



Jamaica Customs Agency
GOVERNMENT OF JAMAICA

REVISED STRATEGIC BUSINESS PLAN

2026/2027 – 2029/2030



DOCUMENT APPROVAL AND SIGN OFF

This document has been approved as the official Revised Strategic Business Plan and Budget of the Jamaica Customs Agency for the four-year period 2026/2027 – 2029/2030. The Strategic Business Plan and Budget have been prepared in consideration of the various relevant policies, legislation and other mandates for which the Agency is responsible.

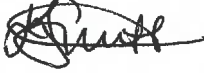
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INTRODUCTION

Message from the Commissioner



Kirk Benjamin
CEO/Commissioner of Customs
(Acting)

The Jamaica Customs Agency (JCA) continues to maintain its position as a principal contributor to the Government's fiscal stability, accounting for approximately thirty-seven percent (37%) of national tax revenue annually. The Agency plays a critical role in safeguarding national security and economic integrity by ensuring the efficient and timely processing of passengers, goods, and cargo. In doing so, the JCA protects Jamaica's borders, facilitates legitimate trade, optimizes revenue collection, and strengthens the nation's competitiveness in the global economy. The mandate of the JCA is to:

- Protect Jamaica's borders from the threats of illegal drugs, firearms, and illicit trade.
- Promote and facilitate secure, efficient, and transparent trade and travel.
- Collect all revenue due to the Government of Jamaica with integrity, efficiency, and accountability.

Over the medium term, the JCA will consolidate and accelerate its modernization agenda, fully embedding the provisions of the World Trade Organization's Trade Facilitation Agreement (TFA) and aligning its operations to global best practices. This Strategic Business Plan (2026/2027 – 2029/2030) reflects the Agency's strategic intent to enable Jamaica's continued sustainable development, particularly through the transformation of the logistics, trade, and border management environment. It provides clear directions for planning, infrastructure development, digital transformation, and service delivery that will position the JCA as a global leader in Customs administration.

The Strategic Business Plan sets out the Agency's priorities under its two core programmes: the Customs Management Programme and the Executive Direction and Administration Programme. Together, these provide the framework through which the JCA will achieve its strategic objectives and measure its performance. The overarching objectives are to:

1. Modernise customs administration to ensure sustainable contribution to economic development and Jamaica's Vision 2030 goals.
2. Enhance institutional governance, operational capacity, and policy implementation effectiveness to advance organizational performance and service delivery.

In pursuit of these objectives, the JCA will focus on the following strategic areas of action:

- Updating and modernizing legislation to strengthen border enforcement and trade facilitation.
- Executing medium-term revenue collection, arrears recovery, and debt management projects to safeguard fiscal sustainability.
- Delivering cutting-edge Information and Communication Technology systems, including single window applications and expanded ASYCUDA functionalities, to strengthen digital integration.
- Fostering a culture of integrity, transparency, and operational excellence.
- Nurturing employee engagement, satisfaction, and professional development as the foundation of organizational success.
- Advancing infrastructure development, including modern and eco-friendly customs facilities, to support national logistics and border security.
- Reviewing and strengthening governance frameworks, risk management systems, and accountability mechanisms.

The JCA remains committed to building a resilient, forward-looking organization. This plan reaffirms the Agency's pledge to embrace innovation, improve efficiency, and strengthen partnerships with stakeholders locally, regionally, and internationally. With the dedication of our talented staff, whose insight and professionalism are vital to every success, the JCA will continue to drive customs reform and modernization. As we enter the new fiscal period, I am confident that this Strategic Business Plan will position the Agency to achieve its mission and to contribute significantly to Jamaica's national development and prosperity.

Accountability Statement

The Jamaica Customs Agency's **Strategic Business Plan 2026/2027–2029/2030**, commencing April 1, 2026, was prepared under my leadership through an Agency-wide strategic planning process, with input from management and staff across the Jamaica Customs Agency (JCA), and in accordance with the policy directives of the Government of Jamaica and the authority vested in me under the following Acts, Regulations and related instruments:

- The Executive Agencies Act, 2002;
- The Executive Agencies (General) Regulations, 2010;
- The Financial Administration and Audit Act; and
- Financial Instructions for Executive Agencies – April 1, 1999, as amended January 2009.

The Plan was informed by consultation and strategic dialogue with key stakeholders and utilizes the Kaplan and Norton Balanced Scorecard Methodology as the principal framework for translating the Agency's strategic direction into measurable objectives, performance indicators, targets and strategic initiatives.

The Agency's strategic direction and priorities are aligned, where applicable, with the Sustainable Development Goals (SDGs), relevant national development goals and the Medium-Term Socio-Economic Policy Framework (MTF). The Plan also reflects the JCA's mandate, operating environment and emerging priorities and establishes the key results to be pursued over the four-year strategic cycle.

I am committed to providing the leadership and oversight necessary to achieve the planned results for FY2026/2027–2029/2030, with the collective support of our stakeholders and the continued dedication and professionalism of the JCA Team.

Head of Agency
Jamaica Customs Agency

Overview

The Jamaica Customs Agency (JCA) is a division of the Ministry of Finance and the Public Service (MOFPS) and is headed by a Commissioner who reports directly to the Financial Secretary. On April 2, 2013, the Agency was formally accorded the status of an Executive Agency (EA). Initially, the JCA operated under the broad Tax Management Programme of the MOFPS. However, following the 2018 Medium-Term Results Based Budgeting (MTRBB) rationalization exercise, the Agency was assigned its own dedicated programme; the Customs Management Programme (CMP) reflecting the distinctiveness of its mandate and contribution.

The JCA is a cornerstone of Jamaica's fiscal framework, contributing approximately thirty-seven percent (37%) of national tax revenue annually. Its core mandates are to facilitate legitimate trade, protect Jamaica's borders to ensure national safety and security, and optimize revenue collection. Its functions include, but are not limited to:

- Interdicting and seizing contraband, including narcotics, firearms, and other illicit goods.
- Processing passengers, baggage, cargo, and mail efficiently and transparently.
- Assessing and collecting customs duties, fees, and penalties due on imported goods.
- Detecting and prosecuting customs-related fraud and evasion.
- Safeguarding the welfare and security of Jamaica by enforcing import and export restrictions, prohibitions, and anti-money laundering measures.

Beyond its own legislation, the JCA enforces more than one hundred and twenty-five (125) provisions of law on behalf of at least twenty (20) other agencies. The Agency also safeguards Jamaica's industries, labour, and intellectual property rights by enforcing trade-related legislation such as the Anti-Dumping Act and by maintaining customs records for copyrights, patents, and trademarks.

This wide-ranging role makes the JCA a pivotal player in the achievement of the Vision 2030 Jamaica – National Development Plan, and fully aligns its mandate with the Government's medium-term policy priorities of Macro-Economic Stability and Fiscal Sustainability and Social Protection.

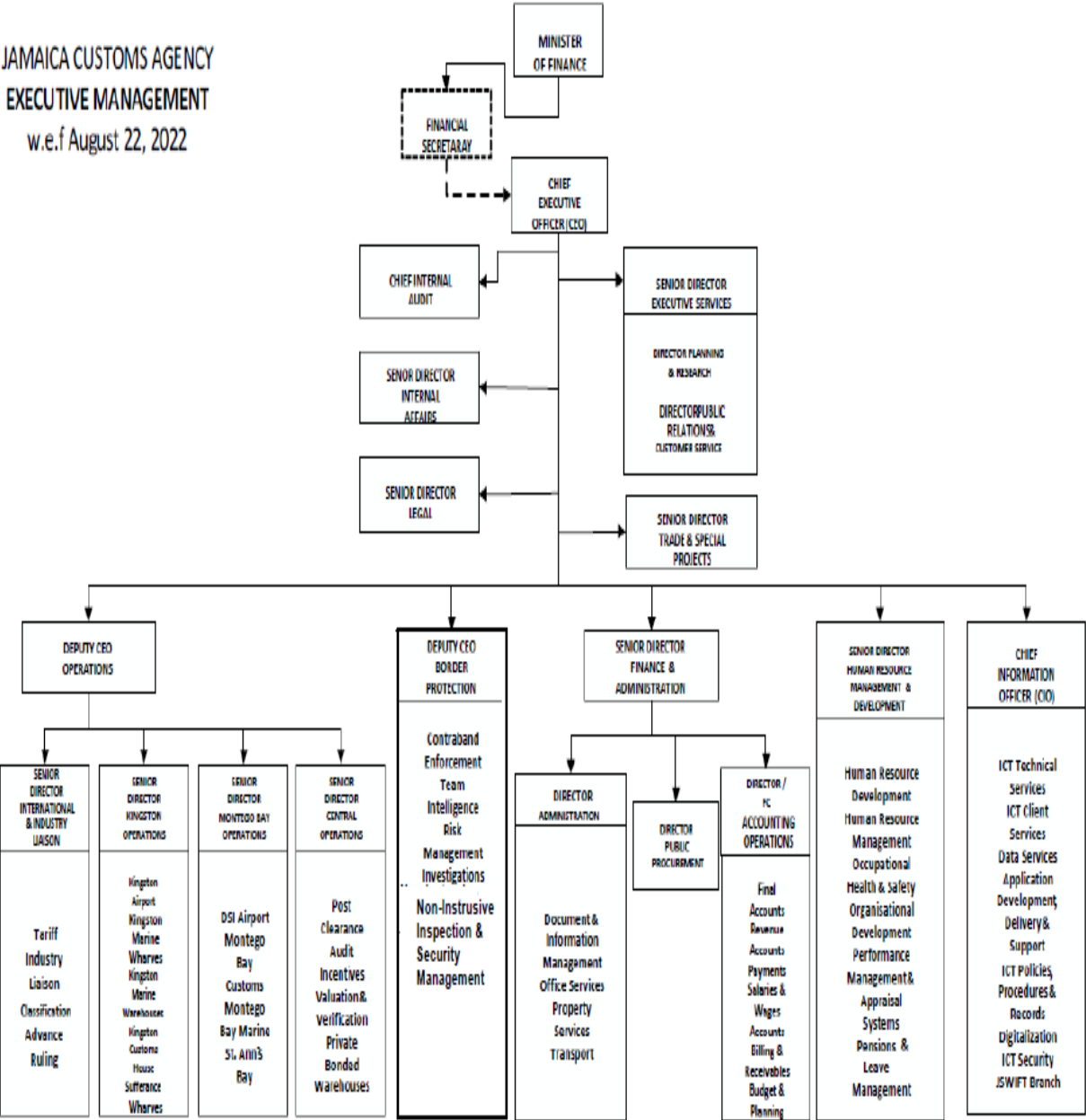
The Strategic Business Plan 2026/2027 – 2029/2030 continues to be guided by the principles of the MTRBB. The Agency's two main programmes: Customs Management and Executive Direction and Administration, will serve as the vehicles through which the JCA delivers measurable results. The Plan outlines performance indicators, programme implementation milestones, and the medium-term financial resource framework that will enable the Agency to achieve its objectives while remaining fiscally responsible.

Looking ahead, the JCA is positioning itself to meet the emerging demands of a rapidly evolving global trade environment. The focus for 2026–2030 includes:

- Digital Transformation: Expansion of ASYCUDA functionalities, full integration with the Jamaica Single Window for Trade (JSWIFT), and wider use of non-intrusive inspection technologies.
- Infrastructure Development: Modernization of customs houses, surveillance facilities, and the establishment of resilient, eco-friendly offices.
- Human Capital Development: Restructuring, training, and professional development to strengthen capacity in enforcement, ICT, and customer service.
- Governance and Integrity: Strengthened accountability frameworks, ISO 9001:2015 certification maintenance, and embedding of a culture of excellence.
- Border Security Resilience: Enhanced intelligence, risk management, and inter-agency cooperation to protect Jamaica's borders from evolving threats.

The JCA recognizes the challenges posed by global disruptions, from pandemics and geopolitical shifts to cyberattacks and climate change. Yet, as a strong and capable corporate entity, the Agency remains committed to innovation, resilience, and partnership-building. With the dedication of its 1,781 employees across ten divisions and approximately 154 business units, including branches, sections, units, and sub-units. This structure reflects the Agency's expansive mandate and ensures accountability and efficiency across its operations.

JAMAICA CUSTOMS AGENCY
EXECUTIVE MANAGEMENT
w.e.f August 22, 2022



Revised Structure

Updated May 24, 2024

STRATEGIC FRAMEWORK

Vision

A modern customs administration, delivering excellent service, fostering compliance, and contributing to our national development and protection of society.

Mission

To facilitate trade, protect our borders, optimize revenue collection, through collaborative border management and delivery of high-quality customer service and to develop and maintain a team of motivated professional and competent staff.

Mandate

The mandate of JCA is:

- To protect Jamaica's Border of illegal drugs and trade.
- To promote and facilitate secure and efficient trade and travel.
- To collect the Government of Jamaica's revenue.

Quality Policy Statement

The Jamaica Customs Agency is committed to:

The highest standards of quality and operational excellence; Recognizing and understanding the requirements of our customers and all our stakeholders; Structuring our human and physical resources to meet customers' needs and expectations; Identifying and complying with all relevant statutory and regulatory requirements; Being guided by international standards and best practices; Providing efficient and effective Customs services to facilitate national development; Transforming the Agency into a world-class organization and Continuous improvement of all processes.

Core Values

The core values (CAPIT) define the principles within which the JCA operates to serve its clients and key stakeholders. The Agency through the application of its core values intends to become a National Model Organization and a Global Leader in Customs Administration.

Customer-focused: We continuously seek ways to improve our processes and procedures through innovation, in order to enhance and provide the best customer service experience.

Accountability: We accept responsibility for the achievement of the Agency's goals and objectives by honouring our commitments to our customer, stakeholders and the international community.

Professionalism: We are proud to serve our clients and are dedicated to demonstrating the highest standards of competence in the execution of our duties.

Integrity: We consistently act with impartiality and honesty in serving our customers in fulfilling our core mandates, to achieve the best possible outcomes for the agency and country.

Transparency: We display openness and are responsive to our customers and stakeholders in the delivery of our services.

Priorities

Subsequently, the Jamaica Customs Agency (JCA) programmes and sub-programmes are bounded by the background of the priority policies that the Ministry of Finance and the Public Service have highlighted for focus and for which approval is given by Cabinet to implement the Agency's initiatives. The policy priorities that inform the development of the Ministry's programmes over the medium term are both Rule of Law and Timely Justice Outcomes and Macroeconomic Stability and Fiscal Sustainability.

The Jamaica Customs Agency has chosen to focus on six (6) priorities over the medium term. These represent the things that are most important or what must be done first to support the achievement of the desired strategic outcomes:

1. Digitalization
2. Border Enforcement and Compliance
3. Process and Service Delivery Improvement
4. Governance and Quality Assurance Strengthening
5. Infrastructure Improvement & Development
6. Staffing and Capacity Development

Outcomes

The implementation of Agency's strategies will resultantly lead to the delivery of the key outcomes for the medium term (as guided by the Medium-Term Socio-Economic Policy Frameworks - Vision 2030) which are as follows:

- National Outcome #5: Security and Safety
- National Outcome #7: A Stable Macroeconomy
- National Outcome #8: An Enabling Business Environment

Strategic Goals

The Agency's strategic goals prioritized areas such as security, revenue, trade, professionalism, and digitalization. The goals are:

1. Improve the security of the border through collaborative intelligence and risk management.
2. Optimize revenue collection through modernize technology and best practice standards.
3. Improve trade facilitation through streamlining of customs procedures in accordance with international standards including the Trade Facilitation Agreement.
4. Improve the professionalism and well-being of staff.
5. Increase automation and digitalization for effective and efficient customs supervision.

Strategic Objectives

The Agency's strategic objectives are:

Customs Management Programme

1. Modernise customs administration for sustainable contribution to economic development over the medium-term.

Trade Facilitation and Revenue Collection Sub-Programme

2. Improve customs clearance time of commercial goods to 24 hours for the fiscal year.
3. Improve customs clearance time of non-commercial goods to 2 hours for the fiscal year.
4. Maintain the average customs processing time of 30 seconds and 3 minutes respectively for green and red channels at the international airports annually.
5. Achieve 100% annually, the revenue target forecasted in contributing to the GoJ budgeting initiatives.
6. Reduce, by 5% annually, outstanding arrears in optimizing revenue collection.

Border Control Operations

7. Increase by 10% the effectiveness of enforcement activities through strengthened border protection measures per fiscal year.

Executive Direction and Administration Programme

8. 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

Policy, Planning and Development Sub-Programme

9. 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.

Central Administration Sub-Programme

10. Improve operational effectiveness, efficiency, and resource management capacity of the JCA for the fiscal year.

Strategies

The JCA's will increase contribution to economic growth and development through trade facilitation, border security and revenue collection:

- Increase the digitalization of processes to strengthen the interconnectedness of systems, enabling data utilization culture and support efficacy in service delivery.
- Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.
- Build modern and eco-friendly customs facilities and renovate existing environs to create impregnable and functional workspaces, improving business service accessibility while fostering sustainability.
- Bolster customs enforcement capabilities through technological advancements, strengthened partnerships, risk management mechanisms' enhancements and security surveillance expansions.
- Realign the organizational structure to address emergent services, broaden expertism, and implement cultural reform.

Description: Jamaica Customs Agency like many other customs administrations, strives for continuous resilience against a raging pandemic like COVID-19, trade facilitation, or levels of compliance. The Agency recognizes that Digitalization and Information and Communications Technology are ever evolving and will continue to exploit the opportunities presented for reform and modernization. This is not limited to customs procedures but also include the critical support to the Agency’s decision-making, including resource mobilization planning, institutional risk management, and enterprise performance assessment.

National Outcome #7	A Stable Macroeconomy
STRATEGIC OBJECTIVES	Modernise customs administration for sustainable contribution to economic development over the medium-term: • Achieve 100% annually, the revenue target forecasted in contributing to the GoJ budgeting initiatives. • Reduce, by 5% annually, outstanding arrears in optimizing revenue collection.
STRATEGY	The Agency will achieve these objectives through the following implementation strategies: • Increase the digitalization of processes to strengthen the interconnectedness of systems, enabling data utilization culture and support efficacy in service delivery. • Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.

