




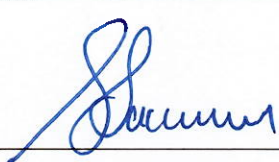
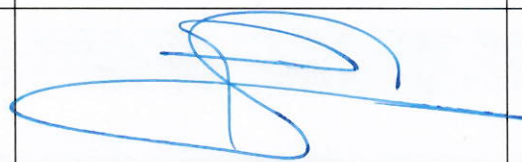
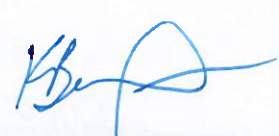
## **GOVERNMENT OF JAMAICA**

**JAMAICA CUSTOMS AGENCY**

**OPERATIONAL PLAN  
2026/2027**

## DOCUMENT APPROVAL AND SIGN OFF

*This document has been approved as the official Operational Plan of the Jamaica Customs Agency for the financial year 2026/2027. The Operational 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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Reviewed by	Signature	Date
Mrs. Shornalee Jackson Director Planning and Research Branch		05/05/2026
Mr. Earl Stewart Jr. Senior Director Executive Services		5/5/2026
Approved by	Signature	Date
Mr. Kirk Benjamin Commissioner/Chief Executive Officer (Act'g)		5/5/26
Approved by	Signature	Date
Ms. Darlene Morrison, CD Financial Secretary		

**IMPLEMENTATION PLAN**  
**Jamaica Customs Agency**  
**OPERATIONAL PLAN**  
**2026/2027**

<b>PROGRAMME:</b>	<i>Customs Management Programme</i>	
<b>OBJECTIVE:</b>	<i>Modernise customs administration for sustainable contribution to economic development over the medium-term.</i>	
<b>SUB-PROGRAMME:</b>	<i>Trade Facilitation and Revenue Collection</i>	
<b>OBJECTIVE</b>	<p><i>Improve customs clearance time of commercial goods to 24 hours for the fiscal year..</i></p> <p><i>Improve customs clearance time of non-commercial goods to 2 hours for the fiscal year.</i></p> <p><i>Maintain the average customs processing time of 30 seconds and 3minutes respectively for green and red channels at the international airports annually.</i></p> <p><i>Achieve 100% annually, the revenue target forecasted in contributing to the GoJ budgeting initiatives.</i></p> <p><i>Reduce, by 5% annually, outstanding arrears in optimizing revenue collection.</i></p>	
<b>National Goal: Jamaica’s Economy is Prosperous</b>	<b>Sector Outcome: Develop an efficient and equitable tax system and strengthen investment promotion and trade facilitation.</b>	<b>Budget No.: Head 20012 Budget: \$8,571.62mn</b>
<b>National Outcome: A Stable Macro-Economy</b>	<b>Contributing GOJ Strategic Priority: <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></b>	

National Outcome #7 - A Stable Macroeconomy									
Strategic Objective #1: Achieve 100% annually, the revenue target forecasted in contributing to the GoJ budgeting initiatives.									
Strategies	Major Initiatives/ Activities (projects, programmes, policies etc)	Key Outputs	Performance Measure/ Indicator	Baseline 2021/2022	Projected (Targets) and Expenditure (J\$'000)				Responsible Agency/ Dept/ Division
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
					Apr – Jun	Jul – Sept	Oct – Dec	Jan – Mar	
Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.	Revenue Collection	Revenue collection optimized	37% in the contribution to the national budget	39%	-	-	-	37%	Jamaica Customs Agency
		Revenue collected	100% of revenue collected as forecasted	102.3%	100%	100%	100%	100%	Jamaica Customs Agency
	Post Clearance Auditing	Post Clearance Audits completed	100 post clearance audits completed	135	25	25	25	25	Jamaica Customs Agency
	ASYCUDA System Trade Facilitation Enhancements Modules	ASYCUDA System Trade Facilitation Enhancements Modules implemented	ASYCUDA Post Clearance Module implemented by September 30, 2026	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

