



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

**CUSTOMS MEMORANDUM CIRCULAR**  
NO. 131-2017

24 August 2017

**TO : All Bureau Officials and Employees**

**SUBJECT : Bureau of Customs – Strategic Transformation Plan for 2017-2021**

For the information and guidance of all BOC officials and employees, attached herewith is the BOC Strategic Transformation Plan for 2017-2021.

It is hereby directed that all activities of officials and employees reflected in their respective semi-annual or annual Individual Performance Commitment Report and Office Performance Commitment Report are in line with the Strategic Goals, Objectives and Activities of this Plan in order to ensure that we will achieve the BOC Vision of being a transformed world-class customs service.

For information and compliance.

  
**NICANOR E. FAELDON**  
Commissioner



25 August 2017

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# BUREAU OF CUSTOMS STRATEGIC TRANSFORMATION PLAN 2017-2021

## VISION: A TRANSFORMED WORLD-CLASS CUSTOMS SERVICE

**Mission Statement 1: To institutionalize professionalism and uphold integrity in the service  
Goal 1.1. Delivered target capacity building and programs**

Objectives	Activities	Lead	Who else are involved	Timeline	Resources
1. To institutionalize a simplified hiring, promotion, reassignment, designations, retirement and other personnel actions	1.1 Establish and implement a human resource information system	IAG	MISTG All CDs	Start: 3 <sup>rd</sup> Quarter of 2017 End: 2 <sup>nd</sup> Quarter of 2018 Implementation: 3 <sup>rd</sup> Quarter of 2018	Funding for ICT development and equipment  Manpower to establish database
	1.2 Draft appropriate Order on Hiring and Promotion	IAG	All Groups All CDs	Start: 2 <sup>nd</sup> Quarter of 2017 End: 3 <sup>rd</sup> Quarter of 2017 Implementation: Immediately after the	Funding for drafting; cascading

					approval of the Order by the CSC			
	1.3 Draft appropriate Order on Assignment, Re-assignments and Designations	IAG	All Groups All CDs		Start: 2 <sup>nd</sup> Quarter of 2017 End: 3 <sup>rd</sup> Quarter of 2017 Implementation: Immediately after the approval of the Order by the DOF		Funding for drafting; cascading	
	1.4 Define process flow for all HR services	IAG	All CDs		Start: 4 <sup>th</sup> Quarter of 2017 End: 1 <sup>st</sup> Quarter of 2018 Implementation: 2 <sup>nd</sup> Quarter of 2018		Funding for drafting; cascading	
	1.5 Establish guidelines on the implementation and effective monitoring on the performance evaluation system	IAG	All Groups, All CDs		Start: 4 <sup>th</sup> Quarter of 2017 End: 4 <sup>th</sup> Quarter of 2017 Implementation: 1 <sup>st</sup> of Quarter 2018		Funding for drafting; cascading	
2. To update and enhance personnel skills, knowledge and competencies	2.1 Establish a regular program of competency-based learning and development programs for all employees supported by an ICT-enabled system	IAG	All CDs All Groups MISTG		Start: 4 <sup>th</sup> Quarter of 2017 End: 2 <sup>nd</sup> Quarter of 2018 Implementation: 3 <sup>rd</sup> Quarter of 2018		Funding for the ICT-enabled system	