PRIORITY 2.0: BORDER ENFORCEMENT AND COMPLIANCE

Description: The Jamaica Customs Agency (JCA) plays a critical role in safeguarding Jamaica’s security and economic stability through the interdiction of illicit drugs, firearms, and trade-related offences. In alignment with the objective to increase the effectiveness of enforcement activities, the Agency will strengthen border protection measures through proactive, intelligence-driven operations.

 This will be supported by continuous legislative and regulatory improvements, the modernization of enforcement through advanced technologies, and the strengthening of strategic partnerships. These efforts will enhance the Agency’s ability to detect, deter, and respond to illegal activities, while facilitating legitimate trade and supporting revenue protection.

National Outcome #5	Security and Safety
STRATEGIC OBJECTIVE	Modernise customs administration for sustainable contribution to economic development over the medium-term: • Increase by 10% the effectiveness of enforcement activities through strengthened border protection measures per fiscal year.
STRATEGY	The Agency will achieve this objective through the following implementation strategy: • Bolster customs enforcement capabilities through technological advancements, strengthened partnerships, risk management mechanisms’ enhancements and security surveillance expansions.

PRIORITY 3.0:

PROCESS AND SERVICE DELIVERY IMPROVEMENT

Description:

The Agency has maintained that high quality service delivery is a key characteristic that should be consistently maintained. Important facets that have expected to have positive/negative influence on the service delivery of the Agency such as equal access to service, provision of information and engagement of customers, identification of improvement gaps, meeting customer needs and expectations, monitoring and evaluation of services activities and proper resolution of customers’ complaints will be prioritized over the medium term.

National Outcome #8	An Enabling Business Environment
STRATEGIC OBJECTIVE	Modernise customs administration for sustainable contribution to economic development over the medium-term: • Improve customs clearance time of commercial goods to 24 hours for the fiscal year. • Improve customs clearance time of non-commercial goods to 2 hours for the fiscal year. • Maintain the average customs processing time of 30 seconds and 3 minutes respectively for green and red channels at the international airports annually.
STRATEGY	The Agency will achieve this objective through the following implementation strategies: • Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment. • Increase the digitalization of processes to strengthen the interconnectedness of systems, enabling data utilization culture and support efficacy in service delivery.

PRIORITY 4.0: GOVERNANCE AND QUALITY ASSURANCE STRENGTHENING

Description: The Agency recognizes that a modern customs administration requires professional support services to 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. While strategies, systems, processes, and tools are key in this endeavour, the driving force behind the performance of Customs operations remains Customs’ human capital. The recent health pandemic reveals that an adaptive workforce is the Customs administration’s greatest asset; and its Customs officials in operational and support functions are the main contributors to business continuity and organizational resilience.

National Outcome #8	An Enabling Business Environment
STRATEGIC OBJECTIVE	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. 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.
STRATEGY	The Agency will achieve this objective through the following implementation strategies: - Enhance the level of service delivery through process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment. - Increase the digitalization of processes to strengthen the interconnectedness of systems, enabling data utilization culture and support efficacy in service delivery.

PRIORITY 5.0: INFRASTRUCTURE IMPROVEMENT & DEVELOPMENT

Description: The Jamaica Customs Agency prioritizes the modernization of customs physical infrastructure to improve efficiency and transparency of customs services. The expansion of customs physical infrastructure improvement and development is an integral part of the Agency’s efforts to fulfil its mandate.

National Outcome #8	An Enabling Business Environment
STRATEGIC OBJECTIVE	Improve operational effectiveness, efficiency, and resource management capacity of the JCA for the fiscal year.
STRATEGIES	The Agency will achieve this objective through the following implementation strategies: • 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.

PRIORITY 6.0: STAFFING AND CAPACITY DEVELOPMENT

Description: The Agency recognizes that a modern customs administration requires professional support services to 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. While strategies, systems, processes, and tools are key in this endeavour, the driving force behind the performance of Customs operations remains Customs’ human capital. The recent health pandemic reveals that an adaptive workforce is the Customs administration’s greatest asset; and its Customs officials in operational and support functions are the main contributors to business continuity and organizational resilience.

National Outcome #8	An Enabling Business Environment
STRATEGIC OBJECTIVE	Improve operational effectiveness, efficiency, and resource management capacity of the JCA for the fiscal year.
STRATEGY	The Agency will achieve this objective through the following implementation strategy: • Realign the organizational structure to address emergent services, broaden expertism, and implement cultural reform.

Programmes and Sub-programme

The Agency’s programmes are being planned and developed with great consideration of the National Development Plan Vision 2030, Jamaica; Medium Term Economic Programme (MTEP); Medium Term Socio-Economic Policy Framework and the Medium-term Results Based Budgeting for Jamaica. With these in mind, the Agency’s programmes and sub-programmes, as identified in the Rationalized Programme Budget Structure for the medium term are as indicated below.

PROGRAMME #1:	Customs Management Programme
Sub-programme 1.1	Trade Facilitation and Revenue Collection
Outcome:	Increased Contribution to The National Budget
Outcome:	Increased Voluntary Compliance
Outcome:	Improved Clearance Times
Sub-programme 1.2	Border Control Operations
Outcome:	Increased Effectiveness of Enforcement Activities
Outcome:	Improved Border Security
PROGRAMME #2:	Executive Direction & Administration Programme
Sub-programme 2.1	Policy Planning and Development
Outcome:	Improved Strategic Performance Management
Outcome:	Improved Public Service Delivery
Outcome:	Increased Oversight and Support
Sub-programme 2.2	Central Administration
Outcome:	Improved Quality of Administrative Services Provided to Stakeholders
Outcome:	Improved Organizational Efficiency
Outcome:	Increased Digitalization of Business Processes

Vision of Success Statement

The work of the Jamaica Customs Agency (JCA) enables the Government of Jamaica to build a capable and resilient nation, fostering sustainable economic growth and social development in the interest of all Jamaicans. The JCA will continue to position itself as a global leader in Customs administration, fulfilling its mandate to:

- Collect all revenue due to the Government of Jamaica.
- Ensure optimal compliance with customs laws and regulations.
- Provide efficient, transparent, and technology-driven services that balance revenue collection, border protection, and trade facilitation.

Over the medium term, the JCA will sustain and increase its contribution to national development by advancing Jamaica’s competitiveness in trade and logistics, while protecting the economy from harmful and illicit activities. This will be achieved through a modern, resilient, and technologically advanced customs administration that invests in:

- A highly trained, motivated, and professional workforce.
- World-class digital systems that strengthen efficiency, transparency, and border security.
- Strategic partnerships that promote safety, security, and trade facilitation.

The JCA’s vision is to be recognized as an innovative, customer-focused, and technologically driven employer of choice, enabling Jamaica to achieve and maintain leadership in the Caribbean for ease of doing business, logistics performance, and border security, while consistently surpassing revenue collection targets and contributing to macroeconomic stability and growth.

Environmental Scan

The Jamaica Customs Agency (JCA) identified and considered the following factors in a recent environmental scan:

Environmental Scan/Analysis Factors

- **Product Situation**

The Changing Landscape of Customs and Global Trade in the 21st Century

In the 21st century, globalization, heightened security threats, digital transformation, expanding trade agreements, and shifting expectations from governments and communities continue to reshape Customs administrations worldwide. For the Jamaica Customs Agency (JCA), sustaining competitiveness requires continuous modernization, deeper use of ICT, and strengthened institutional and human capacity.

Global Standards and the Push for Digitalization

Governments face growing pressure to comply with international trade and border security standards. The COVID-19 pandemic highlighted the importance of resilient ICT platforms and real-time data sharing. For JCA, this has accelerated the move toward e-Customs, where automation, artificial intelligence, and advanced risk management systems are central to operations.

e-Customs and Trade Facilitation

The JCA is expanding digital initiatives to streamline processes, including the systematic and automated exchange of information across the international supply chain. This supports Jamaica's competitiveness and strengthens border security through enhanced pre-arrival processing, risk analysis, and customs controls.

Human Capital to Match Technological Growth

While technology adoption is critical, it must be matched with workforce transformation. Upskilling and reskilling staff in ICT, analytics, enforcement, and customer service remain priorities to ensure JCA employees can effectively complement automation and AI-driven processes.

Leading the Digitization of Trade – JSWIFT

The Jamaica Customs Agency (JCA), as operator of the Jamaica Single Window for Trade (JSWIFT), continues to drive cross-agency digital integration, providing a single access point for trade-related documentation. JSWIFT streamlines permits, licenses, approvals, and payments, enhancing transparency, efficiency, and stakeholder satisfaction.

Key Milestones (2023–2025):

- Broker registration and renewal service onboarded (2023).
- Integration of eGovJa's PayGate 2.0 for seamless payments (2023).
- Expansion of services in 2024, including:
 - Sugar Industry Authority permits (import/export of sugar products).
 - Milk Powder Import License in partnership with JDDDB, NCRA, and TBL.
 - Twelve permit services for the Pharmaceutical and Regulatory Affairs Branch (chemicals, cosmetics, pharmaceuticals, narcotics, psychotropics, etc.).
- By December 2024: 86 services live, 12 Border Regulatory Agencies onboarded, 10,410 users registered, and over 216,000 permits, 4,600 licenses, and 13,000 certificates processed since inception. Payments processed in 2024 totalled J\$645.5 million, with cumulative collections of J\$2.96 billion on behalf of BRAs.
- By August 2025, onboarding of new services was 50–95% complete for entities including JACRA, Veterinary Services Division, Ministry of National Security, Firearm Licensing Authority, and Plant Quarantine & Produce Inspection, with further expansions planned for Mines and Geology Division and NEPA.

JSWIFT will remain central to JCA's modernization agenda. Priorities include expanding services to all remaining BRAs, strengthening interoperability with ASYCUDA and other ICT systems, and enhancing customer experience. These efforts will support Jamaica's trade facilitation commitments, reduce transaction costs, and improve the country's competitiveness in regional and

global logistics.

ISO 9001:2015 Certification – A Milestone in Quality

In April 2023, JCA secured ISO 9001:2015 Certification for the entire Agency. Maintaining this certification requires continuous monitoring, performance measurement, and sustainability initiatives, reinforcing JCA’s culture of quality and accountability.

Modernizing Core Systems – ASYCUDA and Contactless Clearance

Enhancements to ASYCUDA World, including modules for postal, courier, and vessel clearance operations, along with improved risk management, have strengthened JCA’s efficiency. The launch of the Contactless Clearance Process in April 2024 for low-value personal imports has improved service delivery by reducing clearance times while bolstering inspection security.

Non-Intrusive Inspection Programme (NIIP)

In January 2024, JCA formalized the NIIP Project Office and established the Non-Intrusive Inspection and Physical Security Management Branch, staffed by more than 100 professionals. This unit is central to advancing inspection technologies, enhancing risk detection, and safeguarding Jamaica’s borders against sophisticated threats.

• ***Environmental Factors***

Organizational Realignment and Staffing

As of August 2025, the Jamaica Customs Agency (JCA) had filled approximately 82% of its establishment, 1,453 of 1,781 posts leaving 328 posts, or 18%, vacant. The actual staff complement reported as at August 31, 2025, was 1,475, with females accounting for 911 staff (62%) and males 564 staff (38%). While progress has been made since August 2024, these vacancies continue to limit the Agency’s capacity to fully implement modernization and enforcement projects. Strengthened HR strategies including targeted recruitment, workforce realignment, and retention measures remain critical for the 2026–2030 planning period.

The JCA also remains committed to building a cadre of competent and professional staff. By August 31st, 2025, a total of 77 training interventions, both local and overseas, were delivered. These ranged from technical customs-related programmes to soft skills development, ensuring alignment with the Agency’s staff development goals.

Modernizing the Legislative Framework

The modernization of customs legislation remains a priority for the Jamaica Customs Agency, ensuring that the legal framework is aligned with international best practices, supports effective enforcement, and facilitates trade. The Agency:

- Reviewed the First Schedule and provided comments on sections of the latest iteration received from the Printing Office.
- Conducted a comprehensive review of all sections of the April 2, 2025 printed version, including a joint comparative analysis of the drafting instructions sent by JCA, and commenced drafting instructions for review.
- Examined submissions from the Ministry of Foreign Affairs and Foreign Trade regarding the duty-free entitlement of returning Foreign Service officers.
- Completed a comparative review of all sections of the printed Customs Bill provided by the Printing Office in April 2025, including the First Schedule.
- Undertook a joint review of corrections to the Customs Bill with the Legislative Counsel of the Houses of Parliament.
- Liaised with internal stakeholders, legislative counsel, the Printing Office, and the Chief Parliamentary Counsel to ensure alignment and finalization of drafting instructions.
- Prepared a draft brief concerning Clause 224 of the Customs Bill.
- Revised and updated the Discussion Paper on Advance Rulings.

In preparation for the development of new Customs Regulations, the JCA finalized a Project Charter proposing the formation of a Legislative Modernization Project Team. This initiative will provide dedicated resources, including a consultant, to expedite the drafting process while ensuring that the framework is robust and aligned with best practices.

Resource and Infrastructure Development

The Agency acknowledges persistent resource and infrastructure challenges. Plans are underway to modernize customs facilities in Kingston and Western Region Operations with climate-resilient, eco-friendly, and digitally equipped spaces to meet operational demands and improve staff welfare.

Security and Enforcement Pressures

The security landscape in Jamaica is becoming increasingly complex, highlighted by the seizure of an unprecedented cache of firearms and sustained transnational drug and contraband smuggling. Between April 1 and August 31, 2025, narcotics seizures rose to 109 from 84 in the same period in 2024, with marijuana accounting for 60% of cases and more than doubling year-on-year, while cocaine seizures declined slightly. Illicit cigarette seizures also increased, totalling 55 incidents and 58,239 sticks, despite lower detections at ports of entry. These developments signal escalating enforcement and intelligence challenges, emphasizing the strategic importance of inter-agency collaboration, enhanced data-driven operations, and bilateral frameworks such as the emerging Customs Mutual Assistance Agreement (CMTA) with the United States.

Commitment to National Development and Global Alignment

The JCA remains a central partner in Jamaica's Vision 2030 National Development Plan and aligns its programmes with the Government's priorities of macroeconomic stability, fiscal sustainability, and social protection. Recent political continuity following the September 2025 general election provides stability but requires JCA to remain agile in responding to evolving policy priorities. The Agency's modernization initiatives, when combined with legislative reform, ICT investment, and human capital strengthening, will reinforce Jamaica's regional leadership in trade facilitation and border security.

Opportunity and Issue Analysis

The Jamaica Customs Agency (JCA) in analysing the internal and external business environment undertook a situational analysis where the S.W.O.T (strengths, weaknesses, opportunities, and threats) methodology was utilized. The information created and set the foundation for the identification of objectives, targets and strategies that will be applied to enhance the strengths, address the weaknesses, seize the opportunities, and mitigate the threats to the Agency. A graphical representation of the analysis can be seen below:

JAMAICA CUSTOMS AGENCY S.W.O.T ANALYSIS	
INTERNAL FACTORS - STRENGTHS	INTERNAL FACTORS - WEAKNESSES
Skilled and Experienced Workforce: Highly qualified officers with specialized training in customs, finance, and border management. Commitment to Professional Development: Structured training programme with KPIs (minimum 5 training sessions per officer per year), including WCO training and scholarships. Strong Leadership Commitment: CEO/Commissioner support for modernization, certifications, and strategic initiatives. Major National Revenue Generator: Significant contribution to Jamaica’s revenue base (annual reports, revenue statements). Robust Legislative & Institutional Framework: Multiple Acts (Customs, Tax Collection, Proceeds of Crime) and GOJ financial rules support operations. Collaborative International Partnerships: Active engagement with WCO, CARICOM, WTO, CCLEC, and other customs administrations. Centralized Administrative & Financial Support: Integration with GOJ systems ensures transparency and audit readiness. Operational Agility & Resilience: Semi-autonomous authority, established Business Continuity Plan (BCP), Compliance Plan, and Enterprise Risk Management (ERM) Policy. Technology-Driven Customs Management: Centralized Customs Management System (ASYCUDA), Business Intelligence (CASCADE Strategy System & Tableau). Enhanced Trade Facilitation & Compliance: Digital initiatives such as ECCP, Authorized Economic Operator (AEO) certification, adherence to Revised Kyoto Convention (RKC), and Non-Intrusive Inspection (NII) programs.	Revenue Leakages & Collusion Risks: Uncollected duties, incomplete ASYCUDA modules, and private bonded warehouse gaps. Resistance to Change: Low staff uptake of new systems, reluctance to adopt reforms. Operational Bottlenecks: Resource constraints causing delays in clearance and service delivery. Legacy/Manual Systems: Continued reliance on paper-based procedures and outdated processes. Bureaucratic Delays: Rigid approval chains slowing procurement and decision-making. Limited Internal Communication: Information silos across finance, procurement, and administration. Public Perception Challenges: Viewed as bureaucratic and customer-unfriendly, leading to stakeholder frustration. Infrastructure & Facility Constraints: Space limitations at key customs locations and aging infrastructure. Process Automation Gaps & System Downtime: Connectivity issues affecting ASYCUDA and other critical systems. Data Quality & Integration Challenges: Inconsistent data integration and underutilization of analytics for operational planning.
EXTERNAL FACTORS - OPPORTUNITIES	EXTERNAL FACTORS - THREATS
Revenue Optimization Through Technology: PCA expansion, advanced data analytics, AI integration for fraud detection and valuation. Voluntary Compliance Initiatives: Public education and stakeholder engagement improving compliance and reducing enforcement costs. Public-Private Collaboration: Expansion of the National Single Window (NSW) with private sector participation to streamline clearance. Digital Transformation: Automation of procurement, expenditure tracking, and records management. Capacity Building & Specialized Training: Structured programmes to enhance compliance and technical expertise. Global Partnerships & Technical Assistance: Opportunities to leverage training, funding, and best practices from international bodies. Accelerated Digital Transformation & Automation: Adoption of AI-driven risk assessments, predictive analytics, enterprise-wide data warehousing, and NII program expansion. Strengthened Inter-Agency & International Collaboration: Enhanced intelligence-sharing and cooperation with trade facilitation/regulatory bodies. Legal & Policy Modernization: Implementation of revised customs legislation to enhance enforcement powers. Public Engagement & Infrastructure Expansion: Enhanced social media outreach and expansion of customs offices/joint-marine bases. ISO Expansion & Quality Assurance: Acquisition of new certifications, strengthening reputation.	Fraud, Smuggling, & Cybersecurity Risks: Increasing sophistication of threats targeting ASYCUDA and other IT systems. Border Vulnerabilities: Porous borders and limited presence across all ports of entry. Transnational Crime Escalation: Drug trafficking, human smuggling, and illicit trade. Political & Policy Risks: Tariffs imposed by foreign governments, shifting GOJ priorities, and geopolitical constraints. Economic Shocks: Trade fluctuations reducing revenue and budget allocations. Resistance to Modernization: Staff reluctance to adopt new systems and processes could stall reform. Global Disruptions & Environmental Threats: Health crises, extreme weather, rising sea levels, hurricanes, and floods threatening operations and trade routes. External Supplier & Infrastructure Risks: Service delivery issues from third-party vendors; internet instability and cybersecurity threats. Talent Retention & Workforce Sustainability Issues: Loss of experienced personnel to more competitive salary offerings; challenging work conditions affecting staff morale.

