







**GOVERNMENT OF JAMAICA**

**JAMAICA CUSTOMS AGENCY**

**CORPORATE PLAN  
2026/2027 – 2029/2030**

**DOCUMENT APPROVAL AND SIGN OFF**

*This document has been approved as the official Corporate Plan of the Jamaica Customs Agency for the financial year 2026/2027. The Corporate Plan has been prepared in consideration of the various relevant policies, legislation and other mandates for which the organisation is responsible.*

Prepared by	Signature	Date
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Approved by	Signature	Date
Ms. Darlene Morrison, CD Financial Secretary		

**PROGRAMME 1.0: CUSTOMS MANAGEMENT PROGRAMME**

<p><b>PROGRAMME OBJECTIVE:</b></p> <p>Modernise customs administration for sustainable contribution to economic development over the medium-term.</p>	<p><i>Description and Context:</i> The Programme supports the administration of customs laws, regulations, and policies. It is primarily concerned with the improvement in transparency and communication, reduce delays in clearing goods, and maximize the collection of customs revenue.</p>	
	<p>Programme Budget No.: Head 20012</p>	<p>Programme Budget: \$12,323.98mn</p>
<p><b>VISION 2030 NATIONAL GOAL:</b> <i>Jamaica's Economy is Prosperous</i></p> <p><i>The Jamaican society is secure, cohesive and just</i></p>	<p><b>National Outcome: A Stable Macro-Economy</b></p> <p><b>National Outcome: Security and Safety</b></p>	<p><b>Sector Outcome (as applicable): Develop an efficient and equitable tax system and strengthen investment promotion and trade facilitation.</b></p> <p><b>Improve the security of the border and territorial waters.</b></p>
<p><b>GOJ MEDIUM-TERM STRATEGIC PRIORITY:</b> <i>Inclusive Sustainable Economic Growth and Job Creation</i></p>	<p><b>Contribution to GOJ Medium-Term Strategic Priority:</b>  <i>The Agency contributes to the realisation of the GOJ Medium-Term Strategic Priorities by implementing fundamental tax reform to increase efficiency, simplicity and equity of the tax system; and also streamlining the administrative process for movement of goods through ports of entry</i></p>	
<p><b>AGENCY STRATEGIC PRIORITIES</b></p>	<ul style="list-style-type: none"> <li>• <i>Macro-Economic Stability and Fiscal Sustainability</i></li> <li>• <i>Social Protection</i></li> </ul>	

## SUB-PROGRAMME 1.1: TRADE FACILITATION AND REVENUE COLLECTION

<b>SUB-PROGRAMME OBJECTIVE:</b> <ul style="list-style-type: none"> <li>• <i>Improve customs clearance time of commercial goods to 24 hours for the fiscal year.</i></li> <li>• <i>Improve customs clearance time of non-commercial goods to 2 hours for the fiscal year.</i></li> <li>• <i>Maintain the average customs processing time of 30 seconds and 3minutes respectively for green and red channels at the international airports annually.</i></li> <li>• <i>Achieve 100% annually, the revenue target forecasted in contributing to the GoJ budgeting initiatives.</i></li> <li>• <i>Reduce, by 5% annually, outstanding arrears in optimizing revenue collection.</i></li> </ul>	<b>Description and Context:</b> <i>The programme involves multiple divisions working together to support import and export processes, speed up transactions and reduce the costs involved in international trade. Over the medium term, it is expected that compliance should improve with the legal requirements that govern international trade, and facilitate greater cooperation in customs processing, classification and electronic communication and document printing.</i>	
	<b>Sub-Programme No.:</b> <i>Head 20012</i>	<b>Sub-Programme Budget:</b> <i>\$8,571.62mn</i>