National Outcome #7 - A Stable Macroeconomy									
Strategic Objective #2: Reduce, by 5% annually, outstanding arrears in optimizing revenue collection.									
Strategies	Major Initiatives/ Activities (projects, programmes, policies etc)	Key Outputs	Performance Measure/ Indicator	Baseline	Projected (Targets) and Expenditure (J\$'000)				Responsible Agency/ Dept/ Division
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
					Apr – Jun	Jul – Sept	Oct – Dec	Jan – Mar	
Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.	Arrears Collection	Current arrears collected	50% of current arrears collected	78%	50%	50%	50%	50%	Jamaica Customs Agency
		Past arrears collected	\$35.0mn of past arrears collected	\$69.088Mn	\$8.75mn	\$8.75mn	\$8.75mn	\$8.75mn	Jamaica Customs Agency

National Outcome #7 - A Stable Macroeconomy									
Strategic Objective #3: Improve customs clearance time of commercial goods to 24 hours for the fiscal year.									
Strategies	Major Initiatives/ Activities (projects, programmes, policies etc)	Key Outputs	Performance Measure/ Indicator	Baseline	Projected (Targets) and Expenditure (J\$'000)				Responsible Agency/ Dept/ Division
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
					Apr – Jun	Jul – Sept	Oct – Dec	Jan – Mar	
Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.	Trade Compliance Monitoring	Trade compliance level achieved	70% trade compliance level achieved	No baseline established, as the Compliance Plan was not yet ratified.	-	70%	-	70%	Jamaica Customs Agency
	Declaration Processing	Import commercial declarations documentary processed	85% of import commercial declarations documentary processed within 20 hours of submission	89.78 %	85%	85%	85%	85%	Jamaica Customs Agency
	Declaration Processing	Export declarations (EX1) documentary processed and released	50% of export declarations (EX1) documentary processed and released within 1 hour of submission/receipt	51.5%	50%	50%	50%	50%	Jamaica Customs Agency
	Cargo Examination and Release	Import commercial cargo released	80% of import commercial cargo released at ports within 3 hours of shipment presented for examination	92.3%	80%	80%	80%	80%	Jamaica Customs Agency
	Time Release Study (TRS)	Time Release Study (TRS) developed & executed	Time Release Study (TRS) developed & executed by December 31, 2026	Business processes mapped, stakeholders sensitized, and Quality Assurance reviews completed at both international airports	-	-	Time Release Study (TRS) developed & executed by December 31, 2026	-	Jamaica Customs Agency
	Advance Rulings Regulations	Advance Rulings Regulations	Advance Rulings Regulations	Advance Advice implemented,	-	-	-	Advance Rulings Regulations	Jamaica Customs Agency

National Outcome #7 - A Stable Macroeconomy									
Strategic Objective #3: Improve customs clearance time of commercial goods to 24 hours for the fiscal year.									
Strategies	Major Initiatives/ Activities (projects, programmes, policies etc)	Key Outputs	Performance Measure/ Indicator	Baseline	Projected (Targets) and Expenditure (J\$'000)				Responsible Agency/ Dept/ Division
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
					Apr – Jun	Jul – Sept	Oct – Dec	Jan – Mar	
	Promulgated and Initiative	Promulgated and Initiative established	Promulgated and Initiative established by March 31, 2027	and Standard Operating Procedures (SOPs) finalized.				Promulgated and Initiative established by March 31, 2027	
	Approved Exporter Programme under the CARIFORUM – European Union Economic Partnership Agreement (EU EPA)	Approved Exporter Programme under the CARIFORUM – European Union Economic Partnership Agreement (EU EPA) implemented	Approved Exporter Programme under the CARIFORUM – EU EPA implemented by March 31, 2027	-	-	-	-	Approved Exporter Programme under the CARIFORUM – EU EPA implemented by March 31, 2027	Jamaica Customs Agency
Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.	ASYCUDA System Trade Facilitation Enhancements Modules	ASYCUDA System Trade Facilitation Enhancements Modules implemented	ASYCUDA Queens Warehouse Module implemented by March 31, 2027	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	ASYCUDA System Trade Facilitation Enhancements Modules implemented	4 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)	Jamaica Single Window for Trade (JSWIFT) System Other Government Agencies/Border Regulatory Agency Service(s) onboarded	48 Other Government Agencies/Border Regulatory Agency Service(s) onboarded in JSWIFT	3 OGAs/BRAs modules were functional on JSWIFT.	8	17	13	10	Jamaica Customs Agency
			3 Contracted Other Government Agencies/Border Regulatory Agency onboarded in JSWIFT	-	-	-	1	2	Jamaica Customs Agency

