

The Philippine Trade Facilitation Committee (PTFC) Roadmap 2022 - 2028



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Acronyms and Definitions

AAB	Authorized Agent Bank
ACTS	ASEAN Customs Transit System
ADB	Asian Development Bank
ARTA	Anti-Red Tape Authority
ASW	ASEAN Single Window
ATIGA	ASEAN Trade in Goods Agreement
BAI	Bureau of Animal Industry
BCDA	Bases Conversion and Development Authority
BFAR	Bureau of Fisheries and Aquatic Resources
BOC	Bureau of Customs
BPI	Bureau of Plant Industry
BRI	Belt and Road Initiatives
BSP	Bangko Sentral ng Pilipinas
CAAP	Civil Aviation Authority of the Philippines
CBPT	Cross Border Paperless Trade
CERT-PH	Philippine Computer Emergency Response Team
CTS	Centralized Ticketing System
DA	Department of Agriculture
DENR-BMB	Department of Environment and Natural Resources – Biodiversity Management Bureau
DICT	Department of Information and Communications Technology
DOF	Department of Finance
DOTr	Department of Transportation
DTI	Department of Trade and Industry
E2M	Electronic-to-Mobile System
ESCAP	Economic and Social Commission for Asia and the Pacific
E-TRACC	Electronic Tracking of Containerized Cargoes
FDA	Food and Drug Administration
IATF	Inter-agency Task Force
iBPLS	Integrated Business Permit and Licensing System
IC	Insurance Commission
IDSIS	Integrated Domestic Shipping Information System
TRGAs	Trade Regulatory Government Agencies

1.0 INTRODUCTION

The ratification of the World Trade Organization - Trade Facilitation Agreement (WTO-TFA) in October 2016 strengthened the Philippines resolve to foster reforms that facilitate cross-border trade, streamline and improve customs procedures, facilitate the implementation of rational, efficient, and simplified customs and border management rules, and improve the flow, discharge, and clearance of goods across borders. In compliance with its commitments under the WTO-TFA, the Philippines issued Executive Order (EO) No. 136, s. 2021 in May 2021, which created the Philippine Trade Facilitation Committee or the PTFC. The PTFC will act as the official "National Trade Facilitation Committee (NTFC)" of the country and is mandated to provide the mechanism/s to facilitate both domestic coordination and implementation of the provisions of the WTO-TFA. It will also assist in reducing trade transaction costs, and enable micro, small, and medium-sized enterprises (MSMEs) to participate more actively in international trade and broaden their participation in regional and global value chains.

To implement the mandate of the PTFC, its member-agencies developed this Roadmap covering a six-year period from 2022-2028, based on six (6) identified Key Reform Areas (KRAs). These KRAs inform the PTFC's vision towards achieving an inclusive and sustainable trade facilitation response, while fostering better cross-border trade standards and procedure. These are as follows:

1. Stakeholder Engagement
2. Inter-agency Coordination
3. Technology Infrastructure
4. Legal and Regulatory Framework
5. Emergency Response Measures
6. Support to MSMEs

The KRAs were drawn from, and considered: (a) the WTO-TFA Philippine Assessment Report (July 2021) conducted by the World Bank Group (the "WB Assessment Report") on the current status of the Philippine's implementation of the WTO-TFA; (b) the results of the 2019 time release study conducted by the Bureau of Customs (BOC), which assessed its current needs and existing challenges; and (c) stakeholder inputs from the BOC PTFC Stakeholders' Consultation in 2021.

In addition, the new challenges brought on by the pandemic, and similar emergencies, exposed not only existing gaps in current border processes, procedures and facilities, but also the vulnerabilities of micro, small and medium-sized enterprises (MSMEs). To address these, the Roadmap incorporates a range of trade facilitation measures developed to respond to emergencies, crises, or pandemics (e.g. COVID-19), as well as initiatives, future goals and a series of activities to support MSMEs.

The outline of the strategy for each Key Reform Area for the 6-year period from 2022- 2028 will be discussed in the next section. Each area defines a strategic vision for trade facilitation that advances cross-border paperless trade through the development of information and communication technology (ICT) tools; promotes the streamlining of customs and border management procedures through simplification and harmonization; encourages traders' compliance in the areas of valuation, tariff classification, import and export controls (through permits and licenses); and maximizes the utilization of international trade agreements.

Through the implementation of the measures set out in this Roadmap, by 2028 the PTFC aims to achieve: (i) full implementation of the six (6) Trade Facilitation Key Reform Areas; (ii) increase its trade facilitation score to at least 90 % in the UN Global Survey on Digital and Sustainable Trade Facilitation; and (iii) achieve full paperless transactions for export and import of essential goods.

¹ Article 23.2. "National Committee on Trade Facilitation" Each Member shall establish and/or maintain a national committee on trade facilitation or designate an existing mechanism to facilitate both domestic coordination and implementation of the provisions of this Agreement.

2.0 VISION STATEMENT

During the 2nd meeting to the Technical Working Groups (TWGs) of the PTFC, the vision statement of the Roadmap was formulated as follows:

"Rise above the TIDES"

By 2028, the Philippines will empower people and businesses by providing a world-class international trade gateway through Transparent, Inclusive, Digital, Efficient, and Secure customs and trade procedures.

This will be achieved through high levels of collaboration between the government & the private sector, implementation of streamlined procedures and provision of a fully automated trading environment. This will result in reduced transaction time and cost for the trading community, high levels of compliance with the law, and enable MSMEs to participate more actively in international trade and contribute to sustained economic growth.



3.0 THE PHILIPPINE TRADE FACILITATION COMMITTEE (PTFC)

3.1. Composition

Section 1 of EO 136 provides that the PTFC shall be composed of representatives of the following departments and agencies who shall have a rank not lower than an Assistant Director or its equivalent and shall be fully authorized to decide on behalf of the agency:

Chairperson:	Department of Finance (DOF)
Co-Chairperson:	Department of Trade and Industry (DTI)
Vice Chairperson:	Bureau of Customs (BOC)
Members:	Department of Agriculture (DA) Department of Foreign Affairs (DFA) National Economic and Development Authority (NEDA) Department of Environment and Natural Resources (DENR) Department of Transportation (DoTr) Tariff Commission (TC) Bangko Sentral ng Pilipinas (BSP) DTI-Bureau of International Trade Relations (DTI-BITR) DTI-Bureau of Import Services (DTI-BIS) Food and Drug Administration (FDA) Philippine Economic Zone Authority (PEZA)

Under Section 2 of EO No. 136, PTFC shall have the following responsibilities:

