

**Department of Justice**  
**DEVELOPMENT PLAN**  
**2017-2022**

As a result of development and executive planning sessions of the Department and its constituent/attached agencies in February and March 2017, the herein Development Plan of the Department for the years 2017 to 2022 documents the strategic agenda of the Department.

The plan will serve as a framework for organizational planning, reforms, innovations and priorities of the Department and its agencies. The plan basically contains the institutional framework and assessment, strategic framework, core indicators and targets, and public investment program.

**Part 1. Institutional Framework**

The Department is at the forefront of the justice system through the provision of various justice services to the public and legal services to the government, in partnership with other Executive Agencies, the Judiciary and Legislature. Executive Order No. 292 s. 1987, otherwise known as the Administrative Code of 1987, provide for the following general mandates as applicable to the present functional structure of the Department<sup>1</sup>, as follows:

1. Serve as the principal law agency of the government, both as legal counsel and prosecution arm;
2. Administer the criminal justice system in accordance with the accepted processes thereof consisting in the investigation of the crimes, prosecution of offenders and administration of the correctional system;
3. Implement the laws on the admission/stay of aliens, citizenship and land titling system; and
4. Provide free legal services to indigent members of the society.

The Department's agencies, core organizational units, and special programs are as follows:

1. *DOJ Proper (Office of the Secretary)* – Apart from the offices of the Secretary, Undersecretaries, Assistant Secretaries and management/support services, the agency's organizational units are as follows:
  - a. *National Prosecution Service (NPS)* (under the DOJ Proper) – It is mandated by RA No. 10071 otherwise known as the Prosecution Service Act of 2010 to be primarily responsible for the preliminary investigation and prosecution of all cases involving violations of penal laws. This involves determination of probable cause to criminally indict a person and subsequent prosecution in court, including cases with which the NPS has concurrent jurisdiction with the Office of the Ombudsman.

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<sup>1</sup> The Administrative Code also mandates the Department to settle land disputes involving small landowners and members of indigenous cultural communities, which is the mandate of the Commission on the Settlement of Land Problems (COSLAP). However, the COSLAP has been deactivated pursuant to the Rationalization Plan as modified and approved by the Department of Budget and Management (DBM) in June 2010.

- b. *DOJ Legal Staff* – It was created by R.A. No. 2705 and mandated by EO No. 292 s. 1987 to, among others, assist the Secretary of Justice in the performance of his duties as Attorney General of the Philippines and as ex-officio legal adviser of government-owned or controlled corporations or enterprises and their subsidiaries, and to prepare and finally act for and in behalf of the Secretary on all queries and/or requests for legal advice or guidance coming from government officials and employees as well as private parties.
- c. *Board of Pardons and Parole (BPP)* – It is mandated by Act No. 4103 of 1933 and Executive Order No. 83 s. 1937 to grant parole to prisoners, recommend to the President the grant of absolute pardon, conditional pardon and commutation of sentence, and take part in the rehabilitation of the parolees/pardonees through the Technical Service of Parole and Probation Administration which acts as the service arm of the BPP.
- d. *Office for Competition (OFC)* – Mandated by RA No. 10667, otherwise known as the “Philippine Competition Act”, to conduct preliminary investigation and undertake prosecution of all criminal offenders arising from the said law and other competition-related laws.
- e. *Office of Cybercrime (OOC)* – Designated by RA 10175, otherwise known as the “Cybercrime Prevention Act”, as the central authority in all matters related to international mutual assistance and extradition with respect to the said law, and as the Cybercrime Operations Center of the Cybercrime Investigation and Coordinating Center under the Implementing Rules and Regulations of the said law.
- f. *Witness Protection, Security and Benefit Program (WPSBP)* – As provided by RA No. 6981, the program is intended to encourage persons who have witnessed or have knowledge of the commission of crimes to testify before a court or quasi-judicial body, or an investigating authority, by protecting them from reprisals and from economic dislocation.
- g. *Board of Claims (BOC)* – Created by virtue of RA No. 7309, it is mandated to administer the Victims Compensation Program which provides a certain amount of monetary compensation to victims of violent crimes and unjust imprisonment or detention and victims of, with the objective of recompensing, to a certain extent, the damage to the lives of those who suffered from lawlessness and grave injustice.
- h. *Inter-Agency Council Against Trafficking (IACAT)* – Created by RA No. 9208, otherwise known as the “Anti-Trafficking in Persons Act of 2003”, the Council is composed of the Secretary of Justice as the Chair, DSWD Secretary as Co-Chair, and members from particular line Departments/Agencies and NGOs. The Secretariat and budget are with the DOJ. The IACAT is mandated to formulate, promulgate, initiate, coordinate and monitor policies, programs, projects, activities and other courses of action that will prevent and suppress trafficking in persons, as well as monitor/coordinate the implementation of RA 9208.