National Outcome #7 - A Stable Macroeconomy									
Strategic Objective #4: Improve customs clearance time of non-commercial goods to 2 hours for the fiscal year.									
Strategies	Major Initiatives/ Activities (projects, programmes, policies etc)	Key Outputs	Performance Measure/ Indicator	Baseline	Projected (Targets) and Expenditure (J\$'000)				Responsible Agency/ Dept/ Division
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
					Apr – Jun	Jul – Sept	Oct – Dec	Jan – Mar	
Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.	Cargo Examination and Release	Import non-commercial cargo processed and released	85% 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

<b>National Outcome #7 - A Stable Macroeconomy</b>									
<b>Strategic Objective #4: Maintain the average customs processing time of 30 seconds and 3minutes respectively for green and red channels at the international airports annually.</b>									
Strategies	Major Initiatives/ Activities (projects, programmes, policies etc)	Key Outputs	Performance Measure/ Indicator	Baseline	Projected (Targets) and Expenditure (J\$'000)				Responsible Agency/ Dept/ Division
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
					Apr – Jun	Jul – Sept	Oct – Dec	Jan – Mar	
Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.	Passenger Processing	Passengers processed	6 mins on average queuing time for passengers for the red channel	-	6 mins	6 mins	6 mins	6 mins	Jamaica Customs Agency
			3 mins on average contact processing time for passengers through the red channel	2 minutes and 52 seconds	3 mins	3 mins	3 mins	3 mins	Jamaica Customs Agency
			1 min on average queuing time for passengers for the green channel	-	1 min	1 min	1 min	1 min	Jamaica Customs Agency
			30 secs on average contact processing time for passengers through the green channel	25 Seconds	30 secs	30 secs	30 secs	30 secs	Jamaica Customs Agency
<b>QUARTER TOTALS</b>					<b>\$2,142.91</b>	<b>\$2,142.91</b>	<b>\$2,142.91</b>	<b>\$2,142.91</b>	
							<b>ANNUAL TOTAL</b>	<b>\$8,571.62</b>	

**IMPLEMENTATION PLAN**  
**Jamaica Customs Agency**  
**OPERATIONAL PLAN**  
**2026/2027**

<b>PROGRAMME:</b>	<i>Customs Management Programme</i>	
<b>OBJECTIVE:</b>	<i>Modernise customs administration for sustainable contribution to economic development over the medium-term..</i>	
<b>SUB-PROGRAMME:</b>	<i>Border Control Operations</i>	
<b>OBJECTIVE</b>	<i>Increase by 10% the effectiveness of enforcement activities through strengthened border protection measures per fiscal year.</i>	
<b>National Goal: The Jamaican society is secure, cohesive and just</b>	<b>Sector Outcome: Improve the security of the border and territorial waters.</b>	<b>Budget No.: Head 20012 Budget: \$3,752.36mn</b>
<b>National Outcome: Security and Safety</b>	<b>Contributing GOJ Strategic Priority: <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></b>	

