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REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF FINANCE
BUREAU OF CUSTOMS

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

16 May 2024

CUSTOMS MEMORANDUM CIRCULAR
NO. 92-2024

TO: ALL BUREAU OFFICIALS AND EMPLOYEES

**SUBJECT: ADOPTION OF BUREAU OF CUSTOMS (BOC) BASIC
GOVERNANCE DOCUMENTS FOR YEAR 2024 TO 2028**

In furtherance of the Bureau of Customs' Strategic Plan geared towards achieving the BOC's Vision, 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 approved Strategy Plan for Year 2024 to 2028.

Relative thereto, attached is a copy of the abovementioned subject, for your guidance and perusal.

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



MAY 22 2024



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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

Economic Growth

Secured Border

Public Trust and Confidence

POSITION

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

CORE

**PROCESSES/
FUNCTIONS**

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

**SUPPORT
MEASURES**

Mission

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

Core Values

Professionalism | Excellence | Integrity | Accountability

LEGEND

Responsible Groups
for Roadmaps



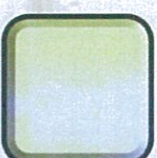
Management
Information Systems
and Technology Group



Assessment and
Operations
Coordinating Group



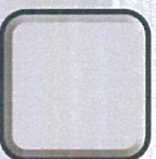
Internal
Administration
Group



Revenue Collection
and Monitoring Group



Intelligence
Group



Enforcement
Group



Post Clearance
Audit Group



Collection Districts



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				
	2024	2025	2026	2027	2028
Accreditation	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 and implementation 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				
	Implementation of the Document Management System (DMS) in all Ports (to include stowage plans, CPRS (Paperless AMO accreditation))	Full utilization of the DMS	Enhancement of the DMS		
	Development of the new ticketing system	Implementation of the new ticketing system	Full utilization of the new ticketing system	Enhancement of the new ticketing system	

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	2024	2025	2026	2027	2028
Risk Management	Submission of proposed system requirements for enhancement				
	Enhancement of RMS				
	Enhancement of the Cargo Targeting System (CTS)				
	Full utilization of the Offense Management System (OMS)				
	Utilization of the electronic Advance Ruling System (e-ARS)	Enhancement of the e-ARS			
	Issuance of regulations/implementing guidelines of NCIS				
	Development of user-training manual on NCIS				
Pre-clearance	Cascading of regulations/implementing guidelines re: NCIS				
	Full utilization of the NCIS	Enhancement of NCIS			
	Full utilization of ACDD	Enhancement of ACDD			

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				
	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	100% Compliance to the Goods Description Format
Examination and Inspection	Issuance of regulations to implement the physical examination unit and inspection procedures 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	Full Implementation of a functional and separate Physical Examination Unit with body worn cameras and gadgets linked to a recording system		
	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					
	2024	2025	2026	2027	2028	
Enhanced Value Reference Information System (EVRIS)	Assignment of specification code of 85% of all imported commodities	Assignment of specification code of 100% of all imported commodities	Updating of Specification codes			
	Cross-matching of 50% of all transit/warehousing declaration for identification of values for inclusion in the EVRIS	Cross-matching of 60% of all transit/warehousing declaration for identification of values for inclusion in the EVRIS		Cross-matching of 70% of all transit/warehousing declaration for identification of values for inclusion in the EVRIS	Cross-matching of 80% of all transit/warehousing declaration for identification of values for inclusion in the EVRIS	Cross-matching of 90% of all transit/warehousing declaration for identification of values for inclusion in the EVRIS
Proper Classification	Monitor and review of proper Tariff Classification of at least 20% of Imported Commodities	Monitor and review of proper Tariff Classification of at least 30% of Imported Commodities		Monitor and review of proper Tariff Classification of at least 40% of Imported Commodities	Monitor and review of proper Tariff Classification of at least 50% of Imported Commodities	Monitor and review of proper Tariff Classification of at least 60% of Imported Commodities
Customs Tariff Classification	Creation of a review team on AHTN 2022 in preparation for AHTN 2027	Review of 70% on AHTN 2022 in preparation for AHTN 2027		Review of 100% on AHTN 2022 in preparation for AHTN 2027	Full Implementation on 2027 AHTN	
	Review of 35% on AHTN 2022 in preparation for AHTN 2027					