<b>AGENCY OUTCOMES:</b> <i>Increased Revenue Contribution</i> <i>Improved Clearance Time</i>	<b>Outcome Indicators [Measure]:</b> <i>% in the contribution to the national budget</i>	<b>Short to medium term Targets</b> <i>37%-40%</i>
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National Outcome - A Stable Macroeconomy								
Strategic Objective #1: Achieve 100% annually, the revenue target forecasted in contributing to the GoJ budgeting initiatives.								
Strategies	Key Outputs	Performance Measures/ Indicators	Baseline 2021/2022	Targets (Projections) & Costs (\$'000)				Responsible Entity
				2026/27	2027/28	2028/29	2029/30	
Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.	Revenue collection optimized	% in the contribution to the national budget	39%	37%	38%	39%	40%	Jamaica Customs Agency
Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.	Revenue collected	% of revenue collected as forecasted	102.3%	100%	100%	100%	100%	Jamaica Customs Agency
	Post Clearance Audits completed	# post clearance audits completed	135	100	105	110	115	Jamaica Customs Agency
	ASYCUDA System Trade Facilitation Enhancements Modules implemented	Timeframe within which ASYCUDA Post Clearance Module implemented	Maintenance phase: issues were reproduced, and fixes were tested in a controlled User Acceptance Testing environment	ASYCUDA Post Clearance Module implemented by September 30, 2026	-	-	-	Jamaica Customs Agency

Strategic Objective #2: Reduce, by 5% annually, outstanding arrears in optimizing revenue collection.								
Strategies	Key Outputs	Performance Measures/ Indicators	Baseline 2021/2022	Targets (Projections) & Costs (\$'000)				Responsible Entity
				2026/27	2027/28	2028/29	2029/30	
Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.	Current arrears collected	% of current arrears collected	78%	50%	50%	60%	60%	Jamaica Customs Agency
	Past arrears collected	\$ of past arrears collected	\$69Mn	\$35mn	\$40mn	\$45mn	50mn	Jamaica Customs Agency

Strategic Objective #3: Improve customs clearance time of commercial goods to 24 hours for the fiscal year.								
Strategies	Key Outputs	Performance Measures/ Indicators	Baseline 2021/2022	Targets (Projections) & Costs (\$'000)				Responsible Entity
				2026/27	2027/28	2028/29	2029/30	
Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.	Trade compliance level achieved	% trade compliance level achieved	No baseline established, as the Compliance Plan was not yet ratified.	70%	70%	70%	70%	Jamaica Customs Agency
	Import commercial declarations documentary processed	% of import commercial declarations documentary processed within 20 hours of submission	89.78 %	85%	85%	85%	85%	Jamaica Customs Agency
	Export declarations (EX1) documentary processed and released	% of export declarations (EX1) documentary processed and released within 1 hour of submission/receipt	51.5%	50%	50%	50%	50%	Jamaica Customs Agency
Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.	Import commercial cargo released	% of import commercial cargo released at ports within 3 hours of shipment presented for examination	92.3%	80%	80%	80%	80%	Jamaica Customs Agency
	Advance Rulings Regulations Promulgated and Initiative established	Timeframe within which Advance Rulings Regulations Promulgated and Initiative established	Advance Advice implemented, and Standard Operating Procedures (SOPs) finalized.	Advance Rulings Regulations Promulgated and Initiative established by March 31, 2027	-	-	-	Jamaica Customs Agency
	Time Release Study (TRS) developed & executed	Timeframe within which Time Release Study (TRS) developed & executed	Business processes mapped, stakeholders sensitized, and Quality Assurance reviews completed at both international airports.	Time Release Study (TRS) developed & executed by December 31, 2026	Time Release Study (TRS) developed & executed by March 31, 2028	-	Time Release Study (TRS) developed & executed by March 31, 2030	Jamaica Customs Agency
	Approved Exporter Programme under the CARIFORUM – European Union Economic Partnership Agreement (EU EPA) implemented	Timeframe within which Approved Exporter Programme under the CARIFORUM – EU EPA implemented	-	Approved Exporter Programme under the CARIFORUM – EU EPA implemented by March 31, 2027	-	-	-	Jamaica Customs Agency
	Artificial Intelligence (AI) Agent Operational	Timeframe within which Artificial Intelligence (AI) Agent	-	Artificial Intelligence (AI) Agent	-	-	-	Jamaica Customs Agency