- i. *Committee for the Special Protection of Children (CSPC)* – Created by EO No. 275 s. 1995, as amended by EO No. 53, s. 2011, the Committee is composed of the Secretary of Justice as Chair with the DSWD Secretary as Co-Chair and members from particular line Departments/Agencies and NGOs. The CSPC is mandated as the body principally responsible for coordinating and monitoring the investigation and prosecution of cases involving violations of RA No. 7610, otherwise known as the “Special Protection of Children Against Child Abuse, Exploitation and Discrimination Act” and other child-related criminal laws. The CSPC is also responsible for formulating and monitoring the Comprehensive Program Against Child Abuse, Exploitation and Discrimination mandated under RA No. 7610. The CSPC budget is lodged in the DOJ while the Council of the Welfare of Children is designated as Secretariat.
  - j. *Inter-Agency Committee on Extra-Legal Killings, Enforced Disappearances, Torture, and Other Grave Violations to the Right to Life, Liberty, and Security of Persons* – Otherwise known as the “AO 35 Task Force” and Chaired by the Secretary of Justice, it is created under Administrative Order No. 35, s. 2012, mandated to undertake inventory, investigation, prosecution, monitoring and reporting of such cases. The budget and secretariat of the Task Force is with the DOJ.
2. *Bureau of Immigration (BI)* – It is responsible for the administration and enforcement of immigration, citizenship, and alien admission and registration laws in accordance with the provisions of the Philippine Immigration Act of 1940, otherwise known as Commonwealth Act No. 613, as amended, and tasked to adopt measures for the apprehension of suspected traffickers both at the place of arrival and departure, and ensure compliance by the Filipino fiancés/fiancées and spouses of foreign nationals with the guidance and counseling requirement pursuant to RA No. 9208 Anti-Trafficking in Persons Act of 2003 and its implementing rules and regulations.
  3. *Bureau of Corrections (BUCOR)* – Under RA No. 10575, otherwise known as “The Bureau of Corrections Act of 2013”, the agency is in charge of safekeeping and instituting reformation programs to national inmates sentenced to more than three (3) years imprisonment.
  4. *Land Registration Authority (LRA)* – It is mandated under PD No. 1529, as amended, to issue decrees of registration and certificates of title and register documents, patents and other land transactions for the benefit of landowners, agrarian reform beneficiaries and the registering public in general. It implements and protects the Torrens system of land titling and registration and serves as the central repository of all land records involving registered or titled lands.
  5. *National Bureau of Investigation (NBI)* – It is mandated by RA No. 10867, otherwise known as the “NBI Reorganization and Modernization Act”, to undertake, among others, the investigation and detection of crimes enumerated in the said law, act as national clearing house of criminal records and other related information for the benefit of the government, render technical assistance to government agencies as requested, and establish/maintain modern forensic, cyber and other facilities/equipment for investigation, detection and evidence gathering.