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				
	2024	2025	2026	2027	2028
Application of Rules of Origin	Full implementation of the e-CO system	Review of the utilization of e-CO system	Enhancement of the e-CO system		
	Preparation and submission of program for awareness seminars and stakeholders engagement on the use of self-certification				
	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

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					
	2024	2025	2026	2027	2028	
PAYMENT	Enhanced Automated Payment System	Acceptance of other digital payment platforms	Utilization of other digital payment platforms			
		Interconnectivity with other collection agents on payment system				
		Development of online order of payment system for Miscellaneous Payments	Integration/Provision of online order of payment system for Miscellaneous Payments for collection agents			
		Issuance of regulations on the monitoring and reporting of all collection agents on payment system	Real time monitoring and reporting of all payments received			
		Issuance of regulations on the use of other digital payment platforms				
Policy Support						
	Issuance of regulations on the online order of payment system for miscellaneous payments					
Treasury Management	Identification of scope and capacity building for real-time system for reconciliation of actual cash collection as against BTr system and submission of budget proposal	Development of a real-time system for reconciliation of actual cash collection as against BTr system	Partial 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	
Formal	Issuance of regulations for the re-engineered XRP process and procedures					
	Implementation of the new issuance in all Ports					

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)

DELIVERABLES					
KRA	2024	2025	2026	2027	2028
Informal	Review and issuance of amended regulations on Balikbayan box	Implementation of the Balikbayan Box system in all Ports	Full utilization of the Balikbayan Box system in all Ports	Enhancement of Balikbayan Box system	
	Implementation of Balikbayan Box system				
Postal	Launching of the Postal Tracking System (PTS)	Implementation of the PTS in POM	Full utilization of the PTS		
	Implementation of the PTS in NAIA				
Express Shipment	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	Enhancement of Informal Entry System for Express Shipments		
	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			
	Approved design for cross border E-Commerce System	Development of the new Informal Entry System for E-Commerce			
	Approved design of the new Informal Entry System for E-Commerce	Implementation of the new Informal Entry System for E-Commerce	Full utilization of the new Informal Entry System for E-Commerce		
	Full implementation of e-Travel System	Full utilization of e-Travel System	Enhancement of e-Travel System		
Passenger and Baggage					

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)			
		DELIVERABLES			
KRA	2024	2025	2026	2027	2028
Export	Issuance of CMO on the integration of PEZA Export System to the E2M AEDS	Utilization of the AEDS by all concerned stakeholders in all Ports			
	Integration of PEZA Export System to the E2M AEDS				
	Implementation of the AEDS in all Ports				
Warehousing	Propose the Integration of transit system to CBWs	Implementation of transit system to CBWs	Utilization 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				
	2024	2025	2026	2027	2028
Manifest System	Implementation on the electronic submission of Outward Cargo Manifest (OCM)	Full implementation of OCM	Full utilization of OCM	Enhancement of OCM	
	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			
Vessel and Aircraft Supervision	Proposed and approved design for Container Monitoring System (CMS)	Initial Implementation of CMS	Full implementation and utilization of CMS in all Ports and Subports	Enhancement of CMS	
	Full implementation and utilization of the OTracker System in all Ports	Enhancement of the OTracker System			
	Supervision and monitoring of containers and goods				

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				
	2024	2025	2026	2027	2028
Transit	Proposed integration of BOC Transit system with existing system for free-zone	Pilot implementation of the integrated 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	Full 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	Utilization of the ETRACC System			

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				
	2024	2025	2026	2027	2028
		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			
Customs Bonded Warehouses (CBWs)					
	Implementation of scanning procedures for containers for export				
	Implementation of Automated Inventory Management System (AIMS) in Metro Ports	Full implementation of Automated Inventory Management System (AIMS)	Full utilization of Automated Inventory Management System (AIMS)	Enhancement of AIMS System	