1. Study, propose and coordinate the position, activities, or actions of the Philippine Government on matters pertaining to the implementation of the WTO-TFA and other trade facilitation commitments;
2. Represent and advance the interests of the Philippines in meetings on the implementation of the WTO-TFA and other trade facilitation commitments;
3. Call on the assistance of and coordinate with relevant government agencies and stakeholders on various trade and trade-related concerns covered by the WTO-TFA and other trade facilitation commitments;
4. Submit appropriate and timely reports on the compliance of the Philippines with the WTO-TFA and other trade facilitation commitments;
5. Propose to the NEDA Board Committee on Tariff and Related Matters (CTRM) trade regulations, measures, and practices which are consistent with the objectives of the WTO-TFA and other trade facilitation commitments, to expedite movement, release, and clearance of goods;
6. Undertake outreach, advocacy, capacity-building, and studies among its members and stakeholders to increase awareness of the practices and benefits of trade facilitation;
7. In coordination with the Anti-Red Tape Authority, ensure compliance with Republic Act (RA) No. 11032 or the "Ease of Doing Business and Efficient Government Service Delivery Act of 2018" in relation to trade facilitation;
8. Report regularly to the NEDA Board CTRM and seek approval on matters relevant to the functioning of the Committee, as may be necessary; and

9. To the extent consistent with the respective mandates of the member agencies, perform such other functions to fulfill the commitments of the Philippines to the WTO-TFA and other trade facilitation commitments.

3.2. Organizational Chart

During the 1st PTFC Meeting held on 16 June 2021 via Zoom Teleconference, the list of official representatives for the PTFC from member agencies was presented and moved to be adopted. The list of the officials formally designated as representatives of the member agencies to the PTFC is attached to this Roadmap as an Annex and shall be updated regularly.

The PTFC is composed of the following Technical Working Groups (TWGs) tasked to implement the following mandates of the PTFC:

- **Compliance Monitoring TWG** which is tasked to monitor the pending compliances of the Philippines with the WTO-TFA with particular focus on the progress of the NSW;
- **Trade Policy Review TWG** which is tasked to review redundancies and gaps concerning the implementation of trade facilitation commitments and recommend to government agencies and committees measures to facilitate trade, and
- **Ad Hoc TWG**, which is constituted to draft an Operational Work Plan and Strategy Road Map, which shall include, among others, all the activities, actions to be taken, and other matters necessary in the effective discharge of the functions of the PTFC.

The PTFC is assisted by the PTFC Secretariat, composed of existing personnel from the Bureau of Customs which provides administrative and technical support to the Committee.

3.3. Meetings and Related Activities

3.3.1. PTFC Meetings

- The 1st PTFC Meeting was held on 16 June 2021 and presided by the Secretary of Finance as the Chairman of the Philippine Trade Facilitation Committee (PTFC). During the meeting, the BOC and World Bank briefed the PTFC on the WTO-TFA Commitments and Roles of the NTFC in other countries. The PTFC likewise adopted the nominated representatives to the PTFC, the proposed Technical Working Groups (TWGs) and its Business Arrangement.
- The 2nd PTFC Meeting was held on 14 September 2021 and presided over by Undersecretary Antonette C. Tionko of the Department of Finance as the Principal Representative of the PTFC Chairman. During said meeting, the World Bank presented the initial Trade Facilitation Gap Analysis while the BOC presented its Time Release Study. The PTFC also adopted the minutes of the 1st PTFC Meeting, the Structure and Members of its TWGs, the PTFC Operational Workplan and the PTFC Key Reform Areas.
- The 3rd PTFC Meeting was held on 28 January 2022 and presided over by Undersecretary Antonette C. Tionko of the Department of Finance as the Principal Representative of the PTFC Chairman. During said meeting, the Compliance Monitoring and Trade Policy Review Technical Working Group presented their accomplishments and initiatives. The PTFC Secretariat likewise presented the updates on the status of the WTO-TFA Compliance vis-à-vis the PTFC Key Reform Areas and the progress of the drafting of the PTFC Roadmap. The World Bank and the European Union – ASEAN Regional Integration Support (EU-ARISE) also shared the updates to their technical assistance to the PTFC and its Secretariat.

3.3.2. Joint PTFC TWG Meetings and Workshops.

- PTFC TWG Writeshop for the PTFC Operational Workplan held on July 15-16, 2021 where the PTFC Operational Workplan was drafted with the assistance of the International Trade Center under the EU-ARISE Plus Project;
- 1st PTFC TWG Meeting and Writeshop held July 30, 2021 where the draft PTFC operational workplan was completed and subsequently adopted on the 2nd PTFC Meeting held 14 September 2021.
- UNCTAD's Global Forum 2022 for National Trade Facilitation Committees held 1-4 February 2022
- 2nd PTFC TWG Meeting and Writeshop held March 15-16, 2022 where the draft Roadmap for the PTFC was drafted.
- Capacity Building Workshop for the Philippines Trade Facilitation Committee (PTFC): Bringing Private and Public Sector Perspective Together on the Trade Facilitation Agreement held 7-8 April 2022

3.3.3. Meetings of the PTFC TWGs

i. Compliance Monitoring TWG

- **28 October 2021** - First Regular Meeting of the CMTWG where the Terms of Reference and CMTWG Annual Workplan were adopted
- **11 February 2022** – Second Regular Meeting of the CMTWG where updates on Trade Facilitation Agreements and Engagements were presented and discussed.

ii. Trade Policy Review TWG

- **16 September 2022** - First Regular Meeting of the CMTWG where the Terms of Reference and CMTWG Annual Workplan were adopted
- **18 March 2022** - Second Regular Meeting of the CMTWG where the Terms of Reference and CMTWG Annual Workplan were adopted

iii. Ad Hoc TWG

- **17 March 2022** – First Ad Hoc TWG Meeting for the drafting of the PTFC Roadmap
- **24 March 2022** – Second Ad Hoc TWG Meeting for the drafting of the PTFC Roadmap
- **31 March 2022** – Second Ad Hoc TWG Meeting for the drafting of the PTFC Roadmap

4.0 ASSESSMENT OF THE CURRENT SITUATION AND CHALLENGES

4.1. The Philippines' Trade Facilitation Profile

4.1.1. Compliance with the WTO Trade Facilitation Agreement

In relation to compliance with its WTO-TFA commitments, the World Bank noted in its WB Assessment Report that the Philippines has adopted key legislation that enables it to implement trade facilitation reform measures. It has also established the Philippine Trade Facilitation Committee ("PTFC"), which is tasked to oversee and coordinate the implementation of these reforms. In addition, the WB Assessment Report noted that key legislation, applicable regulations, and implementation of the same are substantially aligned with the WTO-TFA.

However, full and effective implementation of the WTO-TFA is constrained by incomplete, or inadequate: (a) regulations providing for policies or guidelines consistent with the TFA requirements, (b) institutional mechanisms, and/or (c) technology infrastructure designed to implement these trade facilitation measures. Examples of these are the lack of formal procedures across all agencies for stakeholder consultations, limited alignment of clearance procedures among border agencies, and the varying levels of development or enhancements of information and communications technology ("ICT") systems within the Bureau of Customs ("BOC") and other border management agencies.