Strategic Objective #3: Improve customs clearance time of commercial goods to 24 hours for the fiscal year.								
Strategies	Key Outputs	Performance Measures/ Indicators	Baseline 2021/2022	Targets (Projections) & Costs (\$'000)				Responsible Entity
				2026/27	2027/28	2028/29	2029/30	
		Operational		Operational by March 31, 2027				
	Mutual Recognition Agreement Initiative implemented	Timeframe within which Mutual Recognition Agreement Initiative implemented	-		Mutual Recognition Agreement Initiative implemented by June 30, 2027	-	-	Jamaica Customs Agency
Increase the digitalization of processes to strengthen the interconnectedness of systems, enabling data utilization culture and support efficacy in service delivery.	ASYCUDA System Trade Facilitation Enhancements Modules implemented	Timeframe within which ASYCUDA Queens Warehouse Module implemented	Project delayed by COVID-19 and JSWIFT rollout; requirements artifacts unreviewed and unsigned.	ASYCUDA Queens Warehouse Module implemented by March 31, 2027	-	-	-	Jamaica Customs Agency
	ASYCUDA System Trade Facilitation Enhancements Modules implemented	# ASYCUDA World (ASYCUDA-8) Extended Functionalities implemented	-	4	-	-	-	Jamaica Customs Agency
	Jamaica Single Window for Trade (JSWIFT) System Other Government Agencies/Border Regulatory Agency Service(s) onboarded	# Other Government Agencies/Border Regulatory Agency Service(s) onboarded in JSWIFT	3 OGAs/BRAs modules were functional on JSWIFT.	48	15	32	3	Jamaica Customs Agency
	Jamaica Single Window for Trade (JSWIFT) System Other Government Agencies/Border Regulatory Agency Service(s) onboarded	# of Contracted Other Government Agencies/Border Regulatory Agency onboarded in JSWIFT	-	3	2	-	-	Jamaica Customs Agency

Strategic Objective #4: Improve customs clearance time of non-commercial goods to 2 hours for the fiscal year.								
Strategies	Key Outputs	Performance Measures/ Indicators	Baseline 2021/2022	Targets (Projections) & Costs (\$'000)				Responsible Entity
				2026/27	2027/28	2028/29	2029/30	
Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.	Import non-commercial cargo processed and released	% of import non-commercial cargo processed and released within 2 hours of shipment presented for examination	97.5%	85%	85%	85%	85%	Jamaica Customs Agency

Strategic Objective #5: Maintain the average customs processing time of 30 seconds and 3minutes respectively for green and red channels at the international airports annually								
Strategies	Key Outputs	Performance Measures/ Indicators	Baseline 2021/2022	Targets (Projections) & Costs (\$'000)				Responsible Entity
				2026/27	2027/28	2028/29	2029/30	
Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.	Passengers processed	average queuing time (mins.) for passengers for the red channel	-	6 mins	6 mins	6 mins	6 mins	Jamaica Customs Agency
		average contact processing time (mins.) for passengers through the red channel	2 minutes and 52 seconds	3 mins	3 mins	3 mins	3 mins	Jamaica Customs Agency
		average queuing time (mins.) for passengers for the green channel	-	1 min	1 min	1 min	1 min	Jamaica Customs Agency
		average contact processing time (secs.) for passengers through the green channel	25 seconds	30 secs	30 secs	30 secs	30 secs	Jamaica Customs Agency
		<b>ANNUAL TOTALS</b>		<b>\$8,571.62</b>	<b>\$9,000.20</b>	<b>\$9,450.21</b>	<b>\$9,922.72</b>	