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<p>3. To institutionalize moral and values formation as part of the Anti-Corruption initiatives of the</p>	<p>2.2 Draft the IRR for the establishment and operation of the Customs Academy</p>	<p>IAG</p>	<p>OCOM</p>	<p>Start: 4<sup>th</sup> Quarter of 2017 End: 1<sup>st</sup> Quarter of 2018 Implementation: 1<sup>st</sup> Quarter of 2018</p>	<p>Funding for drafting</p>
	<p>2.3 Develop curriculum and modules, appoint trainers and conduct TOT</p>	<p>IAG</p>	<p>OCOM</p>	<p>Start: 3<sup>rd</sup> Quarter of 2017 End: 3<sup>rd</sup> Quarter of 2017 Implementation: 4<sup>th</sup> Quarter of 2017</p>	<p>Funding for workshops, hiring of consultants, printing of materials</p>
	<p>2.4 Provide facility for the Customs Academy</p>	<p>IAG</p>	<p>OCOM</p>	<p>Start: 4<sup>th</sup> Quarter of 2017 End: 3<sup>rd</sup> Quarter of 2018 Implementation: 4<sup>th</sup> Quarter of 2018</p>	<p>Funding for the construction of the building or renovation of existing facility and provision for office equipment</p>
	<p>2.5 Establish a Customs Academy</p>	<p>IAG</p>	<p></p>	<p>Design Phase Start: 3<sup>rd</sup> Quarter of 2017 End: 2<sup>nd</sup> Quarter of 2018 Implementation: starting 2<sup>nd</sup> semester of 2018</p>	<p>Funding for construction</p>
	<p>3.1. Develop the Integrity Management Program (IMP)</p>	<p>IAG</p>	<p>All Groups All CDs</p>	<p>Start: 3<sup>rd</sup> Quarter of 2017 End: 2<sup>nd</sup> Quarter of 2018 Implementation: 3<sup>rd</sup> Quart</p>	<p>Funding for consultant; workshops</p>

Bureau	3.2. Monitor and evaluate the implementation of the Customs Integrity Management Program	IAG	All Groups All CDs	er of 2018	Funding for the third-party evaluator	
		RCMG	IAG All CDs	Start: 1 <sup>st</sup> Quarter of 2019 End: Continuing Activity Implementation: 1 <sup>st</sup> Quarter of 2019 Start: 2 <sup>nd</sup> Quarter 2017 End: 4 <sup>th</sup> Quarter 2017 Implementation: 1 <sup>st</sup> Quarter 2018 onwards Start: On-going End: Continuing Activity Implementation: On-going	Funding for the legal services; administrative logistics Funding for GAD activities	
	4. To improve personnel welfare	4.1. Establish a program providing for legal assistance to personnel subject of administrative, civil or criminal actions arising from performance of official functions	IAG	All Groups All CDs	Start: 1 <sup>st</sup> Quarter 2019 <sup>1</sup> End: Continuing Activity Implementation: 1 <sup>st</sup> Quarter 2019	Funding for the shuttle service
		4.2. Implement Gender and Development Plan	IAG	BOCEA	Start: 3 <sup>rd</sup> Quarter 2017 End: 4 <sup>th</sup> Quarter 2017	Funding for the study and the benefits and allowances
	4.3. Provide shuttle service	4.4. Conduct a study on additional benefits and allowances for BOC employees	IAG	All Groups All CDs		
			IAG			

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5. To improve Customs facilities and environment	4.5. Establish and implement a Sports Development and Wellness Program	IAG	OCOM All Groups All CDs	Start: 3 <sup>rd</sup> Quarter of 2017 End: Continuing Activity	Funding for the activities
	4.6. Undertake social responsibility programs and projects	IAG	All Groups All CDs	Start: 3 <sup>rd</sup> Quarter of 2017 End: Continuing Activity	Funding for the activities
	5.1. Design and implement the Manila Maritime Trading District Development Project (This is an inter-agency project)	BOC/ Designated Project Team	Concerned Government Agency	Planning Phase Start: 4 <sup>th</sup> Quarter of 2016 End: 4 <sup>th</sup> Quarter of 2019 Construction Phase Start: 1 <sup>st</sup> Quarter of 2020 End: To be determined	PPP or other modes to be determined
	5.2. Design and construct a modern Customs Complex in all CDs (1. Customs Office, 2. Staff house 3. Canteen, 4. Sports Complex, 5. Employee's Lounge, 6. Clinic)	IAG	All CDs	Design Phase Start: 3 <sup>rd</sup> Quarter of 2017 End: 2 <sup>nd</sup> Quarter of 2018 Implementation: Starting 2 <sup>nd</sup> semester of 2018	Funding for design and implementation
	5.3. Renovate old and dilapidated customs buildings in the order of priority - Cebu, Legaspi and other ports	IAG	Concerned CDs	Start: 2 <sup>nd</sup> Quarter of 2017 End: 4 <sup>th</sup> Quarter of 2018	Funding for the renovation