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							
	2024	2025	2026	2027	2028			
Audit Systems	Issuance of regulations on the implementation of CARMS	Full utilization of CARMS	Enhancement of CARMS					
	Full implementation of CARMS							
	Development of the Audit Case Management System	Implementation of Audit Case Management System				Enhancement of the Audit Case Management System		
		Development of regulations for a benchmarking transaction audit system for importers						
	Approval of the amended CAO No. 01-2019 on Post Clearance Audit	Implementation of CMO						
	Issuance of CMO regarding LBD transfer to PCAG							
Liquidation and Billing Division (LBD)	Utilization of the LBS in all Ports and Subports		Enhancement of LBS					

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

KRA	DELIVERABLES				
	2024	2025	2026	2027	2028
Post Clearance Audit (ASEAN SPCD)	Participation in trainings organized by AMS and ASEAN CECWG and country partners (i.e. Japan, Australia, etc.)				
	Updating of the PCA Guidelines and Operations Manual Conduct of regular trainings for PCA personnel				
	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				
	Signing of MOA on Customs and BIR Information Sharing on PCA 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				

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				
	2024	2025	2026	2027	2028
Ease of Doing Business	Review of existing regulations and issuances				
	Declaration of obsolescence of outdated and redundant regulations and issuances	Codification of valid and existing regulations and issuances	Information dissemination of new regulations and issuances		
	Identification of regulations to be streamlined and improved	Issuance of new regulations to streamline and improve processes			
	Support on - boarding of the Trade Regulatory Government Agencies (TRGA)				
	Utilization of Trade Net Portal by priority stakeholders				

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

Authorized Economic Operators (AEO) Program					
KRA	DELIVERABLES				
	2024	2025	2026	2027	2028
Signing of agreement on ASEAN validation procedures					
Negotiation with other customs administrations for possible Mutual Recognition Arrangements (MRAs)					
Enhancement of the AEO Portal System					
Conduct of Semi-annual AEO Awareness activities					
Capacity building on Validation procedure for AEO Officers					
Issuance of AEO Manual					
Issuance of guidelines for operationalization of Level 1 and Level 2 benefits and criteria	Preparation of guidelines for expansion of AEO to other stakeholders (Customs Brokers)	Coordination with TRGAs on other trade facilitation benefits for AEOs			
Accreditation of additional 2 Level 1 AEO companies and 2 Level 2 companies	Accreditation of additional Level 1 AEO companies and Level 2 companies	Accreditation of additional Level 1 AEO companies and Level 2 companies	Accreditation of additional Level 1 AEO companies and Level 2 companies	Accreditation of additional Level 1 AEO companies and Level 2 companies	Accreditation of additional Level 1 AEO companies and Level 2 companies
Participation in SWG AAMRA meetings to discuss implementation details regularly					
Issuance of implementation guidelines					
Notification to SWG AAMRA of intention to join pilot phase					
Information dissemination to stakeholders	Implementation of AAMRA				

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			
		DELIVERABLES			
KRA	2024	2025	2026	2027	2028
Conduct of maturity level assessment on the implementation of the WTO TFA		Sustained compliance with Trade Facilitation Agreement (TFA) based on the maturity level assessment			
		Conduct of Time Release Study (TRS)			
Trade Facilitation Agreement					
Conduct of National TRS in coordination with the PTFC					
		Conduct of regular public consultations before publishing new guidelines			
		Conduct of quarterly Trade Facilitation/Stakeholders' Forum			
Partnership with Business and the Trading Community					
Creation of BOC Customs Industry Consultative Advisory Council (CICAC)					
Implementation of the CICAC					
Creation of TWG on SAFE Package					
SAFE Framework					
Drafting of CMO on the Provisions of SAFE Package 2021		Approval of the CMO adopting the provision of the SAFE Package 2021	Adoption of SAFE Package 2021	Cascading of CMO on SAFE Package 2021	