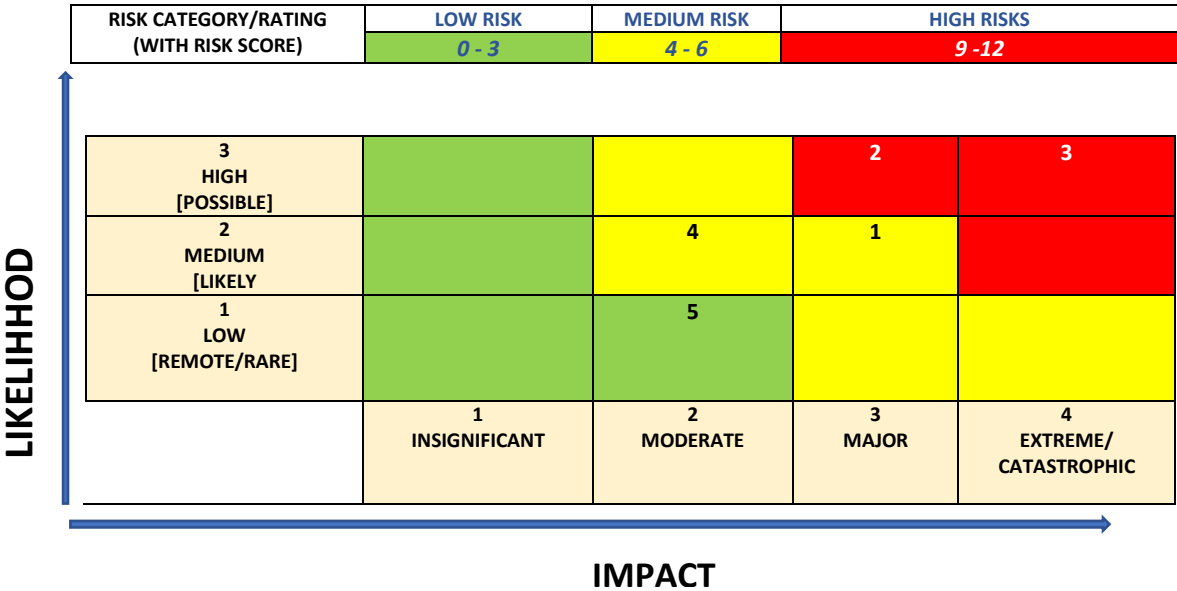
Summary of Performance in the previous medium-term period

Net revenue collections reached \$325.025 billion, just 0.4% (\$1.225 billion) below the annual target of \$326.450 billion, reflecting relatively stable performance and underscoring the Agency’s resilience as a disciplined revenue administration. The Agency conducted 118 special enforcement operations, resulting in 30 detections, achieving an effective detection rate of 25.4%. In trade facilitation, the Agency processed 165,987 declarations, with 90.9% (150,899 declarations) completed within 20 hours, demonstrating efficiency and adherence to service standards.

Risk Analysis

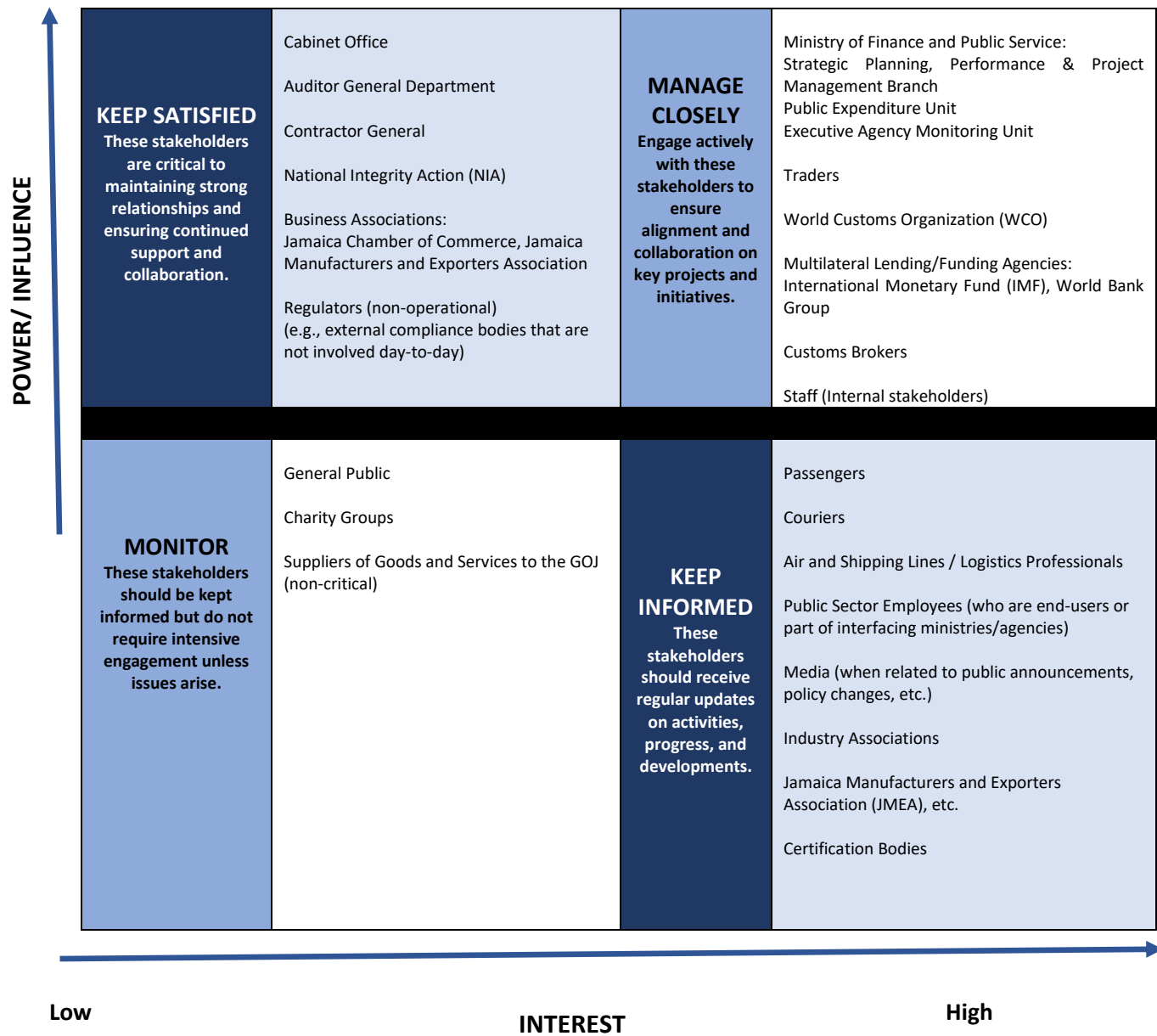
The risk analysis is a critical tool utilized to evaluate the key risks facing the Jamaica Customs Agency (JCA). These risks are ranked based on their likelihood of occurrence and their potential impact on achieving the Agency's outcomes and objectives. The following are the primary risks identified:

- 1. Misalignment of Strategic Goals and Objectives
- 2. Misclassification or Misinterpretation of Tariff Codes
- 3. Increase or Undetected Contraband, Gun, and Narcotics Smugglers
- 4. Project Cost and Schedule Overruns
- 5. Delays in the Complaint Resolution Process



Stakeholder Mapping

The stakeholder analysis is a vital management tool designed to assess the attitudes, expectations, and interests of stakeholders regarding the organization and its policies, programs, and projects. This analysis enables the Jamaica Customs Agency (JCA) to understand stakeholder perspectives and align its initiatives with their needs and concerns, fostering better relationships and enhancing overall effectiveness.



Strategic Issues

The performance review and situational analysis have revealed several strategic issues critical for decision-making. Addressing these areas is essential for successfully advancing the Jamaica Customs Agency's (JCA) medium-term agenda through targeted interventions and strategies that will facilitate the achievement of desired outcomes and strategic objectives. The key issues facing the sector include:

- **Limited Use of Advanced Analytics**
Underutilization of analytics reduces the Agency's ability to identify risk patterns, detect non-compliance, and optimize operations.
- **Inadequate Logistical Layout of Customs Offices**
Poorly designed office layouts and workflows contribute to productivity losses, limiting the Agency's ability to deliver services effectively.
- **Challenges in Attracting and Retaining Diverse Talent**
Difficulties in recruiting and sustaining a skilled and diverse workforce in critical functions weaken institutional capacity and reduce the quality and consistency of service delivery.
- **Insufficient Accommodation for a Growing Workforce**
Limited office space constrains workforce expansion and restricts the Agency's ability to scale operations in line with increased responsibilities.
- **Timeliness and Consistency in Resource Delivery**
Inconsistent and delayed provision of essential resources, goods, and services negatively impacts operational efficiency and programme implementation.
- **Dependence on External Internet Service Providers**
Reliance on third-party service providers for internet connectivity exposes the Agency to potential disruptions that affect digital operations and service delivery.
- **Delays in Strategic Project Execution**
Slow execution of strategic initiatives undermines project outcomes, budget utilisation, and operational growth, delaying the realisation of key organisational objectives.
- **Border Security Challenges**
Persistent attempts by smugglers to penetrate borders using sophisticated methods contribute to transnational crime, posing risks to revenue collection, national security, and the Agency's reputation.

Conclusion

In conclusion, the Jamaica Customs Agency (JCA) remains steadfast in its mission to safeguard Jamaica's borders, secure government revenue, and facilitate legitimate trade and travel. While the environmental scan highlights both persistent and emerging challenges; ranging from transnational security threats to workforce and technological constraints, the Agency is committed to proactive risk management, strategic modernization, and continuous improvement.

By strengthening partnerships locally and internationally, leveraging data and technology, and advancing legal and policy reforms, the JCA will position itself to respond effectively to dynamic global and national trends. Equally, investment in staff development, operational efficiency, and service excellence will ensure that the Agency continues to uphold transparency, accountability, and professionalism while driving sustainable growth and competitiveness for Jamaica.

STRATEGY IMPLEMENTATION

PROGRAMME 1.0: CUSTOMS MANAGEMENT PROGRAMME

PROGRAMME OBJECTIVE: Modernise customs administration for sustainable contribution to economic development over the medium-term.	Description and Context: 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.	
	Programme Budget No.: Head 20012	Programme Budget: \$12,323.98mn
VISION 2030 NATIONAL GOAL: <i>Jamaica's Economy is Prosperous</i> <i>The Jamaican society is secure, cohesive and just</i>	National Outcome: A Stable Macro-Economy National Outcome: Security and Safety	Sector Outcome (as applicable): Develop an efficient and equitable tax system and strengthen investment promotion and trade facilitation. Improve the security of the border and territorial waters.
GOJ MEDIUM-TERM STRATEGIC PRIORITY: <i>Inclusive Sustainable Economic Growth and Job Creation</i>	Contribution to GOJ Medium-Term 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>	
AGENCY STRATEGIC PRIORITIES	- Macro-Economic Stability and Fiscal Sustainability - Social Protection	

SUB-PROGRAMME 1.1: TRADE FACILITATION AND REVENUE COLLECTION

SUB-PROGRAMME OBJECTIVE: • Improve customs clearance time of commercial goods to 24 hours for the fiscal year. • Improve customs clearance time of non-commercial goods to 2 hours for the fiscal year. • Maintain the average customs processing time of 30 seconds and 3 minutes respectively for green and red channels at the international airports annually. • Achieve 100% annually, the revenue target forecasted in contributing to the GoJ budgeting initiatives. • Reduce, by 5% annually, outstanding arrears in optimizing revenue collection.	Description and Context: <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>	
	Sub-Programme No.: Head 20012	Sub-Programme Budget: \$8,571.62mn

AGENCY OUTCOMES: <i>Increased Revenue Contribution</i> <i>Improved Clearance Time</i>		<i>Outcome Indicators [Measure]:</i> <i>% in the contribution to the national budget</i>				<i>Short to medium term Targets</i> <i>37%-40%</i>		
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 March 31, 2027	-	-	-	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	Current arrears collected	% of current arrears collected	78%	50%	50%	60%	60%	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	
process improvement, strengthening governance mechanisms; agile stakeholder engagements and promoting a compliant environment.	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
	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, 2029	-	Jamaica Customs Agency
	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
	Artificial Intelligence (AI) Agent Operational	Timeframe within which Artificial Intelligence (AI) Agent Operational	-	Artificial Intelligence (AI) Agent Operational by March 31, 2027	-	-	-	Jamaica Customs Agency
	ASYCUDA System Trade Facilitation Enhancements Modules implemented	# ASYCUDA World (ASYCUDA-8) Extended Functionalities implemented	-	4 ASYCUDA World Extended Functionalities	-	-	-	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	
				(ASYCUDA-8) implementation by March 31, 2027				
	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 Other Government Agencies/Border Regulatory Agency Service(s) onboarded in JSWIFT by March 31, 2027	15 Other Government Agencies/Border Regulatory Agency Service(s) onboarded in JSWIFT by March 31, 2028	32 Other Government Agencies/Border Regulatory Agency Service(s) onboarded in JSWIFT by March 31, 2029	3 Other Government Agencies/Border Regulatory Agency Service(s) onboarded in JSWIFT by March 31, 2030	Jamaica Customs Agency
		# of Contracted Other Government Agencies/Border Regulatory Agency onboarded in JSWIFT	-	3 Contracted Other Government Agencies/Border Regulatory Agency Service(s) onboarded in JSWIFT by March 31, 2027	2 Contracted Other Government Agencies/Border Regulatory Agency Service(s) onboarded in JSWIFT by March 31, 2028	-	-	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
		ANNUAL TOTALS		\$8,571.62	\$9,000.20	\$9,450.21	\$9,922.72	

SUB-PROGRAMME 1.2: BORDER CONTROL OPERATIONS

SUB-PROGRAMME OBJECTIVE: Increase by 10% the effectiveness of enforcement activities through strengthened border protection measures per fiscal year.	Description and Context: <i>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>	
	Sub-Programme No.: Head 20012	Sub-Programme Budget: \$3,752.36mn

AGENCY OUTCOMES: <i>Increased Effectiveness of Enforcement Activities</i>	Outcome Indicators [Measure]: <i>% increase in effectiveness of enforcement activities through strengthened border protection measures per fiscal year</i>	Short to medium term Targets <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.	Increased 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 ¹	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			1 base established by March 31, 2029	2 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 March 31, 2027	-	-	-	Jamaica Customs Agency
	Audio-Visual Interview Rooms operational	Timeframe within which Audio-Visual Interview Rooms operational	-	-	Audio-Visual Interview Rooms operational by September 30, 2027	-	-	Jamaica Customs Agency
	CCTV/Video Surveillance Monitoring Centre	Timeframe within which CCTV/Video Surveillance Monitoring Centre Established	-	-	CCTV/Video Surveillance Monitoring Centre	-	-	- Jamaica Customs Agency

¹ 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.					Established by December 31, 2027			
	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 Seaports by March 31, 2028	Remote Inspection Analysis Centre (RIAC) Infrastructure completed and software procured for Montego Bay Seaports by March 31, 2029	-	Jamaica Customs Agency
		Timeframe within which Mobile Scanning Units – NMIA & SIA procured and installed	-	-	Scanning equipment for the Export Import Centres (Montego Bay) procured and installed by March 31, 2028	Scanning equipment for the Export Import Centres (Kingston) procured and installed by March 31, 2029	-	Jamaica Customs Agency
		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, 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
		Timeframe within which Portal scanners – KWL and KFTL Locations procured and operational	-	-	Portal Scanners procured and operational at KWL by	Portal Scanners procured and operational at KFTL by	-	Jamaica Customs Agency

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	
					March 31, 2028	March 31, 2029		
	Investigation Case Management System (goCASE) implemented	Timeframe within which Investigation Case Management System (goCASE) implemented	-		Investigation Case Management System (goCASE) implemented by December 31, 2027	-	-	Jamaica Customs Agency
		ANNUAL TOTALS		\$3,752.36	\$3,939.98	\$4,136.98	\$4,343.83	

PROGRAMME 2.0: EXECUTIVE DIRECTION AND ADMINISTRATION

PROGRAMME OBJECTIVE: <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>	Description and Context: 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.	
	<i>Programme Budget No.: Head 20012</i>	<i>Programme Budget: \$12,860.47mn</i>
VISION 2030 NATIONAL GOAL: <i>Jamaica's Economy is Prosperous</i>	National Outcome: #8: Enabling Business Environment	Sector Outcome (as applicable): Develop an efficient and equitable tax system and strengthen investment promotion and trade facilitation
GOJ MEDIUM-TERM STRATEGIC PRIORITY: <i>Macro-Economic Stability and Fiscal Sustainability</i>	Contribution to GOJ Medium-Term 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>	
AGENCY STRATEGIC PRIORITIES	• <i>Macro-Economic Stability and Fiscal Sustainability</i> • <i>Social Protection</i>	

SUB-PROGRAMME 2.1: POLICY, PLANNING AND DEVELOPMENT

SUB-PROGRAMME 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.	Description and Context: <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>	
	Sub-Programme No.: <i>Head 20012</i>	Sub-Programme Budget: <i>\$2,161.10mn</i>