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	<p>5.4. Design and construct the following facilities: Library, Gymnasium, Medical Center and Customs Laboratory etc.</p>	IAG		<p>Design Phase Start: 3<sup>rd</sup> Quarter of 2017 End: 2<sup>nd</sup> Quarter of 2018 Implementation: starting 2<sup>nd</sup> semester of 2018</p>	<p>Funding for the construction</p>
	<p>5.5. Rationalize the allocation of customs office in accordance to the restructured organization</p>	IAG	All Groups All CDs	<p>Start: 3<sup>rd</sup> Quarter of 2017 End: 4<sup>th</sup> Quarter of 2017 Implementation: As soon as the BOC restructuring is implemented</p>	<p>Funding for renovation and improvement of offices; consultant</p>
<p>6. To rationalize the BOC organization structure</p>	<p>6.1. Restructuring of the BOC Organization (creation, abolition, expansion, merging of offices, divisions, ports and sub-ports)</p>	HRP Project Team	Oversight Committee All Groups All CDs	<p>Start: 1<sup>st</sup> Quarter of 2017 End: 4<sup>th</sup> Quarter of 2017 Implementation: 1<sup>st</sup> Quarter of 2018</p>	
<p>7. To promote transparency, predictability and standards in the performance of duties and responsibilities</p>	<p>7.1. Craft a well-defined Standard Operating Procedures for the following:</p> <ul style="list-style-type: none"> <li>• IAG</li> <li>• EG</li> <li>• IG</li> <li>• RCMG</li> <li>• MISTG</li> <li>• AOCCG</li> <li>• CDs</li> </ul>	IAG EG IG RCMG MISTG AOCCG District Collectors	IAG as coordinator	<p>Start: 3<sup>rd</sup> Quarter of 2017 End: 3<sup>rd</sup> Quarter of 2018</p>	<p>Funding for travel; printing and publication of manuals; training; cascading; consultant</p>

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**Mission Statement 2: To facilitate trade in a secured manner through an informed compliance program**

**Goal 2.1. Controlled trade facilitation**

Objectives	Activities	Lead	Who else are involved	Timeline	Resources
1. To establish Trade Facilitation programs	1.1. Develop and implement new Customs system compliant to the CMTA-IRR with the following basic components: <ul style="list-style-type: none"> <li>• Accreditation</li> <li>• Risk management and profiling</li> <li>• Compliance Monitoring and Rating</li> <li>• AEO and SGL facility</li> <li>• SGL Data Warehouse</li> <li>• Assessment and Warehousing</li> <li>• Advance/enhanced payment system</li> <li>• Valuation and profiling</li> <li>• Single Window</li> <li>• Dashboard</li> <li>• Post Clearance Audit</li> <li>• Record keeping</li> <li>• Paperless processing</li> <li>• Passenger and baggage clearance</li> <li>• e-Certificate of Origin</li> <li>• Advance Ruling System</li> <li>• Regulated Importation List</li> <li>• And other requirements by various BOC groups</li> </ul>	MISTG	All Groups All CDs	Start: 1 <sup>st</sup> Quarter of 2018 End: 4 <sup>th</sup> Quarter of 2019 Implementation: 2 <sup>nd</sup> Quarter of 2018	Funding for cascading; trainings; hardware; software Provision for facilities
	1.2. Enhance Super Green Lane (SGL) Program	AOCG	MISTG All CDs	Start: 3 <sup>rd</sup> Quarter of 2017 End: 1 <sup>st</sup> Quarter of 2018	Funding for cascading; trainings; hardware; software