4.1.2. Adoption of WTO-TFA+ Measures

The 2021 Digital and Sustainable Trade Facilitation in Asia and the Pacific Survey of the UN Regional Commissions (the "UN Trade Facilitation Survey"), on the other hand, gave the Philippines a trade facilitation score of 86.02% in the various trade facilitation indicators measured.

The UN Trade Facilitation Survey measures the progress of surveyed economies in implementing trade facilitation reforms that cover both binding and non-binding WTO-TFA measures and trade facilitation measures beyond the scope of the WTO-TFA ("WTO-TFA+"). It is composed of 58 trade facilitation measures that are classified into four groups: (a) General Trade Facilitation; (b) Digital Trade Facilitation; (c) Sustainable Trade Facilitation; and (d) Other Trade Facilitation. The four groups are further sub-divided into 11 sub-groups.2

Under the Transparency and Formalities sub-group, the Philippines scored 100%, while it scored 85.19% for Paperless Trade, 83.30% in Agricultural Trade Facilitation, and 77.78% for Institutional Arrangement and Cooperation. It scored relatively low in Cross-Border Paperless Trade, at 61.11%, and in Trade Facilitation for SMEs and Women in Trade Facilitation, both at 33.30%.

Figure 1. General, Digital and Sustainable Trade Facilitation Scores



Source: UN Global Survey on Digital and Sustainable Trade Facilitation, untfssurvey.org

In light of the COVID-19 pandemic that started in 2020, the UN Trade Facilitation Survey added a new sub-group under Other Trade Facilitation measures: Trade facilitation in times of crises. It incorporated a set of five measures covering immediate crisis response and long-term resilient measures. The Philippines' performance in this new sub-group is rather mixed as seen in **Table 1** below:

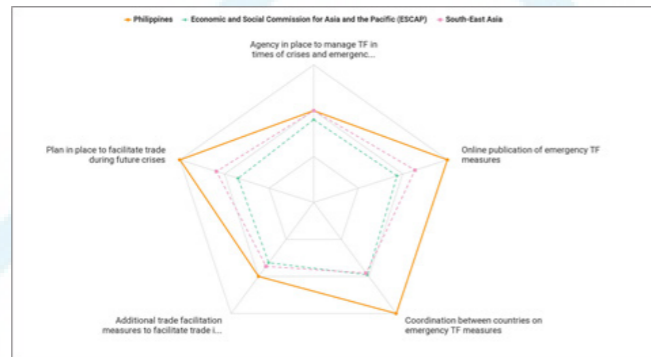
2 Digital and Sustainable Trade Facilitation: Global Report 2021, United Nations 2021: 18; (a) General Trade Facilitation: (i) Transparency; (ii) Formalities; (iii) Institutional arrangement and cooperation; (iv) Transit facilitation; (b) Digital Trade Facilitation: (i) paperless trade; (ii) Cross-border paperless trade; (c) Sustainable Trade Facilitation: (i) Trade facilitation for SMEs; (ii) Agricultural trade facilitation; (iii) Women in trade facilitation; (d) Other Trade Facilitation: (i) Trade finance facilitation; (ii) Trade facilitation in times of crisis.

No.	Measure	PHL Performance
1	Agency in place to manage TF in times of crisis and emergencies	Partially implemented
2	Online publication of emergency TF measures	Fully implemented
3	Coordination between countries on emergency TF measures	Fully implemented
4	Additional TF measures to facilitate trade in times of emergencies	Partially implemented
5	Plan in place to facilitate trade during future crises	Fully implemented

Source: UN Global Survey on Digital and Sustainable Trade Facilitation, untfsurvey.org

The Philippines compares relatively better in the implementation of trade facilitation measures in times of crisis compared to the average performance of Economic and Social Commission for Asia and the Pacific ("ESCAP") and Southeast Asian ("SEA") countries.

Figure 2. Philippines compared to ESCAP and SEA countries



Source: UN Global Survey on Digital and Sustainable Trade Facilitation, untfsurvey.org

However, the measures that the Philippines have only partially implemented during the pandemic, i. e., Agency in place to manage TF in times of crisis and emergencies; and Additional TF measures to facilitate trade in times of emergencies, are crucial in ensuring the country's resilient recovery and long-term preparedness for future crisis. Thus, more work is needed to ensure the Philippines' preparedness for crisis and emergencies, such as the COVID-19 pandemic.

4.2. Assessment of the Pre-COVID-19 Trade Facilitation Scenario

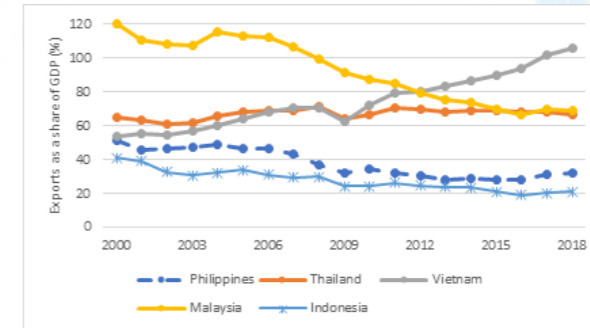
Growth rates of both exports and overall trade in the Philippines have been among the lowest in the region. The share of exports in GDP declined from 51 percent in 2000 to 32 percent in 2018. In comparison, Vietnam's exports increased from 54 percent of GDP in 2000 to 106 percent in 2018. Furthermore, the Philippines' export basket has not changed substantially over the past decade. A product-space analysis reveals that the range of products exported by the Philippines has remained broadly constant over time. This is in comparison to other ASEAN countries that have successfully diversified their exports.

Most of the country's exports are intermediate goods with low added value. In 2014, 83 percent of the country's export products were from the manufacturing sector. Half of these manufacturing exports were heavily import dependent electronic products, of which most were components, devices and semiconductors, with low value-addition. The domestic manufacturing sector remains limited to labor intensive and low-skill activities. There are few incentives in place to innovate, upgrade technology, and achieve scale in domestic manufacturing.

The share of firms exporting in the Philippines is relatively low. Based on enterprise survey data, just 6.9 percent of domestic firms and 25.5 percent of foreign firms in the Philippines directly or indirectly export goods and services, far fewer than in peer countries.

Up to 61 percent of domestic firms in Thailand are exporters, while 78.7 percent of foreign firms in Vietnam, 84 percent in Malaysia and 93 percent in Thailand, directly or indirectly export. Furthermore, domestic firms in the Philippines export only 3.5 percent of their output, compared to 26 percent in Malaysia and Thailand.