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				
	2024	2025	2026	2027	2028
Surveillance Capability	Procurement of Additional Firearms	Preparation of Documents for Re-fleeing Program for 2026			
	Repair and maintenance of water assets				
	Coordination with other government agencies on the use of air assets	Signing of MOA/MOU and/or procurement of air assets.			
	Meet with the Navy, PNP, and PCG by Second Quarter of the Year				
	Preparation of requirements				
	Inventory of satellite phones previously issued	Procurement and installation of three (3) high power rifles per boat			
	Preparation of requirements				
	Revisit CMO regarding Body-Worn Cameras	Procurement of aerial assets to support of water asset			
	Procurement of Type "A" uniform				

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			
	2024	2025	2026	2027
Security Support	Approval 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		Audit on the SSI implementation in all Ports
	Issuance of regulations on SSI implementation to BOC infrastructures and accredited storage and condemnation facilities	Implementation of the SSI in all Ports		Creation of unified database of all SSI data collected during the audit
	Creation of SSI manual			Analysis and formulation of recommendations based on the generated data from SSI audit
Anti-Money Laundering				Submission of proposal on the updating/revision of the issue SSI regulation and manual based on the SSI audit recommendations
	Utilization of Fin CRIME On-line Library within the Customs Enforcement Network (CEN)			Issuance of updated manual re: SSI improvements

ENFORCEMENT AND PROSECUTION ROADMAP (for Groups and Collection Districts)

Service of WSD and Implementation LOA and Mission Order		KRA				
		DELIVERABLES				
		2024	2025	2026	2027	2028
Prevent and suppress smuggling and other customs fraud through advance intelligence information and more aggressive prosecution of smuggling cases	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	Issuance of revised regulations on PLCO, Alert Order, LOA, MO, and WSD issuance, implementation and monitoring	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	Information dissemination of new regulations on PLCO, Alert Order, LOA, MO, and WSD issuance, implementation and monitoring				
	Approval of proposal for the standardization of customs seals and customs badge placed on movable or immovable properties subject of a customs proceedings	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				
	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			
	2024	2025	2026	2027
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	Approval of the proposed procurement of security Wi-Fi cameras based on the 2025 budget	Procurement of the security Wi-Fi cameras	Submission of proposal for the procurement of upgraded security Wi-Fi cameras based on the approved budget
	Submission of proposal for the creation of regulation on the use of security Wi-Fi cameras to warehouses subject of a LOA	Submission of proposal for the creation of regulation on the use of security Wi-Fi cameras to warehouses subject of a LOA	Approval of the proposal for the creation of regulation on the use of security Wi-Fi cameras 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	Submission of budget proposal for the upgrading of security Wi-Fi cameras	Procurement of upgraded security Wi-Fi cameras
		Full implementation on the use of security Wi-Fi cameras in all Ports		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					
	2024	2025	2026	2027	2028	
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
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			
			Integrated systems for legal cases, AMO and RMO concerns			
			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			

Support Measures Roadmaps

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



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				
	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 employees assigned at the Ports	Conduct of learning and development intervention based on the results of the Competency Assessment conducted to all employees	Post-implementation review of BOC CBHRMS	Redevelopment of CBHRM Tools	Implementation of redeveloped CBHRM tools
	Compliance with PRIME-HRM-standards for Level II – Accredited Status	Compliance with PRIME-HRM-standards for Level III – Deregulated Status	Implementation of at least one (1) best practice per HRM system	Conferral by CSC Center for Excellence in HRM to BOC	Implementation of at least three (3) innovations of HRM areas
	Submission of proposal for the creation of plantilla positions for other BOC Ad Hoc Offices to DBM				Filling of newly created plantilla positions for BOC Ad Hoc Offices