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						Provision for facilities	
						Manpower	
1.3. Institutionalize the AEO	AOCG	All Groups All CDs	Start: 3 <sup>rd</sup> Quarter of 2017 End: 2 <sup>nd</sup> Quarter of 2018 Implementation: 2 <sup>nd</sup> Quarter of 2018	Funding for cascading; trainings; hardware; software	Provision for facilities	Manpower	Funding for cascading; trainings; hardware; software
1.4. Re-activate and improve post clearance audit	PEAG	OCOM	Start: 2 <sup>nd</sup> Quarter of 2017 End: 4 <sup>th</sup> Quarter of 2017 Implementation: 1 <sup>st</sup> Quarter of 2018			Manpower	Funding for trainings
1.5. Enhance risk management <ul style="list-style-type: none"> <li>• Built-in feedback mechanism in the risk management system</li> <li>• Shared risk management program for district offices</li> <li>• Automated trade information risk analysis system</li> </ul>	IG	All Groups All CDs	Start: 1 <sup>st</sup> Quarter of 2018 End: 4 <sup>th</sup> Quarter of 2018 Implementation: 2 <sup>nd</sup> Quarter of 2018 and continuing	Funding for cascading; training; hardware; software		Manpower	Funding for cascading; training; hardware; software
1.6. Facilitate negotiations and implementation of Customs Trade Agreements and other agreements (e.g. CMAAs)	AOCG	IAG RCMG	Start: 2 <sup>nd</sup> Quarter of 2017 End: Continuing Activity				Funding for cascading; trainings; foreign travel; administrative logistics; hardware; software

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						Manpower
2. To improve Business Process	<p>2.1. Update Citizen's Charter pursuant to R.A. 10863 (Customs Modernization and Tariff Act) and R.A. 9485 (Anti-Red Tape Act)</p> <p>2.2. Implement Business Process Review and Re-engineering</p> <ul style="list-style-type: none"> <li>• Explore avenues for sources of funding from donor agencies</li> <li>• Develop a 3-year Modernization Budget Plan</li> <li>• Implement expedited clearance process for certain types of importations (postal items, low-risk shipments)</li> </ul> <p>2.3. To be certified or ISO aligned on Information Security Management System</p> <ul style="list-style-type: none"> <li>• Implement standard policies for the acquisition, development and implementation of all ICT systems and equipment</li> <li>• Align ICT systems to our procedures and processes</li> </ul>	IAG	All Groups All CDs	All Groups All CDs	<p>Start: Immediately after approval of CAOs and CMOs</p> <p>End: Continuing Activity</p> <p>Start: 2<sup>nd</sup> Quarter of 2018</p> <p>End: 2<sup>nd</sup> Quarter of 2019</p> <p>Implementation:</p> <p>Start: 1<sup>st</sup> Quarter of 2018</p> <p>End: 4<sup>th</sup> Quarter of 2018</p>	<p>Provision for facility</p> <p>Funding for cascading; training; printing of the Charter</p> <p>Funding for cascading; administrative logistics; hardware; software; consultants</p> <p>Manpower</p> <p>Funding for consultants; hardware; software</p>

	<ul style="list-style-type: none"> <li>Invest in the latest security technology that can protect processes for external and internal threats</li> <li>Support functional online offerings in an effective and secured manner</li> <li>Conduct Information System Audit</li> <li>Implement standards and policies for the evaluation and acquisition of software systems</li> <li>Conduct Information Systems and Vulnerability Audit</li> </ul>	MISTG	IAG	Start: 1 <sup>st</sup> Quarter of 2019 End: Continuing Activity Implementation: 1 <sup>st</sup> Quarter of 2019	Funding for the ICT equipment
	2.4. Provide BOC personnel and officials with ICT support system and tools (mobile phones, desktops, laptops and gadgets)	IAG	All Groups All CDs	Start: 4 <sup>th</sup> Quarter of 2017 End: Continuing Activity	Funding for cascading; trainings; administrative logistics
3. To institutionalize Knowledge Management	3.1. Develop and implement a Customs Knowledge Information System to allow access by concerned BOC units to relevant information	MISTG	All Groups All CDs	Start: 1 <sup>st</sup> Quarter of 2018 End: 4 <sup>th</sup> Quarter of 2018	Funding for cascading; training; hardware; software