6. *Office of the Government Corporate Counsel (OGCC)* – It is mandated by RA No. 2327, RA No. 3838, PD No. 1415 and other legislations and executive orders to be the legal counsel of government-owned and/or controlled corporations (GOCC's) and its subsidiaries, other corporate off-springs and government acquired asset corporations—representing government corporations before courts and quasi-judicial bodies, rendering legal opinions, reviewing contracts, investigating administrative cases against officials of government corporations, arbitrating disputes among government corporations, and exercising control and supervision over the legal departments of these corporations with the authority to allow the hiring of private lawyers by them.
7. *Office of the Solicitor General (OSG)* – As an attached agency of the Department, it is mandated by EO No. 292 s. 1987 to represent the Government of the Philippines, its agencies and instrumentalities and its officials and agents who are suing or are being sued in their official capacities before the local court system and in international fora in any litigation, proceeding, investigation, or matter requiring the services of a lawyer, and also serves as the counsel of the People of the Philippines before the appellate courts.
8. *Parole and Probation Administration (PPA)* – It is mandated by PD No. 968 and EO no. 292 s. 1987 to administer the probation system and supervise prisoners who, after serving part of their sentence in jails, are released on parole or are granted pardon with parole conditions, as well as investigate/supervise the suspended sentence for the first time minor drug offenders pursuant to RA No. 9165 otherwise known as the “The Comprehensive Dangerous Drugs Act” of 2002.
9. *Presidential Commission on Good Government (PCGG)* – It is mandated (a) by EO No. 1, s. 1987, to assist the President in the recovery of ill-gotten wealth of former President Ferdinand E. Marcos, his immediate family, relatives, subordinates and close associates, whether in the Philippines or overseas, investigate corruption cases as the President may assign and adopt safeguards to ensure that the aforementioned practices shall not be repeated, and institute adequate measures to prevent the occurrence of corruption; and (b) by virtue of EO No. 432 s. 2005, PCGG has been empowered to assume the task of investigation, filing and prosecution of cases for recovery of claims arising out of non-performing loans whether behest or non-behest. EO No. 643 s. 2007 placed the PCGG under the administrative supervision of DOJ.
10. *Public Attorney's Office (PAO)* - As an attached agency for policy and program coordination purposes, it is mandated by EO No. 292 s. 1987 as amended by RA 9406 to extend free legal services to indigent persons or to the immediate members of their families in civil, administrative, labor and criminal cases, which services include judicial and quasi-judicial representation, mediation and counseling, jail visitation, inquest assistance, and miscellaneous legal advice and documentation.
11. *Office for Alternative Dispute Resolution (OADR)* – Established as an attached agency of the Department by RA 9285 otherwise known as the “Alternative Dispute Resolution Act of 2004”, it is mandated to promote, develop and expand the use of ADR in the private and public sectors, and assist the government to monitor, study and evaluate the use by the public and the private sector of ADR, and recommend to statutory changes to develop, strengthen and improve ADR practices in accordance with world standards. The OADR has yet to operate as attached agency upon appointment of officials and key personnel under the authorized staffing structure.

To facilitate harmonization of the Department's plans and operations, the said functional mandates and services of the Department are categorized according to the following cluster framework:

1. Law enforcement – Interrelated processes aimed at implementing the law including detection and investigation of crimes/offenses, prosecution of offenders, and immigration enforcement.
  - a. Detection and investigation – This is a primary function of the NBI.
  - b. Immigration enforcement – The BI enforces the Philippine Immigration Law and certain provisions of the Anti-Trafficking in Persons Act (RA 9208).
  - c. Criminal prosecution – The NPS investigates criminal complaints and prosecutes accused person/s before the courts. The WPSBP supports this by providing protection and incentives to vital witnesses.
  - d. Public defense and assistance – The PAO provides legal assistance for victims of crimes and persons investigated or accused who do not have access to the services of a lawyer.
  - e. Special enforcement services – This includes specialized services of the OOC, OFC, IACAT, CSPC and AO 35 Task Force.
2. Corrections – This involves custody of criminal offenders serving prison sentence and their rehabilitation towards eventual restoration and reintegration, as well as compensation for victims of unjust imprisonment and violent crimes.
  - a. Safekeeping and rehabilitation of offenders– The BUCOR ensures that national prisoners serve their sentence and are rehabilitated while in custody to prepare them for reintegration into the mainstream society.
  - b. Pardon, parole and probation – The BPP grants parole to qualified offenders and recommends pardon/Executive Clemency. The PPA conducts pre-parole/ probation investigation and supervises offenders granted parole, pardon and probation as well as first-time minor drug offenders for rehabilitation and reintegration.
  - c. Victims compensation – The government provides monetary compensation for victims of unjust imprisonment and violent crimes and through the Victims Compensation Program implemented by the BOC.
3. Legal services – Provision of various legal services for the government, its corporations and the public.
  - a. Legal services for the government – The Office of the Chief State Counsel (DOJ Legal Staff) assists the Secretary of Justice in the discharge of functions as Attorney General. The Office of the OSG and OGCC serve as legal counsel of the government and its corporations, respectively.

- b. Free legal assistance for the public – The PAO provides free legal services primarily to indigents, other qualified persons and, in the exigency of the service, to other persons when called upon by proper government authorities subject to existing laws, rules and regulations.
- c. Alternative dispute resolution – The OADR is mandated to promote, develop and expand the use of alternative dispute resolution mechanisms in the private and the public sectors.
- d. Land registration – The LRA protects the property rights of land owners by implementing the Torrens system of land titling and registration.
- e. Asset recovery – The PCGG recovers and administers ill-gotten wealth of former President Ferdinand Marcos, among other related legal functions.