Figure 3. The share of exports in GDP has been worsening

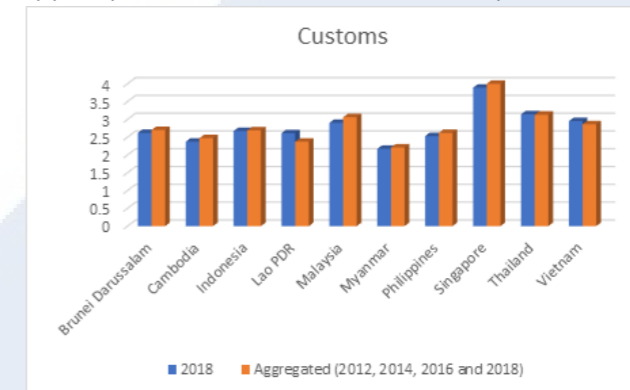


Source: World Development Indicators (2020)

Results from the 2018 Logistics Performance Index highlight the low efficiency of the clearance process by border agencies (2.53/5), including Customs, together with the low quality of trade and transport infrastructure (2.73/5). The resulting high trade costs hinder the country's export competitiveness and ability to create high quality jobs. This is especially important as the Philippines handles the 26th largest volume of container traffic in the world.

Compared with other SEA countries, the Philippine performance in 2018 and its aggregate performance in the 2012, 2014, 2016 and 2018 Logistics Performance Index (LPI) in efficiency of customs and border management clearance (2018: 2.53/5; Aggregate: 2.62/5) lag behind 6 of the 10 ASEAN economies, to wit: Brunei Darussalam (2018: 2.62/5; Aggregate: 2.7/5), Indonesia (2018: 2.67/5; Aggregate: 2.69/5), Malaysia (2018: 2.9; Aggregate: 3.06/5), Singapore (2018: 3.89/5; Aggregate: 4/5), Thailand (2018: 3.14/5; Aggregate: 3.13/5) and Vietnam (2018: 2.95/5; Aggregate: 2.86/5).

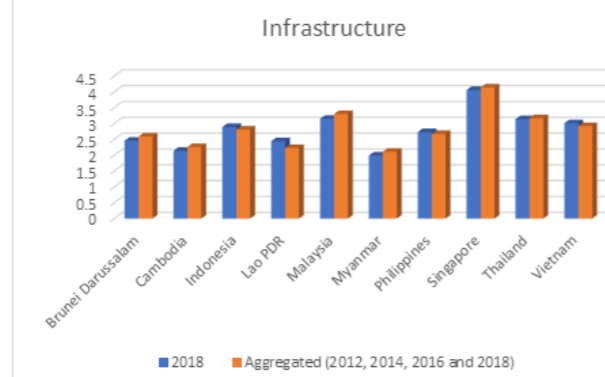
Figure 4. Philippine performance in LPI-Customs compared to ASEAN countries



Source: Logistics Performance Index, lpi.worldbank.org; 2018 Logistics Performance Index

In the quality of trade and transport infrastructure of the LPI, the Philippines (2018: 2.73/5; 2.67/5) is outpaced by the following 5 SEA countries: Indonesia (2018: 2.89/5; Aggregate: 2.81/5); Malaysia (2018: 2.15/5; Aggregate: 3.3/5); Singapore (2018: 4.06/5; Aggregate: 4.14/5); Thailand (3.14/5; Aggregate: 3.17/5); and Vietnam (2018: 3.01/5; Aggregate: 2.92/5).

Figure 5. Philippine performance in LPI-Customs compared to ASEAN countries



Source: Logistics Performance Index, lpi.worldbank.org; 2018 Logistics Performance Index

While the BOC has made significant strides in adopting trade facilitation measures, it has faced and continues to face the following challenges, among others: (i) an outdated customs processing system (implemented in 2005), unable to accommodate modern paperless trade practices in line with regional and international standards; (ii) a lack of advanced capabilities needed for effective customs administration such as risk management, intelligence, valuation, and post clearance audit; (iii) inadequate access to and use of non-intrusive inspection technologies; (iv) a lack of performance monitoring and evaluation capabilities and inadequate operational statistics; (v) a lack of pro-active dialogue and effective coordination with stakeholders, including port operators, other border management agencies, and the private sector; and (vi) an operational environment in which almost all key customs activities, many of which involve face to face interaction between officials and private sector representatives, are vulnerable to corruption. Likewise, other border management agencies face a similar set of challenges, and their performance also needs to improve for the Philippines to realize the goals and ambitious vision outlined in the Roadmap.

4.3. Impact of COVID-19 on Philippine Trade

The COVID-19 pandemic had immediate adverse effects on Philippine trade. With the Philippines already experiencing the downturn in global trade in 2019 due to rising trade tensions between the US and China, negotiations on Brexit and increased global economic uncertainty, the pandemic further depressed the country’s annual import and export growth rate to negative levels.

Figure 6. Annual Import and Export Growth Rates (2018-2020)



Source: World Development Indicators, databank.worldbank.org

On the ground, the implementation of the enhanced community quarantine (ECQ) in March 2020 led to multiple logistics problems for traders such as congestion in seaports,

the lack of trucking services, closed warehouses, and others.³ The private sector also had issues with non-tariff measures (NTMs) because of the delays in obtaining permits and licenses from trade regulatory government agencies (TRGAs) due to ECQ restrictions.⁴

For example, manual and cumbersome processes for securing Licenses to Operate (LTO) and Certificates of Product Registration (CPR) from the Food and Drug Administration (FDA) stalled the importation of essential medical supplies and equipment necessary to combat COVID-19. Technical problems in the import processing system at the ports further exacerbated the problem. Coordination with the Philippine Economic Zone Authority (PEZA) for importations through its registered enterprises and securing the necessary permits from the Department of Agriculture (DA) have also become more challenging than it was before.

This further highlights and confirms the findings of the UN Trade Facilitation Survey of the Philippines’ partial implementation of measures designed to address crisis and emergencies, such as the Covid-19 pandemic. In addition, inadequate mechanisms for inter-agency coordination among border agencies noted under the WB Assessment Report were brought into focus during the pandemic.

4.4. The Philippines’ Response to the COVID-19 Pandemic

In response, the government, through the Anti-Red Tape Authority, organized inter-agency dialogues in search of trade facilitation measures in response to the medical emergency. These included (i) the creation of a One-Stop Shop between ARTA, the Bureau of Customs and the Food and Drug Administration to facilitate the importation of COVID critical commodities for commercial distribution, such as personal protective equipment, and other emergency medical devices; and (ii) the requirement for digital processing and payments of port fees, Customs tariffs, and other trade-related procedures at the international ports of Manila.

