

**XI. DEPARTMENT OF FINANCE****A. OFFICE OF THE SECRETARY****STRATEGIC OBJECTIVES****SECTOR OUTCOME**

Sound, stable and supportive macroeconomic environment sustained

**ORGANIZATIONAL OUTCOME**

1. Fiscal sustainability attained
2. Asset and debt effectively managed

**PERFORMANCE INFORMATION**

ORGANIZATIONAL OUTCOMES (OOs) / PERFORMANCE INDICATORS (PIs)	BASELINE	2021 TARGETS
Fiscal sustainability attained		
<b>FINANCIAL SUSTAINABILITY AND REVENUE STRENGTHENING PROGRAM</b>		
Outcome Indicator(s)		
1. Improved tax effort	FY 2016-13.8%*, FY 2017-14.2%, FY 2018-14.7% * Figures are based on Tax Revenues Gross of Tax Refund/GDP	12.9%
2. Improved government system that ensure transparency in all extractive industry transactions	FY 2016-100%, FY 2017-100%, FY 2018-100%	N/A
3. Better resource governance, and timely, reliable, and open data on extractives are more accessible and relevant to extractives stakeholders and the general public	N/A	100%
4. Sustained country's position at the forefront of international and regional economic finance cooperation	FY 2016-6, FY 2017-6, FY 2018-5, FY 2019-25	7
Output Indicator(s)		
1. Number of plans and policy advisories developed and issued or updated and disseminated	FY 2016-9.75, FY 2017-12.75 FY 2018-9.75	4
2. Recommended policies on information disclosure and to address barriers to the full implementation of EITI	FY 2016-1, FY 2017-2 FY 2018-4	N/A
3. Recommended policies on mainstreaming transparency and accountability in the extractives sector, and number of target government agencies, and mining, and oil and gas companies implementing and maintaining systems for extractives data disclosure.	N/A	4
4. Number of offers provided by the Philippines in various fora / international agreements	FY 2016-2, FY 2017-2 FY 2018-2	N/A

5. Number of final outcome documents in various fora/  
international agreements endorsed to the Secretary

FY 2010-2

1

Asset and debt effectively managed

#### ASSET AND LIABILITY MANAGEMENT PROGRAM

Outcome Indicator(s)

1. Percentage of dividends collected from GOCC /  
collection targets

FY 2016-462%,  
FY 2017-305%,  
FY 2018-403%

100%

2. Percentage of foreign loans and grants negotiated  
over targets

FY 2016-127%,  
FY 2017-500.52%,  
FY 2018-100%

+15 to 20% of Target  
(subject to change  
depending on DBCC  
targets / NG financial  
requirements)

3. Percentage of released fund over the target

FY 2016-131.90%,  
FY 2017-156.44%,  
FY 2018-148%

105%

Output Indicator(s)

1. Amount collected as dividend from GOCCs

FY 2016- P 27.735 B,  
FY 2017- P 30.462 B,  
FY 2018- P 40.28 B\*  
(Final figure per BTr report  
as of February 14, 2019)

P14.5 B

2. Value of foreign loans and grants negotiated

FY 2016-US\$ 634.03 M,  
FY 2017-US\$ 2,502.61 M,  
FY 2018-US\$ 3,133.03 M

&gt; or = US\$2,000 M

3. Number of grants and loans approved

FY 2016-26, FY 2017-58,  
FY 2018-67

30

### B. BUREAU OF CUSTOMS

#### STRATEGIC OBJECTIVES

#### SECTOR OUTCOME

Sound, stable and supportive macroeconomic environment sustained

#### ORGANIZATIONAL OUTCOME

1. Revenue collection improved
2. Secured trade facilitation by international standards achieved

#### PERFORMANCE INFORMATION

#### ORGANIZATIONAL OUTCOMES (OOs) / PERFORMANCE INDICATORS (PIs)

#### BASELINE

#### 2021 TARGETS

Revenue collection improved

#### CUSTOMS REVENUE ENHANCEMENT PROGRAM

Outcome Indicator(s)