AGENCY OUTCOMES: <i>Improved Public Service Delivery</i>	Outcome Indicators [Measure]: <i>% of strategic organizational objectives achieved</i>	Short to medium term Targets <i>95% of strategic organizational objectives achieved</i>
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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	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).			methodology for 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, 2029	-	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
	Change and Culture Management Programme developed	Timeframe within which Change and Culture Management Programme developed	-	Change and Culture Management Programme Phase 1: process mapping and alignment completed by March 31, 2027	Change and Culture Management Programme Phase 2 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
		ANNUAL TOTALS		\$2,161.10	\$2,269.16	\$2,382.61	\$2,501.74	

SUB-PROGRAMME 2.2: CENTRAL ADMINISTRATION

SUB-PROGRAMME OBJECTIVE: Improve operational effectiveness, efficiency, and resource management capacity of the JCA for the fiscal year.	Description and Context: <i>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 are 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.</i> <i>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.</i>	
	Sub-Programme No.: Head 20012	Sub-Programme Budget: \$10,079.40mn

AGENCY OUTCOMES: <i>Increased Digitalization of Business Processes</i>	Outcome Indicators [Measure]: <i>% change in the quality of administrative services provided to stakeholders</i>	Short to medium term Targets <i>80% attained change in the quality of administrative services provided to stakeholders</i>
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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 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) developed & implemented	Timeframe within which Electronic Budget, Procurement and Contract Monitoring System (eBPCMS) developed & implemented	-	eBudgeting Module developed by March 31, 2027	-	-	-	Jamaica Customs Agency
			-	eContract Monitoring Module developed by March 31, 2027	-	-	-	
			-	eProcurement Module developed by March 31, 2027	eProcurement Module Implementation & Integration with Procurement	-	=	

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	
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).					Endorsement Database Management System (PEDMS) by March 31, 2028			
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 completed	# approved infrastructure projects completed	6	29	5	-	-	Jamaica Customs Agency
	Modern Customs Office Development – Kingston Ground-breaking executed	Timeframe within which Modern Customs Office Development – Kingston (Lot 6 & 7) Ground-breaking executed	-	-	-	Modern Customs Office Development – Kingston (Lot 6 & 7) Ground-breaking executed by March 31, 2029	-	Jamaica Customs Agency
		ANNUAL TOTALS		\$10,079.40	\$10,583.37	\$11,112.54	\$11,668.17	

HUMAN RESOURCES CAPACITY PLAN

Jamaica Customs Agency Human Resources Capacity Plan							
<i>Unit/Division</i>	<i>Staff Complement</i>	<i>Planned 2026/27</i>	<i>Planned 2027/28</i>	<i>Planned 2028/29</i>	<i>Planned 2029/30</i>	<i>Financial Implications</i>	<i>Source of funding</i>
Support Services/ Direction and Management	26	27	28	29	30	-	Appropriation in Aids
Corporate Services	306	321	337	354	372	-	Appropriation in Aids
Operations	914	960	1,008	1,058	1,111	-	Appropriation in Aids
Border Protection	229	240	252	265	278	-	Appropriation in Aids
Total	1,475	1,548	1,625	1,706	1,791	-	-

MEDIUM TERM FINANCIAL RESOURCE PLAN

Jamaica Customs Agency Medium-Term Financial Resource Plan												
Prog. #	Programme	Sub- Prog. #	Sub-Programme	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				Actual Outturn	Approved	Approved	Approved	Approved	Forecast	Forecast	Forecast	Forecast
				(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)
001	Customs Management Programme	01	Trade Facilitation and Revenue Collection	3,238.834	4,241.956	3,890.501	8,482.273	8,786.98	8,571.62	9,000.20	9,450.21	9,922.72
		02	Border Control Operations	1,619.417	1,342.389	1,510.206	2,855.435	3,737.85	3,752.36	3,939.98	4,136.98	4,343.83
			Sub-Total	4,858.251	5,584.345	5,400.707	11,337.708	12,524.83	12,323.98	12,940.18	13,587.19	14,266.55
002	Executive Direction and Administration	01	Policy, Planning and Develop- ment	1,214.563	879.402	1,055.849	1,525.325	1,589.37	2,161.10	2,269.16	2,382.61	2,501.74
		02	Central Admin- istration	2,024.271	5,251.097	6,497.256	8,739.542	9,654.01	10,079.40	10,583.37	11,112.54	11,668.17
			Sub-Total	3,238.834	6,130.499	7,553.105	10,264.867	11,243.38	12,240.50	12,852.53	13,495.15	14,169.91

APPENDIX A - ORGANIZATION LEVEL INDICATORS

In 2020, the Jamaica Customs Agency commenced its Performance-Based Incentive programme in alignment with Circular No.11, File No. 463/132 dated May 1, 2013, Performance Incentive Payments – Guidelines for Executive Agencies, with an approval date of April 1, 2018. Against this background, the Key Performance Indicators (KPIs) for the fiscal year 2026/2027 is presented below:

No.	Category	Key Performance Indicators
1	Revenue and Finance	100% of revenue collected as forecasted
2		Total expenditure $\leq$ 100% of the approved budget
3		Customs Agency costs $\leq$ 2% of the value of goods traded
4	Trade Facilitation	85% of commercial declarations documentary processed within 20 hours of submission/payment
5		80% of import commercial cargo released at ports within 3 hours of shipment presented for examination
6		Average $\leq$ 30 seconds for green channel and $\leq$ 3 minutes for red channel to process passengers per flight action
7	Compliance	100 post clearance audit cases completed
8	Stakeholder Engagements and Community-based Initiatives	50 stakeholder engagement, public education and awareness sessions held
9		80% customer satisfaction level attained
10		80% of reported complaints resolved within 24 hours - 20 working days
11	Human Resource Management and Development	600 staff received $\geq$ 5 days of training
12		90% of staff for prior fiscal year achieving satisfactory performance rating 75% or above
13		80% posts filled on the establishment
14	Border Protection	120 enforcement operations conducted
15		17% positive hit rate from risk criteria detection

APPENDIX B - STAKEHOLDER ANALYSIS MATRIX

Jamaica Customs Agency Stakeholder Analysis Matrix									
Stakeholder's Perspective (What the stakeholder needs, wants and expects from the JCA in undertaking its mission/mandate)						Regulatory Requirements	Agency's Perspective (What the JCA needs, wants and expects from the Stakeholder to effectively undertake its mission/mandate)		
Stakeholder	Interests	Influence	Needs	Wants	Expectations		Needs	Wants	Expectations
International Organizations -Multilateral Lending/Funding Agencies (World Customs Organization, International Monetary Fund, World Bank Group, Inter-American Development Bank, United States Agency for International Development)	High	High	Implementation of recommendations Satisfy conditions for loan disbursements.	Implementation of International Standards Regular communication and engagement	Ongoing consultation Economic growth Efficient and effective tax system Good Business Relations On-time Payment Effective and robust anti-money laundering, anti-fraud, anti-corruption programs	Financial Instructions to Executive Agencies The Financial Administration and Audit Act The Executive Agencies Act, 2002 The Executive Agencies (General) Regulations, 2010	Project and budget management. Results-based performance management.	Economic growth. Efficient and effective tax system.	Compliance to standards and regulations. Good business relations and timely payments. Effective anti-money laundering, anti-fraud, and anti-corruption programs.
Cabinet Office	High	Low	Compliance to approved strategic planning framework	Results Based Performance Management	Documents prepared and submitted in accordance with the established guidelines	Financial Instructions to Executive Agencies The Financial Administration and Audit Act The Executive	Technical support/assistance/resources	Ongoing Consultations Feedbacks	Timely feedback Inclusion in change processes

Jamaica Customs Agency Stakeholder Analysis Matrix									
Stakeholder's Perspective (What the stakeholder needs, wants and expects from the JCA in undertaking its mission/mandate)						Regulatory Requirements	Agency's Perspective (What the JCA needs, wants and expects from the Stakeholder to effectively undertake its mission/mandate)		
Stakeholder	Interests	Influence	Needs	Wants	Expectations		Needs	Wants	Expectations
						Agencies Act, 2002 The Executive Agencies (General) Regulations, 2010			
Ministry of Finance and Public Service (The Honourable Minister, Fiscal Secretary, Strategic Planning, Performance & Project Management Branch, Public Expenditure Unit, Executive Agency Monitoring Unit)	High	High	Timely and adequate collection of revenue, as well as accurate data. Sound policy advice	High quality technical support Results Based Performance Management Proactive, accurate and timely information	Agreed policies to be implemented. Guidance and support Timely Strategic Plans / Performance Reports Capacity building	Financial Instructions to Executive Agencies The Financial Administration and Audit Act Travel Tax Act Public Service Regulation Labour Relations and Industrial Dispute Act and Regulation Employment Flexible Work Arrangement And Miscellaneous	Guidance and support.	Capacity building and timely submission of reports.	Clear policy direction. - Timely feedback and inclusion in change processes.

Jamaica Customs Agency Stakeholder Analysis Matrix									
Stakeholder's Perspective (What the stakeholder needs, wants and expects from the JCA in undertaking its mission/mandate)						Regulatory Requirements	Agency's Perspective (What the JCA needs, wants and expects from the Stakeholder to effectively undertake its mission/mandate)		
Stakeholder	Interests	Influence	Needs	Wants	Expectations		Needs	Wants	Expectations
						Provisions Act 2014			
Regulators (Auditor General Department, National Integrity Action Jamaica)	High	Low	Compliance with GOJ's guidelines and regulations	Implementation of recommendations	Inclusion in change processes Ongoing Consultations	Financial Instructions to Executive Agencies The Financial Administration and Audit Act The Executive Agencies Act, 2002 The Executive Agencies (General) Regulations, 2010	Effective management, transparency, and accountability.	Proper regulatory guidelines and standards.	Ongoing consultations and timely feedback. -Timely reports and improved compliance.
Contractor General	High	Low	Implementation of recommendations Compliance with regulations.	Regular communication to all stakeholders.	Effective anti- money laundering and anti-corruption programs. Economic growth and efficient tax systems.	Contractor General Act	Proper project and budget management.	Results-based performance management.	Regular communication and ongoing consultations. Timely reports and effective regulation.

Jamaica Customs Agency Stakeholder Analysis Matrix									
Stakeholder's Perspective (What the stakeholder needs, wants and expects from the JCA in undertaking its mission/mandate)						Regulatory Requirements	Agency's Perspective (What the JCA needs, wants and expects from the Stakeholder to effectively undertake its mission/mandate)		
Stakeholder	Interests	Influence	Needs	Wants	Expectations		Needs	Wants	Expectations
Certification Bodies	High	Medium	Compliance with certification standards. Regular assessments.	Continuous quality improvement.	Certification audits and maintenance of compliance standards.	The National Certification Body of Jamaica (NCBJ) regulations. The Standards Act of 1969 and The Standards Regulations of 1983	Adherence to certification requirements.	Continuous certification and compliance.	Certification audits, reports, and adherence to international standards.
Business Associations (Jamaica Chambers of Commerce)	High	High	Regular communication Consultations	Fairness and Transparency	Timely updates on procedural changes and solutions to issues.	The Executive Agencies Act, 2002 The Executive Agencies (General) Regulations, 2010 The Customs Act, 2019 Citizens Charter	Regular updates and quality customer service.	Support of policies and programmes	Improved business relations Reduced turnaround times Improved compliance with requirements of laws especially that governing the payment of taxes and the appeals process
Charity Groups	Low	Low	Regular communication	Fairness and Transparency	Timely updates on procedural changes and	The Executive Agencies Act, 2002	Regular updates and quality customer service.	Support of policies and programmes	Improved business relations

Jamaica Customs Agency Stakeholder Analysis Matrix									
Stakeholder's Perspective (What the stakeholder needs, wants and expects from the JCA in undertaking its mission/mandate)						Regulatory Requirements	Agency's Perspective (What the JCA needs, wants and expects from the Stakeholder to effectively undertake its mission/mandate)		
Stakeholder	Interests	Influence	Needs	Wants	Expectations		Needs	Wants	Expectations
			Consultations		solutions to issues.	The Executive Agencies (General) Regulations, 2010 The Customs Act, 2019 Citizens Charter			Reduced turnaround times Improved compliance with requirements of laws especially that governing the payment of taxes and the appeals process
Industry Associations (Jamaica Manufacturers and Exporters Association, Jamaica Chamber of Commerce)	High	Low	Clear policies and procedures Policies that promote the investment environment (ease of doing business)	Access to information Concessions	Stable economic environment A rationalized public sector	The Executive Agencies Act, 2002 The Executive Agencies (General) Regulations, 2010 The Customs Act, 2019 Citizens Charter	Timely submission of claims and proposals	Harmonious industrial relationships	Improved adherence to statutory reporting requirements Increased economic growth and compliance with tax regulations.
Customs Brokers	High	High	Regular communication Consultations	Fairness and Transparency	Regular updates and solutions to issues.	The Executive Agencies Act, 2002 The Executive	Adherence to legislative requirements.	Quality customer service.	Improved business relations Reduced

Jamaica Customs Agency Stakeholder Analysis Matrix									
Stakeholder's Perspective (What the stakeholder needs, wants and expects from the JCA in undertaking its mission/mandate)						Regulatory Requirements	Agency's Perspective (What the JCA needs, wants and expects from the Stakeholder to effectively undertake its mission/mandate)		
Stakeholder	Interests	Influence	Needs	Wants	Expectations		Needs	Wants	Expectations
						Agencies (General) Regulations, 2010 The Customs Act, 2019 Citizens Charter			turnaround times Improved compliance with requirements of laws especially that governing the payment of taxes and the appeals process
Traders	High	High	Independent, objective, and fair assessments and appeals mechanism. Prompt decisions and understanding of case facts.	Equitable and simple tax systems	Reduction in or elimination of tax liabilities	The Executive Agencies Act, 2002 The Executive Agencies (General) Regulations, 2010 The Customs Act, 2019 Citizens Charter	Proactive and accurate information.	Quality customer service and guidance.	Reduced turnaround times and improved compliance with laws.
Passengers, Couriers, Air and Shipping Lines/Logistics professionals	High	Low	Independent, objective, and fair assessments and appeals mechanism. Prompt decisions	Equitable and simple tax systems	Reduction in or elimination of tax liabilities	The Executive Agencies Act, 2002 The Executive Agencies (General)	Proactive and accurate information.	Quality customer service and guidance.	Reduced turnaround times and improved compliance with laws.

Jamaica Customs Agency Stakeholder Analysis Matrix									
Stakeholder's Perspective (What the stakeholder needs, wants and expects from the JCA in undertaking its mission/mandate)						Regulatory Requirements	Agency's Perspective (What the JCA needs, wants and expects from the Stakeholder to effectively undertake its mission/mandate)		
Stakeholder	Interests	Influence	Needs	Wants	Expectations		Needs	Wants	Expectations
			and understanding of case facts.			Regulations, 2010 The Customs Act, 2019 Citizens Charter			
Public Sector Employees	High	Low	Benefits/Loans	More Benefits Greater awareness	Prompt delivery of Benefits	Financial Instructions to Executive Agencies The Financial Administration and Audit Act The Executive Agencies Act, 2002 The Executive Agencies (General) Regulations, 2010 The Customs Act, 2019	Cooperation Buy In to reform and other policies	Greater Productivity Improved morale	Improved job satisfaction and work conditions.
Staff	High	High	Fair and Timely Compensation Adequate resources, tools and technology	Recognition Career Development	Respect Staff Welfare Pleasant Work Environment	Staff Orders for the Public Service 2004 The Executive Agencies Act,	Safe work conditions.	Sustainable job security.	A motivated workforce and achievement of work targets.

Jamaica Customs Agency Stakeholder Analysis Matrix									
Stakeholder's Perspective (What the stakeholder needs, wants and expects from the JCA in undertaking its mission/mandate)						Regulatory Requirements	Agency's Perspective (What the JCA needs, wants and expects from the Stakeholder to effectively undertake its mission/mandate)		
Stakeholder	Interests	Influence	Needs	Wants	Expectations		Needs	Wants	Expectations
						2002 The Executive Agencies (General) Regulations, 2010 Occupational Safety and Health Act			
Suppliers of Goods and Services to the GOJ	Low	Low	Timely payment for goods and services Clear purchasing requests	More user friendly procurement environment	Clear and transparent procurement process	The Financial Administration and Audit Act The Executive Agencies Act, 2002	Adherence to processes, systems, and regulations	Value for money	Improved quality in goods and services
Media	Low	High	Regular communication Consultations	Fairness and Transparency Consultations	Removal of red tape Timely updates Quality customer service	The Executive Agencies Act, 2002 The Executive Agencies (General) Regulations, 2010 The Customs Act, 2019 Citizens Charter	Regular updates and quality customer service.	Solutions to issues.	Improved business relations and compliance with laws.

Jamaica Customs Agency Stakeholder Analysis Matrix									
Stakeholder's Perspective (What the stakeholder needs, wants and expects from the JCA in undertaking its mission/mandate)						Regulatory Requirements	Agency's Perspective (What the JCA needs, wants and expects from the Stakeholder to effectively undertake its mission/mandate)		
Stakeholder	Interests	Influence	Needs	Wants	Expectations		Needs	Wants	Expectations
General Public	Low	Low	Access to Information Transparency Accountability	Timely and accurate information and support Improved processes	Timely, accurate information and support.	The Executive Agencies Act, 2002 The Executive Agencies (General) Regulations, 2010 The Customs Act, 2019 Citizens Charter	Information sharing and feedback.	Access for interaction.	Improvement in government services, transparency, and accountability.