4.5. Trade Facilitation Situation in the New Normal Settings

4.5.1. Trade Facilitation Measures for Essential Goods

Laws and regulations on the release of perishable goods are substantially aligned with the requirements of Art. 7.9, except that there are no specific measures authorizing the release of goods beyond business hours, and requiring the BOC to provide the importer, upon request, with a written explanation for delays in the release of perishable goods.

More streamlined procedures prioritizing the clearance and release of perishable goods by the BOC, in coordination with other border agencies have limited duration during the COVID-19 pandemic. This needs to be made permanent and in accordance with international standards and best practices.

4.5.2. Digital Trade Facilitation

While applicable laws allow the acceptance of electronic supporting documents required for import, export, or transit formalities, BOC and other border agencies such as BPS, BPI, BAI, and NMIS generally require submission of the original hard copies of these documents at a later time.

Applicable laws do not provide for the acceptance of paper copies of required supporting documents.

4.6. Legal and regulatory framework for trade facilitation

As part of its commitments under the Revised Kyoto Convention, the Philippines passed Republic Act No. 10863, or the Customs Modernization and Tariff Act (CMTA) in May 2016. The CMTA seeks to modernize customs administration through the adoption of international best practices

³ The COVID-19 Impact on Philippine Business: Key Findings from the Enterprise Survey, ADB, July 2020: 16.

⁴ This necessitate the need for the Anti-Red Tape Authority (ARTA) to issue ARTA MC 2020-06 (August 2020): Guidelines on the Issuance and/ or Reinstitution of Permits and Licenses under the “New Normal.”

practices in trade facilitation and the use of ICT to improve efficiency in the operations and transactions of customs and border agencies in the Philippines.

Implementing regulations under the CMTA have been adopted on a staggered basis since the effectivity of the law in 2017. Some trade facilitation technical measures are supported by guidelines and procedures that provide a basis for implementation, while others remain general provisions in the CMTA, or general laws, with no or insufficient guidelines for implementation.

The CMTA is further complemented and strengthened by Republic Act No. 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act (EODB Act) of 2018. The EODB Act requires the simplification of requirements and procedures to reduce red tape and expedite business and non-business related transactions with the government.

4.7. Time to export and import

The BoC has conducted and completed its 2020 and 2021 Time Release Studies (TRS) in various ports in the country to determine bottlenecks on cargo clearance and release time.

The TRS showed the average time for processing of imported cargo by the BoC from Inward Foreign Manifest (IFM) registration to exit the port terminal in all of these ports:

- MICP 2 days and 36 minutes
- POM 2 days, 9 hours, 44 minutes, and 48 seconds
- Davao 2 days, 15 hours, 37 minutes, and 11 seconds
- MCT 1 day, 17 hours, 10 minutes, and 55 seconds
- Zamboanga There was no containerized cargo that arrived in Zamboanga during the TRS period.
- Cebu 4 days, 7 hours, and 17 minutes
- Clark 5 days, 12 hours, and 55 minutes
- Subic 2 days, 12 hours, and 11 minutes
- NAIA 3 days, 11 hours, and 35 minutes
- Batangas 5 days, 2 hours, 9 minutes, and 50 seconds
- Iloilo 2 days, 1 hour, and 24 minutes
- Legaspi 14 hours and 21 minutes
- Limay 22 hours, 57 minutes, and 15 seconds
- San Fernando 2 days, 2 hours, and 8 minutes
- Surigao 5 days, 18 hours, and 33 minutes

For exports, the findings presented processing of shipments from submission of Export Declaration through Portal to the issuance of clearance, with the time average as follows:

- MICP 4 hours, 45 minutes, and 51 seconds
- POM 1 day, 21 hours, 1 minute, and 3 seconds
- Davao 21 hours, 21 minutes, and 9 seconds
- MCT 19 hours, 6 minutes, and 13 seconds
- Zamboanga 3 days, 15 hours, 28 minutes, and 21 seconds
- Cebu 1 day, 12 hours, 29 minutes
- Clark 10 minutes
- Subic 56 minutes and 40 seconds
- NAIA 11 minute and 40 seconds
- Aparri 6 days, 17 hours and 37 minutes
- Batangas 14 hours and 6 minutes
- Iloilo 2 hours and 13 minutes
- Legaspi 4 days, 16 hours, and 34 minutes
- Limay 5 hours and 32 minutes
- San Fernando 17 hours, 54 minutes, and 40 seconds
- Surigao 2 days, 15 hours, and 8 minutes
- Tacloban 20 hours and 26 minutes

Further, the TRS also showed that the delay, if any, in the release of shipment was not within the customs jurisdiction but actually occurs before the formal lodgment of the declarations, which is considered as pre-customs, as well as after the BoC's online release to the arrastre, which is considered as post customs.

4.8. Implementation status of the WTO-TFA

The Bureau of Customs has been aligning itself with the World Customs Organization Mercator Programme, aimed at assisting governments worldwide to implement TFA measures. This program embodies the International Customs community's strong commitment to trade facilitation following a structure and harmonized approach.

As of 31 December 2021, 16 out of the 27 Mercator Recommendations or around 87.76% have been completed since its implementation on 2019.

5.0 TRADE FACILITATION KEY REFORM AREAS

5.1. Description of the Trade Facilitation Key Reform Areas

5.1.1. Stakeholder Engagement

By 2028 the Philippines shall have strong stakeholder engagement through the following:

- Prior to the issuance of any regulation, each regulatory agency is required to conduct a Regulatory Impact Assessment (RIA) including at least one (1) public consultation and the online posting of the draft regulation in the agencies' respective websites for comments.
- The PTFC shall establish a single point of inquiry through a dedicated hotline which shall provide a response within the prescribed period from the relevant agency.
- The PTFC will establish a Multi Sectoral Advisory Council (MSAC) that will meet at least once a month and more frequently as needed.

5.1.2. Inter-agency Coordination

By 2028, the Philippines will achieve a strong inter-agency coordination through the exchange and sharing of information, the establishment of a One Stop Shop with shared facilities for joint inspection and control, and the full operationalization of the NSW.

5.1.3. Technology Infrastructure

By 2028, the Philippines will have developed, implemented, and sustained a fully inter-operable ICT infrastructure for registration, accreditation, payment, lodgment and processing of import, export and transit documents, joint risk management to support pre-arrival processing, efficient clearance and release of goods.

5.1.4. Legal and Regulatory Framework

By 2028, the Philippines has adopted institutional mechanisms that expedite processing, clearance, and release of goods for compliant traders consistent with Regional and International obligations. This will be achieved through:

- Streamlined trade procedures and harmonized rules for issuance of permits and clearance of goods
- Integrated risk management framework across all agencies
- Fully institutionalized provisional goods declaration
- Facilitated release of goods through expedited mechanism for all modes of transport
- Institutionalized Time Release Studies
- Clear and expedited procedures for administrative appeals with strict timelines that are published in their respective citizen's charters

5.1.5. Emergency Response Measures

By 2028, the Philippines will have improved mechanisms for disaster resilience and business continuity including expedited processing of essential commodities, and maintained critical areas for distribution.