## **Part 2. Institutional Assessment**

In the last development plan period, the following major accomplishments were achieved by government and the Department:

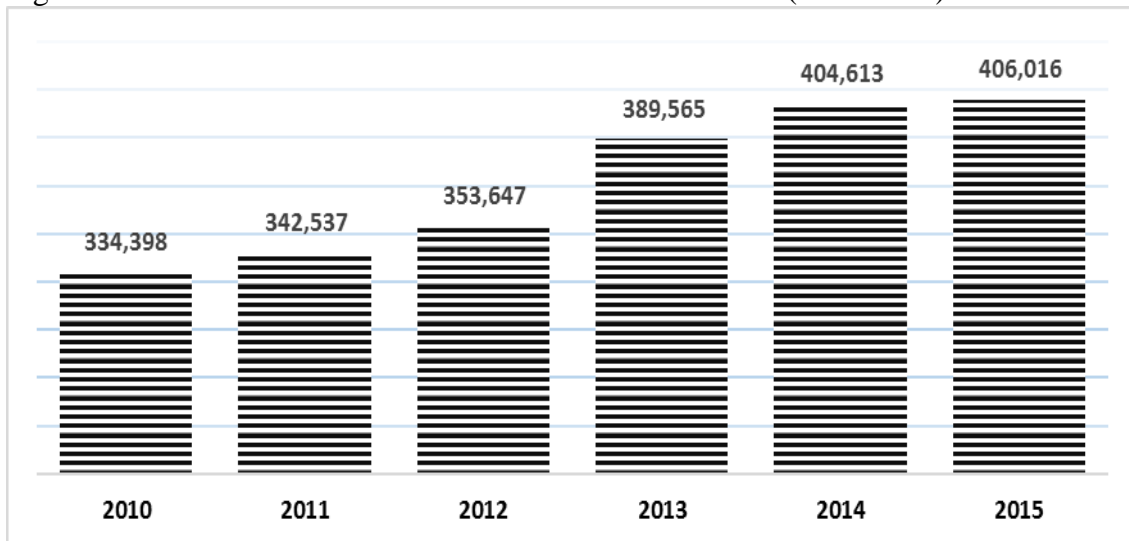
1. Intensified efforts on high profile corruption investigations and prosecutions, anti-trafficking in persons enforcement, and grave human rights violations—gaining recognition from the international community;
2. Adoption of multi-disciplinary/cross-agency approach in law enforcement and prosecution with respect to corruption, trafficking in persons, child protection, cybercrime, grave human rights violations, and environmental justice, among others;
3. Significantly improved coordination within the justice system through the Justice Sector Coordinating Council and other inter-agency mechanisms, resulting to joint reform initiatives;
4. Commenced maximized use of information technology for core/frontline/internal processes and inter-agency data sharing, including the online NBI criminal records clearance system, land registration computerization program, and the National Justice Information System; and
5. Enactment/implementation of new legislations including modernization of the NPS, NBI and BUCOR, cybercrime prevention, anti-trafficking in persons, and national competition policy.

The key challenges that will have to be addressed or managed are as follows:

1. Heavy criminal case load (Figures 1 and 2) which may further increase due to the intensified campaign against illegal drugs and criminality;
2. Increasing prison population/congestion (Figure 3) and offenders evaluated/ supervised for probation and parole mainly due to increase in criminal cases as well as inefficiencies in inmate records and evaluation;
3. Inadequate core/support manpower to handle the high case/client volume, in terms of authorized plantilla and delays in recruitment/appointment processes;

4. Archaic/fragmented legal framework, systems and processes, as well as staffing and compensation disparities, resulting to service inefficiency and low productivity;
5. Weak competency and performance management resulting to low personnel productivity and accountability;
6. Slow procurement, resource utilization and program/project implementation, hence short of maximizing limited resources;
7. Heavy dependence on local government support/resources, hence the continuing integrity concern on vulnerability to political pressure or influence.