**SUB-PROGRAMME 1.2: BORDER CONTROL OPERATIONS**

<b>SUB-PROGRAMME OBJECTIVE:</b> <ul style="list-style-type: none"> <li>• Increase by 10% the effectiveness of enforcement activities through strengthened border protection measures per fiscal year.</li> </ul>	<i>Description and Context: This programme supports the Agency’s day-to-day operational activities aimed at increasing the effectiveness of enforcement through strengthened border protection measures. It focuses on enhancing proactive, intelligence-driven approaches to detect, deter, and address illegal activities that threaten national security and economic stability, while ensuring the regulated movement of people, animals, and goods across the border.</i>	
	<i>Sub-Programme No.: Head 20012</i>	<i>Sub-Programme Budget: \$3,752.36mn</i>

<b>AGENCY OUTCOMES:</b> <i>Increased Effectiveness of Enforcement Activities</i>	<b>Outcome Indicators [Measure]:</b> <i>% increase in the effectiveness of enforcement activities achieved through strengthened border protection measures per fiscal year.</i>	<b>Short to medium term Targets</b> <i>10% increase in the effectiveness of enforcement activities through strengthened border protection measures per fiscal year</i>
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National Outcome - Security and Safety								
• Strategic Objective #6: Increase by 10% the effectiveness of enforcement activities through strengthened border protection measures per fiscal year.								
Strategies	Key Outputs	Performance Measures/ Indicators	Baseline 2021/2022	Targets (Projections) & Costs (\$'000)				Responsible Entity
				2026/27	2027/28	2028/29	2029/30	
Bolster customs enforcement capabilities through technological advancements, strengthened partnerships, management mechanisms' enhancements and security surveillance expansions.	Increase in the effectiveness of enforcement activities through strengthened border protection measures.	% increase in the effectiveness of enforcement activities achieved through strengthened border protection measures per fiscal year.	-	10%	10%	10%	10%	Jamaica Customs Agency
	Risks identified	% positive hit results obtained from risk criteria detection	16%	17%	16%	15%	14%	Jamaica Customs Agency
	Seizures detected	# seizures detected by enforcement	1,131	289	239	197	163	Jamaica Customs Agency
	Special Enforcement Operations conducted	# enforcement operations conducted <sup>1</sup>	357	120	130	140	150	Jamaica Customs Agency
	Non-Intrusive Cargo Inspection detected	% for non-intrusive inspection detection at existing customs-controlled scanning areas	0.51%	0.30%	0.30%	0.30%	0.30%	Jamaica Customs Agency
	Joint Marine Base Development	# Joint Marine Bases established	1 marine base in Oracabessa	2 marine base(s) established by March 31, 2027	1 base (Rocky Point) established by March 31, 2028	1 base established by March 31, 2029	1 base established by March 31, 2030	Jamaica Customs Agency
	Canine (K-9) Initiative established	Timeframe within which Canine (K-9) Initiative (Phase 2) Western Region established	-	Canine (K-9) Initiative (Phase 2) Western Region established by December 31, 2026	-	-	-	Jamaica Customs Agency
	Audio-Visual Interview Rooms operational	Timeframe within which Audio-Visual Interview Rooms operational	-	Audio-Visual Interview Rooms operational by December 31, 2026	-	-	-	Jamaica Customs Agency
Non-Intrusive Inspection Modernization	Timeframe within which Remote Inspection Analysis Centre (RIAC) – Seaports constructed	-	Remote Inspection Analysis Centre (RIAC) infrastructure completed and software procured for Kingston and Montego Bay seaports by March 31, 2027	Remote Inspection Analysis Centre (RIAC) infrastructure completed and software procured for Kingston and	-	-	Jamaica Customs Agency	

<sup>1</sup> Enforcement operations is the updated term for what was previously known as special enforcement.

