



BUREAU OF CUSTOMS

MAKABAGONG ADUANA, MATATAG NA EKONOMIYA



PROFESSIONALISM

INTEGRITY

ACCOUNTABILITY

13 September 2023

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CUSTOMS MEMORANDUM CIRCULAR
NO. 154-2023

TO : ALL OFFICIALS AND EMPLOYEES

SUBJECT : ADOPTION OF BUREAU OF CUSTOMS STRATEGIC PLAN
FOR YEAR 2023 TO 2028

Relative to the approval of the BOC Strategic Plan for 2023-2028, all officials and employees are hereby directed to adopt and align their respective semi-annual Office Performance and Commitment Review (OPCR) and Individual Performance and Commitment Review (IPCR) to the strategic goals, objectives and activities of this Plan in order to achieve the BOC Vision of being a modernized and credible Customs Administration that upholds good governance and is among the world's best.

For records purposes, please confirm the dissemination of this circular throughout your offices within fifteen (15) days from receipt hereof.

For strict compliance.


BIENVENIDO Y. RUBIO
Commissioner



SEP 20 2023



Vision
A modernized and credible Customs administration that upholds good governance and is among the world's best

STRATEGY MAP 2028
Bureau of Customs

IMPACT

POSITION

CORE PROCESSES/ FUNCTIONS

SUPPORT MEASURES

Economic Growth

Secured Border

Public Trust and Confidence

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

PRE-ARRIVAL
Secure advance information on importation and passengers by optimizing the use of ICT, enhancing intelligence gathering and coordination with other agencies

ASSESSMENT
Ensure proper examination of import documents and goods, application of proper valuation method, rules of classification, rules of origin and correct computation of duties and taxes by integrating the entire assessment process into the CPS

CLEARANCE AND PAYMENT
Ensure streamlined and expeditious clearance of goods and passengers and secured payment of lawful duties and taxes through the full implementation of automated systems

SUPERVISION AND CONTROL OVER THE MOVEMENT OF VESSELS, AIRCRAFTS AND GOODS
Prevent customs fraud by enhancing supervision and control over the movement of vessels, aircrafts and goods and digitalizing processes

POST-CLEARANCE AUDIT
Ensure compliance, detection of fraud and revenue leakages by strengthening the post-clearance audit process

TRADE FACILITATION
Reduce trade costs by simplifying and harmonizing customs procedures and implementing enhanced infrastructures and ICT Systems and by inter-agency cooperation

BORDER CONTROL
Prevent the entry of goods inimical to national security, society, environment, public health and safety, and secure customs premises and government resources by utilizing advanced technology

ENFORCEMENT AND PROSECUTION
Prevent and suppress smuggling and other customs fraud through advance intelligence information and more aggressive prosecution of smuggling cases

ORGANIZATIONAL DEVELOPMENT
Improve delivery of public services and overall performance by institutionalizing meritocracy and professionalism, and reengineering the organizational structure

INTEGRITY DEVELOPMENT AND ACCOUNTABILITY
Promote transparency, improve ethics, strengthen accountability by implementing a comprehensive strategic integrity action plan

INFORMATION AND COMMUNICATION TECHNOLOGY MANAGEMENT AND DEVELOPMENT
Improve efficiency and effectiveness in the exercise of customs functions through full automation of all major customs processes.

FINANCIAL AND LOGISTICS MANAGEMENT
Support and sustain strategic direction by optimizing the use of financial resources for timely delivery of logistics

LEGAL FRAMEWORK AND POLICY DEVELOPMENT
Develop a legal framework aligned with global standards through research, consultation, and participation in international fora

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

Core Values
Professionalism | Excellence | Integrity | Accountability

Evolution of BOC's Vision

Commissioner Napoleon L. Morales:

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

Commissioner Rozzano Rufino B. Biazon:

A modernized and efficient customs administration that every Filipino can trust and be proud of.

Commissioner Nicanor E. Faeldon:

A transformed world-class customs service

Commissioner Isidro S. Lapeña:

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

Commissioner Rey Leonardo B. Guerrero:

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

New Vision

A modernized and credible Customs administration

that **upholds good governance** and is

among the world's best (by 2028)

improving bureaucratic efficiency
and ensuring sound fiscal
management

Previous Strategic Position

**A transparent, responsive and competent Customs
administration by 2022**

**A modernized Customs administration which is
among ASEAN's Top 3 by 2025
(refreshed position)**

New Strategic Position

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

Previous Support Measures

Organizational Development

Integrity Development and
Accountability

Information and Communication
Technology Management and
Development

Financial and Logistics Management

New Support Measures

Organizational Development

Integrity Development and
Accountability

Information and Communication
Technology Management and
Development

Financial and Logistics Management

Legal Framework and Policy
Development

Previous Mission Statement

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

New Mission Statement

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

Previous Core Values

Professionalism | Integrity | Accountability

New Core Values

Professionalism | Excellence | Integrity | Accountability

ACRONYMS

AAMRA	ASEAN AEO Mutual Recognition Arrangement	ASEAN	Association of Southeast Asian Nations
ABERP	Administrative Back-end Enterprise Resource Planning	AUV	Unmanned aerial vehicle
ACDD	ASEAN Customs Declaration Document	BAP	Bankers Association of the Philippines
ACVG	ASEAN Customs Valuation Guidelines	BOC	Bureau of Customs
AEDS	Automated Export Documentation System	BTr	Bureau of Treasury
AEO	Authorized Economic Operator	BWC	Body-Worn Cameras
AHTN	ASEAN Harmonized Tariff Nomenclature	CAO	Customs Administrative Order
AIMS	Automated Inventory Management System	CARMS	Computer Aided Risk Management Solution
APIS/PNR	Advance Passenger Information/Passenger Name Records	CBHRM	Competency Based Human Resource Management
AMO	Accounts Management Office	CBWs	Custom Bonded Warehouses
AMS	Automated Manifest System	CECWG	Customs Enforcement and Compliance Working Group
ANS	Alert Notification System	CELO	Custom Enforcement Liaison Office
ARMS	Automated Routing and Monitoring System	CEN	Customs Enforcement Network
ARS	Advance Ruling System	CFW	Customs Facilities and Warehouses

ACRONYMS

CMO	Customs Memorandum Order	IRR	Implementing Rules and Regulations
CMP	Change Management Plan	ISSP	Information System Strategic Plan
CMS	Container Monitoring System	LBS	Liquidation and Billing System
CPS	Customs Processing System	LOA	Letter of Authority
CTS	Cargo Targeting System	LPSR	Load Port Survey Reports
DMS	Document Management System	MOA	Memorandum of Agreement
DPSR	Discharge Port Survey Reports	MOU	Memorandum of Understanding
e-CO	Electronic Certificate of Origin	MRA	Mutual Recognition Agreement
ETRACC	Electronic Tracking of Containerized Cargoes	NCIS	National Customs Intelligence System
e-VRIS	Enhanced Value Reference Information System	NSW	National Single Window
IAMS	Internal Administration Management System	OCM	Outward Cargo Manifest
IAP	Integrity Action Plan	PAS6	Payment Application Secure 6
IMS	Inventory Management System	PBAC	Program and Budget Advisory Committee
IQA	Internal Quality Audit	PCA	Post Clearance Audit

ACRONYMS

PCMP	Philippine Customs Modernization Program	SOP	Standard Operating Procedures
PEZA	Philippine Economic Zone Authority	SPMS	Strategic Performance Management System
PLCO	Pre-Lodgement Control Order	SSI	Security Survey Inspection
PPBER	Program Performance and Budget Execution Review	SSL	Salary Standardization Law
PRAISE	Program on Awards and Incentives for Service Excellence	TFA	Trade Facilitation Agreement
PRIME HRM	Program to Institutionalize Meritocracy and Excellence in Human Resource Management	TRGA	Trade Regulatory Government Agencies
PSAD	Permit to transfer Single Administrative Documents	TWG	Technical Working Group
PTS	Postal Tracking System	URMS	Universal Risk Management System
RCEP	Regional Comprehensive Economic Partnership	VTS	Vessel Tracking System
RIAC	Remote Image Analysis Center	WCO	World Customs Organization
RILO	Regional Intelligence Liaison Office	WSD	Warrant of Seizure and Detention
RMO	Risk Management Office	WTO	World Trade Organization
RMS	Risk Management System	WVD	Wastage Valuation Database
SAD	Single Administrative Document	XIP	X-ray Inspection Project