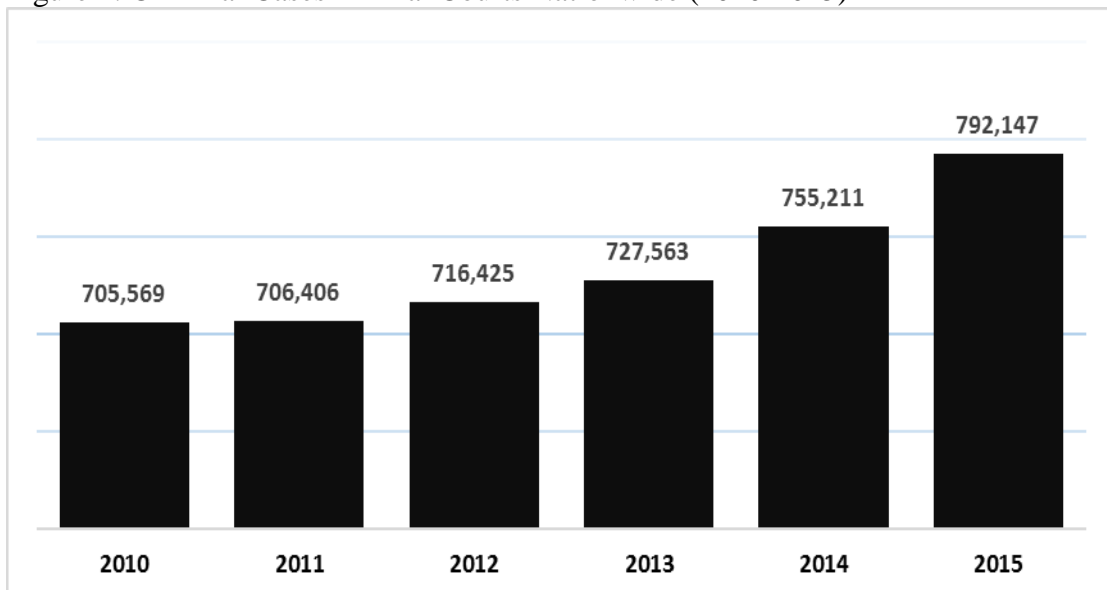
Figure 1. Criminal Cases in Prosecution Offices Nationwide (2010-2016)



Source: NPS Quarterly Report of Operations, 2010-2016

Note: 2016 data still for completion

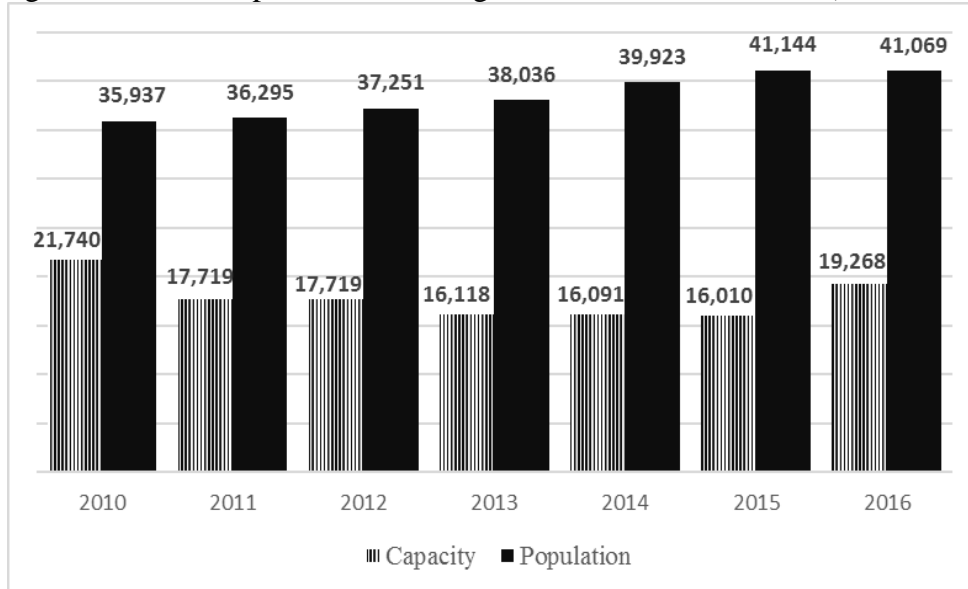
Figure 2. Criminal Cases in Trial Courts Nationwide (2010-2015)



Source: Supreme Court – Office of the Court Administrator

Note: Awaiting for 2016 data from the Supreme Court

Figure 3. Inmate Population and Congestion in National Prisons (2010-2016)



Source: Bureau of Corrections

### Part 3. Strategic Framework and Directions

This plan is anchored on the following strategic framework of the current Administration:

1. “*Ambisyon Natin 2040*”, approved and adopted under EO No. 05 dated 11 October 2016, as the 25-year long-term vision for the Philippines wherein all government plans shall be consistent with, articulated as follows:
  - a. “*By 2040, the Philippines shall be a prosperous, predominantly middle-class society where no one is poor; our peoples shall live long and healthy lives, be smart and innovative, and shall live in a high trust society*”; and
  - b. “*Matatag, maginhawa at panatg na buhay*”
    - (1) *Matatag* – family is together; time with friends; work-life balance; volunteering;
    - (2) *Maginhawa* – free from hunger and poverty; secure home ownership; good transport facilities; travel and vacation; and
    - (3) *Panatag* – enough resources for day-to-day needs, unexpected expenses and savings; peace and security; comfortable retirement
2. Philippine Development Plan and Public Investment Program for 2017-2022 approved pursuant to Executive Order No. 27 dated 01 June 2017, wherein the DOJ including its agencies is mainly included in the following chapters:
  - a. Chapter 6 (*Pursuing Swift and Fair Administration of Justice*) – key strategies and reforms in the justice system and the Department
  - b. Others (indirectly or partially in terms of indicated roles):
    - (1) Chapter 18 (*Ensuring Security, Public Order and Safety*) – law enforcement, anti-illegal drugs, and territorial integrity;
    - (2) Chapter 5 (*Ensuring Citizen-Centered, Clean and Efficient Governance*) – cross-cutting reforms including frontline service improvement; and
    - (3) Chapter 16 (*Leveling the Playing Field through a National Competition Policy*) – anti-trust enforcement role of the DOJ Office for Competition.



The Department for its part adheres to the following institution-level strategic framework:

1. Vision - A just and peaceful society anchored on the principles of transparency, accountability, fairness and truth;
2. Mission - Effective, efficient and equitable administration of justice;
3. Core Organizational Values:
  - a. Effectiveness – delivery of mandated services and achievement of intended outcome
  - b. Efficiency – timely delivery of services and optimal utilization of resources
  - c. Equitability – accessibility of services, and humane and inclusive justice
  - d. Integrity – accountability, transparency and internal control
  - e. Citizen engagement – facilitating and considering public feedback

In the context of the said frameworks, the following strategic directions have been adopted by the Department:

1. Good governance
  - a. Streamline frontline processes consistent with the Anti-Red Tape Act and in line with the President’s directives
  - b. Develop and implement automated/online processes that will streamline processes and make services for the public more accessible and efficient
  - c. Establish and implement quality management systems towards ISO certification and efficient/streamlined processes
  - d. Rationalize core and support processes, and document into systems and procedures manuals
  - e. Establish/enhance public assistance and complaint desks in all offices nationwide with frontline services
  - f. Develop and adopt public/client feedback mechanisms that will measure client satisfaction and facilitate submission/action on complaints for improper services and corruption
  - g. Strengthen internal control systems towards better accountability for and predictability of agency systems, processes and operations
  - h. Ensure transparency and freedom of information in terms of inclusive and efficient access to public information
  - i. Engage stakeholders particularly in the development, implementation and evaluation of policies and programs, as applicable
  - j. Improve human resource management and personnel productivity by developing core competency standards, harmonizing staffing structures, and addressing compensation disparities
  - k. Raise the efficiency of financial and physical resource management towards optimal utilization and less dependency on local government resources
  - l. Strengthen the Department’s capability on monitoring and evaluation (M&E) of programs and projects, including establishment of dedicated M&E unit

2. Rationalize criminal laws and procedures
  - a. Support the development of a modern criminal code aligned with the policy/legislative agenda of the Administration and Congress.
  - b. Work on rationalizing the criminal investigation process including possible changes in the criminal procedures and evidence thresholds.
  - c. Pursue reforms in the bail bond system in the interest of fairness especially for the poor, responsive to current/emerging crime trends, and in support of efforts to decongest pre-sentence detention facilities.
  - d. Rationalize evidence management among law enforcement and prosecution agencies towards efficient investigation and prosecution, and minimize loss and tampering.
3. Strengthen law enforcement
  - a. Facilitate implementation of the NBI Modernization Act towards strengthening the agency's capability to undertake high profile law enforcement operations, scientific investigations, and criminal records management with highly competent workforce and modern investigative facilities.
  - b. Enhance scientific investigation capability of the Department and its agencies concerned, towards effective/efficient case build up and prosecution using more physical evidence and less dependency on testimonial evidence.
  - c. Establish a unified/harmonized evidence management including policies, procedures and/or facilities.
  - d. Intensify law enforcement against illegal drugs, corruption, human trafficking, terrorism, cybercrime, human rights violations, competition cases and environmental crimes as among the Administration's priority areas, including support for necessary legislation
  - e. Strengthen witness and whistleblower protection towards effective case build up and prosecutions especially in relation to high profile crimes and corruption cases
  - f. Strengthen immigration enforcement and support enactment of new Philippine Immigration Act for effective border control and regulation of foreigners, and help ensure territorial integrity and prevent entry of foreign terrorists
  - g. Develop and implement case decongestion strategies/program in the National Prosecution Service to reduce/minimize backlogs and help ensure speedy justice for both complainants/victims and respondents/perpetrators
4. Pursue reforms in the corrections system
  - a. Support the establishment of unified corrections system and uniform inmate/offender management standards, systems and procedures, towards effective, efficient, consistent and humane safekeeping and rehabilitation of inmates
  - b. Facilitate implementation of the BUCOR Modernization Act to professionalize the agency's workforce and management of national prisons and inmates, and facilitate the enhancement/expansion/modernization of facilities and programs.