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				
	2024	2025	2026	2027	2028
Learning and Development	Submission of proposal for the establishment of Knowledge Management System (e.g. e-lib)	Establishment of interim guidelines for KMS Module under IAMS	Bureau-wide Implementation of Knowledge Management System	Conduct of system review of KMS Module under IAMS	Adoption and implementation of corrective measures to improve KMS Module under IAMS
	Scoping for KMS Module under IAMS	Pilot Implementation of Knowledge Management System			
	Supplemental policy for Monitoring and Evaluation of L&D Programs				
	Development of the following L&D Tools and Policies in compliance with PRIME-HRM Standards for Level II Accredited Status: 1. Issuance of CMO re: Reestablishment of the Interim Learning and Development Division 2. Revised CMO re: Policies and Guidelines for Participation in Learning and Development Programs to incorporate changes in processing of international L&D program and in evaluation and monitoring tools 3. Updated Learning and Development Program Database with budget utilization and sex disaggregation	Full implementation of the BOC Training Tracks Development of L&D Tools and Policies in compliance with PRIME HRM Standards for Level III Accredited Status	Implementation of at least one (1) best practice for the implementation of L&D Programs	Development of strategies for innovation of L&D Programs	Implementation of at least one (1) best practice for the implementation of L&D Programs
	Development of Curriculum for Leadership Course				

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				
	2024	2025	2026	2027	2028
Learning and Development	Development of Program of Instruction for Leadership Course/s	Revision of Program of Instructions (POIs) based on established Competency-Based L&D Plan	Full Implementation of established Competency-Based L&D Plan Continuous evaluation and monitoring of the Competency-Based L&D Plan	Construction of BOC Capacity Building Center	Adoption and implementation of corrective measures to revise and/or update the established Competency-Based L&D Plan
	Development of Competency-Based Learning and Development (L&D) Plan based on the Learning Needs Assessment and Competency Assessment conducted	Partial implementation of established Competency-Based L&D Plan			
	Conduct of research study for the construction of BOC Capacity Building Center	Submission of project proposal for the establishment of BOC CBC for 2026			Operationalization of BOC Capacity Building Center
		Submission of project proposal for the procurement of LDMO minibus for 2026		Procurement of minibus for BOC	
	Accreditation of at least three (3) CPD Programs for Licensed Customs Brokers for the year	Renewal of CPD Program Provider Accreditation at the Professional Regulations Commission (PRC)	Accreditation of at least three (3) CPD Programs for Licensed Customs Brokers for the year		

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				
	2024	2025	2026	2027	2028
Learning and Development	Development of L&D Plan for Pool of Trainers Partial implementation of L&D Plan for Pool of Trainers	Full implementation of L&D Plan for Pool of Trainers	Review of the implemented L&D Plan for Pool of Trainers	Adoption and implementation of corrective measures to revise and/or update the L&D Plan for Pool of Trainers	Selection and recommendation of three members from the BOC pool of trainers to the ASEAN Regional Customs Expert
		Recommendation and selection of one (1) BOC subject matter expert to the ASEAN Regional Customs Expert Recommendation and selection of 1 BOC Pool of Trainers to the WCO Accredited Expert	Recommendation and selection of one (1) BOC subject matter expert to the ASEAN Regional Customs Expert Recommendation and selection of 1 BOC Pool of Trainers to the WCO Accredited Expert		Selection and Recommendation of 1 BOC subject matter expert to the ASEAN Regional Customs Expert Selection and Recommendation of 1 BOC Pool of Trainers to the 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				
	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 enhancement of IAMS	Information dissemination and implementation of the enhanced rating portal under enhancement of IAMS			
		Implementation and capacity building on the use of the PMS under enhancement of IAMS			
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 and formulation of programs and activities in accordance with the CMO	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 documentary requirements for the grant of reward for 2021 under the Attrition Act of 2005	Submission of all documentary requirements for the grant of reward for 2022 under the Attrition Act of 2005			
Automation	Enhancement of IAMS	Pilot implementation of the enhanced IAMS	Bureau-wide implementation of the enhanced IAMS	Conduct of system review of IAMS	