LEGEND

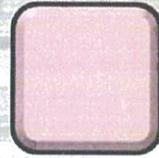
Responsible Groups for Roadmaps



Management Information Systems and Technology Group



Assessment and Operations Coordinating Group



Internal Administration Group



Revenue Collection and Monitoring Group



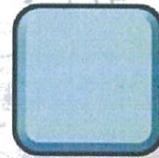
Intelligence Group



Enforcement Group



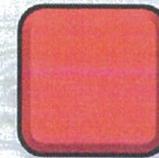
Post Clearance Audit Group



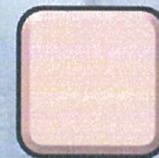
WCO/Asia Pacific Regional Working Group



ASEAN Working Group



Collection Districts



Philippine Trade Facilitation Committee



Core Process Roadmaps

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



PRE-ARRIVAL ROADMAP (for Groups and Collection Districts)

Secure advance information on importation and passengers by optimizing the use of ICT, enhancing intelligence gathering and coordination with other agencies	Shortened processing time for accreditation
	Increased number of seized shipments
	Decreased number of non-compliant stakeholders

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Accreditation	Linkage of the verification system with at least 25% of government agencies	Linkage of the verification system with at least 50% of government agencies	100% Linkage of the verification system with concerned government agencies			
	Development of the automated accreditation system for brokers and importers.	Regulations to implement the automated accreditation system issued	Full utilization of the automated accreditation system for brokers	Full utilization of the automated accreditation system for importers	Full utilization of the automated accreditation system for exporters and other government agencies	
		Information dissemination of the automated accreditation system				
	Regulation for the automatic renewal of accreditation for compliant stakeholders issued	Implementation of the automatic renewal of accreditation for compliant stakeholders.	Development of a system for the automatic renewal of accreditation for compliant stakeholders	Full utilization of the system for automatic renewal of accreditation for compliant stakeholders.		
	Information dissemination of the automatic renewal of accreditation for compliant stakeholders					
	Development of the Document Management System (DMS)	Implementation of the Document Management System (DMS) in all Ports (to include stowage plans, CPRS (Paperless AMO accreditation)	Integration/Provision of DMS to the new Customs Processing System (CPS)	Implementation of the DMS under the CPS in all Ports and Subports		Enhancement of the DMS under the CPS
	Implementation of CARES Portal					
		Integration/Provision of Paperless Trade	Implementation of Paperless Trade in the New CPS			
	Support on - boarding of the Trade Regulatory Government Agencies (TRGA)	Approval of the design and development of an independent and complementary system to the Trade Net Portal in the CPS	Utilization of developed system by all concerned			
Utilization of Trade Net Portal by all concerned stakeholders or Proposed design of an independent and complementary system to the TradeNet Portal in the CPS						

PRE-ARRIVAL ROADMAP (for Groups and Collection Districts)

Secure advance information on importation and passengers by optimizing the use of ICT, enhancing intelligence gathering and coordination with other agencies	Shortened processing time for accreditation
	Increased number of seized shipments
	Decreased number of non-compliant stakeholders

KRA	2023	2024	2025	2026	2027	2028
Risk Management	Enhancement of the Risk Management System (RMS)	Integration/Provision of the enhanced RMS with the CPS				
	Enhancement of the Cargo Targeting System (CTS)	Enhancement of the Cargo Targeting System (CTS) under the CPS				
	Enhancement of the Offense Database System	Integration/Provision of the Offense Database System under the new CPS				
	Enhancement of the e-ARS	New e-ARS in the CPS	Full implementation of e-ARS in all Ports	Enhancement of the e-ARS in the new CPS		
	Issuance of regulations/implementing guidelines of NCIS		Expansion of NCIS			
	Development of user-training manual on NCIS					
	Cascading of regulations/implementing guidelines re: NCIS					
	Implementation of fully functional NCIS					

PRE-ARRIVAL ROADMAP (for Groups and Collection Districts)

Secure advance information on importation and passengers by optimizing the use of ICT, enhancing intelligence gathering and coordination with other agencies

Shortened processing time for accreditation

Increased number of seized shipments

Decreased number of non-compliant stakeholders

DELIVERABLES

KRA

2023

2024

2025

2026

2027

2028

PRE-CLEARANCE

Full Implementation of the ASEAN
Customs Declaration Document
(ACDD)

Integration of ACDD in the new CPS

ASSESSMENT ROADMAP (for Groups and Collection Districts)

Ensure proper examination of import documents and goods, application of proper valuation method, rules of classification, rules of origin and correct computation of duties and taxes by integrating the entire assessment process into the CPS

Collection Efficiency

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Rules on Specific Description of Goods	Development of goods description format for the proper declaration of goods	Preparation and Signing of Customs Memorandum Order and Implementation of Goods Description Format	50% Compliance to the Goods Description Format	75% Compliance to the Goods Description Format	85% Compliance to the Goods Description Format	100% Compliance to the Goods Description Format
Examination and Inspection	Issuance of regulations to implement the new examination and inspection procedures under the CPS	Implementation in all Ports				
	Information dissemination to all Ports and stakeholders					
	Establishment of a functional and separate Physical Examination Unit with body worn cameras and gadgets linked to a recording system					
	Development of a Remote Image Analysis Center (RIAC) System for images to be incorporated in the new CPS	Implementation of Remote Image Analysis Center System for images in the new CPS				
	Submission of budget proposal for the upgrading of x-ray scanners	Upgrading of x-ray scanners based on the approved budget Deployment of x-ray scanners				

ASSESSMENT ROADMAP (for Groups and Collection Districts)

Ensure proper examination of import documents and goods, application of proper valuation method, rules of classification, rules of origin and correct computation of duties and taxes by integrating the entire assessment process into the CPS

Collection Efficiency

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Enhanced Value Reference Information System (EVRIS)	Publication of the Manual and use of Enhanced Value Reference Information System (e-VRIS)	Administration of diagnostic test for assessment personnel to gauge their understanding on the use of e-VRIS and specification code.	Compliance review on the proper use of the e-VRIS and specification code			
	Assignment of specification code of 70% of all imported commodities	Assignment of specification code of 85% of all imported commodities	Assignment of specification code of 100% of all imported commodities	Updating of Specification codes		
Proper Classification	Identification of Commonly Misclassified Commodities Random Review of Tariff Classification of at least 5% of Imported Commodities	Random Review of Tariff Classification of at least 10% of Imported Commodities	Random Review of Tariff Classification of at least 15% of Imported Commodities	Random Review of Tariff Classification of at least 20% of Imported Commodities	Random Review of Tariff Classification of at least 25% of Imported Commodities	Random Review of Tariff Classification of at least 30% of Imported Commodities
Customs Tariff Classification	Creation of a review team on AHTN 2022 in preparation for AHTN 2027					
Customs Valuation	Dissemination and implementation of ASEAN Customs Valuation Guidelines (ACVG) (2019)	Addition of new real Customs Valuation cases faced and solved by AMS into ACVG				

ASSESSMENT ROADMAP (for Groups and Collection Districts)

Ensure proper examination of import documents and goods, application of proper valuation method, rules of classification, rules of origin and correct computation of duties and taxes by integrating the entire assessment process into the CPS

Collection Efficiency

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Application of Rules of Origin	Functional system for the viewing and verification of e-CO	Integration of e-CO to CPS	Full implementation of the e-CO System in the CPS	Review of the utilization of e-CO System in the CPS		
	Inclusion of the design for the ASEAN Single Window Platform in the new CPS					
	Preparation and submission of program for awareness seminars and stakeholders engagement on the use of self-certification					
	Approval of proposed budget					
	Intensified information dissemination and conduct of seminars on Advance Rulings regime for the origin determination of goods for stakeholders					
Capacity building for BOC personnel concerned (local and international trainings) in identifying origin fraud and illegal transshipment						

CLEARANCE AND PAYMENT ROADMAP (for Groups and Collection Districts)

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

KRA		DELIVERABLES					
		2023	2024	2025	2026	2027	2028
PAYMENT	Enhanced Automated Payment System	Identification of additional modes of payment for modified assessment	Utilization of other digital payment platforms				
		Interconnectivity with other collection agents on payment system					
		Development of order of payment system for Miscellaneous Payments	Integration/Provision of order of payment system for Miscellaneous Payments for collection agents				
		Information dissemination to stakeholders regarding PAS6 System	API Connectivity of the Customs Processing System to PAS6 System	Implementation of the PAS6 System under the new CPS	Enhancement of Payment System under the new CPS		
	Policy Support	Issuance of regulations on the monitoring and reporting of other collection agents on payment system					
		Review and recommendation on MOA with BAP (for PAS6)					
		Issuance of regulations on the use of other digital payment platforms					
			Real time monitoring and reporting of all payments received				
	Treasury Management	Development of a real-time system for reconciliation of actual cash collection as against BTr system	Development of a real-time system for reconciliation of actual cash collection as against BTr system	Implementation of a real-time system for reconciliation of actual cash collection as against BTr system	Full implementation of a real-time system for reconciliation of actual cash collection as against BTr system		Enhancement of a real-time system for reconciliation of actual cash collection as against BTr system
		Identification of scope and capacity building for real-time system for reconciliation of actual cash collection as against BTr system	Identification of scope and capacity building for real-time system for reconciliation of actual cash collection as against BTr system				