1. Percentage increase in revenue collection

29.4%

11.6%

2. Proper / efficient examination and appraisal of imported goods resulted to additional revenues	2.16%	3%
3. Apprehension of smuggling activities	60	60
Output Indicator(s)		
1. Amount of duties and taxes collected and percentage to BESF targets	P606, 044M (95.13%)	P695, 178M (100%)
2. Percentage of imported goods cleared within ten (10) days from filing of import declaration	96.61%	96.61%
3. Number of cases filed under the Bureau's Action Team Against Smugglers (BATAS) Program within fifteen (15) days	24 cases	24 cases
Secured trade facilitation by international standards achieved		
<b>CUSTOMS BORDER PROTECTION AND CARGO CONTROL AND CLEARANCE PROGRAM</b>		
Outcome Indicator(s)		
1. Percentage of enforcement actions undertaken resulting to seizures	2%	2%
2. Percentage of cargo clearance process improved	2%	2%
3. Apprehension of anti-social goods from illegal drugs, counterfeit goods, product of environment crimes, etc.	50	55
Output Indicator(s)		
1. Number of enforcement actions (alerts) undertaken	878	960
2. Percentage of shipment selected and physically examined or x-rayed	2%	2%
3. Number of cases of anti-social goods seized	50	50

**C. BUREAU OF INTERNAL REVENUE****STRATEGIC OBJECTIVES****SECTOR OUTCOME**

Sound, stable and supportive macroeconomic environment sustained

**ORGANIZATIONAL OUTCOME**

Improved Internal Revenue Collections

**PERFORMANCE INFORMATION****ORGANIZATIONAL OUTCOMES (OOs) / PERFORMANCE INDICATORS (PIs)****BASELINE****2021 TARGETS**

Improved Internal Revenue Collections

**REVENUE ADMINISTRATION PROGRAM**

## Outcome Indicator(s)

1. Percentage increase in the number of registered business tax payers

2019: Percentage

5% increase in the number of registered taxpayers

## Output Indicator(s)

1. Filing of Run After Tax Evaders (RATE) cases at DOJ

2019: number of cases per year

36 cases per year

2. Audit effort

2019: Percent in collection goal

3% of total collection goal

3. Collection performance

2019: Amount of collection in Peso

Attained+/- 2% of collection goal

**D. BUREAU OF LOCAL GOVERNMENT FINANCE****STRATEGIC OBJECTIVES****SECTOR OUTCOME**

Sound, stable and supportive macroeconomic environment sustained

**ORGANIZATIONAL OUTCOME**

Fiscal sustainability of LGUs strengthened

**PERFORMANCE INFORMATION****ORGANIZATIONAL OUTCOMES (OOs) / PERFORMANCE INDICATORS (PIs)****BASELINE****2021 TARGETS**

Fiscal sustainability of LGUs strengthened

**LOCAL FINANCE ADMINISTRATION PROGRAM****LOCAL FINANCE POLICY REFORMS AND FISCAL PERFORMANCE MONITORING AND EVALUATION SUB-PROGRAM**

## Outcome Indicator(s)

1. Ratio of LGU expenditures over total income

0.68

&lt; or = 1

2. Percentage of actual collections of LGU from local taxes and other locally-generated revenue sources versus targets

78%

&gt; or = 83%

3. Number of LGUs not exceeding 20% of their regular income for debt servicing

1,662

&gt; or = 1,662

## Output Indicator(s)

1. Percentage of requests for policy opinions and consultations provided in a timely manner

85%

&gt; or = 90%

2. Percentage of LGU assessed on revenue and assessment performance

60%

&gt; or = 60%

3. Percentage of LGUs evaluated for the issuance of certificate of net debt service ceiling and net borrowing capacity

95%

&gt; or = 95%

**LOCAL FINANCE CAPACITY DEVELOPMENT SUB-PROGRAM****Outcome Indicator(s)**

1. Percentage of training satisfaction for training programs	92%	> or = 90%
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**Output Indicator(s)**

1. Percentage of treasures and assessors trained over the total number of treasurers / assessors	95%	> or = 95%
2. Percentage of LGU capacitated / informed on local finance policies	95%	> or = 95%
3. Number of trainings conducted for LGUs	47	> or = 60

**E. BUREAU OF THE TREASURY****STRATEGIC OBJECTIVES****SECTOR OUTCOME**

Sound, stable and supportive macroeconomic environment sustained

**ORGANIZATIONAL OUTCOME**

1. Efficiency in cash management improved
2. Efficiency in debt management achieved
3. Efficiency in accounting of NG financial transactions enhanced