5.1.6. Support to MSMEs

By 2028, MSMEs in the Philippines will have enhanced access to relevant rules, regulations, incentives and procedures and are able to trade and participate in global value chains through transparent and simplified procedures. Through support and close coordination with the government, they will have access to modern trade and customs systems and trusted trader schemes. This will be achieved through:

- Capacity building in trade regulations and procedures
- Facilitating the use of IT to engage in paperless trade procedures
- Increased access of MSMEs to trusted trader schemes
- Establishment of a single point of contact for first time exporters
- Increased MSMEs' awareness and utilization of timely trade information in PNTR, NSW and other online trade portal or tools
- Regular consultations that focus on the particular needs of MSMEs
- Streamlining of processes and procedures in order to lower the cost of trade

5.2. Prioritization of activities taking into account the COVID-19 pandemic

SHORT-TERM ACTIVITIES

Stakeholder Engagement

Outcome	Activities	Responsible Agency
Public Consultation	<ul style="list-style-type: none"> • Invitation to stakeholders • Prepare guidelines on public consultation 	<ul style="list-style-type: none"> • ARTA • Concerned Agency
Hotline	<ul style="list-style-type: none"> • Draft policy on hotline • Inventory of existing hotlines • Prepare a directory of all hotline 	<ul style="list-style-type: none"> • PTFC
Multi Sectoral Advisory Council (MSAC)	<ul style="list-style-type: none"> • Identification of Members of PTFC-MSAC • Create PTFC MSAC • Conduct of meetings (Online) • Technical assistance on best practice sharing from private sectors 	<ul style="list-style-type: none"> • DOF • DTI • BOC

Inter-agency Coordination

Outcome	Activities	Responsible Agency
Initiating Exchange and Sharing of Information and Knowledge on joint controls through MOU between concerned agencies	<ul style="list-style-type: none"> • Draft JMU • Identify the types of information for sharing 	<ul style="list-style-type: none"> • BOC • STMO • Other Concerned Agencies

One Stop Border post controls and sharing of common facilities through Joint Memorandum of Understanding among concerned agencies	<ul style="list-style-type: none"> • Identify agencies • PTFC to issue directive for the Compliance Monitoring TWG to conduct an inter-agency meeting and discuss possible mechanisms to strengthen updating and continued operations of the PNTR. CMTWG to submit a report to the PTFC Secretariat on the outcome of the meeting 	<ul style="list-style-type: none"> • PTFC Secretariat • DTI-BIS • PNTR Secretariat • TRGAs • PTFC-CMTWG
PTFC Participation	<ul style="list-style-type: none"> • Submission of permanent representatives to PTFC TWGs 	<ul style="list-style-type: none"> • PTFC Member-Agencies

Technology Infrastructure

Outcome	Activities	Responsible Agency
Full operationalization of NSW designed to execute end-to-end processing of import and export transactions from lodgment to clearance	PTFC to issue directive for the CMTWG to conduct an assessment study on the current situation of the NSW (TRADENET) System to identify bottlenecks and make recommendations to the PTFC Secretariat.	<ul style="list-style-type: none"> • PTFC CMTWG • DOF

Legal and Regulatory Framework

Outcome	Activities	Responsible Agency
Streamlined trade procedures and reduced processing time for permit issuance and clearance time, and Harmonized rules and conditions for securing regulatory permits / clearances	PTFC to consolidate all trade procedures To initiate discussions with TRGAs on the Integrated Risk Management	<ul style="list-style-type: none"> • BOC • BA • FDA • NTC • OMB
Institutionalized TRS	PTFC to issue directive for the Ad-hoc TWG to conduct an interagency meeting between BOC and border agencies and discuss consolidation of TRS	PTFC Secretariat and BOC

Emergency Response Measure

Outcome	Activities	Responsible Agency
Identification of essential commodities (Database)	Creation of a database of essential commodities	DA
Identification of critical areas for distribution of essential commodities		
Streamline the movement of essential goods		

Support to MSMEs

Outcome	Activities	Responsible Agency
Capacity building in trade regulations and procedures	<ul style="list-style-type: none"> • Coordinate with DTI and other trade promotions agencies to get the directory of MSMEs • Conduct needs assessment survey for capacity building • Design capacity building activities based on the assessment 	TRGAs

MEDIUM-TERM ACTIVITIES

Stakeholder Engagement

Outcome	Activities	Responsible Agency
Regulatory Impact Assessment (RIA)	<ul style="list-style-type: none"> Identify participants for RIA Training RIA Training 	<ul style="list-style-type: none"> PTFC ARTA Concerned Agency

Inter-agency Coordination

Outcome	Activities	Responsible Agency
One Stop Border post controls and sharing of common facilities through Joint Memorandum of Understanding among concerned agencies	<ul style="list-style-type: none"> Draft JMU Pilot testing at PEZA Zones Identification of agencies Sourcing for funds 	<ul style="list-style-type: none"> PTFC Bureau of Customs Regulatory agencies PPA

Technology Infrastructure

Outcome	Activities	Responsible Agency
Full operationalization of new Customs Processing System (CPS)	PTFC to issue directive to BOC to review existing systems in preparation for full integration of customs processing system	<ul style="list-style-type: none"> PTFC CMTWG BOC

Legal and Regulatory Framework

Outcome	Activities	Responsible Agency
Appeals	<ul style="list-style-type: none"> Draft policy first on hotline Inventory of existing hotlines Training and hiring of hotline personnel Prepare a directory of all hotline 	PTFC-CMTWG

Support to MSMEs

Outcome	Activities	Responsible Agency
Regular consultation between government agencies and that focus on the particular needs of MSMEs	Develop a coordination mechanism with the Export Development Council and MSME Council for the regular consultation	<ul style="list-style-type: none"> DTI-EMB DTI-BSMED
Increase MSME's awareness and utilization of timely trade information in portal/tools available online	<ul style="list-style-type: none"> Assessment of the PNTR focusing on its accuracy, timeliness, activeness of link websites and relevance to users of information Following the assessments, provide recommendations for improvement Promotion of the PNTR to the potential users Awareness and accessibility of MSMEs to the Tradenet platform 	DTI-BIS PNTR Secretariat and other TRGAs