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	2024	2025	DELIVERABLES		
	2026	2027	2028		
Reform and Modernization	Issuance of CSO creating the Change Management Team	Approval and implementation of a Change Management Plan	Post-implementation review of CMP	Redevelopment of CMP	Implementation of redeveloped CMP
	Convening of Change Management Team				
	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	Post-implementation review on the compliance to the updated BOC Citizen's Charter thru Internal Audit	Implementation of the updated BOC Citizen's Charter		
	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				
	2024	2025	2026	2027	2028
	ISO 9001:2015 Certification of remaining District Ports				
Audit and Investigation	100% of already certified ports subjected to IQA prior external audit				
	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	Development of Corruption Risk Mapping based on the analysis and assessment conducted	Development of integrity policies and/or guidelines based on the Corruption Risk Mapping	Conduct of internal and external Risk Analysis and Assessment	Revision 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		
	Conduct of internal and external Risk Analysis and Assessment				
	Revision of the 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		
Implementation of the revised BOC Function-Specific Code of Conduct and Governance Culture Code					
Code of Conduct					

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				
	2024	2025	2026	2027	2028
Morale and Organizational Culture	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 Awareness and Institutional Trust (AIT)		
	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
	Analysis of the 2023 feedback results to further improve the client engagement	Introduction and implementation of new methods to enhance client feedback and complaints			
Stakeholders Engagement	Formulation of Standard Operating Procedures (SOPs) for public consultations and stakeholders' engagement		Institutionalization of feedback mechanism/ system for public consultations and stakeholders' engagement		

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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				
	2024	2025	2026	2027	2028
Policy Support	Drafting of memorandums for all systems to be implemented				
	Creation and approval of ISSP for CY 2024-2026	Creation and approval of Amended ISSP for CY 2025	Creation and approval of Amended ISSP for CY 2026	Creation and approval of ISSP for CY 2027-2029	Creation and approval of amended ISSP for CY 2028
	Continuous allocation of funding for supporting and maintaining the Network Backhaul Project				
	Yearly review of all software license subscriptions for possible discontinuance or addition of subscriptions				
System Maintenance and Management	Complete 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	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	
					Improved logistics management	
KRA	DELIVERABLES					
	2024	2025	2026	2027	2028	
Budget and Forecasting	Draft CMO for annual project and budget proposal	Cascading and implementation of approved CMO on annual project and budget proposal				
	Review of Program Performance and Budget Execution Review (PPBER) and Program and Budget Advisory Committee (PBAC)	Institutionalization of PPBER and PBAC	Post-implementation review on PPBER and PBAC			
Accounting and Disbursement	Identification of scope and capacity building for Accounting Process system under IAMS II	Pilot implementation of Accounting Process system under IAMS II	Bureau-wide implementation of Accounting Process system under IAMS II	Enhancement of Accounting Process system under IAMS II		

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		
			Improved logistics management		
KRA	DELIVERABLES				
	2024	2025	2026	2027	2028
Asset Management	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			
	Submission of proposal 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
Contract Management	Identification of scope and capacity building for 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.		
DELIVERABLES					
KRA	2024	2025	2026	2027	2028
Advance Passenger Information/ Passenger Name Records (APIS/PNR)		Creation of TWG on Advance Passenger Information/ Passenger Name Records (APIS/PNR) Submission of budget proposal for the APIS/PNR and include in the Bureau's Information System Strategic Plan (ISSP)	Procurement of hardware and software	Pilot implementation of APIS/PNR	Full implementation of APIS/PNR
Customs Convention on Containers	Creation of TWG and draft a position paper re: becoming a signatory state to the Convention	Endorsement to DFA of the Instrument of Accession to become a signatory state to the Convention	Pursue the concurrence of the Senate to the Instrument of Accession to the Office of the President	Submission of Instrument of Accession to the WCO	
ATA CARNET	Review of existing CAO and drafting of CMO				
	Implementation of the CAO and CMO				
	Revisit/Review existing bilateral and multilateral trade agreements with other countries				
	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			
FTA/MOA					