**PERFORMANCE INFORMATION****ORGANIZATIONAL OUTCOMES (OOs) / PERFORMANCE INDICATORS (PIs)****BASELINE****2021 TARGETS**

Efficiency in cash management improved

**FINANCIAL ASSET MANAGEMENT PROGRAM****Outcome Indicator(s)**

1. Fund the total government cash requirement to be negotiated daily	100%	100%
2. Return on NG cash resources	Php : BSP-DOF USD : 1.60%	Php : BSP-DOF rate USD : Fed Funds rate

**Output Indicator(s)**

1. Deviation from Php 5 Billion Average Year to Date (AYTD) in MDS Seed Fund		2.00%
2. BSF: Percentage of Free Cash invested in money market instrument		At least 50% of BSF free cash invested (balance in excess of the 3-month maturing GS, net of BSF holdings)

3. Number of assets registered in the National Asset Registry	300
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4. Number of NGAs with data captured in the National Asset Registry	3 NGAs
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Efficiency in debt management achieved

#### DEBT AND RISK MANAGEMENT PROGRAM

##### Outcome Indicator(s)

1. Government financing requirement met (In Million Pesos)	P2,582,800 M
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2. Refinancing risk efficiently managed	100% efficiency	100% efficiency
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3. Efficient debt monitoring and servicing	100% efficiency	100% efficiency
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##### Output Indicator(s)

1. Issuance of government securities consistent with auction schedule / calendar	As scheduled	Release of auction schedule should be > / = 3 working days before the first auction for the quarter. To conduct auction as scheduled.
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2. Percentage of debt maturing in one year to total outstanding debt	ATM-10.38	Debt maturing in one year should be < or = 15% to total outstanding debt. Average time to maturity (ATM) should be > or = 7 years
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3. Amount and percentage of debt service payment paid on or before due date	P1,793,508 M
	100% of debt service due paid on time

Efficiency in accounting of NG financial transactions enhanced

#### NG ACCOUNTING PROGRAM

##### Outcome Indicator(s)

1. Efficient release of Internal Revenue Allotment (IRA) and other shares to Local Government Units (LGUs)	100% efficiency	100% efficiency
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2. Reconciled active cash balances	Reconciled 85% of active cash accounts
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3. Timely submission of Journal Entry Vouchers to COA	GAM requirement	JEVs submitted to COA within 10 days after the reference month (except Dec. and Jan.)
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4. Efficient release of Certification	100% efficiency
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Output Indicator(s)	GAM requirement	100% submitted within 10 days after the reference month except December and January
1. Submission of Journal Entry Voucher (JEVs) submitted to COA within the prescribed period		Release/issue certifications; 80% of the total number of request received
2. Percentage of Certifications issued to requesting parties		
3. Percentage of Bank Reconciliation Statement (BRS) submitted to COA on time		85% of the total required BRS for active cash accounts submitted to COA within 20 days after receipt of bank statement or closing of the books of accounts
4. Release of Internal Revenue Allotment (IRA) and other shares to Local Government Units (LGUs) consistent with Release Schedule		Release IRA to LGUs on the 10th day of the month; other shares within 5 days from receipt of complete documents from DBM

**F. CENTRAL BOARD OF ASSESSMENT APPEALS****STRATEGIC OBJECTIVES****SECTOR OUTCOME**

Fair and equitable real property assessment

**ORGANIZATIONAL OUTCOME**

Due process for fair and equitable real property tax assessment improved

**PERFORMANCE INFORMATION****ORGANIZATIONAL OUTCOMES (OOs) / PERFORMANCE INDICATORS (PIs)****BASELINE****2021 TARGETS**

Due process for fair and equitable real property tax assessment improved

**REAL PROPERTY TAX ADJUDICATION PROGRAM****Outcome Indicator(s)**

1. Percentage of cases reviewed over the last five (5) years whose decisions are overturned by a higher court

6%

0

2. Percentage of cases reviewed and decided over the last ten (10) years were sustained by higher courts

95%

**Output Indicator(s)**

1. Percentage of new cases received on appeal from the LBAA that are given due course / acted upon within 30 days after receipt of complete documentation	100%	100%
2. Number of case events / hearings conducted	40	40
3. Percentage of cases submitted for decision that are resolved / decided within 90 days from submission	90%	90%