5.3. Targets, Performance Indicators and Baselines

Stakeholder Engagement

Outcome	Performance Indicators	Means of Verification	Baseline	Target
Regulatory Impact Assessment (RIA)	<ul style="list-style-type: none"> Number of capacity building workshops Percent of border and trade agencies trained Number of trade regulations that undergone RIA RIA quality (for consultation with ARTA) 	<ul style="list-style-type: none"> Post activity reports submitted to the PTFC Secretariat Regulatory impact statements submitted to ARTA 	Establish together with ARTA	100%
Public Consultation	<ul style="list-style-type: none"> Number of sectors consulted (MSMEs, Importer/Exporter, agriculture, consumer group) Percent of proposed regulation posted online for consultation or comments 	<ul style="list-style-type: none"> Establish together with TRGAs Number of views and comments, and reactions 	N/A	100%
Hotline	<ul style="list-style-type: none"> Regulation establishing the trade facilitation hotline Number inquiries satisfactorily resolved Percent of agencies interconnected 	<ul style="list-style-type: none"> Published regulation Inquiries addressed within the prescribed period vs inquiries received Customer satisfaction (survey) 	0	100%
Multi Sectoral Advisory Council (MSAC)	<ul style="list-style-type: none"> PTFC Resolution establishing the MSAC Balanced representation of members from public and private sectors Frequency of meetings Number of MSAC resolutions 	<ul style="list-style-type: none"> PTFC Resolution issued Number of sectors comprising MSAC (MSMEs, Importer/Exporter, agriculture, consumer group, and other agencies) Minutes of the meeting 	N/A	Fully-functional MSAC

Inter-agency Coordination

Outcome	Performance Indicators	Means of Verification	Baseline	Target
One Stop Border post controls and sharing of common facilities through Joint Memorandum of Understanding among concerned agencies	<ul style="list-style-type: none"> Signed copy of the JMU Percent of major seaports and airports with One Stop Shop (OSS) Average processing time Number of shipments released Percent of ports with dedicated common facilities 	<ul style="list-style-type: none"> Signed JMU Inventory of Ports with OSS Time release study 	N/A	100%
Initiating Exchange and Sharing of Information and Knowledge on joint controls through MOU between concerned agencies	<ul style="list-style-type: none"> Percent of regulations undergoing inter-agency orientation Frequency of inter-agency meetings 	<ul style="list-style-type: none"> Reports from agencies 	N/A	100%
Issuance of EO or JMC to institutionalize PNTR	<ul style="list-style-type: none"> Signed EO or JMC Real-time updating 	<ul style="list-style-type: none"> DTI-BIS 	N/A	100%

Technology Infrastructure

Outcome	Performance Indicators	Means of Verification		Target
One Stop Border post controls and sharing of common facilities through Joint Memorandum of Understanding among concerned agencies Initiating Exchange and Sharing of Information and Knowledge on joint controls through MOU between concerned agencies Issuance of EO or JMC to institutionalize PNTR PTFC Participation	Law or regulation establishing a permanent governing body for NSW operations, including its IRR	Amended Executive Order or Republic Act on NSW	0	1
	No. of agencies onboarded	Onboarding letter submitted by TRGAs	22	73
	No. of permits issued using the NSW		22	73
	No. of permits utilized by BOC thru the NSW	TRADENET Reports	6	73
	No. of payments made through online payment facilities connected to NSW		1	73
	No. of documents (permits, applications, and other trade related documents) exchanged with regional platforms	Notification from ASEAN	2	5
	No. of public awareness, trainings and capacity-building activities on NSW conducted	Reports submitted by the NSWSC and NSWTRG to the CMTWG	1	20
No. of MSMEs utilizing National Single Window	NSW statistics	0	Increase MSME users by 10% per year	
Full operationalization of new Customs Processing System (CPS)	Regulations issued to implement the CPS	CAO/CMO issued	0	5
	No. of personnel trained to use the BOC CPS	Reports submitted by BOC to the CMTWG	0	100
	Equipment to personnel ratio		0	100%
	No. of public awareness, trainings and capacity-building activities		0	20

Legal and Regulatory Framework

Outcome	Performance Indicators	Means of Verification	Baseline	Target
Easy accessibility of trade information of the PNTR	No. of views/User traffic	Report generated viewers		
	No. of agency users			100%
	Length of time to secure information	Refer to DTI-BIS report/update to CMTWG		
	No. of agency websites to visit			
Ensure quality and updated PNTR	Mechanism for updating in place	Refer to DTI-BIS report/update to CMTWG		
Public awareness on the PNTR	No. of public awareness activities conducted	Refer to DTI-BIS report		
Streamlined trade procedures and reduced processing time for permit issuance and clearance time, and Harmonized rules and conditions for securing regulatory permits / clearances	No. of regulations/MOA/JAO issued consolidating trade-related policies and procedures	Reports submitted by the NSWSC and NSWTWG to the CMTWG		100%
	No. of hours required to process permits and licenses	Reports from TRGAs	Varies per TRGA	Decrease in the period of processing by 10% per year
	No. of hours required to clear the goods	BOC Statistics Reports from TRGAs	Varies per Port	Decrease in the period of processing by 10% per year
	No. of processes reviewed and simplified referring to processing of permits, licenses and BOC clearance	Through citizens charter and TRS result	As needed	Regular review
	No. of accredited AEO	<ul style="list-style-type: none"> Refer to TPR-TWG BOC statistics 	1	Increase by 10% per year
	No. of MRAs on AEO recognition	MRAs signed	None	2 MRAs by 2028
	No. of stakeholders availing the Voluntary Disclosure Program of the BOC	BOC statistics	Varies per year	100% Accessibility
	Rationalize shipping costs and other charges	Coordination with agency responsible for ensuring rationalized shipping costs and other charges	Number of coordination and meetings conduct	Agency-initiated coordination

Outcome	Performance Indicators	Means of Verification	Baseline	Target
	No. of importers availing of Provisional Goods Declaration	BOC statistics	N/A	Full access to PGD/ expedited release
Institutionalized trade impact assessments (impact on cost to traders as a result of trade regulations) less burdensome and redundant regulations	No. and Frequency of Trade Impact Assessments and Regulation adopting policy to regularly conduct TRS.	Reports from the concerned agencies	N/A	Increase by 10% per year
Institutionalized TRS	Frequency of TRS	Number of issuances on a periodic basis	N/A	Increase by 10% per year
	Regulation adopting policy to regularly conduct TRS	Regulation issued	0	100%
Appeals	<ul style="list-style-type: none"> Percent of agencies with appeals process in the citizen's charter Percent of appeals resolved within allotted time Average response time Customer satisfaction (survey) 	<ul style="list-style-type: none"> Reports from agencies Published decisions 	Varies per concerned agency	100%
				Increase by 20% per year
				Decrease in the period of processing by 10% per year
				100%