<b>OUTCOME: Security and Safety</b>									
<b>STRATEGIC OBJECTIVE: Increase by 10% the effectiveness of enforcement activities through strengthened border protection measures per fiscal year.</b>									
Strategies	Major Initiatives/ Activities (projects, programmes, policies etc)	Key Outputs	Performance Measure/ Indicator	Baseline	Projected (Targets) and Expenditure (J\$'000)				Responsible Agency/ Dept/ Division
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
					Apr – Jun	Jul – Sept	Oct – Dec	Jan – Mar	
Bolster customs enforcement capabilities through technological advancements, strengthened partnerships, risk management mechanisms' enhancements and security surveillance expansions.	Cross Border Management	Increase in the effectiveness of enforcement activities through strengthened border protection measures.	10% increase in the effectiveness of enforcement activities through strengthened border protection measures	-	-	-	-	10%	Jamaica Customs Agency
	Risk Detection and Management	Risks identified	17% positive hit results obtained from risk criteria detection	16%	17%	17%	17%	17%	Jamaica Customs Agency
	Contraband Enforcement	Seizures detected	289 seizures detected by enforcement	1,131	58	67	78	86	Jamaica Customs Agency
		Special Enforcement Operations conducted	120 enforcement operations conducted <sup>1</sup>	357	30	30	30	30	Jamaica Customs Agency
	Non-Intrusive Cargo Inspection	Non-Intrusive Cargo Inspection detected	0.30% 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 Base Development	2 Joint Marine Bases established by March 31, 2027	1 marine base in Oracabessa	-	-	-	2 Joint Marine Bases established by March 31, 2027	Jamaica Customs Agency
	Canine (K-9) Initiative	Canine (K-9) Initiative established	Canine (K-9) Initiative (Phase 2) Western Region established by December 31, 2026	-	-	-	Canine (K-9) Initiative (Phase 2) Western Region established by December 31, 2026	-	Jamaica Customs Agency
	Audio-Visual Interview Rooms	Audio-Visual Interview Rooms operational	Audio-Visual Interview Rooms operational by December 31, 2026	-	-	-	Audio-Visual Interview Rooms operational by December 31,	-	Jamaica Customs Agency

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

<b>OUTCOME: Security and Safety</b>									
<b>STRATEGIC OBJECTIVE: Increase by 10% the effectiveness of enforcement activities through strengthened border protection measures per fiscal year.</b>									
Strategies	Major Initiatives/ Activities (projects, programmes, policies etc)	Key Outputs	Performance Measure/ Indicator	Baseline	Projected (Targets) and Expenditure (J\$'000)				Responsible Agency/ Dept/ Division
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
					Apr – Jun	Jul – Sept	Oct – Dec	Jan – Mar	
							2026		
	Non-Intrusive Inspection Modernization	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 Montego Bay seaports by March 31, 2027	Jamaica Customs Agency
		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	-	-	-	-	Checked luggage scanner infrastructure and delivery of NII systems for airports (NMIA & SIA) completed by March 31, 2027	Jamaica Customs Agency
		Mobile Scanning Units – NMIA & SIA procured and installed	Mobile Scanning Units – NMIA & SIA procured and installed by July 31, 2026	-	-	Mobile Scanning Units – NMIA & SIA procured and installed by July 31, 2026	-	-	Jamaica Customs Agency
		New Container Scanners – All Locations procured and operational	New Container Scanners procured and operationalized by March 31, 2027	-	-	-	-	New Container Scanners procured and operationalized by March 31, 2027	Jamaica Customs Agency
Bolster customs enforcement capabilities through technological advancements, strengthened partnerships, risk management mechanisms' enhancements and security surveillance expansions.	CCTV/Video Surveillance Monitoring Centre	CCTV/Video Surveillance Monitoring Centre Established	CCTV/Video Surveillance Monitoring Centre Established by December 31, 2026	-	-	-	CCTV/Video Surveillance Monitoring Centre Established by December 31, 2026	-	Jamaica Customs Agency
	Investigation Case Management System (goCASE)	Investigation Case Management System (goCASE) implemented	Investigation Case Management System (goCASE) implemented by March 31, 2027	-	-	-	-	Investigation Case Management System (goCASE) implemented by	Jamaica Customs Agency