- c. Establish adequate and humane prison facilities able to contain the growing inmate population and with amenities necessary for effective rehabilitation and eventual social reintegration of prisoners.
  - d. Establish temporary shelter/s for criminal offenders granted probation, parole and pardon with parole conditions, especially with drug cases or drug-related offenses that will provide family life experiences.
  - e. Enhance offender reformation including impact assessment/monitoring of rehabilitation programs and strengthening reintegration programs.
5. Increase access to justice by the poor, vulnerable, victims of injustice, and persons with special needs
- a. Increase the number and local presence of public attorneys for better access of the public to legal counsel especially for the marginalized sectors and areas.
  - b. Establish gender-sensitive, child-friendly and accessible service facilities and procedures including frontline services, public assistance desks and amenity/infrastructure provisions.
  - c. Establish an Office for Women and Children in the DOJ to facilitate harmonization of gender mainstreaming, and women/child protection programs, to address fragmentation and inefficiency.
  - d. Pursue the strengthening of the Victims Compensation Program including increased benefits, rationalized requirements/procedures and increased/inclusive access to encourage and allow more availments.
  - e. Facilitate investigation, prosecution and monitoring of grave human rights violation cases pursuant to relevant laws and in conformance with international human rights standards.
6. Enhance legal services for the public and government
- a. Ensure efficient/consistent legal processes for government and the public in terms of representation, assistance, legal opinions and various decisions/orders, including initiative/support for necessary legislation (e.g. State Counsel Act).
  - b. Support enactment of Asset Forfeiture Law to strengthen forfeiture and recovery of assets from crime and perpetrators, with rationalized agency roles and harmonized legal and administrative procedures.
  - c. Support enactment of international legal cooperation laws including mutual legal assistance, extradition and transfer of sentence, aligned with international conventions and responsive to migration trends and globalized system/s.
  - d. Initiate/support the improvement of legal and institutional framework on migration including visa issuance, refugees, stateless persons and international child abduction.
  - e. Operationalize the Office for Alternative Dispute Resolution starting with filling of its staffing structure and then full implementation of mandated functions.

- f. Improved the legal framework on protection of land rights by supporting/pursuing the amendment of the Property Registration Code.
7. Address fragmentation of the justice system through sector coordination and data sharing and harmonization
- a. Support and sustain participation in the Justice Sector Coordinating Council as the adopted mechanism for inter-agency dialogue and coordinated implementation of reforms in the justice system
  - b. Pursue completion and implementation of the National Justice Information System, which will facilitate electronic data sharing among justice sector agencies and interoperability of information systems
  - c. Facilitate the development of a national crime index that will map offenses and penalties in all existing penal laws, facilitate electronic data sharing and integration among justice sector agencies, and harmonize crime statistics

As part or supportive of the said framework, the following enumerates the research and legislative/policy agenda planned to be pursued under this Development Plan by the agencies and offices concerned:

1. Research agenda:
  - a. Philippine criminal investigation system
  - b. Impact assessment of offender rehabilitation programs
  - c. National index of crimes and penalties
  - d. Bail reform policy/system
  - e. Competency mapping and development program for core personnel
  - f. Review and harmonization of core staffing and compensation standards
2. Legislative/policy agenda
  - a. Modern Criminal Code
  - b. Criminal investigation system
  - c. Witness protection law amendment
  - d. Victims compensation program law amendment
  - e. Laws against terrorism/terrorism financing and cybercrime
  - f. Rules on confiscated materials relative to illegal drugs cases
  - g. Evidence management system
  - h. Creation of DOJ Office for Women and Children
  - i. Civil aspects of international child abduction
  - j. Bail reform
  - k. Unified corrections system
  - l. Single Carpeta System implementation
  - m. Laws on mutual legal assistance in criminal matters, extradition and transfer of sentenced persons
  - n. State Counsel Act
  - o. Amendment of Alternative Dispute Resolution Act
  - p. Philippine Immigration Act (including alien regulation policies/procedures, visa issuance, international commitments/conventions, provisions on refugees, stateless persons, among others)
  - q. Property Registration Code amendment
  - r. Creation of Asset Forfeiture Office

## Part 4. Core Indicators and Targets

The following indicators and targets have been adopted to measure the results of herein defined strategic directions, as basis for calibration/updating of existing organizational indicators and earlier committed targets by DOJ offices and agencies concerned for budgetary, monitoring and evaluation, oversight requirements, and agency/office performance management purposes.