National Outcome - Security and Safety									
• Strategic Objective #6: Increase by 10% the effectiveness of enforcement activities through strengthened border protection measures per fiscal year.									
Strategies	Key Outputs	Performance Measures/ Indicators	Baseline 2021/2022	Targets (Projections) & Costs (\$'000)				Responsible Entity	
				2026/27	2027/28	2028/29	2029/30		
Bolster customs enforcement capabilities through technological advancements, strengthened partnerships, management mechanisms' enhancements and security surveillance expansions.					Montego Bay seaports by March 31, 2028				
		Timeframe within which Checked luggage scanner infrastructure and delivery of NII systems for airports (NMIA & SIA) completed	-	Checked luggage scanner infrastructure and delivery of NII systems for airports (NMIA & SIA) completed by March 31, 2027	-	-	-	Jamaica Customs Agency	
		Timeframe within which Mobile Scanning Units – NMIA & SIA procured and installed	-	Scanning equipment for the Export Import Centres procured and installed by March 31, 2027.	Scanning equipment for the Export Import Centres procured and installed by March 31, 2028.	-	-	Jamaica Customs Agency	
		Timeframe within which New Container Scanners – All Locations procured and operational	-	New Container Scanners procured and operational by March 31, 2027	-	-	-	Jamaica Customs Agency	
		Non-Intrusive Inspection Modernization cont'd	Timeframe within which Portal scanners – KWL and KFTL Locations procured and operational	-	-	Portal Scanners procured and operational at KWL by March 31, 2028	Portal Scanners procured and operational at KFTL by March 31, 2029	-	Jamaica Customs Agency
		CCTV/Video Surveillance Monitoring Centre	Timeframe within which CCTV/Video Surveillance Monitoring Centre Established	-	CCTV/Video Surveillance Monitoring Centre Established by December 31, 2026	-	-	-	Jamaica Customs Agency
		Investigation Case Management System (goCASE) implemented	Timeframe within which Investigation Case Management System (goCASE) implemented	-	Investigation Case Management System (goCASE) implemented by March 31, 2027	-	-	-	Jamaica Customs Agency
		<b>ANNUAL TOTALS</b>		<b>\$3,752.36</b>	<b>\$3939.98</b>	<b>\$4,136.98</b>	<b>\$4,343.83</b>		

**PROGRAMME 2.0: EXECUTIVE DIRECTION AND ADMINISTRATION**

<p><b>PROGRAMME OBJECTIVE:</b>  <i>Improve the effectiveness of the implementation of key policies, projects and administrative services that support organizational strategies to advance the achievement of the organization's goals and objectives over the medium-term.</i></p>	<p><b>Description and Context:</b> The Programme supports the general administration, planning and resource management of the Agency. It is primarily concerned with the formulation, initiation, review and evaluation of policies for the effective management of the Agency's programmes and projects; the preparation of plans and budgets for implementing the policies of the Agency, supervision of the implementation of approved policies by the divisions and agencies of the Agency, the exercise of budgetary control over the funds appropriated to the Agency for its use; and the provision of centralised services, such as financial management, accounting, personnel and other administrative services required to support the Agency's operations.</p>	
	<p><i>Programme Budget No.: Head 20012</i></p>	<p><i>Programme Budget: \$12,860.47mn</i></p>
<p><b>VISION 2030 NATIONAL GOAL:</b> <i>Jamaica's Economy is Prosperous</i></p>	<p><b>National Outcome:</b> #8: Enabling Business Environment</p>	<p><b>Sector Outcome (as applicable):</b> Develop an efficient and equitable tax system and strengthen investment promotion and trade facilitation</p>
<p><b>GOJ MEDIUM-TERM STRATEGIC PRIORITY:</b> <i>Macro-Economic Stability and Fiscal Sustainability</i></p>	<p><b>Contribution to GOJ Medium-Term Strategic Priority:</b> <i>The Agency contributes to the realisation of the GOJ Medium-Term Strategic Priorities by implementing fundamental tax reform to increase efficiency, simplicity and equity of the tax system; and also streamlining the administrative process for movement of goods through ports of entry.</i></p>	
<p><b>AGENCY STRATEGIC PRIORITIES</b></p>	<ul style="list-style-type: none"> <li>• <i>Macro-Economic Stability and Fiscal Sustainability</i></li> <li>• <i>Social Protection</i></li> </ul>	