<b>OUTCOME: Security and Safety</b>									
<b>STRATEGIC OBJECTIVE: Increase by 10% the effectiveness of enforcement activities through strengthened border protection measures per fiscal year.</b>									
Strategies	Major Initiatives/ Activities (projects, programmes, policies etc)	Key Outputs	Performance Measure/ Indicator	Baseline	Projected (Targets) and Expenditure (J\$'000)				Responsible Agency/ Dept/ Division
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
					Apr – Jun	Jul – Sept	Oct – Dec	Jan – Mar	
								March 31, 2027	
			<b>QUARTER TOTALS</b>		<b>\$938.09</b>	<b>\$938.09</b>	<b>\$938.09</b>	<b>\$938.09</b>	
							<b>ANNUAL TOTAL</b>	<b>\$3,752.36</b>	

**IMPLEMENTATION PLAN**  
**Jamaica Customs Agency**  
**OPERATIONAL PLAN**  
**2026/2027**

<b>PROGRAMME:</b>	<i>Executive Direction And Administration</i>	
<b>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>	
<b>SUB-PROGRAMME:</b>	<i>Policy, Planning And Development</i>	
<b>OBJECTIVE</b>	<i>To 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.</i>	
<b>National Goal: Jamaica's Economy is Prosperous</b>	<b>Sector Outcome: Develop an efficient and equitable tax system and strengthen investment promotion and trade facilitation</b>	<b>Budget No.: Head 20012 Budget: \$2,161.10mn</b>
<b>National Outcome: Enabling Business Environment</b>	<b>Contributing GOJ Strategic Priority: <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></b>	

<b>OUTCOME: An Enabling Business Environment</b>									
<b>STRATEGIC OBJECTIVE: 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</b>									
Strategies	Major Initiatives/ Activities (projects, programmes, policies etc)	Key Outputs	Performance Measure/ Indicator	Baseline	Projected (Targets) and Expenditure (J\$'000)				Responsible Agency/ Dept/ Division
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
					Apr – Jun	Jul – Sept	Oct – Dec	Jan – Mar	
Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.	Performance Management Programme	Strategic organisational objectives achieved	95% of strategic organisational objectives achieved	93%	-	-	-	95%	Jamaica Customs Agency
		Statutory and performance management report/document produced and published/submitted	19 Statutory and performance management report/document produced and/or published/ submitted within the specified timeframe	15	6	5	4	4	Jamaica Customs Agency
	Internal Auditing Programme	Internal Audit Accepted Recommendation implemented	80% of prior year internal audit accepted recommendations implemented	58%	-	80%	-	80%	Jamaica Customs Agency
	Customer Service Management	Customer Satisfaction Level attained	80% of Customer Satisfaction Level attained	A survey was administered, but no ratings were obtained due to a low response rate.	-	-	-	80%	Jamaica Customs Agency
		Complaints received and resolved	80% 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) Programme	Stakeholder Engagements and Community-based Initiatives (CMC-face-to-face) executed	50 Stakeholder Engagements/Initiatives executed	41	15	15	5	15	Jamaica Customs Agency
	Anti-corruption/Ethics Management	Disciplinary Violation/Corruption Cases confirmed	10% Reduction in Disciplinary Violation/ Corruption Cases confirmed compared to previous fiscal year	20% reduction	10%	10%	10%	10%	Jamaica Customs Agency