CLEARANCE AND PAYMENT ROADMAP (for Groups and Collection Districts)

Ensure streamlined and expeditious clearance of goods and passengers and secured payment of lawful duties and taxes through the full implementation of automated systems

Shortened clearance period of goods from lodgement to On-Line Release System (OLRS)

Reduced non-compliance to customs regulations by travelers

Decreased number of unreconciled collection reports between BOC and Bureau of Treasury (BTR)

KRA	Deliverables					
	2023	2024	2025	2026	2027	2028
Formal	Approval of design for the integration of X-ray scanners to the CPS	Procurement of equipment for the establishment of RIAC Capacity building of additional XIP personnel on image analysis			Evaluation & assessment of X-ray inspection process and technology	Procurement of new X-ray scanners
	Issuance of regulations for the re-engineered XIP process and procedures	Implementation of the new issuance in all Ports				
		Development and design of New ARMS under the CPS	Implementation of the ARMS under the CPS in all Ports	Utilization of the ARMS under the CPS by all concerned personnel in all Ports	Enhancement of ARMS under the CPS	
Informal		Integration/Provision of the informal entry process functionality in the CPS		Implementation of the informal entry process functionality in the CPS in all Ports		
		Partial implementation of the informal entry process functionality in the CPS				

CLEARANCE AND PAYMENT ROADMAP (for Groups and Collection Districts)

Ensure streamlined and expeditious clearance of goods and passengers and secured payment of lawful duties and taxes through the full implementation of automated systems

Shortened clearance period of goods from lodgement to On-Line Release System (OLRS)

Reduced non-compliance to customs regulations by travelers

Decreased number of unreconciled collection reports between BOC and Bureau of Treasury (BTR)

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Informal	Review and issuance of amended regulations on Balikbayan box and De Minimis shipments	Implementation of Balikbayan Box and De Minimis shipments processing system under the CPS	Implementation of the Balikbayan Box and De Minimis shipments processing system under the CPS in all Ports	Utilization of the Balikbayan Box and De Minimis shipments processing system under the CPS in all concerned stakeholders in all Ports	Enhancement of Balikbayan Box and De Minimis shipments processing system under the CPS	
	Implementation of Balikbayan Box System (e-Box)					
Postal	Approval of the design and identify solutions for the Postal Tracking System (PTS)	Implementation of the new PTS under the CPS in all Ports	Utilization of the New PTS under the CPS		Enhancement of PTS under the CPS	
Express Shipment	Review and issuance of amended regulations on Informal Entry System for Express Shipments containing Low Dutiable Value commercial goods	Implementation of the Informal Entry System for Express Shipments		Utilization of the Informal Entry System for Express Shipments under the new CPS by all concerned personnel in all Ports	Enhancement of Informal Entry System for Express Shipments under the CPS	
	Development of the new Informal Entry System for Express Shipments	Implementation of New Informal Entry System for Express Shipments containing Low Dutiable Value commercial goods under the CPS				
	Approved design of the new Informal Entry System for E-Commerce	Development of the new Informal Entry System for E-Commerce				
Passenger and Baggage	Implementation and utilization of the New PBFCDs under the CPS in all International Airports	Full implementation of e-Travel System	Integration of e-Travel System in the new CPS			
	Implementation of e-Travel System					

CLEARANCE AND PAYMENT ROADMAP (for Groups and Collection Districts)

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

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Export	Integration of PEZA Export System to the E2M AEDS	Implementation of the New AEDS under the CPS in all Ports	Utilization of the AEDS under the CPS by all concerned stakeholders in all Ports	Full integration of the export declaration system to the CPS		
Warehousing	Integration of transit system to CBWs					

SUPERVISION AND CONTROL OVER THE MOVEMENT OF VESSELS, AIRCRAFTS AND GOODS (for Groups and Collection Districts)

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

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Manifest System		Implementation on the electronic submission of Outward Cargo Manifest (OCM) to be included in CPS	Integration/Provision of OCM in the new CPS	Full implementation of OCM		Enhancement of OCM
		Enhancement of the Manifest System to include electronic submission of Outward Cargo Manifest and regulations issued				
Vessel and Aircraft Supervision	Amendment or revision of Port Operations Manual (CMO 22-2010) and airport operations manual	Publication of the Seaport Operations Manual and Airport Operations Manual				
	Development and design of electronic monitoring tool for Special Permits to Discharge and underguarding of vessels	Implementation of the electronic monitoring tool for Special Permits to Discharge and underguarding of vessels				
Supervision and monitoring of containers and goods	Implementation of Container Monitoring System (CMS)	Integration/Provision of CMS in the new CPS	Implementation of CMS	Full implementation of CMS in all Ports and Subports	Enhancement of CMS	
	Development and design of electronic monitoring tool for overstaying containers	Implementation of the electronic monitoring tool for overstaying containers				
Transshipment		Integration of Transshipment SAD to the new CPS	Implementation of Transshipment SAD	Full implementation of Transshipment SAD to all Ports and Subports		Enhancement of Transshipment SAD
	Submission of proposed design for integration of transshipment system with the CPS	Approval of the design for the development of a monitoring and tracking system of transshipment goods and its integration in the CPS				

SUPERVISION AND CONTROL OVER THE MOVEMENT OF VESSELS, AIRCRAFTS AND GOODS (for Groups and Collection Districts)

Prevent customs fraud by enhancing supervision and control over the movement of vessels, aircrafts and goods and digitalizing processes

Real time monitoring of entrance and clearance of vessels and aircrafts

Real time monitoring of status of goods from arrival, discharge to transit/transfer, transshipment or release

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Transit	Proposed integration of BOC Transit system with existing system for free-zone	Integration of BOC Transit system with existing system for free-zone				
	Approval of the design for the integration of BOC Transit system with existing system for free-zone					
	Approval of design for the development of ETRACC System for Air shipments Partial implementation of ETRACC for air shipments	Implementation of ETRACC for all International Airports				
	Regulation on ETRACC for air shipments					
	Expansion of the ETRACC system in all ports covering bonded to bonded transfers or bonded to free zone transfers	Integration/Provision of the ETRACC System to the new CPS	Utilization of the ETRACC System to the new CPS			

SUPERVISION AND CONTROL OVER THE MOVEMENT OF VESSELS, AIRCRAFTS AND GOODS (for Groups and Collection Districts)

Prevent customs fraud by enhancing supervision and control over the movement of vessels, aircrafts and goods and digitalizing processes

Real time monitoring of entrance and clearance of vessels and aircrafts

Real time monitoring of status of goods from arrival, discharge to transit/transfer, transshipment or release

DELIVERABLES

KRA

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Customs Bonded Warehouses (CBWs)

Creation of the Wastage Valuation Database (WVD)

Implementation on the use of the WVD in all Ports

Formulation of procedures for the x-ray scanning of containers for export

Implementation of scanning procedures for containers for export

Draft proposal for the digitization of CBW records

Integration/Provision of System Design for Digitization of CBW records to the new CPS

Implementation of the Digitized CBW records system in all Ports

Enhancement of the digitized CBW system

Full implementation of Automated Inventory Management System (AIMS) in all Ports

Integration/Provision of AIMS and ETRACC System for CBWs

Integration/Provision of AIMS and ETRACC System for CBWs to the new CPS

Implementation of AIMS and ETRACC System for CBWs in all Ports

Enhancement of AIMS System and ETRACC System for CBWs

SUPERVISION AND CONTROL OVER THE MOVEMENT OF VESSELS, AIRCRAFTS AND GOODS (for Groups and Collection Districts)

Prevent customs fraud by enhancing supervision and control over the movement of vessels, aircrafts and goods and digitalizing processes

Real time monitoring of entrance and clearance of vessels and aircrafts

Real time monitoring of status of goods from arrival, discharge to transit/transfer, transshipment or release

DELIVERABLES

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Monitoring of Overstaying Cargoes

Submission of the proposal for the design of system for monitoring overstaying cargoes

Approval of design integrated in the CPS

POST - CLEARANCE AUDIT ROADMAP (for Groups and Collection Districts)

Ensure compliance, detection of fraud and revenue leakages by strengthening the post-clearance audit process

Increased amount of recovered revenues until 2025

Improved compliance rate of stakeholders after 2025

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Audit Systems	Issuance of regulations on the implementation of CARMS	Linkage of fully functional CARMS to URMS, NSW, and OGAs		Integration of CARMS with the Audit Case Management System		
	Integration of CARMs with CPS and other BOC systems (i.e. AMO, RMO)					
	Approval of design and submission of Budget Proposal for the Audit Case Management System	Approval of budget and development of an Audit Case Management System	Implementation of Audit Case Management System	Development of regulations for a benchmarking transaction audit system for importers	Implementation of the benchmarking transaction audit system of importers	
	Review and Amendment of CAO No. 01-2019 on Post Clearance Audit					
	Issuance of regulations enhancing the post clearance audit of CBWs and Locators					
Liquidation and Billing Division (LBD)	Enhancement of Liquidation and Billing System (LBS)	Integration of LBS to the CPS		Utilization of the LBS in all Ports and Subports		Enhancement of LBS under the CPS

POST CLEARANCE AUDIT (for Groups and Collection Districts)

Ensure compliance, detection of fraud and revenue leakages by strengthening the post-clearance audit process

Increased amount of recovered revenues until 2025

Improved compliance rate of stakeholders after 2025

DELIVERABLES

KRA

2023

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2027

2028

Updating of the PCA Guidelines and Operations Manual
 Conduct of regular trainings for PCA personnel
 Participation in trainings organized by AMS and ASEAN CECWG and country partners (i.e. Japan, Australia, etc.)