APPENDIX C RISK MANAGEMENT MATRIX

Jamaica Customs Agency Enterprise Risk Register FY2026/2027								
Programme/Sub-Programme Objectives	Risk Description	Opportunity/Threat	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response
Programme 1.0: Customs Management Objective: Modernise customs administration for sustainable contribution to economic development by over the medium-term	Misalignment between GOJ economic priorities and JCA's strategic objectives may reduce the agency's contribution to economic development	Threat	Medium-term (Risk Appetite) Strategic risk	2	3	6	Acceptance	Encourage inter-agency collaboration through Memorandum of Understandings between RAD, TAJ and JCA Aggressive awareness campaign Promote compliance programmes
Sub-programme 1.0: Trade Facilitation and Revenue Collection Objective: Achieve, at 100% annually, the revenue target forecasted in contributing to the GoJ budgeting initiatives.	Misclassification or misinterpretation of tariff codes may result in revenue shortfalls and tax gap expansion	Threat	Low (Risk Appetite) Operational Risk	3	3	9	Mitigate	Update the tariff codes on system Continued strengthening of post audit activities Implementation of training and education programme Updating website Develop /implement compliance and enforcement programmes Aggressive awareness campaign
Sub-programme 2.0: Border Control Operations Objective: Increase by 10% the effectiveness of enforcement activities through strengthened border protection measures per fiscal year	The increase in the cross-border movement of contraband caused by gun and narcotics smugglers that use Jamaica as a transit/destination, will impact Jamaica's health bill, increase violence and increase in administrative cost.	Threat	Low (Risk Appetite) Strategic Risk	3	4	12	Mitigate	Implementation of the Non-Intrusive Inspection Programme Establishment of Canine Detection Programme
Programme 2.0: Executive Direction & Administration	The delays in the achievement of programmes and projects	Threat	Medium-term (Risk	2	2	4	Mitigate	Automate the strategic planning and budget processes

Jamaica Customs Agency Enterprise Risk Register FY2026/2027								
Programme/Sub-Programme Objectives	Risk Description	Opportunity/Threat	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response
Programme Sub-programme 1.0: Policy, Planning and Development Objective: Improve the quality of planning and research mechanisms, as well as the JCA's responsiveness to policy formulation to better respond to sector issues for the fiscal year.	caused by cost and schedule overruns will impact the Agency's responsiveness to seize new opportunities and trends.		Appetite) Strategic Risk					Prudent management of resources Projectise and prioritize strategic initiatives. Improve assessment of monitoring and evaluation
	If there are delays in the complaints resolution process, caused by no or untimely responses, this could lead to a negative perception and a poor customer experience.	Threat	Medium-term (Risk Appetite) Strategic Risk	2	2	4	Mitigate	Upgrading of Sysaid Continuous sensitisation of Customer Relationship Feedback Form Reports
Sub-programme 2.0: Central Administration Objective: Improve operational effectiveness and efficiency, governance, and human and operational capacity of the JCA enhanced for the fiscal year.	The delay in the holistic revision of the organizational structure, caused by the absence of a workload assessment, negatively impact the adequate manpower/operational capacity needed to execute the Agency's services.	Threat	Medium-term (Risk Appetite) Operational Risk	2	2	4	Reduction	Finalize staffing of JCA as an Executive Agency Strategically plan the recruitment processes.

APPENDIX D JAMAICA CUSTOMS AGENCY LOGIC MODEL

IMPACT	Sustained Economic Growth and Development through efficient Trade Facilitation, robust Border Protection, and effective Revenue Collection.						
PRIORITIES	Digitalization	Border Enforcement and Compliance	Process and Service Delivery Improvement	Infrastructure Improvement & Development	Staffing and Capacity Development		
INTERMEDIATE OUTCOMES	Increased Ease of Doing Business and Customs Modernization	Change in Behaviour to Anti-Smuggling/Evasion	Increase Contribution to National Budget	Increased value for money of government spending	Improved Quality of Administrative Services Provided to Stakeholders		
IMMEDIATE OUTCOMES	- Increased Digitalization of Business Processes - Improved Public Service Delivery	- Improved Border Security - Increased Effectiveness of Enforcement Activities	- Increased Revenue Contribution - Improved Clearance Time - Increased Voluntary Compliance	Better designed or renovated customs offices and facilities	- Improved Organizational Efficiency - Increased Oversight and Support - Improved Governance & Stakeholder Satisfaction - Improved Strategic Performance Management		
OUTPUTS	- Information management services - Network management services - ICT systems implemented - MoUs/SLA/Framework Agreements - Jamaica Single Window for Trade (JSWIFT) System Other Government Agencies/Border Regulatory Agency service(s) onboarded - ASYCUDA World extended functionalities implemented	- Enforcement Operations Conducted - Non-Intrusive Cargo Inspection Detected - Drones are procured and commissioned - Canine Detection Programme implemented	- Revenue target collected as forecasted - Trade Compliance Level Achieved - Import and Export Declarations Documentary Processed - Customer Satisfaction Level Attained - Relevant Policies, Strategy Document, ISO Certification Update, Legislation - Reports – Audits, Projects, Financial, Performance, Procurement - Plans -Corporate & Operational, Projects - Stakeholder Engagement and Initiatives - Enterprise Risk Management implemented	- Procurement Plan - Property and asset management services - Office equipment support services - Business continuity and disaster recovery - Plan - Joint Marine Base established - Modern Customs Office Development	- Human resources management services - Organizational management and development services - Training Plans - Standard Operating Procedures (SoPs) - Culture & Change Management Programme implemented - Staff achieving satisfactory performance rating - Reduction of safety incidents reported		
ACTIVITIES	- Undertake research on key issues and new technology & practices in the sector - Design, develop, procure, implement, support and manage the information technology systems - Reduce bureaucracy and red tape - Boost awareness of processes - Consistent provision of service	- Non-intrusive inspections - Passenger & cargo profiling - Conduct random inspections - Timely/quality investigations and surveillance - Coordinated intelligence gathering & intelligence driven operations - Successful prosecution of internal and external targets / offenders - Public awareness of consequences of non-compliance	- Post Auditing, budgeting, project management - Preparation of corporate plans, Strategy Documents, policies, legislation - Public education - Conduct annual risk assessment and update the enterprise risk register	- Communicate the strategic direction and priorities of the Agency to stakeholders - Procurement of goods and services - Management of properties and assets - Security management	- Recruitment and selection of HR - Training and development - Manage staff retention and attrition - Manage staff welfare and conditions of service - Occupational health and safety - Social services support		
INPUTS	Human Resources	Financial Resources	Partnerships	Infrastructure	Equipment	Facilities	Systems
ASSUMPTIONS	Resources and capacity will be available for programme delivery - Availability of labour and technical capacity -Buy-in and support from all Divisions, Departments and Agencies						
EXTERNAL FACTORS	Inflation - Loss of Expert Workers - Security Threats and Smuggling - Environmental and Health Crises - Technological Advancements:						

APPENDIX E MONITORING PLAN

Subprogramme		Trade Facilitation and Revenue Collection										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)								Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Revenue collection optimized	% in the contribution to the national budget	39%	Revenue Target Setting and Allotment, Revenue Collection, Revenue Analysis and Reporting	37%	Annually	38%	Annually	39%	Annually	40%	Annually	Site Visits, Documentary Review: Revenue Analysis Report, Summary of Revenue
Revenue collected	% of revenue collected as forecasted	102.3%	Revenue Target Setting and Allotment, Revenue Collection, Revenue Analysis and Reporting	100%	Monthly	100%	Monthly	100%	Monthly	100%	Monthly	Site Visits, Documentary Review: Revenue Analysis Report, Summary of Revenue Targets

Subprogramme		Trade Facilitation and Revenue Collection										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)								Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Post Clearance Audits completed	# post clearance audits completed	135	Track Completion of Planned Audit Cases	100	Monthly	105	Monthly	110	Monthly	115		Site visits Documentary review: Case files/Case database,
ASYCUDA System Trade Facilitation Enhancements Modules implemented	Timeframe within which ASYCUDA Post Clearance Module implemented	-	Needs assessment, system configuration, data integration, capacity building, testing, policy alignment, and phased rollout.	ASYCUDA Post Clearance Module implemented by March 31, 2027	Monthly	-	-	-	-	-	-	ASYCUDA World, Reports, Assessments
Current arrears collected	% of current arrears collected	78%	Monitor Collection of Arrears Against Planned Targets	50%	Monthly	50%	Monthly	50%	Monthly	50%	Monthly	Site visits, Documentary review
Past arrears collected	\$ of past arrears collected	\$69Mn	Assess and Collect Arrears According to Plan	\$35mn	Monthly	\$40mn	Monthly	\$45mn	Monthly	50mn	Monthly	Site visits Documentary review:

Subprogramme		Trade Facilitation and Revenue Collection										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)								Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Trade compliance level achieved	% trade compliance level achieved	No baseline established, as the Compliance Plan was not yet ratified.	Monitor Compliance Using Established Mechanisms	70%	Semi-annually	70%	Semi-annually	70%	Semi-annually	70%	Semi-annually	Site visits Documentary review: Jamaica Customs Agency's Compliance Plan Trade and Facilitation and Special Projects Performance,

Subprogramme		Trade Facilitation and Revenue Collection										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)								Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Import commercial declarations documentary processed	% of import commercial declarations documentary processed within 20 hours of submission	89.78 %	-	85%	Monthly	85%	Monthly	85%	Monthly	85%	Monthly	Site visits Documentary review: Time Study, Inspection Acts in ASYCUDA, World, Officers' Productivity Reports in ASYCUDA World, Exit Note/Delivery Reports in ASYCUDA World, CASCADE System

Subprogramme		Trade Facilitation and Revenue Collection										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)								Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Export declarations (EX1) documentary processed and released	% of export declarations (EX1) documentary processed and released within 1 hour of submission/receipt	51.5%	Process Declarations/Documents	50%	Monthly	50%	Monthly	50%	Monthly	50%	Monthly	Site visits Documentary review: Monthly Performance reports ASYCUDA data Reports in ASYCUDA World CASCADE System

Subprogramme		Trade Facilitation and Revenue Collection										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)								Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Import commercial cargo released	% of import commercial cargo released at ports within 3 hours of shipment presented for examination	92.3%	Process Declarations/Documents	80%	Monthly	80%	Monthly	80%	Monthly	80%	Monthly	Site visits Documentary review: Monthly Performance reports ASYCUDA data Reports in ASYCUDA World CASCADE System

Subprogramme		Trade Facilitation and Revenue Collection										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)								Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
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.	Monitor and Verify Project Completion According to Schedule	Time Release Study (TRS) developed & executed by December 31, 2026	Monthly		Monthly	Time Release Study (TRS) developed & executed by March 31, 2029	-		Monthly	Documentary review: Project Status Report CASCADE System

Subprogramme		Trade Facilitation and Revenue Collection											
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)								Monitoring Method(s)	
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)			
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline		
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		Monitor and Verify Project Completion According to Schedule	-	Monthly	- Approved Exporter Programme under the CARIFORUM – EU EPA implemented by March 31, 2028	-	-	-	-	-	-	Documentary review: Project Status Report CASCADE System

Subprogramme		Trade Facilitation and Revenue Collection											
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)								Monitoring Method(s)	
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)			
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline		
Mutual Recognition Agreement Initiative implemented	Timeframe within which Mutual Recognition Agreement Initiative implemented	-	Monitor and Verify Project Completion According to Schedule		Monthly	Mutual Recognition Agreement Initiative implemented by June 30, 2027	-	-	-	-	-	-	Documentary review: Project Status Report CASCADE System

Subprogramme		Trade Facilitation and Revenue Collection										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)								Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Artificial Intelligence (AI) Agent Operational	Timeframe within which Artificial Intelligence (AI)Agent Operational	-	Monitor and Verify Project Completion According to Schedule	Artificial Intelligence (AI) Agent Operational by March 31, 2027	Monthly	-	-	-	-	-	-	Documentary review: Project Status Report CASCADE System

Subprogramme		Trade Facilitation and Revenue Collection										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)								Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
ASYCUDA System Trade Facilitation Enhancements Modules implemented	# ASYCUDA World (ASYCUDA-8) Extended Functionalities implemented	-	Monitor and Verify Project Completion According to Schedule	4 ASYCUDA World Extended Functionalities (ASYCUDA-8) implementation by March 31, 2027	Monthly	-	--	-	-	-	-	Documentary review: Project Status Report CASCADE System

Subprogramme		Trade Facilitation and Revenue Collection										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency								Monitoring Method(s)
				(Toward the realisation of the objective of the priority policy, programme or project)								
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)		
Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline					
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.	Monitor and verify the onboarding of OGAs or BRAs Agency services	48 Other Government Agencies/Border Regulatory Agency Service(s) onboarded in JSWIFT by March 31, 2027	Monthly	15 Other Government Agencies/Border Regulatory Agency Service(s) onboarded in JSWIFT by March 31, 2028	Monthly	32 Other Government Agencies/Border Regulatory Agency Service(s) onboarded in JSWIFT by March 31, 2029	Monthly	3 Other Government Agencies/Border Regulatory Agency Service(s) onboarded in JSWIFT by March 31, 2030	Monthly	Documentary review: Onboarding Status Report CASCADE System

Subprogramme		Trade Facilitation and Revenue Collection										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)								Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
	# of Contracted Other Government Agencies/Border Regulatory Agency onboarded in JSWIFT	-	Monitor and verify the onboarding of OGAs or BRAs	3 Contracted Other Government Agencies/Border Regulatory Agency Service(s) onboarded in JSWIFT by March 31, 2027	Monthly	2 Contracted Other Government Agencies/Border Regulatory Agency Service(s) onboarded in JSWIFT by March 31, 2028	Monthly	-	-	-	-	Documentary review: Onboarding Status Report CASCADE System
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%	Cargo Examined and Released	85%	Monthly	85%	Monthly	85%	Monthly	85%	Monthly	Site visits Time Study Reports Field observations, CASCADE System

Subprogramme		Trade Facilitation and Revenue Collection										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)								Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Passengers processed	average queuing time (mins.) for passengers for the red channel	-	Processing of passengers with goods to declare (including queuing time against target	6 mins	Monthly	6 mins	Monthly	6 mins	Monthly	6 mins	Monthly	Site visits Time and Motion Study CASCADE System
	average contact processing time (mins.) for passengers through the red channel	2 minutes and 52 seconds	Processing of passengers with goods to declare (excluding queuing time against target	3 mins	Monthly	3 mins	Monthly	3 mins	Monthly	3 mins	Monthly	Site visits Time and Motion Study CASCADE System

Subprogramme		Trade Facilitation and Revenue Collection										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)								Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
	average queuing time (mins.) for passengers for the green channel	-	Processing of passengers with no goods to declare (including queuing time against target)	1 min	Monthly	1 min	Monthly	1 min	Monthly	1 min	Monthly	Site visits Time and Motion Study CASCADE System

Subprogramme		Trade Facilitation and Revenue Collection										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)								Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
	average contact processing time (secs.) for passengers through the green channel	25 seconds	Processing of passengers with no goods to declare (excluding queuing time against target)	30 secs	Monthly	30 secs	Monthly	30 secs	Monthly	30 secs	Monthly	Site visits Time and Motion Study CASCADE System

Subprogramme		Border Control Operations										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency								Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Increased 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.	-	Bolster customs enforcement capabilities through technological advancements, strengthened partnerships, risk management mechanisms’ enhancements and security surveillance expansions.	10%	Annually	10%	Annually	10%	Annually	10%	Annually	Site visits Documentary review: Seizure reports CASCADE System
Risks identified	% positive hit results obtained from risk criteria detection	16%	Recognize and treat low risks to high risks from data assessment	17%	Monthly	17%	Monthly	17%	Monthly	17%	Monthly	Site visits Documentary review: Risk Management Unit Performance

Subprogramme		Border Control Operations										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency								Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Seizures detected	# seizures detected by enforcement	1,131	Confiscates goods that are forfeit or where there is reasonable cause to suspect the goods are forfeit	289	Monthly	239	Monthly	197	Monthly	163	Monthly	Site visits Documentary review: Seizure Reports Observation
Special Enforcement Operations conducted	# enforcement operations conducted ²	357	Oversee special enforcement operations targeting contraband smuggling.	120	Monthly	130	Monthly	140	Monthly	150	Monthly	Site visits Documentary review: Reconnaissance
Non-Intrusive Cargo Inspection detected	% for non-intrusive inspection detection at existing customs-controlled scanning areas	0.51%	Detect contraband using technical equipment and machines (X-ray imaging)	0.30%	Monthly	0.30%	Monthly	0.30%	Monthly	0.30%	Monthly	Site visits Documentary review: Passenger
Joint Marine Base Development	# Joint Marine Bases established	1 marine base in	Monitor and Verify Project Completion According to Schedule	-	-	-	Monthly	1 base established by March 31, 2029	Monthly	2 base established by March 31, 2030	Monthly	Documentary review: Project Status

² Enforcement operations is the updated term for what was previously known as special enforcement.