**G. INSURANCE COMMISSION****STRATEGIC OBJECTIVES****SECTOR OUTCOME**

Sound, stable and supportive macroeconomic environment sustained

**ORGANIZATIONAL OUTCOME**

Insurance, Pre-Need and HMO Industries' growth and stability improved

**PERFORMANCE INFORMATION****ORGANIZATIONAL OUTCOMES (OOs) / PERFORMANCE INDICATORS (PIs)****BASELINE****2021 TARGETS**

Insurance, Pre-Need, and HMO Industries' growth and stability improved

**INSURANCE, PRE-NEED, AND HMO REGULATORY AND SUPERVISORY PROGRAM****Outcome Indicator(s)**

1. Percentage of supervised / regulated entities meeting the net worth requirements	88%
2. Percentage of supervised / regulated entities complying with Risk Based Capital (RBC) requirements	94%

**Output Indicator(s)**

1. Percentage of supervised / regulated entities examined, verified or monitored	100%
2. Percentage of received application for new and renewal of licenses processed within the prescribed period	80%
3. Percentage of applications for premium rates, insurance products, investments, contract forms, policies, reinsurance treaties, facultative placements processed within the prescribed period	98%



**H. NATIONAL TAX RESEARCH CENTER****STRATEGIC OBJECTIVES****SECTOR OUTCOME**

Sound, stable and supportive macroeconomic environment sustained

**ORGANIZATIONAL OUTCOME**

Philippine Tax System Improved

**PERFORMANCE INFORMATION****ORGANIZATIONAL OUTCOMES (OOs) / PERFORMANCE INDICATORS (PIs)****BASELINE****2021 TARGETS**

Philippine Tax System Improved

**NATIONAL TAX ADVISORY PROGRAM****Outcome Indicator(s)**

1. Number of National Government Agencies (NGAs) monitored and rendered technical assistance in fee revision within the prescribed timeframe

Monitored- 35 NGAs  
Rendered technical assistance- 13  
(depends on the number of requests in fee revision from NGAs )Monitored-37 NGAs  
Rendered technical assistance- 15

2. Percentage of tax research recommendations considered in tax policy reforms

90%

90%

**Output Indicator(s)**

1. Number of tax research studies conducted and publications completed

37 tax studies conducted  
12 publications completed37 tax studies conducted  
12 publications completed

2. Percentage of tax related legislative bills evaluated / commented within the prescribed timeframe

80%

80%

3. Number of tax subsidy requests/applications of GOCCs / SUCs / GIs / Commissaries evaluated and processed within the prescribed timeframe

4 GOCCs/SUCs/GIs/  
Commissaries  
  
(Depends on the number of tax subsidy requests/applications from GOCCs/SUCs/GIs/Commissaries4 GOCCs / SUCs /  
GIs / Commissaries-  
evaluated and processed**I. PRIVATIZATION AND MANAGEMENT OFFICE****STRATEGIC OBJECTIVES****SECTOR OUTCOME**

Sound, stable and supportive macroeconomic environment sustained

**ORGANIZATIONAL OUTCOME**

Effective management and disposition of transferred assets and other government properties

**PERFORMANCE INFORMATION****ORGANIZATIONAL OUTCOMES (OOs) / PERFORMANCE INDICATORS (PIs)****BASELINE****2021 TARGETS**

Effective management and disposition of transferred assets and other government properties

**PRIVATIZATION OF GOVERNMENT ASSETS PROGRAM****Outcome Indicator(s)**

1. Remittance to the Bureau of Treasury

P655,280,100

P649,392,660

2. Privatization proceeds collected

P728,089,000

P721,547,400

3. Average value of privatized assets sold over appraised value

0

0

**Output Indicator(s)**

1. Number of assets / entities currently being managed

133

131

2. Number &amp; value of assets / properties being prepared for disposition for the year (a. include custodianship and pre-selling activities, eg. inventory, appraisal, etc.; b. the privatization plan should be submitted to the Privatization Council and approval should be implemented, such as the conduct of public bidding)

20  
P520,824,76014  
P1,325,136,015

3. Percentage of privatization plan adopted by the the Privatization Council

50%

50%