Submission of PCA cases for publication in PCA bulletins
 Dissemination to PCA Officers updated PCA Bulletin of ASEAN regularly
 Conduct of quarterly stakeholder seminar on PCA rules

Submission of PCA cases for publication in PCA bulletins

Dissemination to PCA Officers updated PCA Bulletin of ASEAN regularly

Coordination with BIR towards signing of a MOA on Customs and BIR Information Sharing on PCA

Submission of BOC Report to CECWG on the updates on the BOC and BIR coordination

Inclusion of BIR representative in the PCA MSAC

Implementation of MOA between BOC and BIR on PCA
 Submission of BOC Report to CECWG on the updates on the BOC and BIR coordination
 Conduct of quarterly MSAC meetings

Post Clearance Audit (ASEAN SPCD)

TRADE FACILITATION ROADMAP (for Groups and Collection Districts)

Reduce trade costs by simplifying and harmonizing customs procedures and implementing enhanced infrastructures and ICT Systems and by inter-agency cooperation

Improved compliance to the Ease of Doing Business Law

Increased compliance with the Mercator Programme and other trade facilitation agreements

Yearly increase in the number of Accredited Authorized Economic Operators

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Ease of Doing Business	Review of existing regulations and issuances	Codification of valid and existing regulations and issuances	Information dissemination of new regulations and issuances			
	Declaration of obsolescence of outdated and redundant regulations and issuances					
	Issuance of new regulations to streamline and improve processes					

TRADE FACILITATION ROADMAP (for Groups and Collection Districts)

Reduce trade costs by simplifying and harmonizing customs procedures and implementing enhanced infrastructures and ICT Systems and by inter-agency cooperation	Improved compliance to the Ease of Doing Business Law Increased compliance with the Mercator Programme and other trade facilitation agreements Yearly increase in the number of Accredited Authorized Economic Operators
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KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Authorized Economic Operators Program	Drafting of clearance and monitoring procedures for AEO for Level II	Signing of agreement on ASEAN validation procedures				
	Negotiation with other customs administrations for possible Mutual Recognition Arrangements (MRAs)			Participation in Mutual Recognition Arrangements (MRAs)		
	Operationalization of the AEO office					
	Yearly accreditation of additional AEOs					
	Enhancement of Authorized Economic Operator (AEO) Portal System	Implementation of the new AEO System in the CPS	Implementation of the fully functional AEO System under the CPS	Implementation of the AEO System under the CPS in all Ports	Utilization of the AEO System under the CPS by all concerned stakeholders in all Ports	
Trade Facilitation Agreement	Implementation of the Trade Facilitation Agreement	Full compliance with Trade Facilitation Agreement (TFA)				
	Conduct of maturity level assessment on the implementation of the WTO TFA					

TRADE FACILITATION ROADMAP (for Groups and Collection Districts)

Reduce trade costs by simplifying and harmonizing customs procedures and implementing enhanced infrastructures and ICT Systems and by inter-agency cooperation

Improved compliance to the Ease of Doing Business Law

Increased compliance with the Mercator Programme and other trade facilitation agreements

Yearly increase in the number of Accredited Authorized Economic Operators

KRA

DELIVERABLES

2023

2024

2025

2026

2027

2028

Partnership with Business and the Trading Community

Conduct of regular public consultations before publishing new guidelines

Conduct of quarterly Trade Facilitation/Stakeholders' Forum

SAFE Framework

Adoption of SAFE Package 2021

Drafting of CMO on the Provisions of SAFE Package 2021

Creation of TWG on SAFE Package

Cascading of CMO on SAFE Package 2021

TRADE FACILITATION ROADMAP (for Groups and Collection Districts)

Reduce trade costs by simplifying and harmonizing customs procedures and implementing enhanced infrastructures and ICT Systems and by inter-agency cooperation

Improved compliance to the Ease of Doing Business Law

Increased compliance with the Mercator Programme and other trade facilitation agreements

Yearly increase in the number of Accredited Authorized Economic Operators

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Authorized Economic Operator Program (ASEAN SPCD)	Conduct of quarterly AEO Awareness activities	Capacity building on Validation procedure for AEO Officers				
	Capacity building on validation procedure for AEO Officers					
	Issuance of CMO for the AEO Operations Manual	Preparation of guidelines for expansion of AEO to other stakeholders (Customs Brokers)	Coordination with TRGAs on other trade facilitation benefits for AEOs		Preparation of guidelines for expansion of AEO to other stakeholders (CBW/CFW)	Preparation of guidelines for expansion of AEO to other stakeholders (Transport Operators)
	Issuance of guidelines for operationalization of Level 2 and Level 3 benefits and criteria				Continuation of coordination with TRGAs on other trade facilitation benefits for AEOs	
	Accreditation of additional 5 Level 1 AEO companies and 3 Level 2 companies					
	Secure legal clearance and signing authority for signing of AAMRA AEO MRA Text Signing	Participation in SWG AAMRA meetings to discuss implementation details regularly	Implementation of AAMRA			
		Issuance of implementation guidelines				
Notification to SWG AAMRA of intention to join pilot phase						
Information dissemination to stakeholders						

BORDER CONTROL ROADMAP (for Groups and Collection Districts)

Prevent the entry of goods inimical to national security, society, environment, public health and safety, and secure customs premises and government resources by utilizing advanced technology

Increased number of apprehended prohibited and anti-social goods until 2025

Decreased number of apprehended prohibited and anti-social goods from 2026 onwards

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Surveillance Capability	Submission of budget proposal for the procurement of handheld radios and repeaters/transmitters to be used by Port operations personnel	Procurement of Handheld radios for Port Operations Personnel and procurement of repeaters/transmitters				
	Granting of access to the vessel tracking system (VTS) for the District Collector, Deputy Collector, and Chief Operations Unit					

BORDER CONTROL ROADMAP (for Groups and Collection Districts)

Prevent the entry of goods inimical to national security, society, environment, public health and safety, and secure customs premises and government resources by utilizing advanced technology

Increased number of apprehended prohibited and anti-social goods until 2025

Decreased number of apprehended prohibited and anti-social goods from 2026 onwards

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Surveillance Capability	Submission of budget proposal for the LEASE of AIR ASSETS	LEASE of three (3) helicopters to complement Water Patrol Division's water asset				
	Submission of budget proposal for the procurement of unmanned aerial vehicle camera (AUV) to be used by WPD	Procurement of unmanned aerial vehicle camera (AUV)				
	Submission of budget proposal for the procurement of three (3) high powered rifles per boat to be used by WPD	Procurement and Installation of three (3) High Powered Rifles per boat				
		Submission of budget proposal for additional aerial assets to support the water assets.	Procurement of aerial assets to support of water asset			
	Submission of budget proposal for the accreditation of service provider for the repair and maintenance of water assets	Accreditation of service provider for the repair and maintenance of water assets				

BORDER CONTROL ROADMAP (for Groups and Collection Districts)

Prevent the entry of goods inimical to national security, society, environment, public health and safety, and secure customs premises and government resources by utilizing advanced technology

Increased number of apprehended prohibited and anti-social goods until 2025

Decreased number of apprehended prohibited and anti-social goods from 2026 onwards

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Installation/ Equipment	Submission of budget proposal for the upgrade of CCTVs and additional procurement of CCTVs with facial recognition for Major Ports	Procurement, installation and implementation of CCTVs with facial recognition in Major Ports	Procurement, installation and implementation of CCTVs with facial recognition for the rest of Ports			
Security Support	Submission of the proposal for the implementation of the Security Survey Inspection (SSI) to BOC infrastructures and accredited storage and condemnation facilities	Information dissemination of the SSI manual/regulations Implementation of the SSI in all Ports		Audit on the SSI implementation in all Ports Creation of unified database of all SSI data collected during the audit	Analysis and formulation of recommendations based on the generated data from SSI audit Submission of proposal on the updating/revision of the issue SSI regulation and manual based on the SSI audit recommendations	Issuance of updated CMO re: SSI improvements
	Issuance of regulations on SSI implementation to BOC infrastructures and accredited storage and condemnation facilities	Information dissemination of the SSI manual/regulations		Audit on the SSI implementation in all Ports	Analysis and formulation of recommendations based on the generated data from SSI audit	Issuance of updated manual re: SSI improvements
	Creation of SSI manual	Implementation of the SSI in all Ports		Creation of unified database of all SSI data collected during the audit	Submission of proposal on the updating/revision of the issue SSI regulation and manual based on the SSI audit recommendations	Issuance of updated manual re: SSI improvements
	Creation of SSI manual					Issuance of updated manual re: SSI improvements