**SUB-PROGRAMME 2.1: POLICY, PLANNING AND DEVELOPMENT**

<p><b>SUB-PROGRAMME OBJECTIVE:</b></p> <ul style="list-style-type: none"> <li>• Improve the quality of planning, research, and governance mechanisms, as well as the JCA’s responsiveness to policy formulation to better respond to sector issues for the fiscal year.</li> </ul>	<p><i>Description and Context: The programme involves multiple divisions working together to support import and export processes, speed up transactions and reduce the costs involved in international trade. Over the medium term, it is expected that compliance should improve with the legal requirements that govern international trade, and facilitate greater cooperation in customs processing, classification and electronic communication and document printing.</i></p>	
	<p><i>Sub-Programme No.: Head 20012</i></p>	<p><i>Sub-Programme Budget: \$2,161.10mn</i></p>

<p><b>AGENCY OUTCOMES:</b> <i>Improved Public Service Delivery</i></p>	<p><b>Outcome Indicators [Measure]:</b> <i>% of strategic organizational objectives achieved</i></p>	<p><b>Short to medium term Targets</b> <i>95% of strategic organizational objectives achieved</i></p>
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National Outcome - An Enabling Business Environment								
Strategic Objective #7: Improve the quality of planning, research, and governance mechanisms, as well as the JCA's responsiveness to policy formulation to better respond to sector issues for the fiscal year.								
Strategies	Key Outputs	Performance Measures/ Indicators	Baseline 2021/2022	Targets (Projections) & Costs (\$'000)				Responsible Entity
				2026/27	2027/28	2028/29	2029/30	
Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.	Strategic organisational objectives achieved	% of strategic organisational objectives achieved	93%	95%	95%	95%	95%	Jamaica Customs Agency
	Statutory and performance management report/document produced and published/submitted	# Statutory and performance management report/document produced and/or published/submitted within the specified timeframe	15	19	19	19	19	Jamaica Customs Agency
	Internal Audit Accepted Recommendation implemented	% of prior year internal audit accepted recommendations implemented	58%	80%	80%	80%	80%	Jamaica Customs Agency
	Customer Satisfaction Level attained	% of Customer Satisfaction Level attained	A survey was administered, but no ratings were obtained due to a low response rate.	80%	80%	80%	80%	Jamaica Customs Agency
	Complaints received and resolved	% of reported complaints resolved within 24 hours - 20 working days	77%	80%	80%	80%	80%	Jamaica Customs Agency
	Stakeholder Engagements and Community-based Initiatives (CMC-face-to-face) executed	# Stakeholder Engagements and Community-based Initiatives (CMC-face-to-face) executed	41	50	50	50	50	Jamaica Customs Agency
Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.	Disciplinary Violation/Corruption Cases confirmed	% Reduction in Disciplinary Violation/Corruption Cases confirmed compared to previous fiscal year	20% reduction	10%	5%	5%	5%	Jamaica Customs Agency
	Legal Opinions issued	% Legal Opinions (Internal/External) issued within 30 Days of receipt of complete instructions	89%	50%	50%	50%	50%	Jamaica Customs Agency
	Court Cases Represented	% success rate obtain in court cases per fiscal year	-	80%	80%	80%	80%	Jamaica Customs Agency
	Standard Operating Procedures Compliance Level attained	% Level of Standard Operating Procedures Compliance	Non measurement due to the absence of a defined methodology for	70%	70%	70%	70%	Jamaica Customs Agency

