and EVACUATION Plan by 2nd Qtr. Development of an Emergency, Safety and Evacuation manual 	<ul style="list-style-type: none"> Coordination with other relevant government agencies (e.g., Bureau of Fire Department, Red Cross, PPA, DPWH, etc.) Information materials for dissemination and posting Emergency and Safety drills Emergency kits
		2011 Safety inspection conducted on all BOC premises nationwide (Manual available) by 4 th Qtr.			
POST ENTRY AUDIT GROUP (PEAG)	Percentage of trained PEAG auditors	2011 50% of PEAG Auditors trained 2013 100% of PEAG Auditors trained 2016 100% of PEAG Auditors trained	Capacity Enhancement Program for PCA	Conduct the following basic trainings for PEAG auditors: <ul style="list-style-type: none"> Warehousing operations Excise tax Transshipment procedures IT auditing Basic training modules for new personnel 	<ul style="list-style-type: none"> Trainers Training Design and Materials Training Schedule and Venue

PERSPECTIVE – PERSONNEL COMPETENCE AND WELFARE

STRATEGIC OBJECTIVE – INCREASED LEVEL OF COMPETENCY AND PRODUCTIVITY

GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES [PAPs]	ACTIVITIES	RESOURCES
POST ENTRY AUDIT GROUP (PEAG)	Number of additional PEAG auditors	2011 : 0 2013 : 50 2016 : 100	Rationalization Program	<ul style="list-style-type: none"> Revised PEAG organizational structure approved Develop new PEAG Organizational Structure and Plantilla Position in coordination with IAG Increase the number of PEAG auditors by hiring 200 additional auditors 	<ul style="list-style-type: none"> Approved Plantilla Positions Budget for the salary of additional PEAG auditors Office space, furniture and equipment for additional auditors
	Percentage of motion for reconsideration filed	2011 : 100% 2013 : 50% 2016 : 0%	Rationalize the current rules on the penalty system	<ul style="list-style-type: none"> Amend the current penalty system CAO and CMO issued and implemented <ul style="list-style-type: none"> April 30, 2011-Draft CAO submitted to Legal Service 2012-CAO and CMO fully implemented 	
	Number of meeting conducted	2011 to 2016 Monthly meeting	Competency Enhancement Program for PCA	Conduct regular monthly meeting among PEAG members to exchange best practices.	<ul style="list-style-type: none"> Notices of Meeting Meeting Schedule and Venue Minutes of meeting conducted
COLLECTION DISTRICTS (ALL)	Number of briefings conducted	2011 At least once a month starting June 2012 to 2016 At least once a week	Competency Development Program	Conduct briefing on newly issued CAO, CMO, CMC, unnumbered memorandum to concerned personnel	Funding for reproduction of materials/documents
INTERNAL ADMINISTRATION GROUP (IAG)	Rate of Accomplishment of the Approved Manpower Deployment Plan	2011 : 50% 2013 : 100% 2016 : 100%	Rationalization of Manpower Deployment	<ul style="list-style-type: none"> Conduct a work measurement study in that will determine the right number of personnel for each division/port based on functions and competencies and other relevant factors Formulate a Manpower Deployment Plan that can be used as basis for staffing and placement purposes Monitor implementation 	Subject matter expert services (through Technical Assistance from EU-TRTA II)

PERSPECTIVE – PERSONNEL COMPETENCE AND WELFARE					
STRATEGIC OBJECTIVE – INCREASED LEVEL OF COMPETENCY AND PRODUCTIVITY					
GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
INTERNAL ADMINISTRATION GROUP (IAG)	Percentage of budget proposals submitted by each port/group finally approved and incorporated in the annual budget program	2011 : 0% 2013 : 20% 2016 : 50%	Enhanced Resource Management System	Institutionalize annual budget planning and cascading for more effective budget proposals and rationalize budget allocation	<ul style="list-style-type: none"> Facilitator/Resource speaker Workshop program Workshop funds
	Percentage of activities/projects completed according to planned budget of the port/group	2011 : 0% 2013 : 50% 2016 : 80%			
	Percentage compliance to the Standard Operating Procedures in the procurement of goods, infrastructure and services	2011 : 0% 2013 : 99% 2016 : 99%	Integrity Action Plan implementation	Develop a General Services Division Manual and Monitoring System	<ul style="list-style-type: none"> Working group to prepare the manual implementing rules and regulations
	Percentage of transactions using Enterprise Resource Planning (ERP)	2011 : 0% 2013 : 100% 2016 : 100%	Enterprise Resource Planning System (ERP) implementation	Complete database build-up of <ul style="list-style-type: none"> Human Resource Information System (HRIS) by June 2011 General Services System (GSS) by December 2011 Financial Management System (FMS) by December 2011 PAYROLL by December 2011 Training by December 2011 	Manpower to do the encoding
	Percentage employees undergone Personnel Competency Assessment (PCA)	2011 : 70% 2013 : 100% 2016 : 100%	Competency-Based HRM Program	<ul style="list-style-type: none"> Define the competency requirements at functional level Define the competency requirements at position level Conduct competency assessment for all BOC personnel 	With Technical Assistance under EU-TRTA II and BOC Counterpart of manpower and additional costs for workshops to be sourced from MOOE