BORDER CONTROL ROADMAP (for Groups and Collection Districts)

Prevent the entry of goods inimical to national security, society, environment, public health and safety, and secure customs premises and government resources by utilizing advanced technology

Increased number of apprehended prohibited and anti-social goods until 2025

Decreased number of apprehended prohibited and anti-social goods from 2026 onwards

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Security Support Equipment		Submission of budget proposal for the upgrade of CCTVs and additional procurement of CCTVs with facial recognition for the rest of the Ports				
	Submission of budget proposal for installation of Long-Range CCTVs in all Ports	Installation of Long-Range CCTVs in all Ports				
	Submission of budget proposal for the Establishment of a Security Warehouse (Central Office)	Construction of Security Warehouse (Central Office)	Submission of budget proposal I for Additional Security Warehouses for Outport	Construction of Additional Security Warehouses for Outport	Submission of budget proposal for Additional Security Warehouses for Outport	Construction of Additional Security Warehouses for Outport
	Submission of budget proposal for the renovation and expansion of the ESS Firing Range	Construction of the Firing Range	Submission of budget proposal for the establishment Firing Range in the outport	Construction of the Firing Range in the outport		
	Procurement of Handheld radios					
	Submission of budget proposal for the procurement of additional Body-Worn Cameras (BWC)	Procurement and distribution of additional Body-Worn Cameras (BWC)				

BORDER CONTROL ROADMAP (for Groups and Collection Districts)

Prevent the entry of goods inimical to national security, society, environment, public health and safety, and secure customs premises and government resources by utilizing advanced technology

Increased number of apprehended prohibited and anti-social goods until 2025

Decreased number of apprehended prohibited and anti-social goods from 2026 onwards

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Anti-Money Laundering	Utilization of Fin CRIME On-line Library within the Customs Enforcement Network (CEN)					
Data Fraud	Utilization of Fin CRIME On-line Library within the Customs Enforcement Network (CEN)					

ENFORCEMENT AND PROSECUTION ROADMAP (for Groups and Collection Districts)

Prevent and suppress smuggling and other customs fraud through advance intelligence information and more aggressive prosecution of smuggling cases

- Increased number of forfeited shipments
- Increased number of criminal complaints referred with Department of Justice (DOJ) up to 2025
- Increased number of administrative cases filed against customs brokers up to 2025
- Decreased number of administrative cases and referred criminal complaints against importers and customs brokers by 2026

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Service of WSD and Implementation LOA and Mission Order	Submission of proposal of the creation of e-tracking system for PLCO, Alert Order, LOA, MO, and WSD monitoring	Implementation of e-tracking system for PLCO, Alert Order, LOA, MO, and WSD	Implementation of a fully functional e-tracking system for PLCO, Alert Order, LOA, MO, and WSD monitoring			
	Review and propose the revision of regulations on PLCO, Alert Order, LOA, MO, and WSD issuance, implementation and monitoring	Issuance of revised regulations on PLCO, Alert Order, LOA, MO, and WSD issuance, implementation and monitoring				
	Submission of proposal for the standardization of customs seals and customs badge placed on movable or immovable properties subject of a customs proceedings	Information dissemination of new regulations on PLCO, Alert Order, LOA, MO, and WSD issuance, implementation and monitoring			Review and revision of regulations on the use of customs seals and customs badge on movable or immovable properties subject of a customs proceedings	
	Issuance of regulation on the use of customs seals and customs badge on movable or immovable properties subject of a customs proceedings in all Ports	Information dissemination and implementation of regulation on the use of customs seals and customs badge on movable or immovable properties subject of a customs proceedings		Review and revision of regulations on the use of customs seals and customs badge on movable or immovable properties subject of a customs proceedings		
Issuance of regulation on the use of customs seals and customs badge on movable or immovable properties subject of a customs proceedings in all Ports				Review and revision of regulations on the use of customs seals and customs badge on movable or immovable properties subject of a customs proceedings		

ENFORCEMENT AND PROSECUTION ROADMAP (for Groups and Collection Districts)

Prevent and suppress smuggling and other customs fraud through advance intelligence information and more aggressive prosecution of smuggling cases

Increased number of forfeited shipments

Increased number of criminal complaints referred with Department of Justice (DOJ) up to 2025

Increased number of administrative cases filed against customs brokers up to 2025

Decreased number of administrative cases and referred criminal complaints against importers and customs brokers by 2026

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Service of WSD and Implementation LOA and Mission Order	Submission of proposal for the procurement of security Wi-Fi cameras based on the approved budget	Deployment of the procured security Wi-Fi cameras	Submission of budget proposal for the upgrading of security Wi-Fi cameras	Submission of proposal for the procurement of upgraded security Wi-Fi cameras based on the approved budget	Revision of regulations on the use of security Wi-Fi cameras for deployment to warehouses subject of a LOA issued	
	Submission of proposal for the creation of regulation on the use of security Wi-Fi cameras to warehouses subject of a LOA	Issuance of regulations on the use of security Wi-Fi cameras for deployment to warehouses subject of a LOA		Submission of proposal for the review of regulation on the use of security Wi-Fi cameras to warehouses subject of a LOA		
	Procurement of security Wi-Fi cameras	Information dissemination of relative regulations issued Full implementation on the use of security Wi-Fi cameras in all Ports		Procurement of upgraded security Wi-Fi cameras	Deployment of upgraded security Wi-Fi cameras to Ports Information dissemination of the revise regulations issued	

ENFORCEMENT AND PROSECUTION ROADMAP (for Groups and Collection Districts)

Prevent and suppress smuggling and other customs fraud through advance intelligence information and more aggressive prosecution of smuggling cases	Increased number of forfeited shipments
	Increased number of criminal complaints referred with Department of Justice (DOJ) up to 2025
	Increased number of administrative cases filed against customs brokers up to 2025
	Decreased number of administrative cases and referred criminal complaints against importers and customs brokers by 2026

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Fuel Marking	Extension of the Fuel Marking Program beyond its 5-year initial contract as well as coverage	Procurement of additional testing equipment		Institutionalization of a self-sustaining Fuel Marking Program	Hiring of BOC Field testing analysts	ISO Certification of BOC Fuel Marking Laboratories
	Capacity building for 50 % of TAPPED BOC Personnel to conduct field testing without Service Provider intervention	Capacity building for the remaining of TAPPED BOC Personnel to conduct field testing without Service Provider intervention	Building of BOC Fuel Marking Laboratory			

ENFORCEMENT AND PROSECUTION ROADMAP (for Groups and Collection Districts)

Prevent and suppress smuggling and other customs fraud through advance intelligence information and more aggressive prosecution of smuggling cases	Increased number of forfeited shipments
	Increased number of criminal complaints referred with Department of Justice (DOJ) up to 2025
	Increased number of administrative cases filed against customs brokers up to 2025
	Decreased number of administrative cases and referred criminal complaints against importers and customs brokers by 2026

KRA	DELIVERABLES									
	2023	2024	2025	2026	2027	2028				
Case Management System(CMS)	Inclusion of Case Management System in the ticketing system	Fully operationalized Case Management System	Implementation of Case Management System in all Ports and Subports		Enhancement of Case Management System in the new CPS					
	Design for the electronic monitoring of seizure and forfeiture proceedings	Submission and approval of design and system requirements for linkage of case management system with AMO and RMO submitted and approved	Utilization of existing Case Management System and Automated Back-end Enterprise Resource Program (ABERP)							
		Integrated systems for legal cases, AMO and RMO concerns								
		Seamless linkage of an existing CMS and Automated Back-end Enterprise Resource Program (ABERP)								
		Expansion and subscription of the current dashboard (Microsoft Power-BI) on legal processes								
		Operationalization of expanded dashboard on legal processes								
	Submission of proposal for the establishment of permanent storage areas with specifications for safe keeping of hard copies and pieces of evidence	Utilization of the dashboard								

ENFORCEMENT AND PROSECUTION ROADMAP (for Groups and Collection Districts)

Prevent and suppress smuggling and other customs fraud through advance intelligence information and more aggressive prosecution of smuggling cases