Indicator	Target
<b>1. Efficiency</b>	
a. Frontline service process time	At least 90% within the prescribed periods (1) Immediate – walk-in legal/public assistance (2) 3 days – permits/services ministerial in nature (no exercise of discretion) (3) 15 days – no extensive evaluation and research (4) 30 days – requiring extensive evaluation and research (5) Beyond 30 days (specific periods to be defined) – services involving adversarial/adjudicatory processes
b. Rate of backlogs (i.e. cases, inmate release, transactions)	Zero or significantly reduced
c. Budget resource rates	At least 90% per agency or program (1) Plantilla positions filled (2) Budget utilization
<b>2. Effectiveness</b>	
a. Client satisfaction rating on non-adversarial services	At least 90% with “very satisfactory” rating
b. Success rates	Increase over time or sustained high accomplishment, e.g. (1) Successful prosecutions (2) Successful offender rehabilitation/reintegration
<b>3. Equitability</b>	
a. Accessibility of services	100% availability of services in mandated area coverage (i.e. national/regional/local) (1) Physical presence of agency/program operations (field offices/operations as mandated by law) (2) Adequate staffing complement in field offices (3) Online service availability
b. Frontline services responsive to human rights, vulnerable groups and persons with special needs	100% of frontline units with established gender-sensitive, child-friendly, accessible and humane facilities, as applicable (e.g. public assistant/complaint desks, interview rooms, prison facilities)
<b>4. Integrity</b>	
a. Baseline assessment of internal controls	Completed for all DOJ offices, programs and agencies
b. Transparency Seal / Freedom of Information compliance	100% in all DOJ agencies
c. Timely resolution of administrative cases	Zero backlog
<b>5. Citizen Engagement</b>	
a. Agencies/programs with established feedback/complaint mechanisms	100% of all agencies and programs

## Part 5. Investment Program

The following are the major programs and projects identified and programmed by particular DOJ agencies in the context of the DOJ Development Plan, and endorsed by the Department for inclusion in the 2017-2022 Public Investment Program (PIP) relative to the Philippine Development Plan.

Project	Agency
<b>A. Enhancing scientific investigation capability</b>	
1. Strengthening the scientific investigation capability of NBI	NBI
<b>B. Infrastructure programs (i.e. core facilities/office buildings)</b>	
1. NBI Infrastructure Program	NBI
2. Regional Prison Facilities	BUCOR
3. Construction of PAO-Central Office Building	PAO
4. LRA Comprehensive and Integrated Infrastructure Program	LRA
5. Construction of Halfway House and Livelihood Centre	PPA
<b>C. Information and communication technology-related projects</b>	
1. DOJ Information and Communication Technology Program	DOJ Proper
2. National Justice Information System	DOJ Proper
3. NBI Information and Communication Technology Projects	NBI
a. Clearance Processing and Issuance System	
b. Criminal History Information System	
c. Document Management and Retrieval System	
d. Face Recognition System	
e. Fingerprint Verification System	
f. Forensic Support Information System	
g. NBI Intelligence Information System	
h. Disaster Recovery Site	
i. Network Firewall and Virtual Private Network Connectivity	
j. Upgrade of Communication Facility to VOIP	
k. Upgrading of Data Center	
l. Network Infrastructure Communication System Upgrading	
4. PAO Human Resource Information System	PAO
5. eTITLE Project	LRA
6. LRA Information and Communication Technology Projects	LRA
<b>D. Quality management system implementation</b>	
1. DOJ Quality Management System Implementation	DOJ Proper
2. BUCOR ISO Certification Program	BUCOR
3. LRA ISO QMS Cascading and Certification	LRA
<b>E. Training facilities/programs/projects</b>	
1. NBI Academy Modernization Program	NBI
2. Corrections Institute	BUCOR
3. National Computer Forensic Training Program	DOJ Proper
4. LRA Strategic Human Resources Management	LRA

The said programs and projects are subject to the annual budget preparation process and mid-term PIP updating.