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	<p>appropriate incentive and disincentive framework</p> <ul style="list-style-type: none"> <li>• File and prosecute cases and institutionalize the block-listing of non-compliant importers and brokers</li> <li>• Set-up guidelines, mechanisms, parameters on suspension and block-listing of importers, exporters, brokers and other external stakeholders</li> <li>• Establish a central database of profiled/audited companies</li> </ul> <p>5.2. Implement BOC internal control system</p>	IAG	All Groups All CDs	Start: 1 <sup>st</sup> Quarter of 2018 End: Continuing Activity	logistics, hardware and software, Provision for facilities Manpower Funding for consultant; workshops
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Mission 3: To secure our borders against smuggling and all forms of customs fraud					
Goal 3.1. Strengthened intelligence and enforcement functions					
Objectives	Activities	Lead	Who else are involved	Timeline	Resources
1. To strengthen the intelligence and enforcement capabilities	1.1. Issuance of standardized design of badges, uniforms and ribbons/awards for registration with National Historical Institute (R.A.8491) for Customs personnel vested with police authority	IG EG	IAG	Start: 3 <sup>rd</sup> Quarter of 2017 End: 4 <sup>th</sup> Quarter of 2017 Implementation: 1 <sup>st</sup> Quarter of 2018	Funding for research Funding for procurement of badges, uniforms and ribbons/awards
	1.2. Conduct orientations and trainings for the members of other national law enforcement agencies on the police authority of the BOC and their possible joint enforcement activities	IG EG	IAG All CDs	Start: 4 <sup>th</sup> Quarter of 2017 End: Continuing Activity	Funding for orientations; trainings
	1.3. Establish an information database through regular collaboration with local and foreign law enforcement counterparts including but not limited to entering into MOAs, MOUs and Mutual Assistance Agreements	IG EG	IAG	Start: 3 <sup>rd</sup> Quarter of 2017 End: 2 <sup>nd</sup> Quarter of 2018 Implementation: 3 <sup>rd</sup> Quarter of 2018 and continuing	Funding for the establishment of database; trainings; administrative logistics
	1.4. Establish and implement the GPS Tracking System	AOCG	IG EG MISTG All CDs	Start: 3 <sup>rd</sup> Quarter of 2017 End: 1 <sup>st</sup> Quarter of 2018	Funding for training Provision for facilities Manpower

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Mission 3: To secure our borders against smuggling and all forms of customs fraud						
Goal 3.1. Strengthened intelligence and enforcement functions						
Objectives	Activities	Lead	Who else are involved	Timeline	Resources	
	1.5. Procurement of surveillance equipment	IG EG	IAG All CDs	Implementation: 2 <sup>nd</sup> Quarter of 2018 Start: 3 <sup>rd</sup> Quarter of 2017 End: 4 <sup>th</sup> Quarter of 2018	Funding for equipment; trainings	
	1.6. Enhance the use of non-intrusive examination equipment (X-ray, K-9 dogs) in all Ports to strengthen the Risk Management System and post clearance audit	IG EG	IAG PCAG All CDs	Implementation: 1 <sup>st</sup> Quarter of 2019 Start: 4 <sup>th</sup> Quarter of 2017 End: 4 <sup>th</sup> Quarter of 2018	Funding for consultants; training; hardware; software Manpower	
	1.7. Create a built-in feedback mechanism in Risk Management System to develop and implement an enhanced monitoring, surveillance and investigation database system	MISTG	IG EG All CDs	Implementation: 1 <sup>st</sup> Quarter of 2019 Start: 1 <sup>st</sup> Quarter of 2018 End: 4 <sup>th</sup> Quarter of 2019	Funding for consultants; training; hardware; software Manpower	
				Implementation: 2 <sup>nd</sup> Quarter of 2018		