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- Increased number of criminal complaints referred with Department of Justice (DOJ) up to 2025
- Increased number of administrative cases filed against customs brokers up to 2025
- Decreased number of administrative cases and referred criminal complaints against importers and customs brokers by 2026

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Customs Enforcement and Mutual Assistance (ASEAN SPCD)	Capacity building specifically on the introduction of the Alert Notification System (ANS) for intelligence information sharing among ASEAN Member States	Collection of data and inputs on the possible issues that may arise in the implementation of AMS	Establishment of a national platform for intelligence information exchange and/or enhancement on the utilization of the national Customs Enforcement Network.	Outsourcing a safe and secure system that may serve as a platform/database for the exchange of information.	Assessment of the effects of the implementation of the project.	Implementation of assessment results
	Designation of National Contact Point for CELO, RILO and Airport Contact Points	Conduct briefing for designated CELO, RILO, and Airport Contact Points	Representation on national and regional customs engagement by designated CELO, RILO and Airport Contact Points	Evaluation of the competency of the designated officers.	Submission of proposal to conduct training to enhance the competencies of the officers and to continuously conduct their functions	
	Analyzation and compilation of the policies, rules, and regulations of ASEAN member states, and quantify their standards in prevention of smuggling, wildfire, plastic waste dumping and security threats.	Conduct feasibility studies and surveys to determine whether the policies, rules, and regulations of the other member state may be successfully applied and implemented within other member states' jurisdiction		Verification whether the determined policies are in accordance with the existing laws, rules, and regulations in the Philippines and suitable for implementation	Implementation of the approved and applicable policies.	

ENFORCEMENT AND PROSECUTION ROADMAP (for Groups and Collection Districts)

Prevent and suppress smuggling and other customs fraud through advance intelligence information and more aggressive prosecution of smuggling cases

- Increased number of forfeited shipments
- Increased number of criminal complaints referred with Department of Justice (DOJ) up to 2025
- Increased number of administrative cases filed against customs brokers up to 2025
- Decreased number of administrative cases and referred criminal complaints against importers and customs brokers by 2026

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Public Security and the Protection of the Society (ASEAN SPCD)	Review/Revisit of MOAs/MOUs to identify existing agreements between and amongst ASEAN Member States to enhance bilateral and multilateral cooperation on enforcement matters.	Create a Technical Working Group for the review and revisit of bilateral/multilateral agreements to practice Joint Customs Operations between and among AMS	Propose to revisit/establish agreements with or among AMS	Conduct Joint Customs Operations on various enforcement issues in the areas of drugs, tobacco, and plastic waste, among others		Implementation/Entry into force of agreement/s

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Support Measures Roadmaps

**(Organizational Development, Integrity, S · O
Development and Accountability, Information
Technology Management and Development
Financial and Logistics Management, Legal
Framework and Policy Development)**



Philippine Bureau of Customs
An Island of Good Governance

ORGANIZATIONAL DEVELOPMENT ROADMAP (for Group/s)

Improve delivery of public services and overall performance by Institutionalizing meritocracy and professionalism, and reengineering the organizational structure

Increased in the number of qualified and competent personnel.

Improved compliance to requirements for PRIME-HRM Accreditation.

DELIVERABLES

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Human Resource Management and Development	Integration of Competency-Based Tools in BOC HRM Systems					
	Implementation of BOC CBHRMS and conduct of Competency Assessment of all BOC employees				Post-implementation review of BOC CBHRMS	Implementation of redeveloped CBHRM tools
	Completion of the enhanced CBHR tools					
	Compliance with PRIME-HRM-standards for Level II - Accredited Status	Compliance with PRIME-HRM-standards for Level III - Deregulated Status	Implementation of at least one (1) best practice per HRM system	Conferral by CSC Center for Excellence in HRM to BOC	Implementation of at least three (3) innovations of HRM areas	Conferral by CSC Seal of Excellence in HRM to BOC
	Submission of proposal for personnel augmentation to Ad Hoc Offices under the Intelligence Group	Augmentation of personnel under Ad Hoc Offices				
Learning and Development		Submission of proposal for the establishment of Knowledge Management System (e.g. e-lib) Identification of scope and capacity building for Knowledge Management System	Pilot Implementation of Knowledge Management System	Bureau-wide Implementation of Knowledge Management System	System review of Knowledge Management System	Enhancement of Knowledge Management System
	Development of Curriculum for Basic and Intermediate Courses	Development of Curriculum for Advance and Leadership Courses				
		Submission of proposal for the establishment of permanent training facility for BOC	Construction of permanent training facility for BOC		Operationalization of permanent training facility for BOC	

ORGANIZATIONAL DEVELOPMENT ROADMAP (for Group/s)

Improve delivery of public services and overall performance by Institutionalizing meritocracy and professionalism, and reengineering the organizational structure

Increased in the number of qualified and competent personnel.
Improved compliance to requirements for PRIME-HRM Accreditation.

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Learning and Development	Selection and recommendation of three members from the BOC pool of trainers to the ASEAN Regional Customs Expert		Selection and recommendation of three members from the BOC pool of trainers to the ASEAN Regional Customs Expert			
	Submission of application for at least one WCO Accredited Expert		Submission of application for at least one WCO Accredited Expert			

ORGANIZATIONAL DEVELOPMENT ROADMAP (for Group/s)

Improve delivery of public services and overall performance by Institutionalizing meritocracy and professionalism, and reengineering the organizational structure

Increased in the number of qualified and competent personnel.

Improved compliance to requirements for PRIME-HRM Accreditation.

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Performance Management	Issuance of Revised CMO on SPMS					
	Implementation and cascading of the revised CMO on SPMS	Design and development of the PMS under ABERP	Information dissemination and implementation of the enhanced rating portal under ABERP Implementation and capacity building on the use of the PMS under ABERP			
Employee Morale and Welfare	Issuance and cascading of CMO on Occupational Safety and Health Programs	Implementation of CMO on Occupational Safety and Health Programs	Evaluation of implemented Occupational Safety and Health Programs	Submission of proposal for additional Occupational Safety and Health Programs	Implementation of the additional Occupational Safety and Health Programs	
	Development of Occupational Safety and Health Programs					
	Cascading of Revised CMO on PRAISE	Implementation of Revised CMO on PRAISE	Post-implementation review of PRAISE	Formulation of new programs and activities to be incorporated in the revised CMO on PRAISE		
	Submission of all requirements for the grant of reward for 2021 under the Lateral Attrition Law					
Automation	Full utilization of Internal Administration Management System (IAMS)	Integration of IAMS and Administrative Back-end Enterprise Resource Planning (ABERP), and procurement, scoping and capacity building for ABERP	Pilot implementation of ABERP	Bureau-wide implementation of ABERP	Conduct of system review of ABERP	

INTEGRITY DEVELOPMENT AND ACCOUNTABILITY ROADMAP (for Groups)

Promote transparency, improve ethics, strengthen accountability by implementing a comprehensive strategic integrity action plan

Improved transparency and Net Trust Rating

Decreased number of complaints filed with the Philippine Competition Commission (PCC), Anti-Red Tape Act (ARTA), Civil Service Commission (CSC) and Ombudsman

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Reform and Modernization	Issuance of CSO creating the Change Management Team	Approval and implementation of a Change Management Plan				
	Convening of Change Management Team			Post-implementation review of CMP	Redevelopment of CMP	Implementation of redeveloped CMP
	Drafting of Change Management Plan (CMP)					
	Finalization of the proposal on the BOC Restructuring to include revised staffing pattern	Consolidation of requirements and submission of BOC Restructuring and implementation timetable		Formulation of Appeals Mechanism and Communication Plan on the implementation of BOC Restructuring	Implementation of BOC Restructuring	Assessment of BOC performance and review of the restructured organization based on employee feedback
	Submission of draft functions of different divisions/offices/units in the BOC					
Transparency and Accountability	Revision of BOC Citizen's Charter	Implementation of the updated BOC Citizen's Charter		Post-implementation review on the compliance to the updated BOC Citizen's Charter thru Internal Audit	Implementation of the updated BOC Citizen's Charter	
		Post-implementation review on the enhanced BOC Communication Plan	Enhancement of BOC Communication Plan to incorporate the findings on the post-implementation review			

INTEGRITY DEVELOPMENT AND ACCOUNTABILITY ROADMAP (for Groups and Collection Districts)

Promote transparency, improve ethics, strengthen accountability by implementing a comprehensive strategic integrity action plan

Improved transparency and Net Trust Rating

Decreased number of complaints filed with the Philippine Competition Commission (PCC), Anti-Red Tape Act (ARTA), Civil Service Commission (CSC) and Ombudsman