National Outcome - An Enabling Business Environment								
Strategic Objective #7: Improve the quality of planning, research, and governance mechanisms, as well as the JCA's responsiveness to policy formulation to better respond to sector issues for the fiscal year.								
Strategies	Key Outputs	Performance Measures/ Indicators	Baseline 2021/2022	Targets (Projections) & Costs (\$'000)				Responsible Entity
				2026/27	2027/28	2028/29	2029/30	
Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment (cont'd).			accurate assessment.					
	Customs Act 2026: Regulations & Rules developed	Timeframe within which Customs Act 2026: Regulations & Rules developed	Subsidiary Laws to the Customs Act incomplete; Terms of Reference prepared, regulations developed.	Customs Act 2026: Regulations & Rules Phase 3 developed by March 31, 2027	-	-	-	Jamaica Customs Agency
	ASYCUDA Appeals & Decision Module implemented	Timeframe within which ASYCUDA Appeals & Decision Module implemented	-	ASYCUDA Appeals & Decision Module implemented by December 31, 2026	-	-	-	Jamaica Customs Agency
	Institute of Internal Auditors (IIA) Standards Compliance and Certification Initiative attained	Timeframe within which Institute of Internal Auditors (IIA) Standards Compliance and Certification Initiative attained	-	-	Institute of Internal Auditors (IIA) Standards Compliance and Certification Initiative attained by March 31, 2028	-	-	Jamaica Customs Agency
	Change and Culture Management Programme developed	Timeframe within which Change and Culture Management Programme developed	-	Change and Culture Management Programme process mapping and alignment completed by March 31, 2027	Change and Culture Management Programme Phase 1 completed by March 31, 2028	-	-	Jamaica Customs Agency
	Electronic Quality Management System (eQMS) implemented	Timeframe within which Electronic Quality Management System (eQMS) implemented	-	Electronic Quality Management System (eQMS) implemented by March 31, 2027	-	-	-	Jamaica Customs Agency
<b>ANNUAL TOTALS</b>				<b>\$2,161.10</b>	<b>\$2,269.16</b>	<b>\$2,382.61</b>	<b>\$2,501.74</b>	

## SUB-PROGRAMME 2.2: CENTRAL ADMINISTRATION

<b>SUB-PROGRAMME OBJECTIVE:</b> <ul style="list-style-type: none"> <li>Improve operational effectiveness, efficiency, and resource management capacity of the JCA for the fiscal year.</li> </ul>	<p><b>Description and Context:</b> The programme involves multiple divisions working collaboratively to administer essential services to ensure that the Agency is operated efficiently. It encompasses the management of the budget of the Agency with a view to ensuring that all expenditure is documented and accounted for; management of assets to ensure that all applicable procedures are followed for acquisition allocation and disposal, and supervision of administrative and human resource functions to ensure compliance with the Public Service Commission Regulations, Government Circulars and other policies and procedures.</p> <p>The support to the Agency's day-to-day operations also include the development of the strategic business and operational plans and budgets, the monitoring and evaluation of programmes to ensure objectives are met, employment of information and communication technology in day-to-day operations, the embodiment of a culture of customer focus and performance management to ensure high quality and continuous improvement in service delivery as well as the utilization and management of assets and other resources.</p>	
	<p><b>Sub-Programme No.:</b> Head 20012</p>	<p><b>Sub-Programme Budget:</b> \$10,079.40mn</p>

<p><b>AGENCY OUTCOMES:</b> Increased Digitalization of Business Processes</p>	<p><b>Outcome Indicators [Measure]:</b> % change in the quality of administrative services provided to stakeholders</p>	<p><b>Short to medium term Targets</b> 80% attained change in the quality of administrative services provided to stakeholders</p>
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National Outcome - An Enabling Business Environment								
Strategic Objective #8: Improve operational effectiveness, efficiency, and resource management capacity of the JCA for the fiscal year.								
Strategies	Key Outputs	Performance Measures/ Indicators	Baseline 2021/2022	Targets (Projections) & Costs (\$'000)				Responsible Entity
				2026/27	2027/28	2028/29	2029/30	
Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.	Satisfactory administrative services provided	% change in the quality of administrative services provided to stakeholders	-	-	80%	-	80%	Jamaica Customs Agency
	Total Customs Agency Costs maintained	% total customs agency costs maintained compared to the value of goods traded	0.62%	2%	2%	2%	2%	Jamaica Customs Agency
	Expenditure within approved Budget	% expenditure within approved budget	73%	100%	100%	100%	100%	Jamaica Customs Agency
	Procurements completed	% of procurements completed within standard time and guidelines	100%	80%	80%	80%	80%	Jamaica Customs Agency
Realign the organizational structure to address emergent services, broaden expertise, and implement cultural reform.	Established Post filled	% of established post filled	85%	80%	80%	80%	80%	Jamaica Customs Agency
	Staff Satisfactory Performance	% of staff for prior fiscal year achieving satisfactory performance rating 75% or above	99%	90%	90%	90%	90%	Jamaica Customs Agency
	Safety Incidents reported	% reduction of safety incidents reported compared to previous fiscal year	180% increase	25%	30%	35%	40%	Jamaica Customs Agency
	Trained Staff	# staff receiving training ≥ 5 days training	720	600	600	600	600	Jamaica Customs Agency
Increase the automation or	Electronic Budget, Procurement and	Timeframe within which Electronic	-	eBudgeting Module developed by March 31, 2027	-	-	-	Jamaica Customs

