



REPUBLIC OF SERBIA
MINISTRY OF FINANCE

CUSTOMS ADMINISTRATION
OF THE
REPUBLIC OF SERBIA

**Development Plan of the
Customs Service
2017 - 2020**



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I Introduction

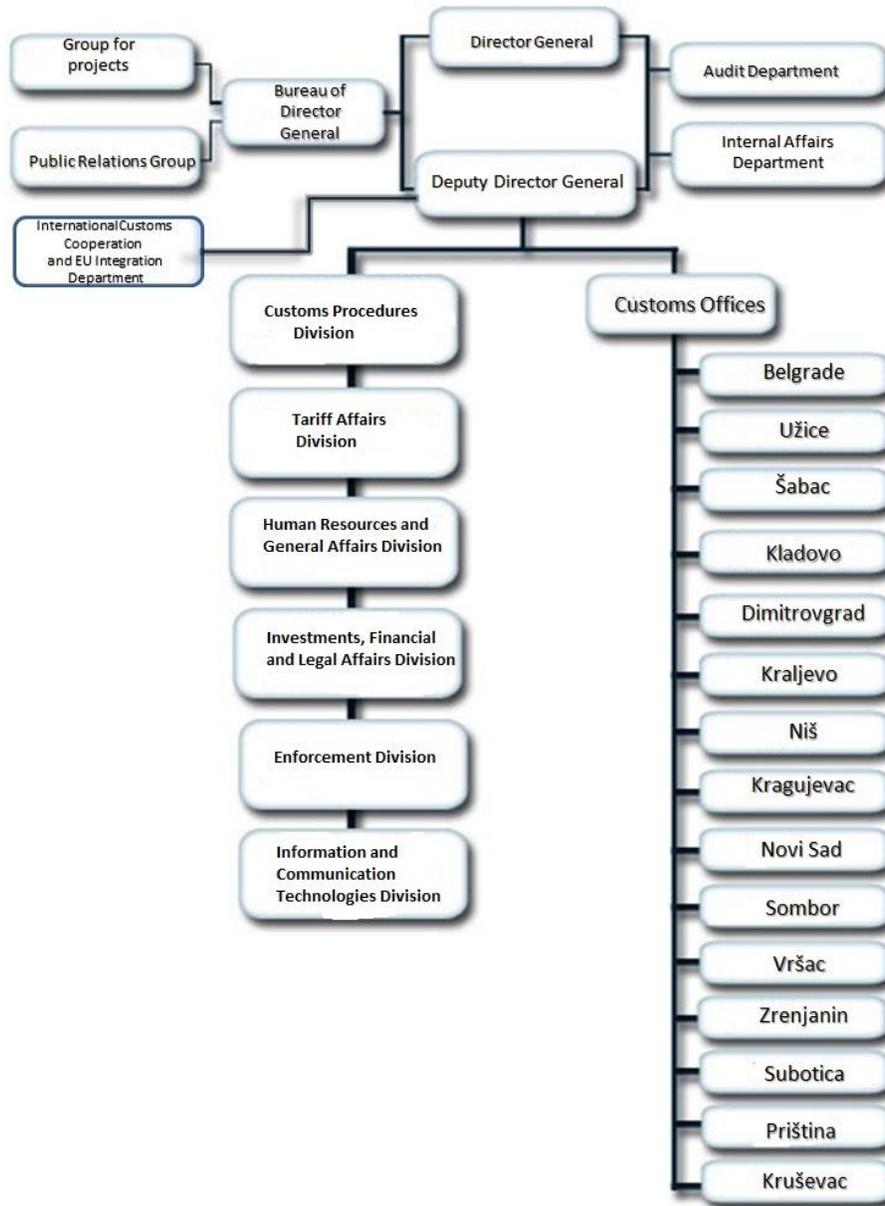
The Customs Administration of the Republic of Serbia performs its tasks and duties in the headquarters and 15 territorial units – customs offices, with smaller internal units organized as customs posts and customs units. Through their organizational elements, customs offices carry out customs procedures in passenger and cargo traffic, measures of customs surveillance, customs clearance, prevention of illegal imports, customs administrative proceedings, taking actions for the purpose of detection, suppression and sanctioning of customs offences, billing, forced collection of customs duties and sale of seized goods.