<b>OUTCOME: An Enabling Business Environment</b>									
<b>STRATEGIC OBJECTIVE: 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</b>									
Strategies	Major Initiatives/ Activities (projects, programmes, policies etc)	Key Outputs	Performance Measure/ Indicator	Baseline	Projected (Targets) and Expenditure (J\$'000)				Responsible Agency/ Dept/ Division
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
					Apr – Jun	Jul – Sept	Oct – Dec	Jan – Mar	
Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.	Legal Services Programme	Legal Opinions issued	50% Legal Opinions (Internal/External) issued within 30 Days of receipt of complete instructions	89%	50%	50%	50%	50%	Jamaica Customs Agency
		Court Cases Represented	80% success rate obtain in court cases per fiscal year	-	80%	80%	80%	80%	Jamaica Customs Agency
	Standard Operation Procedure Compliance Programme	Standard Operating Procedures Compliance Level attained	70% Level of Standard Operating Procedures Compliance	Non measurement due to the absence of a defined methodology for accurate assessment.	-	70%	-	70%	Jamaica Customs Agency
	Customs Act 2026: Regulations & Rules	Customs Act 2026: Regulations & Rules developed	Customs Act 2026: Regulations & Rules Phase 3 developed by March 31, 2027	-	-	-	-	Customs Act 2026: Regulations & Rules Phase 3 developed by March 31, 2027	Jamaica Customs Agency
	ASYCUDA Appeals & Decision Module	ASYCUDA Appeals & Decision Module implemented	ASYCUDA Appeals & Decision Module implemented by December 31, 2026	-	-	-	ASYCUDA Appeals & Decision Module implemented by December 31, 2026	-	Jamaica Customs Agency
	Change and Culture Management Programme	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 process mapping and alignment completed by March 31, 2027	Jamaica Customs Agency

<b>OUTCOME: An Enabling Business Environment</b>									
<b>STRATEGIC OBJECTIVE: 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</b>									
Strategies	Major Initiatives/ Activities (projects, programmes, policies etc)	Key Outputs	Performance Measure/ Indicator	Baseline	Projected (Targets) and Expenditure (J\$'000)				Responsible Agency/ Dept/ Division
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
					Apr – Jun	Jul – Sept	Oct – Dec	Jan – Mar	
Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.	Electronic Quality Management System (eQMS)	Electronic Quality Management System (eQMS) and implemented	Electronic Quality Management System (eQMS) implemented by March 31, 2027	-	-	-	-	Electronic Quality Management System (eQMS) implemented by March 31, 2027	Jamaica Customs Agency
	Artificial Intelligence (AI) Operationalization	Artificial Intelligence (AI) Agent Operational	Artificial Intelligence (AI) Agent Operational by March 31, 2027	-	-	-	-	Artificial Intelligence (AI) Agent Operational by March 31, 2027	Jamaica Customs Agency
<b>QUARTER TOTALS</b>					<b>\$540.28</b>	<b>\$540.28</b>	<b>\$540.28</b>	<b>\$540.28</b>	
							<b>ANNUAL TOTAL</b>	<b>\$2,161.10</b>	

**IMPLEMENTATION PLAN**  
**Jamaica Customs Agency**  
**OPERATIONAL PLAN**  
**2026/2027**

<b>PROGRAMME:</b>	<i>Executive Direction And Administration</i>	
<b>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>	
<b>SUB-PROGRAMME:</b>	<i>Central Administration</i>	
<b>OBJECTIVE</b>	<i>Improve operational effectiveness, efficiency, and resource management capacity of the JCA for the fiscal year..</i>	
<b>National Goal: Jamaica's Economy is Prosperous</b>	<b>Sector Outcome: Develop an efficient and equitable tax system and strengthen investment promotion and trade facilitation</b>	<b>Budget No.: Head 20012 Budget: \$10,079.40mn</b>
<b>National Outcome: Enabling Business Environment</b>	<b>Contributing GOJ Strategic Priority: <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></b>	