Subprogramme		Border Control Operations											
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency								Monitoring Method(s)	
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)			
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline		
Canine Initiative established (K-9)	Timeframe within which Canine (K-9) Initiative (Phase 2) Western Region established	-	Procurement, facility setup, training, and operational deployment.	Canine (K-9) Initiative (Phase 2) Western Region established by March 31, 2027	Monthly	-	-	-	-	-	-	-	Monthly reports Cascade system
Audio-Visual Interview Rooms operational	Timeframe within which Audio-Visual Interview Rooms operational	-	Monitor and Verify Project Completion According to Schedule	-	-	Audio-Visual Interview Rooms operational by September 30, 2026	Monthly	-	-	-	-	-	Documentary review: Project Status
CCTV/Video Surveillance Monitoring Centre Operational	Timeframe within which CCTV/Video Surveillance Monitoring Centre Established	-	Monitor and Verify Project Completion According to Schedule	-	-	CCTV/Video Surveillance Monitoring Centre Established by December 31, 2027	Monthly	-	-	-	-	-	Documentary review: Project Status Report

Subprogramme		Border Control Operations										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency								Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Non-Intrusive Inspection Modernization	Timeframe within which Remote Inspection Analysis Centre (RIAC) – Seaports constructed	-	Monitor and Verify Project Completion According to Schedule	-	-	Remote Inspection Analysis Centre (RIAC) Infrastructure completed and software procured for Kingston Seaports by March 31, 2028	Monthly	Remote Inspection Analysis Centre (RIAC) Infrastructure completed and software procured for Kingston Seaports by March 31, 2029	Monthly	-	-	Documentary review: Project Status Report CASCADE System
	Timeframe within which Mobile Scanning Units – NMIA & SIA procured and installed	-	Monitor and Verify Project Completion According to Schedule	-	-	Scanning equipment for the Export Import Centres (Montego Bay) procured and installed by March 31, 2028.	Monthly	-Scanning equipment for the Export Import Centres (Kingston) procured and installed by March 31, 2029	Monthly	-	-	Documentary review: Project Status Report CASCADE System

Subprogramme		Border Control Operations											
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency								Monitoring Method(s)	
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)			
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline		
	Timeframe within which Checked luggage scanner infrastructure and delivery of NII systems for airports (NMIA & SIA) completed	-	Monitor and Verify Project Completion According to Schedule			- Checked luggage scanner infrastructure and delivery of NII systems for airports (NMIA & SIA) completed by March 31, 2028	Monthly						Documentary review: Project Status Report CASCADE System
	Timeframe within which New Container Scanners – All Locations procured and operational	-	Monitor and Verify Project Completion According to Schedule	New Container Scanners procured and operational by March 31, 2027	Monthly				--				Documentary review: Project Status Report CASCADE System

Subprogramme		Border Control Operations										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency								Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		YEAR (2029/2030)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
	Timeframe within which Portal scanners – KWL and KFTL Locations procured and operational	-	Monitor and Verify Project Completion According to Schedule	-	-	Portal Scanners procured and operational at KWL by March 31, 2028	Monthly	Portal Scanners procured and operational at KFTL by March 31, 2029	Monthly	-	-	Documentary review: Project Status Report CASCADE System
Investigation Case Management System (goCASE implemented)	Timeframe within which Investigation Case Management System (goCASE) implemented	-	Monitor and Verify Project Completion According to Schedule	-	-	Investigation Case Management System (goCASE) implemented by December 31, 2027	Monthly	-	-	-	-	Documentary review: Project Status Report CASCADE System

Subprogramme		Policy, Planning and Development										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency								Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		Year (2029/2030)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Strategic organisational objectives achieved	% of strategic organisational objectives achieved	93%	Performance assessment conducted against developed corporate and operational plans	95%	Annually	95%	Annually	95%	Annually	95%	Annually	Documentary review: Strategic Plan Agency Performance Report, CASCADE System
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	Statutory and performance management report/document produced and published as per guidelines and timeframe	19	Monthly	19	Monthly	19	Monthly	19	Monthly	Documentary review: Agency Performance Reports, Financial Statements CASCADE System
Internal Audit Accepted Recommendation implemented	% of prior year internal audit recommendations implemented	58%	Follow up observations on the recommendations Implemented post audit activities	80%	Monthly	80%	Monthly	80%	Monthly	80%	Monthly	Site visits Documentary review: Audit Plan Audit Reports

Subprogramme		Policy, Planning and Development												
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency										Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		Year (2029/2030)				
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline			
Customer Satisfaction Level attained	% of Customer Satisfaction Level attained	A survey was administered, but no ratings were obtained	Research conducted and Satisfaction Surveys developed and conducted	80%	Annually	80%	Annually	80%	Annually	80%	Annually	Documentary review: Customer		
Complaints received and resolved	% of reported complaints resolved within 24 hours - 20 working days	77%	Complaints assessed, investigated, and resolved	80%	Monthly	80%	Monthly	80%	Monthly	80%	Monthly	Site visits Observations		
Stakeholder Engagements and Community-based Initiatives (CMC-face-to-face) executed	# Stakeholder Engagements and Community-based Initiatives (CMC-face-to-face) executed	41	Stakeholder Engagement planned and held as per scheduled	50	Monthly	50	Monthly	50	Monthly	50	Monthly	Documentary review: Stakeholder Agenda Stakeholder Register Town Hall Register and Report Podcasts, TV series, Radio Series Aired/broadcasted CASCADE System		

Subprogramme		Policy, Planning and Development										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency								Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		Year (2029/2030)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Disciplinary Violation/Corruption Cases confirmed	% Reduction in Disciplinary Violation/Corruption Cases confirmed compared to previous fiscal year	20% reduction	Establishing a sound ethical culture to reduce the likelihood of increased disciplinary violation/corruption cases of corruption filed and people penalized	10%	Monthly	5%	Monthly	5%	Monthly	5%	Monthly	Documentary review: Internal Review Case report CASCADE SYSTEM
Legal Opinions issued	% Legal Opinions (Internal/External) issued within 30 Days of receipt of complete instructions	89%	Legislative amendments (general/other regulations) drafted within timeframe	50%	Monthly	50%	Monthly	50%	Monthly	50%	Monthly	Documentary review: Logbooks; Files &
Court Cases Represented	% success rate obtain in court cases per fiscal year	-	Comprehensive case preparation and ongoing legal skills development, to improve courtroom performance and adaptability, increasing the likelihood of favourable outcomes	80%	Monthly	80%	Monthly	80%	Monthly	80%	Monthly	Documentary review: Logbooks; Files & Correspondences CASCADE SYSTEM Training and Development Lo

Subprogramme		Policy, Planning and Development												
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency										Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		Year (2029/2030)				
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline			
Standard Operating Procedures Compliance Level attained	% Level of Standard Operating Procedures Compliance	Non measurement due to the absence of a defined methodology for accurate assessment.	Standard Operating Procedures Reviewed, finalized, and monitored	70%	Semi-annually	70%	Semi-annually	70%	Semi-annually	70%	Semi-annually	Documentary review: Finalized SOP Publication on Intranet Cascade System		
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.	Drafting and consulting with stakeholders to finalize the regulations, followed by obtaining approval and publishing them in the official gazette.			-	-	- Customs Act 2026: Regulations & Rules Phase 3 developed by March 31, 2029	Monthly	-	-	Legal Affairs Monthly Report Cascade System		

Subprogramme		Policy, Planning and Development											
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency								Monitoring Method(s)	
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		Year (2029/2030)			
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline		
ASYCUDA Appeals & Decision Module implemented	Timeframe within which ASYCUDA Appeals & Decision Module implemented		Configure, deploy, and operationalize the ASYCUDA Appeals & Decision Module, including system setup,	ASYCUDA Appeals & Decision Module implemented by December 31, 2026	Monthly	-	--	-	-	-	-	Monthly Status Report Cascade System	
Change and Culture Management Programme developed	Timeframe within which Change and Culture Management Programme developed		Conduct process mapping and alignment for the Change and Culture Management Programme through stakeholder engagement, workflow analysis, and validation of processes.	Change and Culture Management Programme Phase 1: process mapping and alignment completed by March 31, 2027	Monthly	Change and Culture Management Programme Phase 2completed by March 31, 2028	Monthly	-	-	-	-	Monthly Status Report Cascade System	
Electronic Quality Management System (eQMS) and implemented	Timeframe within which Electronic Quality Management System (eQMS) and implemented		Design, develop, and implement the Electronic Quality Management System (eQMS), including system configuration, process digitization, user training, and deployment.	Electronic Quality Management System (eQMS) and implemented by March 31, 2027	Monthly	-	-	-	-	-	-	Monthly Status Report Cascade System	

Subprogramme		Central Administration										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency								Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		Year (2029/2030)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Satisfactory administrative services provided	% change in the quality of administrative services provided to stakeholders	-	Automate core administrative processes	-	-	80%	Annually	-	-	-	-	Observation Site visits Survey instrument /report
Total Customs Agency Costs maintained	% total customs agency costs maintained compared to the value of goods traded	0.62%	Cost analysis conducted/maintained against the cost, insurance and freight cost of goods	2%	Monthly	2%	Monthly	2%	Monthly	2%	Monthly	Expenditure analysis Tableau reports of import declarations CASCADE SYSTEM
Expenditure within approved Budget	% expenditure within approved budget	73%	Cost saving of expenses that arise from daily, core operational activities	100%	Monthly	100%	Monthly	100%	Monthly	100%	Monthly	Financial Statements CASCADE SYSTEM
Procurements completed	% of procurements completed within standard time and guidelines	100%	Requisition monitored and approved and cross-checked for budget availability	80%	Monthly	80%	Monthly	80%	Monthly	80%	Monthly	Procurement Plan CASCADE SYSTEM

Subprogramme		Central Administration											
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency									Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		Year (2029/2030)			
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline		
Established Post filled	% of established post filled	85%	Post on establishment filled and staff appointed	80%	Monthly	80%	Monthly	80%	Monthly	80%	Monthly	Agency Staff List CASCADE SYSTEM	
Staff Satisfactory Performance	% of staff for prior fiscal year achieving satisfactory performance rating	99%	Satisfactory staff engaged through performance improvement programmes and performance achieved	90%	Annually	90%	Annually	90%	Annually	90%	Annually	Performance Evaluation Report, CASCADE System	
Safety Incidents reported	% reduction of safety incidents reported compared to previous fiscal year	180% increase	Safety engagement sessions conducted against received incident report	25%	Monthly	25%	Monthly	25%	Monthly	25%	Monthly	Site Visit Reports Incident Report CASCADE System	
Trained Staff	# staff receiving training ≥ 5 days training	720	Training interventions conducted from the training plan developed	600	Monthly	600	Monthly	600	Monthly	600	Monthly	Annual Training Plan Human Resource Development	

Subprogramme		Central Administration										
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency								Monitoring Method(s)
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		Year (2029/2030)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Computerized Contract Monitoring System developed & implemented	Timeframe within which Computerized Contract Monitoring System developed & implemented		Conduct thorough stakeholder interviews to gather requirements and draft the Business Requirement Document (BRD), followed by validation of the BRD with key stakeholders to ensure alignment.	Computerized Contract Monitoring System: eBudgeting Module developed by March 31, 2027	Monthly	-	-	-	-	-	-	Documentary review: Computerized Contract Monitoring System Business Requirement Document
				Computerized Contract Monitoring System: eBudgeting Module developed by March 31, 2027	Monthly	-	-	-	-	-	-	Documentary review: Computerized Contract Monitoring System Business Requirement Document

Subprogramme		Central Administration											
Key Outputs	Output Performance Indicator(s)	Baseline Data	Major tasks to realise the objective of the associated initiative	Monitoring Frequency								Monitoring Method(s)	
				Year (2026/2027)		Year (2027/2028)		Year (2028/2029)		Year (2029/2030)			
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline		
Infrastructure Improvements completed	# approved infrastructure projects completed	6	Coordinate, monitor, and support the implementation of approved infrastructure projects to ensure timely completion in accordance with approved plans and specifications.	29	Monthly	5	Monthly	-	-	-	-	Site visits Infrastructure Plan review Project status reports	
Modern Customs Office Development – Kingston Ground-breaking executed	Timeframe within which Modern Customs Office Development – Kingston (Lot 6 & 7) Ground-breaking executed	-	Coordinate and facilitate all preparatory activities required for the ground-breaking of the Modern Customs Office Development at Kingston (Lot 6 & 7), including stakeholder engagement, approvals, and event execution.	-	-	-	-	- Modern Customs Office Development – Kingston (Lot 6 & 7) Ground-breaking executed by March 31, 2029	Monthly	-	-	Monthly Status Reports Cascade System	

APPENDIX F EVALUATION PLAN

Programmes / Subprogramme	Trade Facilitation and Revenue Collection						
Expected Outcome(s)	Outcome Indicator(s)	Objectives	Evaluation Type	Completion Date	Evaluation Questions	Evaluation Method(s)	Entity Responsible for Evaluation
Increased Revenue Contribution	% in the contribution to the national budget	Achieve 100% annually, the revenue target forecasted in contributing to the GoJ budgeting initiatives.	Summative Evaluation	March 31, 2027	To what extent did the JCA achieve its annual revenue target? What were the key drivers of revenue performance (e.g. trade volumes, compliance levels, enforcement activities)? What factors contributed to any shortfalls or	Comparative analysis of actual vs. forecasted revenue (monthly and annual) Trend analysis by revenue streams (e.g. customs duties, GCT, SCT, travel tax) Variance analysis (target vs. actual)	Jamaica Customs Agency

Programmes / Subprogramme	Trade Facilitation and Revenue Collection						
Expected Outcome(s)	Outcome Indicator(s)	Objectives	Evaluation Type	Completion Date	Evaluation Questions	Evaluation Method(s)	Entity Responsible for Evaluation
Improved trade compliance	% trade compliance level achieved	Improve customs clearance time of commercial goods to 24 hours for the fiscal year.	Summative Evaluation	March 31, 2027	To what extent has trade compliance improved? What are the main areas of non-compliance? How effective are audit and enforcement interventions? Has voluntary compliance improved over time?	Analysis of audit and inspection results Post-clearance audit findings Trend analysis of compliance rates	Jamaica Customs Agency

Programmes / Subprogramme	Trade Facilitation and Revenue Collection						
Expected Outcome(s)	Outcome Indicator(s)	Objectives	Evaluation Type	Completion Date	Evaluation Questions	Evaluation Method(s)	Entity Responsible for Evaluation
Improved Clearance Time	% of import commercial declarations documentary processed within 20 hours of submission	Improve customs clearance time of commercial goods to 24 hours for the fiscal year.	Summative Evaluation	March 31, 2027	To what extent were commercial declarations processed within the established timeframe? What factors contributed to delays in processing? Were service standards consistently met across all ports of entry?	Time and motion studies / verification assessments Data extracted from ASYCUDA	Jamaica Customs Agency

Programmes / Subprogramme	Trade Facilitation and Revenue Collection						
Expected Outcome(s)	Outcome Indicator(s)	Objectives	Evaluation Type	Completion Date	Evaluation Questions	Evaluation Method(s)	Entity Responsible for Evaluation
Improved Clearance Time	% of import commercial cargo released at ports within 3 hours of shipment presented for examination	Improve customs clearance time of commercial goods to 24 hours for the fiscal year.	Summative Evaluation	March 31, 2027	To what extent are import commercial cargo being released within 3 hours of presentation for examination? What operational or procedural factors contribute to delays in cargo release? Are there variations in performance across ports or cargo types? What improvements can be implemented to enhance efficiency in cargo examination and release?	Monthly performance monitoring reports (CASCADE) Time and motion studies and verification assessments at ports Data extracted from ASYCUDA	Jamaica Customs Agency

Programmes / Subprogramme		Border Control Operations					
Expected Outcome(s)	Outcome Indicator(s)	Objectives	Evaluation Type	Completion Date	Evaluation Questions	Evaluation Method(s)	Entity Responsible for Evaluation
Increased effectiveness of enforcement activities	% increase in the effectiveness of enforcement activities achieved through strengthened border protection measures per fiscal year.	Increase the effectiveness of enforcement activities through strengthened border protection measures.	Summative Evaluation	March 31, 2027	To what extent have enforcement activities improved in effectiveness? Has targeting accuracy and detection capability improved? Are enforcement interventions leading to better case outcomes and timeliness? What factors	Review of enforcement operations data and seizure reports Trend analysis (year-over-year)	Jamaica Customs Agency

Improved Border Security	% increase in detection of prohibited or illicit trade related items through canine operations per fiscal year	Strengthen border security through the implementation and operationalisation of the Canine Initiative per fiscal year	Formative Evaluation	March 31, 2027	To what extent has the Canine Initiative improved detection rates in the Eastern Region? What types of contraband or violations are most frequently detected	Operational data analysis (seizure and detection reports) Comparative analysis (pre- and post-implementation)	Jamaica Customs Agency
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Improved Border Security	% increase in detection and monitoring of illegal or suspicious activities through drone surveillance operations per fiscal year	Increase detection and monitoring of illegal or suspicious activities through drone surveillance operations per fiscal year	Formative Evaluation	March 31, 2027	To what extent has drone surveillance improved border monitoring and detection capabilities? How effective is drone surveillance compared to traditional monitoring methods? How has the initiative contributed to overall border security outcomes?	Operational data analysis (incident/detection reports) Comparative analysis (pre- and post- implementation) Drone operation logs and surveillance reports Field observation and verification Key informant interviews (Border Protection Division)	Jamaica Customs Agency
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Programmes / Subprogramme	<i>Policy, Planning and Development</i>						
Expected Outcome(s)	Outcome Indicator(s)	Objectives	Evaluation Type	Completion Date	Evaluation Questions	Evaluation Method(s)	Entity Responsible for Evaluation
Improved Public Service Delivery	% of strategic organizational objectives achieved per fiscal year	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.	Summative Evaluation	March 31, 2027	To what extent were strategic organizational objectives achieved? How have improvements in planning, research, and governance contributed to service delivery? How effectively has the JCA responded to policy formulation and sector issues? What factors facilitated or hindered the achievement of these objectives?	Document review (plans, reports) Performance data analysis (CASCADE) Comparative analysis of planned vs achieved targets	Jamaica Customs Agency

Programmes / Subprogramme	Policy, Planning and Development						
Expected Outcome(s)	Outcome Indicator(s)	Objectives	Evaluation Type	Completion Date	Evaluation Questions	Evaluation Method(s)	Entity Responsible for Evaluation
Strengthened Internal Control and Governance	% of accepted internal audit recommendations from the prior fiscal year implemented within agreed timelines	Improve the implementation rate of accepted internal audit recommendations to strengthen governance, risk management, and internal control processes per fiscal year	Summative Evaluation	March 31, 2027	1. To what extent were accepted internal audit recommendations implemented within agreed timelines? 2. How has the implementation of recommendations improved internal controls and governance? 3. What factors contributed to or hindered implementation? 4. Are there recurring gaps in implementation across business units?	Document review (audit reports, tracking logs) Compliance analysis Key informant interviews (Internal Audit)	Jamaica Customs Agency

Programmes / Subprogramme	Policy, Planning and Development						
Expected Outcome(s)	Outcome Indicator(s)	Objectives	Evaluation Type	Completion Date	Evaluation Questions	Evaluation Method(s)	Entity Responsible for Evaluation
Improved Customer Satisfaction	% of Customer Satisfaction Level attained per fiscal year	Improve customer satisfaction with JCA services through enhanced service delivery, responsiveness, and stakeholder engagement per fiscal year	Summative Evaluation	March 31, 2027	What is the overall level of customer satisfaction with JCA services? Which service areas are rated highest and lowest by customers? What factors influence customer satisfaction levels? How has service delivery improved compared to the previous fiscal year?	Customer satisfaction surveys Data analysis of survey results Focus groups / stakeholder interviews Review of complaints and feedback data (SysAid)	Jamaica Customs Agency

Programmes / Subprogramme	Central Administration						
Expected Outcome(s)	Outcome Indicator(s)	Objectives	Evaluation Type	Completion Date	Evaluation Questions	Evaluation Method(s)	Entity Responsible for Evaluation
Increased Digitalization of Business Processes	% change in the quality of administrative services provided to stakeholders	Improve operational efficiency and service delivery through the digitalization of administrative processes and enhancement of administrative services per fiscal year	Summative Evaluation	March 31, 2027	What is the level of stakeholder satisfaction with administrative services? To what extent has digitalization improved the quality and timeliness of administrative services? Which administrative processes have shown the most improvement following digitalization? What challenges have affected the quality of administrative service delivery? How does current performance compare to the previous fiscal year?	Stakeholder satisfaction surveys Data analysis of survey results Review of complaints and feedback logs (e.g., SysAid)	Jamaica Customs Agency