National Outcome - An Enabling Business Environment								
Strategic Objective #8: Improve operational effectiveness, efficiency, and resource management capacity of the JCA for the fiscal year.								
Strategies	Key Outputs	Performance Measures/ Indicators	Baseline 2021/2022	Targets (Projections) & Costs (\$'000)				Responsible Entity
				2026/27	2027/28	2028/29	2029/30	
digitalization of processes across the Agency to strengthen the interconnectedness, enabling data utilization culture and support the efficacy in the delivery of key organizational services and outcomes.	Contract Monitoring System (eBPCMS) developed & implemented	Budget, Procurement and Contract Monitoring System (eBPCMS) developed & implemented	-	eContract Monitoring Module developed by March 31, 2027		-	-	Agency
			-	eProcurement Module developed by March 31, 2027	eProcurement Module Implementation & Integration with Procurement Endorsement Database Management System (PEDMS) by March 31, 2028	-	-	
	Performance Management Appraisal System developed and implemented	Timeframe within which Performance Management Appraisal System developed and implemented	-	Performance Management Appraisal System designed by March 31, 2027	Performance Management Appraisal System developed and implemented by March 31, 2028	-	-	
Increase the automation or digitalization of processes across the Agency to strengthen the interconnectedness, enabling data utilization culture and support the efficacy in the delivery of key organizational services and outcomes (cont'd).	Sage Accounting Software/ACCPAC and ASYCUDA World Integrated	Timeframe within which Sage Accounting Software/ACCPAC and ASYCUDA World Integrated	-	Sage Accounting Software/ACCPAC and ASYCUDA World Integrated by September 30, 2026	-	-	-	Jamaica Customs Agency
Build modern and eco-friendly customs facilities and renovate existing environs to create impregnable and functional workspaces,	Infrastructure Improvements completed	# approved infrastructure projects completed	6	29	5	-	-	Jamaica Customs Agency
	Modern Customs Office Development – Kingston Ground-	Timeframe within which Modern Customs Office	-	-	Modern Customs Office Development – Kingston (Lot 6 & 7) Ground-breaking	-	-	Jamaica Customs Agency

National Outcome - An Enabling Business Environment								
Strategic Objective #8: Improve operational effectiveness, efficiency, and resource management capacity of the JCA for the fiscal year.								
Strategies	Key Outputs	Performance Measures/ Indicators	Baseline 2021/2022	Targets (Projections) & Costs (\$'000)				Responsible Entity
				2026/27	2027/28	2028/29	2029/30	
improving business service accessibility while fostering sustainability in resource management.	breaking executed	Development – Kingston (Lot 6 & 7) Ground-breaking executed			executed by March 31, 2028			
	Modern Customs Office Development – Western Operations Ground-breaking executed	Timeframe within which Modern Customs Office Development – Montego Bay Ground-breaking executed	-	-	-	Modern Customs Office Development – Western Operations Ground-breaking executed by March 31, 2029	-	Jamaica Customs Agency
		<b>ANNUAL TOTALS</b>		<b>\$10,079.40</b>	<b>\$10,583.37</b>	<b>\$11,112.54</b>	<b>\$11,668.17</b>	