**Mission 3: To secure our borders against smuggling and all forms of customs fraud**

**Goal 3.2. Secured Border**

Objectives	Activities	Lead	Who else are involved	Timeline	Resources
2. To enhance maritime enforcement capabilities	2.1. Establish a more effective profiling, surveillance and monitoring of vessel movement for the purpose of enforcing Customs laws such as linkage to Vessel Tracking System, coordination with PNP Maritime Group, Philippine Coast Guard, Philippine Navy, and the National Coast Watch Center and others	IG EG	MISTG IAG AOCG All CDs	Start: 1 <sup>st</sup> Quarter of 2018 End: 2 <sup>nd</sup> Quarter of 2018 Implementation: 3 <sup>rd</sup> Quarter of 2018	Funding for cascading; training; administrative logistics; hardware; software
	2.2. Procure vessels and equipment for maritime use.	IG EG	IAG	Start: 2 <sup>nd</sup> Quarter of 2017 End: 2 <sup>nd</sup> Quarter of 2018	Funding for vessel and equipment and procurement and maintenance
	2.3. Create a Container and Vessel Tracking and Monitoring Unit	IG EG	AOCG All CDs	Start: 4 <sup>th</sup> Quarter 2017 End: 1 <sup>st</sup> Quarter 2018	Funding for cascading; training; hardware; software; administrative logistics Provision for facility Manpower



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**Mission 3: To secure our borders against smuggling and all forms of customs fraud**

**Goal 3.2. Secured Border**

Objectives	Activities	Lead	Who else are involved	Timeline	Resources
3. To provide ease on the movement of legitimate travelers while ensuring safety and security	3.1. Establish a Passenger Name Record and/or Advance Passenger Information System	CD NAIA	IG EG MISTG All CDs with international airports	Start: 3 <sup>rd</sup> Quarter 2017 End: 4 <sup>th</sup> Quarter 2018 Implementation: 1 <sup>st</sup> Quarter 2019	Funding for consultants; international travel; hardware; software Manpower
	4.1. Full utilization of Load Port Survey (LPS) and Discharge Port Survey (DPS) reports of the Bulk and Break-bulk Cargo Enhancement Program	AOCG CDs	IG EG	Start: 3 <sup>rd</sup> Quarter 2017 End: 2 <sup>nd</sup> Quarter 2018 Implementation: 3 <sup>rd</sup> Quarter 2018	Funding for cascading; monitoring; training
4. To prevent entry of illicit goods	4.2. Full implementation of container targeting system in all Ports through Container Control program	IG EG	MISTG	Start: 2 <sup>nd</sup> Quarter of 2017 End: 4 <sup>th</sup> Quarter of 2017 Implementation: 1 <sup>st</sup> Quarter of 2018	Funding for cascading; monitoring; training

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Mission 4: Continuously evolve as customs administration aligned with international best practices					
Goal 4.1. Implemented and Applied International Best Practices					
Objectives	Activities	Lead	Who else are involved	Timeline	Resources
1. To align BOC as a law enforcement agency	1.1. Conduct a study on the feasibility of aligning the BOC as a law enforcement agency whose primordial mandate will be border protection and law enforcement	IG EG	RCMG IAG	Start: 4 <sup>th</sup> Quarter of 2017  End: 2 <sup>nd</sup> Quarter of 2018	Funding for consultant
	1.2. Craft the appropriate piece of legislation transforming BOC from revenue generating agency to a law enforcement agency	RCMG	IG EG IAG	Start: One month after the completion of the feasibility study  End: 4 <sup>th</sup> Quarter of 2018	Liaison with Congress and Office of the President
2. To ensure compliance to all international conventions and treaties to which the Philippines has acceded to and to ensure adherence and delivery of all obligations agreed into by both contracting parties	2.1. Gather all conventions and treaties that the country has acceded to and draft the pertinent issuance implementing the provisions relating to Customs administration	AOCG	IAG	Start: 2 <sup>nd</sup> Quarter of 2018  End: 4 <sup>th</sup> Quarter of 2018	Funding for consultant; training; local and foreign travel; administrative logistics  Manpower