APPENDIX G PROCUREMENT PLAN

JAMAICA CUSTOMS AGENCY
PROCUREMENT PLAN
FISCAL YEAR 2026/2027

JAMAICA CUSTOMS AGENCY PROCUREMENT PLAN FISCAL YEAR 2026/2027															
Ref. No.	DESCRIPTION OF PROCUREMENT ACTIVITY	Unit of Measure	Quantity	Estimated Budget & Funding Source				Prequalification	Proc. Method [1]	Estimated dates				Status & Comments[2]	
				GOJ	External Funding		Total	Y / N		Publication		Award	Start		
					Loans	Grants		Self- Financed							
4200									-						
	GOODS AND SERVICES														
	Drug														
	The Procurement of Goods/Services for the Supply and Delivery of Medication/ Drugs for General Stores Unit		-	√				\$1,000,000.00	N	SS/RC	All Quarters		All Quarters	All Quarters	Finance and Administration
	Medical Supplies														
	The Procurement of Goods/Services for the Supply and Delivery of Medical Disposables/Supplies for General Stores Unit		-	√				\$5,000,000.00	N	SS/RC	All Quarters		All Quarters	All Quarters	Finance and Administration
	Medical Services														
	The Procurement of Non- Consulting Services for Workplace Injuries - Medical Intervention		-	√				\$2,040,000.00	N	SS/RC	Q1		Q2	Q2	HRMD
	The Procurement of Non- Consulting Services for Employee Medical Monitoring and Surveillance			√				\$25,000,000.00	N	RC	Q2		Q3	Q4	HRMD

	The Procurement of Goods for Medial Diagnostic Supplies			√				\$2,000,000.00	N	SS/RC	All Quarters		All Quarters	All Quarters	HRMD
	The Procurement of Goods for the Supply and Delivery First Aid Kit			√				\$100,000.00	N	SS/RC	All Quarters		All Quarters	All Quarters	HRMD
	The Procurement of Non Consulting Services for Health Promotion Services/Programme			√				\$1,800,000.00	N	SS/RC	Q2		Q3	Q3	HRMD
	FOOD & DRINK														
	The Procurement of Non Consulting Services for the Provision of Food Drink & Catering Services		-	√				\$54,345,000.00	N	SS/RC	All Quarters		All Quarters	All Quarters	Finance and Administration
	The Procurement of Goods for the Provision of Other Food & Drink (FRAMEWORK AGREEMENTS)		-	√				\$14,898,000.00	N	SS/RC	All Quarters		All Quarters	All Quarters	Finance and Administration
	The Procurement of Goods for the Provision of Cooking Fuel (Propane Gas, Coal, Kerosene etc.)		-	√				\$3,157,000.00	N	SS/RC	All Quarters		All Quarters	All Quarters	Finance and Administration
	The Procurement of Goods for the Provision of Ironmongery , Crockery & General Stores		-	√				\$53,000,000.00	N	ONC/RC	Q1		Q2	Q2	Finance and Administration
	The Procurement of Non Consulting Services for Laundry and Cleaning Services		-	√				\$7,544,000.00	N	SS/RC	All Quarters		All Quarters	All Quarters	Finance and Administration
	The Procurement of Non Consulting Services for Courier Services		-	√				\$2,592,000.00	N	SS/RC	All Quarters		All Quarters	All Quarters	Finance and Administration

	The Procurement of Non Consulting Services for Postal Charges		-	√				\$66,000.00	N	SS/RC	All Quarters		All Quarters	All Quarters	Finance and Administration
	Conferences Expenses														
	The Procurement of Non Consulting Services for ASIS Security Conference			√				\$1,740,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Non-Intrusive Security Management Branch
	The Procurement of Non Consulting Services for Overseas conferences for Law Enforcement Officers			√				\$16,000,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Contraband Enforcement Team
	The Procurement of Non Consulting Services for Local conferences for Law Enforcement Officers			√				\$3,000,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Contraband Enforcement Team
	The Procurement of Non Consulting Services for Overseas Canine Conference			√				\$1,020,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Contraband Enforcement Team
	The Procurement of Non Consulting Services for Staff retreat and team building sessions			√				\$1,200,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Contraband Enforcement Team
	The Procurement of Non Consulting Services for National Wellness Institute Conference			√				\$1,800,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	HRMD
	The Procurement of Non Consulting Services for National Safety Council Conference			√				\$1,800,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	HRMD
	The Procurement of Non Consulting Services for Emergency Management and Business Continuity Conference			√				\$2,000,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	HRMD

	The Procurement of Non-Consulting Services for The Future of Work			√				\$1,008,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	HRMD
	The Procurement of Non-Consulting Services for Live to Lead Conference			√				\$208,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	HRMD
	The Procurement of Non-Consulting Services for 2026 -OD Transformational Conference			√				\$352,836.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	HRMD
	The Procurement of Non-Consulting Services for Planning and Budgeting Prioritization Session			√				\$7,500,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Planning and Research
	The Procurement of Non-Consulting Services for Stakeholder Strategic Engagements (Internal)			√				\$10,500,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Planning and Research
	The Procurement of Non-Consulting Services for Stakeholder Strategic Engagement (External)			√				\$7,000,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Planning and Research
	The Procurement of Non-Consulting Services for Annual Strategic Management Retreat			√				\$17,500,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Planning and Research
	The Procurement of Non-Consulting Services for CEO Management Luncheon			√				\$6,000,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Planning and Research
	The Procurement of Non-Consulting Services for Hosting Annual Quality Day/Week			√				\$9,000,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Planning and Research
	The Procurement of Non-Consulting Services for Hosting of Annual Research Day			√				\$7,500,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Planning and Research

	The Procurement of Non-Consulting Services for Data Analysis & Analytics Conferences			√				\$5,000,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Planning and Research
	The Procurement of Non-Consulting Services for Vessel Related Conferences and Workshop			√				\$5,000,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Sufferance Wharves
	The Procurement of Non-Consulting Services for Brunch & Learn			√				\$400,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	International & Industry Liaison
	The Procurement of Non Consulting Services for Staff Retreats			√				\$3,000,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	International & Industry Liaison
	The Procurement of Non-Consulting Services for Stakeholder Engagement			√				\$5,000,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Trade Facilitation and Special Projects
	Other Administrative Operations														
	The Procurement of Non-Consulting Services for Physical Health Promotion Programme			√				\$3,240,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	HRMD
	The Procurement of Non-Consulting Services for Month Of Wellness			√				\$8,000,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	HRMD
	The Procurement of Non-Consulting Services for Safety Promotion Programme			√				\$2,500,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	HRMD
	The Procurement of Non-Consulting Services for Mental Wellness Programme (Wellbeing sessions, Peer Support Network)			√				\$4,000,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	HRMD

	The Procurement of Goods for the Supply and Delivery for Gift Baskets			√				\$2,500,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	HRMD
	The Procurement of Non Consulting Services for Annual Staff Event (Fun Day/End of Year Party)			√				\$20,000,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	HRMD
	The Procurement of Non Consulting Services for Football Activities			√				\$2,500,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	HRMD
	The Procurement of Non-Consulting Services for Netball Activities			√				\$2,000,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	HRMD
	Local Consultancy Services														
	The Procurement of Consulting Services for NII Project (Related to construction)			√				\$30,000,000.00	N	RC	Q1		Q1	Q1`	HRMD
	The Procurement of Consulting Services for Radiation Safety Monitoring Programme, Equipment Survey, Leak Testing of Services			√				\$3,630,000.00	N	SS/RC	Q1		Q1	Q1`	HRMD
	The Procurement of Consulting Services for Indoor Air Quality Assessment			√				\$8,000,000.00	N	SS/RC	Q2		Q3	Q3	HRMD
	The Procurement of Consulting Services for Health and Safety Assessment			√				\$8,000,000.00	N	SS/RC	Q2		Q3	Q3	HRMD
	The Procurement of Consulting Services for Employee Engagement/Experience Assessment			√				\$3,500,000.00	N	SS/RC	Q1		Q2	Q2	HRMD

	The Procurement of Consulting Services for Change Management (OD)			√				\$20,000,000.00	N	SS/RC	Q1		Q2	Q2	HRMD
	The Procurement of Consulting Services for SITE Inspection Unit - Time Release Study			√				\$5,000,000.00	N	SS/RC	Q2		Q3	Q3	HRMD
	The Procurement of Consulting Services for Research and development Initiatives:			√				\$12,000,000.00	N	SS/RC	Q2		Q3	Q3	HRMD
	The Procurement of Consulting Services for Customs Legislative Reform Project- Legal/Drafting Consultant			√				\$51,680,000.00	N	ONC/RC	Q1		Q3	Q3	HRMD
	The Procurement of Consulting Services for Data Protection			√				\$11,200,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	HRMD
	The Procurement of Consulting Services for Technical Assistance/ Project Management Services (Lot 6&7)			√				\$58,500,000.00	N	ONC/RC	Q1		Q4	Q4	HRMD
	The Procurement of Consulting Services for Petroleum Electronic System			√				\$15,000,000.00	N	SS/RC	Q1		Q4	Q4	HRMD
	The Procurement of Consulting Services for Gap Analysis/ External Review for Quality Assurance & Improvement Programme			√				\$2,000,000.00	N	SS/RC	Q1		Q4	Q4	HRMD
	Foreign Consultancy Services														
	The Procurement of Consulting Services for Personal Radiation Detector Validation			√				\$1,000,000.00	N	SS/RC	Q1		Q1	Q1	HRMD

	The Procurement of Consulting Services for Personal Radiation Detector Calibration			√				\$5,000,000.00	N	SS/RC	Q1		Q1	Q1`	HRMD
	The Procurement of Consulting Services for NII Project Management Services			√				\$30,000,000.00	N	SS	Q1		Q3	Q3	HRMD
	Software Renewal license														
	The Procurement of Non Consulting Services for Safe passage Training Software			√				\$3,000,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Autodesk Architecture, Engineering & Construction Collection For Structural Engineer			√				\$2,500,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for SmartSheet Enterprise			√				\$165,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Sysaid CRM			√				\$7,425,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for ACL			√				\$495,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Office 365 Enterprise Package			√				\$50,325,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Uptime Robot			√				\$8,910.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services

	The Procurement of Non Consulting Services for ACCAPAC Software Support & Maintenance			√				\$3,300,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for CISCO Meraki Wireless License			√				\$6,237,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for JIRA licenses & support renewal (JSWIFT)			√				\$609,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Webstorm support renewal (JSWIFT)			√				\$132,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Camtasia			√				\$49,500.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Citrix Software Renewal			√				\$11,550,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Adobe Acrobat			√				\$165,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Adobe Creative Suite			√				\$2,442,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for AUTOCAD Software			√				\$1,980,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Security Awareness Toolkit (Inspied Learning)			√				\$2,722,500.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services

	The Procurement of Non Consulting Services for Veeam Data Cloud for Microsoft 365 (100 E-mail Accounts)			√				\$14,025,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Checkpoint Harmony Renewal			√				\$8,827,500.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Manage Engine Vulnerability Manger & Desktop Central			√				\$3,229,545.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Sketchup Enterprise Licenses			√				\$990,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Briefcam Licenses for Smart Surveillance			√				\$18,150,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for VRX Virtual and 3D eLearning Videos			√				\$16,500,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for 3CX PBX License			√				\$7,095,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Planning & Budget Software (Cloud Subscription)			√				\$16,500,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for IOS app development and deployment fee			√				\$24,750.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Android Deployment Fee			√				\$24,750.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services

	The Procurement of Non Consulting Services for Teammate Upgrade - TeamCloud (Web Instance)			√				\$24,750,000.00	N	ONC/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Cinema 4D			√				\$495,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Social Media Monitoring Tool - Mention			√				\$495,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for SolarWinds			√				\$6,600,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for SonarQube (Single Window)			√				\$660,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Anydesk Remote			√				\$1,385,010.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for eProcurement & Contract Management			√				\$45,045,000.00	N	SS	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Darktrace			√				\$20,208,375.00	N	SS	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for IntelliJ Enterprise			√				\$1,054,680.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Katalon Studio			√				\$1,995,840.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services

	The Procurement of Non Consulting Services for ApowerMirror			√				\$198,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Trello			√				\$693,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Checkpoint Renewal			√				\$16,500,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Data Protection Implementation (InfoTech Consultancy)			√				\$24,750,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for MS Projects/Planner			√				\$80,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for OPEN LMS			√				\$1,555,200.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	Computer Software														
	The Procurement of Goods for the Supply and Delivery of VMware Licences (new)			√				\$4,276,800.00	N	SS/RC	Q2		Q3	Q3	Information Services
	The Procurement of Goods for the Supply and Delivery of Code Two Email Signature			√				\$1,122,000.00	N	SS/RC	Q2		Q3	Q3	Information Services
	The Procurement of Goods for the Supply and Delivery of InterOps Invoice Verification System			√				\$24,750,000.00	N	SS/RC	Q1		Q3	Q3	Information Services

	The Procurement of Goods for the Supply and Delivery of eHRMS System			√				\$16,500,000.00	N	ONC/RC	Q2		Q3	Q3	Information Services
	The Procurement of Goods for the Supply and Delivery of GoTravel (APIS & PNR) Assessment System			√				\$33,000,000.00	N	ONC/RC	Q2		Q3	Q3	Information Services
	The Procurement of Goods for the Supply and Delivery of SITA (APIS & PNR) Data Services			√				\$8,250,000.00	N	SS/RC	Q2		Q3	Q3	Information Services
	The Procurement of Goods for the Supply and Delivery of Vehicle Tracking System (Fleet Management)			√				\$8,250,000.00	N	SS/RC	Q2		Q3	Q3	Information Services
	The Procurement of Goods for the Supply and Delivery of Amber Connect AI Agent			√				\$9,075,000.00	N	SS/RC	Q2		Q3	Q3	Information Services
	The Procurement of Goods for the Supply and Delivery of Windows Server 2025			√				\$7,260.00	N	SS/RC	Q2		Q3	Q3	Information Services
	Other Professional Services														
	The Procurement of Non Consulting Services for Language Translation Fees			√				\$6,000,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	International & Industry Liaison
	Maintenance of Telecom Equipment														
	The Procurement of Non Consulting Services for Wireless Wide Area Network (WAN) Maintenance			√				\$3,960,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for ICTA Fiber Wide Area Network (WAN)			√				\$19,800,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services

	Computer Parts and Accessories														
	The Procurement of Non Consulting Services for Oracle DMS Support Contract			√				\$4,455,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Oracle Extended Support for JSWIFT & Datawarehouse			√				\$2,475,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Cascade Strategy Software			√				\$17,000,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Statistical Package for Social Sciences (SPSS)			√				\$700,000.00	N	SS	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Non Consulting Services for Maintenance and Support of Totems			√				\$2,000,000.00	N	SS	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	Computer Parts and Accessories														
	The Procurement of Goods for the Supply and Delivery of Computer Accessories & Parts (All-in-One Fans)			√				\$123,750.00	N	SS	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Goods for the Supply and Delivery of Tablet Keyboards			√				\$433,125.00	N	SS	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Goods for the Supply and Delivery of Laptop Stands			√				\$198,000.00	N	SS	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Goods for the Supply and Delivery of Stores inventory requests			√				\$33,000,000.00	N	ONC/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services

	Heavy Equipment														
	The Procurement of Goods for the Supply and Delivery of X-Ray Baggage Scanners			√				\$103,668,000.00	N	ONC/RC	Q2		Q3	Q4	Non-Intrusive Security Management Branch
	The Procurement of Goods for the Supply and Delivery of X-Ray Pallet Scanners			√				\$99,000,000.00	N	ONC/RC	Q2		Q3	Q4	Non-Intrusive Security Management Branch
	Technical Equipment														
	The Procurement of Goods for the Supply and Delivery of IndentiFINDER			√				\$3,000,000.00	N	SS/RC	Q2		Q3	Q3	HRMD
	The Procurement of Goods for the Supply and Delivery of Radseeker			√				\$3,000,000.00	N	SS/RC	Q2		Q3	Q3	HRMD
	The Procurement of Goods for the Supply and Delivery of Smart Board			√				\$3,239,346.00	N	SS/RC	Q2		Q3	Q3	Public Relations
	The Procurement of Goods for the Supply and Delivery of Covert Field Equipment			√				\$5,000,000.00	N	SS/RC	Q2		Q3	Q3	Intelligence
	The Procurement of Goods for the Supply and Delivery of Remote Operated Vehicle			√				\$6,000,000.00	N	SS/RC	Q2		Q3	Q3	Contraband Enforcement Team
	The Procurement of Goods for the Supply and Delivery of New installations & Maintenance of Electronic Systems			√				\$100,000,000.00	N	ONC/RC	Q1		Q4	Q4	Non-Intrusive Security Management Branch
	The Procurement of Goods for the Supply and Delivery of Technical Surveillance Equipment for Boats			√				\$30,000,000.00	N	SS/RC	Q1		Q4	Q4	Sufferance Wharves and Outpost
	Warlike Stores														

	The Procurement of Goods for the Supply and Delivery of Ballistic vests			✓				\$12,074,500.00	N	SS/RC	Q1		Q4	Q4	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of 9 mm handguns			✓				\$17,520,000.00	N	SS/RC	Q1		Q4	Q4	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of 5.56 mm handguns			✓				\$1,752,000.00	N	SS/RC	Q1		Q2	Q2	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of Covert ballistic vest			✓				\$12,074,500.00	N	SS/RC	Q1		Q2	Q2	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of Handguns 9mm			✓				\$12,000,000.00	N	SS/RC	Q1		Q4	Q4	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of Sub Gun 9 mm			✓				\$8,000,000.00	N	SS/RC	Q1		Q4	Q4	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of Rifle 5.56			✓				\$6,000,000.00	N	SS/RC	Q1		Q4	Q4	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of Handgun Magazines			✓				\$300,000.00	N	SS/RC	Q1		Q2	Q2	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of Sub Gun Magazines			✓				\$250,000.00	N	SS/RC	Q1		Q2	Q2	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of Rifle Magazines			✓				\$400,000.00	N	SS/RC	Q1		Q2	Q2	Border Protection Division