ASPECTIVE – PERSONNEL COMPETENCE AND WELL-BEING

STRATEGIC OBJECTIVE – INCREASED LEVEL OF COMPETENCY AND PRODUCTIVITY

GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
INTERNAL ADMINISTRATION GROUP (IAG)	Percentage employees undergone relevant courses/interventions to address competency gaps resulting from	2011 : 50% of employees requiring such interventions 2013 : 100% of employees requiring such interventions 2016 : 100% of employees requiring such interventions	Competency-Based HRM Program	Develop curriculum, modules and other HR interventions to address competency gaps of employees	With Technical Assistance under EU-TRTA II and BOC Counterpart of manpower and additional costs for workshops to be sourced from MOOE
	Employee Passing Rate (competency based on current position)	2011 : 0% 2013 : 70% 2016 : 80%			
	Number of implementing Human Resource Management policies that are competency-based	2011 : 1 policy (Training) 2013 : 6 policies (To include Recruitment, Promotions, Reassignment, Rotation and Designation) 2016 : 8 policies (To include Performance Evaluation)		Review and revise the Human Resources policies, rules and regulations covering competency-based recruitment, promotion, reassignment, rotation, designation, performance evaluation and training	
	Number of curriculum & modules reviewed and developed	2011 : 3 modules/curriculum reviewed and/or developed 2012 to 2013 : 6 modules/curriculum reviewed and/or developed 2016 : 9 modules/curriculum reviewed and/or developed	Expanded and Strengthened BOC Training Program	Review, enhance and develop curriculum and modules in accordance with established formats which should include integrity development programs	

PERSPECTIVE – PERSONNEL COMPETENCE AND WELFARE

STRATEGIC OBJECTIVE – INCREASED LEVEL OF COMPETENCY AND PRODUCTIVITY

GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
INTERNAL ADMINISTRATION GROUP (IAG)	Percentage employees undergone the required technical courses and integrity development seminars	2011 : 10% 2013 : 50% 2016 : 100%	Expanded and Strengthened BOC Training Program	Identify technical courses and integrity development seminars required for each position	
	Rate of accomplishment of the Rehabilitation Plan	2011 : 5% 2013 : 30% 2016 : 80%	Building Improvement Project	<ul style="list-style-type: none"> Formulation of a Rehabilitation Plan for all BOC buildings Inclusion of all planned activities in the Annual Procurement Plan in coordination with the Budget Division 	<ul style="list-style-type: none"> Expert services. Expert service fee from MOOE
	Percentage replacement of equipment	2011 10% of the equipment replaced 2013 50% of the equipment replaced 2016 100% of the equipment replaced and CCBC renovated	Upkeep the Customs Capacity Building Center	Formulate and implement a development plan for the CCBC	<ul style="list-style-type: none"> New equipment Renovation
	Percentage of Customs Administrative Order (CAO), Customs Memorandum Order (CMO) and Customs Memorandum Circular (CMC) available in e-copy at the website	2011 : 10% 2013 : 100% 2016 : 100%	Enhancement of Records Management	Continue the maintenance of e-copies of all CAOs, CMOs, CMCs and Unnumbered Memorandum	<ul style="list-style-type: none"> IT related goods and services (e.g. application system, hardware, etc.) application development Manpower to do the document conversion (encoding, scanning, etc.)
	Percentage of activities in the Integrity Action Plan (IAP) implemented over the total number of IAP activities	2011 : 30% 2013 : 50% 2016 : 70%	Integrity Action Plan (IAP) Implementation Monitoring	Update, implement, and monitor accomplishments of the Integrity Action Plan (IAP)	Integrity Development Committee (IDC)

RESPECTIVE – PERSONNEL COMPETENCE AND WELFARE

STRATEGIC OBJECTIVE – INCREASED LEVEL OF COMPETENCY AND PRODUCTIVITY

GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
INTERNAL ADMINISTRATION GROUP (IAG)	Integrity Index	2011 : 0 2013 : .50 2016 : .75	Integrity Action Plan (IAP) Implementation Monitoring	Conduct impact evaluation of integrity development seminars and other integrity action plans among BOC employees and BOC clients that will serve as feedback in the revision of the BOC Integrity Action Plan	Subject matter expert services (through Technical Assistance from EU-TRTA II)
	Number of corruption opportunity risks identified	2011 : 2 2013 : 5 2016 : 7		Continue the conduct of corruption vulnerability assessment Update list of corruption opportunity risks	<ul style="list-style-type: none"> Assessor services Implementing rules and regulations
	Percentage of recommendations implemented	2011 : 20 2013 : 50 2016 : 90		Ensure implementation of recommendations; require inclusion in the Office Performance Evaluation System (OPES) of concerned offices; draft CMO requiring concerned offices to include in their respective OPES' all recommendations in IAP	
	Number of internal control or internal audit conducted	2011 : 3 2013 : 10 2016 : 10		Continue the conduct of internal control or internal audit in priority risk areas	<ul style="list-style-type: none"> Internal Auditor services Implementing rules and regulations
	Percentage of recommendations implemented	2011 : 20% 2013 : 50% 2016 : 90%		Ensure implementation of recommendations; require inclusion in the OPES of concerned offices; draft CMO requiring concerned offices to include in their respective OPES' all recommendations in IAP	

PERSPECTIVE – PERSONNEL COMPETENCE AND WELFARE

STRATEGIC OBJECTIVE – MAINTENANCE OF HIGHLY SATISFIED EMPLOYEES

GROUP	MEASURE (Key Performance Indicator)	TARGET 2011-2016	INITIATIVES (PAPs)	ACTIVITIES	RESOURCES
INTERNAL ADMINISTRATION GROUP (IAG)	Percentage implementation of doables formulated during the study	2011 : 5% of doables 2013 : 50% of doables 2016 : 100% of doables	Compensation and Benefits Rationalization Program	Review and integrate all studies conducted relating to compensation and other benefits, identify doable recommendations and prepare appropriate implementing orders	Funding for doables to be sourced from MOOE/Fees/etc.
	Percentage increase in value of benefits (based on 2010 benchmark)	2011 : 5% increase in value of benefits 2013 : 50% increase in value of benefits 2016 : 100% increase in value of benefits			