Governance Scorecard

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



Philippine Bureau of Customs
An Island of Good Governance

STRATEGIC GOAL									
Goal	#	Measure	Source	Baseline	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 (unftrsurvey.org)	87.10% (UN Global Survey 2023)	-	90%	-	92%	-

CORE PROCESS SCORECARD

	Objective	#	Measure	Source	Baseline	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 (AMO Level)	IG	4 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 DPSR	AOCG	93%	94%	95%	96%	97%	98%	
					7%	6%	5%	4%	3%	2%	
		10	Total no. of imported containers subjected to non-intrusive inspection yearly over total number of containers	IG	779,664 / 1,514,325 51%	2% decrease yearly					
		11	No. of containers subjected for physical examination over total no. of containers subjected to non-intrusive inspection	IG	91,040 / 779,664 11.68%	3% increase yearly					
		12	No. of containers with issued WSD over total no. of containers subjected for physical examination based on non-intrusive inspection	IG	531 / 91,040 0.006%	1% increase	2% increase				
		13	Collection Performance	RCMG	PHP883.51 8B	At least 2% excess of target					

CORE PROCESS SCORECARD

Objective	#	Measure	Source	Baseline	2024	2025	2026	2027	2028
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 Portal Upload to OLRS for Consumption	AOCG	3 days			2 days		
	15	Number of Districts with ideal Yard Utilization rate (70%)	AOCG	7 out of 7 Districts with containerized cargo					
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%					

CORE PROCESS SCORECARD

Objective	#	Measure	Source	Baseline	2024	2025	2026	2027	2028
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) (5% yearly increase)	PCAG	496	520	546	573	601	631
	19	No. of PDPs with ANL 5% of ANL target	PCAG	23	26	27	29	30	32
	20	Amount of revenues recovered (5% yearly increase)	PCAG	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
	21	Percentage of compliance to the Mercator Program / TFMIC (Trade Facilitation for Middle Income Countries)	IAG	85%	88%	-	90%	-	92%
TRADE FACILITATION Reduce trade costs by simplifying and harmonizing customs procedures and implementing enhanced infrastructures and ICT Systems and by inter-agency cooperation	22	No. of AEOs	AOCG	3	5	7	9	11	13
	23	ASEAN Trade Facilitation Score (UN Global Survey) Note: Every 2 years	UN Global Survey on Digital and Sustainable Trade Facilitation (unftsurvey.org)	87.10% (UN Global Survey 2023)	-	90% Rank 2	-	92% Rank 2	-

CORE PROCESS SCORECARD

Objective	#	Measure	Source	Baseline	2024	2025	2026	2027	2028
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	24	No. Seizures (No. of issued WSDs)	IG	704	774	735	698	663	630
ENFORCEMENT AND PROSECUTION Prevent and suppress smuggling and other customs fraud through advance intelligence information and more aggressive prosecution of smuggling cases	25	No. of complaints filed with DOJ	RCMG	72 cases	72 cases	72 cases	68 cases	64 cases	60 cases

SUPPORT MEASURES SCORECARD

Objective	#	Measure	Source	Baseline	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	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
	28	Harmonized Client Satisfaction Measurement feedback for external stakeholders	PPRD	98%	98%	98%	98%	98.5%	98.5%
		Harmonized Client Satisfaction Measurement feedback for internal		-	85%	87%	90%	92%	95%

SUPPORT MEASURES SCORECARD

	Objective	#	Measure	Source	Baseline	2024	2025	2026	2027	2028
O	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.	34	Percentage of Automated Processes	MISTG	96.99%	98.8%	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	35	Obligation Rate	IAG	Regular Budget - 91.17% All Funds - 87.3%	Central Office - 95%				
		36	Disbursement Rate based on policy set by DBM	IAG	Regular Budget - 90.99% All Funds - 72.03%	Central Office - 80%				
		37	Increased rate of compliance to COA recommendations	IAG	64%	Central Office - 80% Collection Districts - 90%	Central Office - 85%	Central Office - 90%		