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**Mission 4: Continuously evolve as customs administration aligned with international best practices**  
**Goal 4.1. Implemented and Applied International Best Practices**

Objectives	Activities	Lead	Who else are involved	Timeline	Resources
3. To adopt current Customs trends/direction/development	2.2. Institute a mechanism for the effective implementation of the pertinent issuance and conduct periodic monitoring of compliance	AOCG	IAG	Start: 1 <sup>st</sup> Quarter of 2019 End: Continuing Activity	Funding for consultant; training; local and foreign travel; administrative logistics Manpower
	3.1. Conduct research on other international conventions, treaties, agreements and other instruments for future accession or entry into force and propose measures for the implementation of recommendations based on studies conducted by organizations such as but not limited to WCO, WTO, APEC, ASEAN	AOCG	IAG	Start: 2 <sup>nd</sup> Quarter of 2018 End: Continuing Activity	Funding for consultant; training; local and foreign travel; administrative logistics Manpower
	3.2. Ensure active and competent participation in international trainings, workshops, seminars, conventions and other fora based on the established selection criteria	IAG		Start: 3 <sup>rd</sup> Quarter of 2017 End: 4 <sup>th</sup> Quarter of 2017 Implementation: 1 <sup>st</sup> Quarter of 2018	Funding for training; foreign travel; administrative logistics Manpower
	3.3. Cascade learnings acquired from international meetings, conferences, workshops, trainings attended by BOC personnel	IAG (Participant)		Start: 2 <sup>nd</sup> Quarter of 2017 End: Continuing Activity Implementation:	Funding for cascading; training

**Mission 5: To exert paramount efforts to assess and collect lawful revenues**  
**Goal 5.1. Collected lawful revenues**

Objectives	Activities	Lead	Who else are involved	Timeline	Resources
1. To intensify revenue collection through an ICT-enabled system	1.1. Ensure correct commodity description, valuation, classification, country of origin, etc. <ul style="list-style-type: none"> <li>o Strict implementation of policies and guidelines for the correct valuation and classification of goods in order to collect duties and taxes</li> </ul>	AOCG	All CDs	Start: 3 <sup>rd</sup> Quarter of 2017 End: Continuing Activity	Funding for cascading; trainings; workshops; local travel
	o Update the Valuation Screen to maximize collection of revenue	AOCG	MISTG All CDs	Start: 4 <sup>th</sup> Quarter of 2017 End: 2 <sup>nd</sup> Quarter of 2018 Implementation: 3 <sup>rd</sup> Quarter of 2018	Funding for cascading; trainings; workshops; local travel
	1.2. Conduct compliance audit and impose fines and penalties in appropriate cases	PEAG	All Groups All CDs	Start: 1 <sup>st</sup> Quarter of 2018 End: Continuing Activity	Funding for administrative logistics