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Audit and Investigation	ISO 9001:2015 Certification of remaining District Ports	Sustained ISO 9001:2015 Certification of all main Ports		Sustained ISO 9001:2015 Certification of all Ports and Offices	Sustained ISO 9001:2015 Certification	
	100% (13 Offices/Port/Subport) Conduct of Internal Quality Audit (IQA) prior Surveillance Audit for continued Certification					
	Formulation of policies/guidelines for conducting regular internal and external risk analysis and assessment to include the identification of corruption risks in different BOC areas	Conduct of internal and external Risk Analysis and Assessment			Development of integrity policies and/or guidelines based on the Corruption Risk Mapping	Conduct of internal and external Risk Analysis and Assessment
Development of Corruption Risk Mapping based on the analysis and assessment conducted		Incorporation of findings from the Corruption Risk Mapping in the post-implementation review of the BOC Function-Specific Code of Conduct				
Code of Conduct	Revision of the BOC Function-Specific Code of Conduct and Governance Culture Code	Implementation of the revised BOC Function-Specific Code of Conduct and Governance Culture Code		Post-implementation review on the revised BOC Function-Specific Code of Conduct and Governance Culture Code	Implementation of the revised BOC Function-Specific Code of Conduct and Governance Culture Code	

INTEGRITY DEVELOPMENT AND ACCOUNTABILITY ROADMAP (for Group/s and Collection Districts)

Promote transparency, improve ethics, strengthen accountability by implementing a comprehensive strategic integrity action plan

Improved transparency and Net Trust Rating

Decreased number of complaints filed with the Philippine Competition Commission (PCC), Anti-Red Tape Act (ARTA), Civil Service Commission (CSC) and Ombudsman

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Morale and Organizational Culture	Development and implementation of BOC Integrity Action Plan (IAP)	Implementation of the BOC Integrity Action Plan (IAP)		Post-implementation review of IAP	Redevelopment of IAP	Implementation of redeveloped IAP
	Conduct of survey/feedback on BOC Organizational Value Transformation Programs	Institutionalization of BOC Organizational Value Transformation Programs				
	Conduct of gap analysis on Gender Equality and development of action plan for Gender and Development	Implementation of action plan for Gender and Development		Post-implementation review of action plan for Gender and Development	Redevelopment of action plan for Gender and Development	Implementation of redeveloped action plan for Gender and Development
Stakeholders Engagement	Issuance of guidelines on Client Feedback and Complaints Program	Analysis of the 2023 feedback results to further improve the client engagement	Introduction and implementation of new methods to enhance client feedback and complaints			
	Formulation of Standard Operating Procedures (SOPs) for public consultations and stakeholders' engagement	Institutionalization of feedback mechanism/ system for public consultations and stakeholders' engagement				

INFORMATION AND COMMUNICATION TECHNOLOGY MANAGEMENT AND DEVELOPMENT ROADMAP (for Group/s)

Improve efficiency and effectiveness in the exercise of customs functions through full automation of all major customs processes.

Increased percentage of automation of customs processes

Eliminated acceptance of spurious or falsified import clearances

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Policy Support	Drafting of memorandums for all systems to be implemented					
	Creation of Amended ISSP for CY 2023	Creation of ISSP for CY 2024-2026	Creation of Amended ISSP for CY 2025	Creation of Amended ISSP for CY 2026	Creation of ISSP for CY 2027-2029	
Automation	Finalization of the TORs related to the Customs Modernization Project	Partial implementation of the CPS Components of the PCMP	Full implementation of CPS and ABERP	Full utilization of CPS and ABERP in all Ports		Enhancement of CPS and ABERP
	Partial Procurement of the subcomponents under the Customs Modernization Project -Modernization of Customs Operations					
	Partial implementation of the ABERP Components of the PCMP					
System Maintenance and Management	Implementation of Network Backhaul Project Support and Maintenance		Continuous Support and Maintenance for the Network Backhaul Project	Full implementation of CPS and ABERP with support and maintenance		
	Yearly review of subscriptions for possible discontinuance or addition of subscriptions					
	Procurement of software licenses/ services	Procurement of software licenses/ services included in the annual budget				
Auction	Implementation of Automated Auction System (e-Auction)	Full implementation of Automated Auction System in all Ports and Subports	Integration/Provision of e-Auction System to the new CPS	Implementation of e-Auction System in all Ports and Subports	Enhancement of e-Auction System	

FINANCIAL AND LOGISTICS MANAGEMENT ROADMAP (for Groups and Collection Districts)

Support and sustain strategic direction by optimizing the use of financial resources for timely delivery of logistics

Improved budget utilization rate

Improved budget disbursement rate

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Budget and Forecasting	Submission of proposal for budget management system	Identification of scope and capacity building for budget management system	Pilot implementation of budget management system	Bureau-wide implementation of budget management system	Enhancement of budget Management System	
		Draft process manual for annual budget proposal	Cascading of approved process manual on annual budget proposal	Implementation of the process manual on annual budget proposal		
	Institutionalization of Program Performance and Budget Execution Review (PPBER) and Program and Budget Advisory Committee (PBAC)		Post-implementation review on PPBER and PBAC			
Accounting and Disbursement	Procurement of the ABERP system component under the PCMP	Provision of payment for every milestone accomplished				
	Provision of payment for every milestone accomplished					
	Identification of processes that will be included in the formulation of data under ABERP	Identification of scope and capacity building for Accounting Process system	Pilot implementation of Accounting Process system	Bureau-wide implementation of Accounting Process system	Enhancement of Accounting Process system	

FINANCIAL AND LOGISTICS MANAGEMENT ROADMAP (for Groups and Collection Districts)

Support and sustain strategic direction by optimizing the use of financial resources for timely delivery of logistics

Improved budget utilization rate

Improved budget disbursement rate

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Asset Management	Submission of proposal for a comprehensive Asset Management Program	Identification of scope and capacity building for comprehensive Asset Management Program	Pilot implementation of comprehensive Asset Management Program	Bureau-wide implementation of comprehensive Asset Management Program	Enhancement of comprehensive Asset Management Program	
	Implementation of IAMS Asset Management Module		Review of IAMS Asset Management Module and provide report for improvement			
Contract Management	Submission of proposal for Contract Management Electronic Monitoring System	Identification of scope and capacity building for Contract Management Electronic Monitoring System	Pilot implementation of Contract Management Electronic Monitoring System	Bureau-wide implementation of Contract Management Electronic Monitoring System	Enhancement of Contract Management Electronic Monitoring System	

LEGAL FRAMEWORK AND POLICY DEVELOPMENT ROADMAP (for Groups)

Develop a legal framework aligned with global standards through research, consultation, and participation in international fora.

Accession to all international Conventions related to customs.

Issuance of regulations pertaining to applicable Conventions.

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
Advance Passenger Information / Passenger Name Records (APIS/PNR)	<p>Creation of TWG on Advance Passenger Information/ Passenger Name Records (APIS/PNR)</p> <p>Submission of budget proposal for the APIS/PNR and include in the Bureau's Information System Strategic Plan (ISSP)</p>	<p>Procurement of hardware and software</p>	<p>Pilot implementation of APIS/PNR</p>	<p>Full implementation of APIS/PNR</p>	<p>Implementation review of APIS/PNR</p>	
Customs Convention on Containers	<p>Creation of TWG and draft a position paper re: becoming a signatory state to the Convention</p>	<p>Endorsement to DFA the Instrument of Accession to become a signatory state to the Convention</p>	<p>Pursue the concurrence of the Senate to the Instrument of Accession to the Office of the President</p>	<p>Submission of Instrument of Accession to the WCO</p>		
Convention Against Illicit Traffic in Narcotic Drugs and Psychotropic Substances	<p>Issuance of regulations on the implementation of Convention Against Illicit Traffic in Narcotic Drugs and Psychotropic Substances</p>					

LEGAL FRAMEWORK AND POLICY DEVELOPMENT ROADMAP (for Groups)

Develop a legal framework aligned with global standards through research, consultation, and participation in international fora.

Accession to all international Conventions related to customs.

Issuance of regulations pertaining to applicable Conventions.