	The Procurement of Goods for the Supply and Delivery of Rifle Slings			√				\$200,000.00	N	SS/RC	Q1		Q2	Q2	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of Inside holsters			√				\$500,000.00	N	SS/RC	Q1		Q2	Q2	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of Outside holsters			√				\$500,000.00	N	SS/RC	Q1		Q2	Q2	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of Leg holsters			√				\$500,000.00	N	SS/RC	Q1		Q2	Q2	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of Magazine (Double)			√				\$800,000.00	N	SS/RC	Q1		Q2	Q2	Border Protection Division
	The Procurement of Non Consulting Services for maintenance of Handguns			√				\$1,000,000.00	N	SS/RC	Q1		Q2	Q2	Border Protection Division
	The Procurement of Non Consulting Services for the maintenance of Sub Guns			√				\$1,500,000.00	N	SS/RC	Q1		Q2	Q2	Border Protection Division
	The Procurement of Non Consulting Services for the maintenance of Rifles			√				\$1,500,000.00	N	SS/RC	Q1		Q2	Q2	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of Ballistic Vests- Level 4 plate overt			√				\$24,817,000.00	N	SS/RC	Q1		Q4	Q4	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of Glock 9mm firearms- 17			√				\$2,500,000.00	N	SS/RC	Q1		Q2	Q2	Border Protection Division

	The Procurement of Goods for the Supply and Delivery of Glock 9mm firearms- 19			✓				\$3,500,000.00	N	SS/RC	Q1		Q2	Q2	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of Ammunition-			✓				\$741,600.00	N	SS/RC	Q1		Q2	Q2	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of Ammunition-			✓				\$12,480,000.00	N	SS/RC	Q1		Q3	Q3	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of Inside holsters			✓				\$128,700.00	N	SS/RC	Q1		Q2	Q2	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of Firearms			✓				\$4,200,000.00	N	SS/RC	Q1		Q3	Q3	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of Ammunition			✓				\$525,000.00	N	SS/RC	Q1		Q2	Q2	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of Ballistic vests			✓				\$2,079,000.00	N	SS/RC	Q1		Q2	Q2	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of Firearm			✓				\$5,750,000.00	N	SS/RC	Q1		Q2	Q2	Border Protection Division
	The Procurement of Goods for the Supply and Delivery of Machine Gun - Guardian			✓				\$1,600,000.00	N	SS/RC	Q1		Q2	Q2	Border Protection Division
	Repair & Maintenance of Computer Hardware														

	The Procurement of Non Consulting Services for Printer Repair			√				\$15,000,000.00	N	SS/RC	Q1		Q3	Q3	Information Services
	The Procurement of Non Consulting Services for Data Center Airdale Process Cooler and GE UPS Maintenance			√				\$2,300,000.00	N	SS/RC	Q1		Q3	Q3	Information Services
	Other Technology Services														
	The Procurement of Non Consulting Services for UPS & UPS Maintenance Contract			√				\$16,500,000.00	N	SS/RC	Q2		Q4	Q4	Information Services
	The Procurement of Non Consulting Services for Research and Development			√				\$16,500,000.00	N	SS/RC	Q1		Q2	Q2	Information Services
	The Procurement of Non Consulting Services for Process Cooler Maintenance and Parts Contract			√				\$8,250,000.00	N	SS/RC	Q1		Q2	Q2	Information Services
	The Procurement of Non Consulting Services for Animation Videos			√				\$400,000.00	N	SS/RC	Q1		Q2	Q2	Information Services
	The Procurement of Non Consulting Services for MIFI			√				\$60,000.00	N	SS/RC	Q1		Q2	Q2	Information Services
	Motor Cars														
	The Procurement of Goods/Services for the Supply and Delivery of One Sport Utility Vehicle			√				\$8,000,000.00	N	SS/RC	Q1		Q3	Q3	Finance and Administration
	Buses														

	The Procurement of Goods/Services for the Supply and Delivery of Motor Bus (Vehicles) for Transport Section			√				\$30,000,000.00	N	ONC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Finance and Administration
	The Procurement of Goods/Services for the Supply and Delivery of Motor Bus (Vehicles) for Customer Service Section			√				\$24,000,000.00	N	ONC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Finance and Administration
	Trucks														
	The Procurement of Goods/Services for the Supply and Delivery of Motor Truck (Vehicle) for Transport Section			√				\$12,000,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Finance and Administration
	Other Transport Vehicles														
	The Procurement of Goods/Services for the Supply and Delivery of Motor Pick up (Vehicles) for Intelligence Branch			√				\$24,000,000.00	N	NCB	Q1		Q3	Q3	Finance and Administration
	The Procurement of Goods/Services for the Supply and Delivery of Motor Pick up (Vehicles) for Contraband Enforcement Team			√				\$12,000,000.00	N	NCB	Q1		Q3	Q3	Finance and Administration
	The Procurement of Goods/Services for the Supply and Delivery of Motor Pick up (Vehicles) for Non Intrusive Security Management Branch			√				\$36,000,000.00	N	NCB	Q1		Q4	Q4	Finance and Administration
	The Procurement of Goods/Services for the Supply and Delivery of Motor Pick up (Vehicles) for Transport Section			√				\$30,000,000.00	N	NCB	Q1		Q4	Q4	Finance and Administration
	The Procurement of Goods/Services for the Supply and Delivery of Motor Trailer (Vehicles) for Transport Section			√				\$8,000,000.00	N	NCB	Q1		Q4	Q4	Finance and Administration

	The Procurement of Goods/Services for the Supply and Delivery of Motor Trailer (Vehicles) for Investigation Section			√				\$24,000,000.00	N	NCB	Q1		Q4	Q4	Finance and Administration
	The Procurement of Goods/Services for the Supply and Delivery of Marine Vessel for Sufferance Wharves			√				\$300,000,000.00	N	SS/RC	Q1		Q3	Q3	Finance and Administration
	The Procurement of Goods/Services for the Supply and Delivery of Motor Bike for Transport Section			√				\$500,000.00	N	SS/RC	Q1		Q3	Q3	Finance and Administration
	Furniture														
	The Procurement of Goods/Services for the Supply and Delivery of Furniture for JCA			√				\$81,969,377.45	N	RC/ONC	All Quarters		All Quarters	All Quarters	Finance and Administration
	Personal Computers (Desktops)														
	The Procurement of Goods/Services for the Supply and Delivery of All-In-One Computers for JCA			√				\$155,000,000.00	N	RC/ONC	Q1		Q4	Q4	Information Services
	Laptops & Tablets														
	The Procurement of Goods/Services for the Supply and Delivery of Laptop Computers for JCA			√				\$57,585,000.00	N	RC/ONC	Q1		Q4	Q4	Information Services
	The Procurement of Goods/Services for the Supply and Delivery of Tablet Computers for JCA			√				\$66,000,000.00	N	RC/ONC	Q1		Q4	Q4	Information Services
	Printers														

	The Procurement of Goods/Services for the Supply and Delivery of Printers for JCA			√				\$27,390,000.00	N	RC/ONC	Q1		Q4	Q4	Information Services
	Other Computer Devices														
	The Procurement of Goods/Services for the Supply and Delivery of Bar Code Scanners Cashier and Exit			√				\$412,500.00	N	SS/RC	Q1		Q3	Q3	Information Services
	The Procurement of Goods/Services for the Supply and Delivery of CISCO Meraki Wireless Access Point			√				\$4,950,000.00	N	SS/RC	Q1		Q3	Q3	Information Services
	The Procurement of Goods/Services for the Supply and Delivery of Labeler			√				\$49,500.00	N	SS/RC	Q1		Q3	Q3	Information Services
	The Procurement of Goods/Services for the Supply and Delivery of Epson EpiqVision Ultra LS800 Ultra Short-Throw Laser Projector			√				\$2,277,000.00	N	SS/RC	Q1		Q3	Q3	Information Services
	The Procurement of Goods/Services for the Supply and Delivery of Dell Ultrasharp 32			√				\$330,000.00	N	SS/RC	Q1		Q3	Q3	Information Services
	The Procurement of Goods/Services for the Supply and Delivery of ES3000 Ultra Portable Projector Screen			√				\$173,250.00	N	SS/RC	Q1		Q3	Q3	Information Services
	The Procurement of Goods/Services for the Supply and Delivery of Monitors			√				\$11,550,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Goods/Services for the Supply and Delivery of Network Switches 24 Port			√				\$24,420,000.00	N	ONC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services

	The Procurement of Goods/Services for the Supply and Delivery of Network Switches 48 Port			√				\$21,450,000.00	N	ONC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	The Procurement of Goods/Services for the Supply and Delivery of Blank ID/Proxy Cards			√				\$2,310,000.00	N	SS/RC	Q1		Q3	Q3	Information Services
	The Procurement of Goods/Services for the Supply and Delivery of Network Access Control Solution (FortiNAC) (3 year license)			√				\$16,005,000.00	N	SS/RC	Q1/Q2/Q3/Q4		Q1/Q2/Q3/Q4	Q1/Q2/Q3/Q4	Information Services
	Repairs to Government Offices/Buildings and Other Facilities														
	Queens 230														
	The Procurement of Project Management Services - Modification of Queens 230 Warehouse			√				\$2,500,000.00	N	SS/RC	Q1		Q1	Q1	Finance and Administration
	The Procurement of Large Works for the Renovation of Queens 230 Warehouse Building			√				\$44,000,000.00	N	ONC	Q2		Q2	Q3	Finance and Administration
	The Procurement of Large Works for the Renovation of Renovation of Offices for Queens 230 Warehouse			√				\$30,000,000.00	N	SS/RC	Q1		Q2	Q3	Finance and Administration
	The Procurement of Large Works for the Supply and Installation of Fire Suppression System			√				\$18,000,000.00	N	SS/RC	Q1		Q2	Q2	Finance and Administration
	The Procurement of Large Works for the Renovation of Renovation of Bathroom			√				\$16,000,000.00	N	SS/RC	Q1		Q2	Q2	Finance and Administration

	Warehousemen														
	The Procurement of Consultancy Services for the Construction of Perimeter Fence			√				\$12,000,000.00	N	SS/RC	Q1		Q1	Q1	Finance and Administration
	NMIA														
	The Procurement of Large Works for the Construction of Search Room at NMIA			√				\$9,000,000.00	N	SS/RC	Q1		Q1	Q1	Finance and Administration
	NewPort East Head Office														
	The Procurement of Large Works for the Renovation of Roof at NPE Head Office			√				\$110,000,000.00	N	SS/RC	Q1		Q2	Q3	Finance and Administration
	The Procurement of Consultancy Services for the Renovation of 1st Floor Customs House			√				\$8,000,000.00	N	SS/RC	Q1		Q3	Q3	Finance and Administration
	The Procurement of Large Works for the Renovation of First Floor			√				\$185,000,000.00	N	ONC	Q1		Q4	Q4	Finance and Administration
	The Procurement of Large Works for the Renovation of Office Space (Internal Affairs and International Industry Liaison)			√				\$6,000,000.00	N	RC	Q1		Q2	Q3	Finance and Administration
	The Procurement of Large Works for the Reconfiguration of Main Water Supply Line			√				\$16,000,000.00	N	RC	Q1		Q2	Q3	Finance and Administration
	The Procurement of Large Works for the Renovation of Information Services Division			√				\$60,000,000.00	N	ONC/RC	Q1		Q2	Q3	Finance and Administration

	NewPort West JFIZ Office														
	The Procurement of Large Works for the Renovation of Audio visual interview			√				\$25,000,000.00	N	SS/RC	Q1		Q1	Q1	Finance and Administration
	The Procurement of Large Works for the Renovation of Ground Floor			√				\$37,000,000.00	N	ONC/RC	Q1		Q1	Q2	Finance and Administration
	The Procurement of Large Works for the Electrical Renovation							\$20,000,000.00	N	RC/ONC	Q1		Q1	Q2	Finance and Administration
	The Procurement of Large Works for Renovation of HVAC System Ground Floor			√				\$8,000,000.00	N	SS/RC	Q1		Q1	Q1	Finance and Administration
	Corporate Office - King Street														
	The Procurement of Large Works for the Electrical Renovation			√				\$67,000,000.00	N	ONC	Q1		Q1	Q1	Finance and Administration
	The Procurement of Large Works for Renovation of HVAC System Ground Floor			√				\$29,000,000.00	N	ONC	Q1		Q2	Q2	Finance and Administration
	The Procurement of Large Works for the Plumbing Renovation of the Corporate Office			√				\$17,000,000.00	N	ONC	Q1		Q2	Q2	Finance and Administration
	The Procurement of Large Works for the Installation of Fire Detection System			√				\$30,000,000.00	N	SS/RC	Q1		Q2	Q2	Finance and Administration
	Other Locations - Islandwide														

	The Procurement of Works for Queens Warehouse Montego Bay			✓				\$25,000,000.00	N	SS/RC	Q2		Q3	Q4	Finance and Administration
	The Procurement of Works for Renovation Works for Black River Outpost			✓				\$15,000,000.00	N	SS/RC	Q1		Q1	Q1	Finance and Administration
	The Procurement of Works for Construction of Canine Kennels Montego Bay			✓				\$15,000,000.00	N	SS/RC	Q1		Q2	Q2	Finance and Administration
	The Procurement of Works for Renovation of NISMB Office (Surveillance Centre)			✓				\$11,000,000.00	N	SS/RC	Q1		Q1	Q1	Finance and Administration
	3. Non-Consulting Services														
	The Procurement of Non-Consulting Services for Laundry & Cleaning JCA - All Locations			✓				\$7,194,147.12	N	SS/RC	All Quarters		All Quarters	All Quarters	Finance and Administration
	The Procurement of Non-Consulting Services for Courier Services JCA - All Locations			✓				\$1,617,600.00	N	SS	All Quarters		All Quarters	All Quarters	Finance and Administration
	Security Services														
	The Procurement of Non-Consulting Services for Security Services (Guard) - All Locations			✓				\$467,799,965.55	N	ONC	Q1		Q2	Q3	Non-Intrusive Security Management Branch
	The Procurement of Non-Consulting Services for Security Services (Armoured) - All Locations			✓					N	ONC	Q1		Q2	Q3	Non-Intrusive Security Management Branch

	The Procurement of Non-Consulting Services for Security Services (Other) - All Locations			√					N	ONC	Q1		Q2	Q3	Non-Intrusive Security Management Branch
	Janitorial, Pest Control & Waste Disposal														
	The Procurement of Janitorial Services for all locations JCA			√				\$109,829,247.79	N	ONC	Q1		Q2	Q3	Finance and Administration
	The Procurement of Pest Control Services for all locations JCA			√				\$9,248,096.79	N	ONC	Q1		Q2	Q3	Finance and Administration
	The Procurement of Waste Disposal Services for all locations JCA			√				\$8,048,656.80	N	ONC	Q1		Q2	Q3	Finance and Administration

APPENDIX H MINISTERIAL LEVEL MONITORED PERFORMANCE INDICATORS

The following Key Performance Indicators (KPIs) for the fiscal year 2026/2027, which are being monitored by the Ministry of Finance and the Public Service, are presented below.

	Key Outputs	Performance Measures/Indicator(s)
Programme: Customs Management Programme Sub-programme: Trade Facilitation and Revenue Collection	Revenue collection optimized	37% in the contribution to the national budget
	Revenue collected	100% of revenue collected as forecasted
	Post Clearance Audits completed	100 post clearance audits completed
	ASYCUDA System Trade Facilitation Enhancements Modules implemented	ASYCUDA Post Clearance Module implemented by March 31, 2027
	Current arrears collected	50% of current arrears collected
	Past arrears collected	\$35.0mn of past arrears collected
	Import commercial declarations documentary processed	85% of import commercial declarations documentary processed within 20 hours of submission
	Export declarations (EX1) documentary processed and released	50% of export declarations (EX1) documentary processed and released within 1 hour of submission/receipt
	Import commercial cargo released	80% of import commercial cargo released at ports within 3 hours of shipment presented for examination
	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 Contracted Other Government Agencies/Border Regulatory Agency onboarded in JSWIFT
	Time Release Study (TRS) developed & executed	Time Release Study (TRS) developed & executed by December 31, 2026
	ASYCUDA System Trade Facilitation Enhancements Modules implemented	4 ASYCUDA World Extended Functionalities (ASYCUDA-8) implemented by March 31, 2027
	Passengers processed	3 mins on average contact processing time for passengers through the red channel
		30 secs on average contact processing time for passengers through the green

	Key Outputs	Performance Measures/Indicator(s)
		channel
Programme: Customs Management Programme	Risks identified	17% positive hit results obtained from risk criteria detection
	Seizures detected	289 seizures detected by enforcement
	Special Enforcement Operations conducted	120 enforcement operations conducted ³
	Non-Intrusive Cargo Inspection detected	0.30% for non-intrusive inspection detection at existing customs-controlled scanning areas
Sub-programme: Border Control Operations	New Container Scanners – All Locations procured and operational	New Container Scanners procured and operationalized by March 31, 2027
Programme: Executive Direction and Administration	Strategic organisational objectives achieved	95% of strategic organisational objectives achieved
	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
Sub-programme: Policy, Planning and Development	Customer Satisfaction Level attained	80% of Customer Satisfaction Level attained
	Complaints received and resolved	80% of reported complaints resolved within 24 hours - 20 working days
	Stakeholder Engagements and Community-based Initiatives (CMC-face-to-face) executed	50 Stakeholder Engagements/Initiatives executed
	ASYCUDA Appeals & Decision Module implemented	ASYCUDA Appeals & Decision Module implemented by December 31, 2026
	Change and Culture Management Programme developed	Change and Culture Management Programme Phase 1:process mapping and alignment completed by March 31, 2027
	Electronic Quality Management System (eQMS) and implemented	Electronic Quality Management System (eQMS) implemented by March 31, 2027
Programme: Executive Direction and Administration	Established Post filled	80% of established posts filled
	Electronic Budget, Procurement and Contract Monitoring System (eBPCMS) developed & implemented	eBudgeting Module developed by March 31, 2027
		eProcurement Module developed by March 31, 2027

³ Enforcement operations is the updated term for what was previously known as special enforcement.

	Key Outputs	Performance Measures/Indicator(s)
Sub-programme: Central Administration	AI Agent Operational	AI Agent Operational by March 31, 2027
	Infrastructure Improvements completed	29 approved infrastructure projects completed