<b>OUTCOME: An Enabling Business Environment</b>									
<b>STRATEGIC OBJECTIVE: Improve operational effectiveness, efficiency, and resource management capacity of the JCA for the fiscal year.</b>									
Strategies	Major Initiatives/ Activities (projects, programmes, policies etc)	Key Outputs	Performance Measure/ Indicator	Baseline	Projected (Targets) and Expenditure (J\$'000)				Responsible Agency/ Dept/ Division
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
					Apr – Jun	Jul – Sept	Oct – Dec	Jan – Mar	
Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.	Financial Management	Total Customs Agency Costs maintained	2% 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	100% expenditure within approved budget	73%	100%	100%	100%	100%	Jamaica Customs Agency
	Procurement Services	Procurements completed	80% 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 expertism, and implement cultural reform.	Recruitment and Retention	Established Posts filled	80% of established posts filled	85%	-	-	-	80%	Jamaica Customs Agency
	Staff Satisfactory Maintained	Staff Satisfactory Performance	90% of staff for prior fiscal achieving satisfactory performance rating 75% or above	99%	90%	-	-	-	Jamaica Customs Agency
	Occupational Health and Safety	Safety Incidents reported	30% reduction of safety incidents reported compared to previous fiscal year	180% increase	30%	30%	30%	30%	Jamaica Customs Agency

OUTCOME: An Enabling Business Environment									
STRATEGIC OBJECTIVE: Improve operational effectiveness, efficiency, and resource management capacity of the JCA for the fiscal year.									
Strategies	Major Initiatives/ Activities (projects, programmes, policies etc)	Key Outputs	Performance Measure/ Indicator	Baseline	Projected (Targets) and Expenditure (J\$'000)				Responsible Agency/ Dept/ Division
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
					Apr – Jun	Jul – Sept	Oct – Dec	Jan – Mar	
	Training and Development	Trained Staff	600 staff receiving training ≥ 5 days training	720	150	150	150	150	Jamaica Customs Agency
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	Electronic Budget, Procurement and Contract Monitoring System (eBPCMS)	Electronic Budget, Procurement and Contract Monitoring System (eBPCMS) developed & implemented	eBudgeting Module developed by March 31, 2027	-	-	-	-	eBudgeting Module developed by March 31, 2027	Jamaica Customs Agency
			eContract Monitoring Module developed by March 31, 2027	-	-	-	-	eContract Monitoring Module developed by March 31, 2027	Jamaica Customs Agency
			eProcurement Module developed by March 31, 2027	-	-	-	-	eProcurement Module developed by March 31, 2027	Jamaica Customs Agency
	Performance Management Appraisal System	Performance Management Appraisal System designed	Performance Management Appraisal System designed by March 31, 2027	-	-	-	-	Performance Management Appraisal System designed by March 31, 2027	Jamaica Customs Agency
	Sage Accounting Software/ACCPAC and ASYCUDA World Integration	Timeframe within which Sage Accounting Software/ACCPAC and ASYCUDA World and ASYCUDA	Sage Accounting Software/ACCPAC and ASYCUDA World Integrated by	-	-	Sage Accounting Software/ACCPAC and ASYCUDA World Integrated by September 30, 2026	-	-	Jamaica Customs Agency

<b>OUTCOME: An Enabling Business Environment</b>									
<b>STRATEGIC OBJECTIVE: Improve operational effectiveness, efficiency, and resource management capacity of the JCA for the fiscal year.</b>									
Strategies	Major Initiatives/ Activities (projects, programmes, policies etc)	Key Outputs	Performance Measure/ Indicator	Baseline	Projected (Targets) and Expenditure (J\$'000)				Responsible Agency/ Dept/ Division
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
					Apr – Jun	Jul – Sept	Oct – Dec	Jan – Mar	
		World Integrated	September 30, 2026						
Build modern and eco-friendly customs facilities and renovate existing environs to create impregnable and functional workspaces, improving business service accessibility while fostering sustainability in resource management.	Infrastructure Improvements	Infrastructure Improvements completed	29 approved infrastructure projects completed	6	8	9	9	3	Jamaica Customs Agency
				<b>QUARTER TOTALS</b>		<b>\$2,519.85</b>	<b>\$2,519.85</b>	<b>\$2,519.85</b>	<b>\$2,519.85</b>
							<b>ANNUAL TOTAL</b>	<b>\$10,079.40</b>	