KRA	DELIVERABLES					
	2023	2024	2025	2026	2027	2028
ATA CARNET	Review of existing CAO and drafting of CMO					
	Implementation of the CAO and CMO					
FTA/MOA	Issuance of RCEP IRR/guidelines					
	Implementation of RCEP					
	Cascade existing bilateral, multilateral trade agreements with other countries to all implementing/concerned units	Revisit/Review existing bilateral and multilateral trade agreements with other countries				
	Cascade existing bilateral, multilateral trade agreements with other countries to all implementing/concerned units	Revisit/Review existing bilateral and multilateral trade agreements with other countries				
	Negotiation with international organization for funding of programs related to trade facilitation, integrity, gender and diversity, capacity building and the like	Implementation of programs funded by international organization				

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Governance Scorecard

○ · B (Impact, Strategic Goal, Core Process Scorecard, Support Measures Scorecard) ○



Philippine Bureau of Customs
An Island of Good Governance

IMPACT SCORECARD

	Impact Indicator	#	Measure	Source	Baseline	2023	2024	2025	2026	2027	2028
A	Public Trust and Confidence	1	Trust rating - External Stakeholders (third party survey)	IAG OSM Central	2021- 94% 2022- 93%	96%	98%	99%			
		2	Trust rating - General Public (third party survey)	IAG OSM Central	2021 - 34% 2022 - 67%	70%	73%	76%	79%	82%	85%
B	Economic Growth	3	Collection Performance	RCMG	4% excess of collection target	At least 2% in excess of collection target					
		4	Value of Imports (based on 10-year growth rate)	RCMG	6,304,719.00 (In Million Pesos)	4% increase yearly					
		5	Value of Exports (based on 10-year growth rate)	AOCG		7.756 (In Trillion Pesos)	8.531 (In Trillion Pesos)	9.384 (In Trillion Pesos)	10.322 (In Trillion Pesos)	11.354 (In Trillion Pesos)	12.489 (In Trillion Pesos)
C	Secured Border	6	Number of Seized Shipments	IG	640	10% increase		5% decrease			

STRATEGIC GOAL

	Goal	#	Measure	Source	Baseline	2023	2024	2025	2026	2027	2028
D	A modernized Customs administration which is among ASEAN's Top 3 by 2025	7	Paperless Trade Score (UN Global Survey for Digital and Sustainable Trade) Note: Every 2 years	Trade Facilitation and Paperless Trade in Philippines UN Global Survey on Digital and Sustainable Trade Facilitation (untfsurvey.org)	85.19% (UN Global Survey 2021)	88%	-	90%	-	92%	-

CORE PROCESS SCORECARD

	Objective	#	Measure	Source	Baseline	2023	2024	2025	2026	2027	2028	
E	PRE-ARRIVAL Secure advance information on importation and passengers by optimizing the use of ICT, enhancing intelligence gathering and coordination with other agencies	8	Processing time for accreditation	IG	5 days	4 days	3 days					
F	ASSESSMENT Ensure proper examination of import documents and goods, application of proper valuation method, rules of classification, rules of origin and correct computation of duties and taxes by integrating the entire assessment process into the CPS	9	Percentage of compliance of load port survey reports (LPSR) for bulk and break-bulk shipments	AOCG	90%	92%	93%	94%	95%	96%	97%	
			DPSR		10%	8%	7%	6%	5%	4%	3%	
		10	Total no. of imported containers subjected to non-intrusive inspection yearly over total number of containers	IG	940,019/ 1,813,861 52%	2% decrease yearly						
		11	No. of containers subjected for verification over total no. of containers subjected to non-intrusive inspection	IG	105,492/ 1,813,861 5.81%	3% increase yearly						
		12	No. of containers with issued WSD over total no. of containers subjected to non-intrusive inspection	IG	0.05%	1% increase		2% increase				
		13	Collection Performance	RCMG	100% of target	At least 2% excess of target						

CORE PROCESS SCORECARD

	Objective	#	Measure	Source	Baseline	2023	2024	2025	2026	2027	2028
G	CLEARANCE and PAYMENT Ensure streamlined and expeditious clearance of goods and passengers and secured payment of lawful duties and taxes through the full implementation of automated systems	14	Reduced Clearance Period from Lodgment to OLRs for Consumption	AOCG	5 days	3 days			2 days		
		15	Number of Districts with ideal Yard Utilization rate (70%)	AOCG	5 out of 7 Districts with containerized cargo				7 out of 7 Districts with containerized cargo		
H	SUPERVISION AND CONTROL Prevent customs fraud by enhancing supervision and control over the movement of vessels, aircrafts and goods and digitalizing processes	16	No. of CBWs utilizing the automated inventory management system	AOCG	100%				100%		
		17	No. of CFWs utilizing the automated inventory management system	AOCG	100%				100%		

CORE PROCESS SCORECARD

	Objective	#	Measure	Source	Baseline	2023	2024	2025	2026	2027	2028
I	POST - CLEARANCE AUDIT Ensure compliance, detection of fraud and revenue leakages by strengthening the post-clearance audit process	18	No. of Audits (No. of Issued ANLs)	PCAG	436	458	481	505*	530*	556*	584*
		19	No. of PDPs with ANL 5% of ANL target	PCAG	99	23	24	25	26	28	29
		20	Amount of revenues recovered (5% yearly increase)	PCAG	1,840,889,017.80	1,932,933,486.69	2,029,580,142.12	2,131,059,149.23	2,237,612,106.69	2,349,492,712.03	2,466,967,347.63
J	TRADE FACILITATION Reduce trade costs by simplifying and harmonizing customs procedures and implementing enhanced infrastructures and ICT Systems and by inter-agency cooperation	21	Percentage of compliance to the Mercator Program / TFMIC (Trade Facilitation for Middle Income Countries)	IAG	85%	88%		90%		92%	
		22	No. of AEOs	AOCG	3	5	7	9	11	13	15
		23	ASEAN Trade Facilitation Score (UN Global Survey) Note: Every 2 years	UN Global Survey on Digital and Sustainable Trade Facilitation (unftsurvey.org)	86.02% Rank 3 out of 11 countries (UN Global Survey 2021)	88% Rank 3	-	90% Rank 2	-	92% Rank 2	-

CORE PROCESS SCORECARD

	Objective	#	Measure	Source	Baseline	2023	2024	2025	2026	2027	2028
K	<p>BORDER CONTROL</p> <p>Prevent the entry of goods inimical to national security, society, environment, public health and safety, and secure customs premises and government resources by utilizing advanced technology</p>	24	No. Seizures	IG	640	10% increase		5% decrease			
L	<p>ENFORCEMENT AND PROSECUTION</p> <p>Prevent and suppress smuggling and other customs fraud through advance intelligence information and more aggressive prosecution of smuggling cases</p>	25	a. No. of complaints filed with DOJ	RCMG	93 cases	72 cases	84 cases	96 cases	84 cases	72 cases	

SUPPORT MEASURES SCORECARD

	Objective	#	Measure	Source	Baseline	2023	2024	2025	2026	2027	2028
M	ORGANIZATIONAL DEVELOPMENT Improve delivery of public services and overall performance by Institutionalizing meritocracy and professionalism, and reengineering the organizational structure	26	Percentage of employees who completed competency-based trainings	IAG	10%	25%	50%	75%	95%	100%	
		27	Compliance to the requirements of PRIME-HRM Accreditation Level	IAG	-	PRIME-HRM Level II Accredited Status	PRIME-HRM Level III Deregulated Status		CSC-conferred Center for Excellence in HRM		CSC-conferred Seal of Excellence in HRM
		28	Harmonized Client Satisfaction Measurement (CCC) feedback	Customer Care Center	96%	97%	97%	98%	98%	98.5%	98.5%

SUPPORT MEASURES SCORECARD

	Objective	#	Measure	Source	Baseline	2023	2024	2025	2026	2027	2028	
N	INTEGRITY DEVELOPMENT AND ACCOUNTABILITY Promote transparency, improve ethics, strengthen accountability by implementing a comprehensive strategic integrity action plan	29	No. of BOC Employees administratively charged	IG	13	10% decrease from the previous year						
		30	No. of Ports/ Offices that are ISO 9001:2015 certified	IAG	9 customs offices	6 Collection Districts (Ports of Aparri, Zamboanga, Iloilo, Limay, San Fernando, and Surigao)	All Main Ports		All Ports and Offices			
		31	BOC CARES Resolution Rate	IAG	98.7%	90%	92%	94%	96%	97%	98%	
		32	Percentage of Compliance to the activities under the WCO adopted Integrity Action Plan	IAG	-	30%	60%	100%				

SUPPORT MEASURES SCORECARD

	Objective	#	Measure	Source	Baseline	2023	2024	2025	2026	2027	2028
O	INFORMATION TECHNOLOGY MANAGEMENT AND DEVELOPMENT Improve efficiency and effectiveness in the exercise of customs functions through full automation of all major customs processes.	33	Percentage of Automated Processes	MISTG	91.18%	96%		100%		Automation of new processes	
P	FINANCIAL AND LOGISTICS MANAGEMENT Support and sustain strategic direction by optimizing the use of financial resources for timely delivery of logistics and sustain strategic direction by optimizing the use of financial resources for timely delivery of logistics	34	Obligation Rate	IAG	Central Office - 89% Collection Districts - 100%	Central Office - 95% Collection Districts - 100%					
		35	Disbursement Rate based on policy set by DBM	IAG	Central Office - 80% Collection Districts - 100%						
		36	Increased rate of compliance to COA recommendations	IAG	Central Office - 80% Collection Districts - 90%	Central Office - 80% Collection Districts - 90%	Central Office - 85% Collection Districts - 95%	Central Office - 90% Collection Districts - 95%			