Mission 5: To exert paramount efforts to assess and collect lawful revenues					
Goal 5.1. Collected lawful revenues					
Objectives	Activities	Lead	Who else are involved	Timeline	Resources
	<p>1.3. Identify other non-traditional sources of revenue</p> <ul style="list-style-type: none"> <li>o Follow-up and pursue collection cases pending in the regular courts including entering into possible compromise or settlement agreement</li> <li>o Implement voluntary disclosure program</li> <li>o Conduct close monitoring of abandoned and forfeited goods and ensure its immediate disposal</li> <li>o Implement the Bonding Options to Neutralize Delinquent Surety (BONDS) and Front-end Liquidation Audit on Selected Headings (FLASH) Programs</li> <li>o Conduct Legal Stress Testing of all pending collection cases</li> </ul>	RCMG		Start: 3 <sup>rd</sup> Quarter of 2017 End: Continuing Activity	Funding for administrative logistics
		PEAG		Start: 1 <sup>st</sup> Quarter of 2018 End: Continuing Activity	Funding for administrative logistics
		AOCG	All CDs	Start: 3 <sup>rd</sup> Quarter of 2017 End: Continuing Activity	Funding for administrative logistics
		RCMG	All CDs	Start: 3 <sup>rd</sup> Quarter of 2017 End: Continuing Activity	Funding for administrative logistics
		RCMG		Start: 3 <sup>rd</sup> Quarter of 2017	Funding for administrative logistics

**Mission 5: To exert paramount efforts to assess and collect lawful revenues**  
**Goal 5.1. Collected lawful revenues**

Objectives	Activities	Lead	Who else are involved	Timeline	Resources
	<ul style="list-style-type: none"> <li>o Develop an ICT-enabled system to expedite liquidation of entries and collection of deficiencies in duties and taxes</li> </ul>	MISTG	All CDs	End: Continuing Activity Start: 1 <sup>st</sup> Quarter of 2018 End: 4 <sup>th</sup> Quarter of 2019 Implementation: 2 <sup>nd</sup> Quarter of 2018	Funding for cascading; training; hardware; software
	<ul style="list-style-type: none"> <li>o Review and propose increases in rates of Customs service fees</li> </ul>	RCMG		Start: 3 <sup>rd</sup> Quarter of 2017 End: 4 <sup>th</sup> Quarter of 2017 Implementation: 1 <sup>st</sup> Quarter of 2018	Funding for administrative logistics
	1.4. Develop an ICT-enabled system capable of monitoring all assessment and operations activities in all collection districts	MISTG	AOCG All CDs	Start: 1 <sup>st</sup> Quarter of 2018 End: 4 <sup>th</sup> Quarter of 2019 Implementation: 2 <sup>nd</sup> Quarter of 2018	Funding for cascading; training; hardware; software

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Mission 5: To exert paramount efforts to assess and collect lawful revenues					
Goal 5.1. Collected lawful revenues					
Objectives	Activities	Lead	Who else are involved	Timeline	Resources
	1.5. Automate reconciliation of collection revenue remittance with the Bureau of Treasury	MISTG	RCMG	Start: 1 <sup>st</sup> Quarter of 2018 End: 4 <sup>th</sup> Quarter of 2019 Implementation: 2 <sup>nd</sup> Quarter of 2018	Funding for cascading; training; hardware; software
Goal 5.2. Rationalized, transparent, standardized and fair system of allocation of collection targets					
Objectives	Activities	Lead	Who else are involved	Timeline	Resources
2. To come up with a rationalized, standardized and fair allocation of collection targets	2.1. Establish a workable system of allocating target collections per port based on volume and value of imports, duties and taxes collected, economic situation, etc.	RCMG	All CDs	Start: 3 <sup>rd</sup> Quarter of 2017 End: 4 <sup>th</sup> Quarter of 2017 Implementation: 1 <sup>st</sup> Quarter of 2018	Funding for cascading; training; hardware; software
	2.2. Conduct a study on the impact of identified factors on the collection performance per port such as Duty and tax exemptions, <i>De Minimis</i> importations, PEZA and warehouse shipments, BOI, Free Trade Agreement, etc.	RCMG	All CDs	Start: 3 <sup>rd</sup> Quarter of 2017 End: 4 <sup>th</sup> Quarter of 2017 Implementation: 1 <sup>st</sup> Quarter of 2018	Funding for consultant