Emergency Response Measure

Outcome	Performance Indicators	Means of Verification	Baseline	Target
Identification of essential commodities (Database)	List of essential commodities Inter-connectivity of systems among TRGAs	<ul style="list-style-type: none"> International Standards (e.g WHO for FDA, FAO for DA) Issuances relative to any emergency affecting trade 	N/A	Regularly updated list
Identification of critical areas for distribution of essential commodities	List of critical areas	<ul style="list-style-type: none"> Number of facilities and capacity 	For identification of DA	Regularly updated list
Institutionalized TRS	<ul style="list-style-type: none"> Number of days Number of steps 	<ul style="list-style-type: none"> Conduct of Time Release Study Stakeholder Feedback 	Varies per agency	Decrease by 10% per year

Support to MSMEs

Outcome	Performance Indicators	Means of Verification	Baseline	Target
Capacity building in trade regulations and procedures	No. of relevant consultations and capacity building activities by trade related agencies List of critical areas	Agency statistics (DTI, BOC and relevant agencies)	To be established in consultation with relevant agencies	Increase in participants by 10% per year
Regular consultation between government agencies and that focus on the particular needs of MSMEs				
Increase MSME's awareness and utilization of timely trade information in PNTR, NSW and other portal/tools.	No. of relevant consultations and capacity building activities by trade related agencies	Agency statistics (DTI, BOC and relevant agencies)	To be established in consultation with relevant agencies	Increase in participants by 10% per year
	Increase in no. of AEO information program for MSMEs	BOC data	1	Increase in MSME participants by 10% per year
Increase access of MSMEs to trusted trader schemes	No. of MSMEs accredited as trusted traders schemes (BOC)	BOC data	To be established in consultation with relevant agencies	2 MSMEs and increase to 50% yearly
	No. of approved MRAs for AEO	BOC data	None (one MRA negotiated with ASEAN)	2 MRAs by 2028
Streamlining of local process and procedures in order to lower the cost of trading	Reduction in time and cost/fees taken to process application for clearances, permits and license	BOC and other agencies' time release study	Varies per Port	10% reduction per year

6.0. IMPLEMENTATION RISKS

Outcome	Activities
Operational Risks	<ul style="list-style-type: none"> • Lack of permanent and dedicated human resource for the PTFC Secretariat and TWGs • Lack of institutional knowledge and capacity building programs • Technical issues involving connectivity and ICT infrastructure • Cyber security and data protection • Updating and maintenance of ICT infrastructure • Inadequate personnel and facilities • Opposition from the stakeholders • Inadequate capacity among agencies to execute reforms • Managing the transformation and transition process
Financial Risks	<ul style="list-style-type: none"> • Access to adequate financial resources • Access to external and ICT expertise
Legal and Regulatory Risks	<ul style="list-style-type: none"> • Changes in laws and regulations • High number of regulatory agencies involved • Existing and potential future litigation
Governance Risks	<ul style="list-style-type: none"> • Lack political commitment and support • Determination of data ownership • Overlapping regulatory functions • Constant change in leadership • Lack of cooperation among agencies • Continuity of participation of agencies and stakeholders in PTFC activities

7.0 RESOURCE MOBILIZATION

Under Section 4 of EO 136, the funding for the implementation of the activities of the PTFC shall be charged against the appropriations of the member-agencies as incorporated in their annual budget proposals. Moreover, resources arising from local and/or foreign grants, including but not limited to multilateral and bilateral donations, may likewise be utilized, as duly concurred by the PTFC.

However, the indicative resources reflected in this Roadmap are for planning purposes only and will be updated regularly in case new opportunities will emerge within the Roadmap's period.

8.0 ANNEX

PTFC Composition

AGENCY	PRINCIPAL	ALTERNATE
Department of Finance (Chairman)	Antonette C. Tionko <i>Undersecretary</i> Revenue Operations Group	Shiela N. Castaloni <i>Director</i> Revenue Operations Group
Department of Trade and Industry (Co-Chairman)	Dakila Elteen M. Napao <i>Assistant Secretary</i> Revenue Operations Group	Allan B. Gepty <i>Assistant Secretary</i> Industry Development and Trade Policy Group
Bureau of Customs (Vice-Chairman)	Yogi Filemon L. Ruiz <i>Acting Commissioner</i>	Edward James A. Dy Buco <i>Deputy Commissioner</i> Assessment and Operations Coordinating Group
Department of Agriculture	Zamzamin Ampatuan <i>Undersecretary</i> Regulations	Liza Battad <i>Assistant Secretary</i> Regulations
Department of Foreign Affairs	Gina A. Jamoralin, Ph.D. <i>Assistant Secretary</i> Office of International Economic Relations	Atty. Arnel Marcos Sanchez Special Assistant to the Undersecretary for Multilateral Affairs and International Economic Relations
National Economic and Development Authority	Rosemarie G. Edillon <i>Undersecretary</i> Policy and Planning Group	Bien A. Ganapin <i>Director</i> Trade, Services, and Industry Staff
Department of Environment and Natural Resources	Jonas R. Leones, CESO I <i>Undersecretary</i> Policy, Planning and International Affairs	Assistant Secretary For. Marcial C. Amaro, Jr., CESO III Policy, Planning and Foreign Assisted and Special Projects Melinda C. Capistrano <i>Director</i> Policy and Planning Service

AGENCY	PRINCIPAL	ALTERNATE
Department of Transportation	Giovanni Z. Lopez <i>Undersecretary</i>	Jay Daniel R. Santiago <i>General Manager</i> Philippine Ports Authority
Tariff Commission	Marissa Maricosa A. Paderon <i>Commissioner</i>	Elvira C. Ignacio <i>Director</i> Research, Investigation and International Trade Analysis Service
Bangko Sentral ng Pilipinas	Francisco G. Dakila Jr., Ph.D. <i>Deputy Governor</i> Monetary and Economics Sector	Thomas Benjamin B. Marcelo <i>Managing Director</i> <i>International Monetary Affairs and Surveillance Sub-Sector</i> Thomas Benjamin B. Marcelo <i>Managing Director</i> <i>International Monetary Affairs and Surveillance Sub-Sector</i>
Department of Trade and Industry - Bureau of International Trade Relations	Angelo Salvador M. Benedictos <i>Director</i>	Marie Sherylyn D. Aquia <i>Chief</i> Trade-Industry Development Specialist Denise Cheska C. Enriquez <i>OIC-Supervising</i> Trade-Industry Development Specialist Ma. Regina C. Serafico <i>OIC-Supervising</i> Trade-Industry Development Specialist
Department of Trade and Industry - Bureau of Import Services	Director Maria Guiza B. Lim	Raymond L. Cajayon <i>Deputy Commissioner</i> Assessment and Operations Coordinating Group
Food and Drug Administration	Samuel A. Zacate, M.D. <i>Director General</i>	Merlita B. Pedron <i>Division Chief</i> Monitoring and Evaluation Division
Philippine Economic Zone Authority	Tereso O. Panga <i>Director General</i>	Mary Harriet O. Abordo <i>Deputy Director General</i>