The Customs Administration (hereinafter: CAS) is an administrative organ within the Ministry of Finance, which implements customs policies of the Republic of Serbia. By simplifying the procedures, modernizing the system of customs procedures, educating the employees and strengthening the cooperation with other national institutions and services, as well as through active participation in international and regional customs cooperation, the Customs Administration contributes to stable public revenues, efficient international trade, as well as security, safety and overall protection.

The Customs Administration ensures proper and uniform application of relevant regulations within its competence, controls the operation of customs offices and coordinates their work, fights smuggling and conducts customs investigations, implements measures of protection of intellectual property, carries out activities related to information technologies, financial and material, legal, general and procurement-related affairs. The Customs Administration performs tasks and activities under its competences through the Bureau of Director General and six divisions – Customs Procedures Division, Tariff Affairs Division, Human Resources and General Affairs Division, Investments, Financial and Legal Affairs Division, Enforcement Division and Information and Communication Technologies Division, as well as through special organizational units: International Customs Cooperation and EU Integration Department, Internal Affairs Department and Audit Department. Customs offices also perform a part of HR, financial and general affairs-related activities. The organigram of Customs Administration of Serbia (CAS) is on *Picture 1*.



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Picture 1 The organigram of CAS

Historically, the role of the Customs Administration has changed through time from traditional to a modern one. The traditional role of the customs reflected mainly in its fiscal and protective effect, through collection of customs duties, protection of economy and assuring proper market supply. Today, its place and role have changed



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significantly. In addition to being an important and essential ring in the international trade chain, modern customs service also performs a very important role both in collecting customs duties, VAT and excise duties, as well as within the security system. By fighting international terrorism and traditional forms of crime, the customs service of the Republic of Serbia contributes to establishing overall safety of the citizens, creating at the same time the conditions for reducing the times required for completion of customs procedures.

In order for the importance and the role of CAS to become visible and recognized in the society, CAS has improved its work by starting to implement, in consistent manner, the principles of transparency in its work. It has modernized the way it communicates with the public, which implies being open to work with the citizens, government and non-governmental organizations, with the business community and the media. By fostering a cooperative relationship between the customs and the public, a relationship based on providing regular information regarding the results of the customs work and the speed of progress, as well as by introducing modern, innovative and efficient communication channels, the trust of the public in customs and its work has increased and customs are now seen as a modern, progressive institution that contributes to the economic growth of the Republic of Serbia, and it will certainly continue to strive in that direction. By implementing this Plan, CAS will continue to improve its own functioning and to communicate openly about it, which will establish it as an essential chain in the process of the overall social reform.

In the past period, CAS has applied the Business Strategy of the Customs Administration 2011-2015. In order to assure continued strategic planning for CAS, it was necessary to issue a new document, which would elaborate the development plan for the customs service. This is in line with the recommendations from the Annual Progress Reports of the European Commission for Serbia for 2015 and 2016 and the Minutes from the Subcommittee on Trade, Industry, Customs and Taxation Meeting held on February 7, 2017, Belgrade. Furthermore, the passing of the development strategy for CAS is mentioned in the National Programme for the Adoption of the Acquis of July 2014 and the Negotiating Position of the Republic of Serbia for the Intergovernmental Conference on Accession of the Republic of Serbia to the European Union for Chapter 29 – Customs Union.



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After 2015, CAS has continued to work on development and modernization of the customs service. Along with the Customs System and Policy Sector of the Ministry of Finance, CAS has had the leading role in the Negotiating Chapter 29 – Customs Union. In addition, CAS has participated in activities related to other negotiating chapters (chapters 1, 7, 16, 18, 23, 24, 27, 28, 30, 33).

One of the indicators of increased level of activity of CAS is the number of declarations, which has been in constant rise since 2011. In 2011, CAS has accepted a total of 1,463,378 customs declarations, in 2015 that number was 2,007,478 while in 2016 CAS has accepted 2,227,936 declarations. Of that number, in 2011 a total of 422,567 were export customs declarations (C1), in 2015 that number was 614,733 and in 2016 it was 671,570. On the other hand, in 2011 the number of accepted customs declarations for the release of goods into free circulation (import, C4) was 1,463,378, in 2015 that number was 2,007,478 and in 2016 it was 2,227,936.

The same period between 2011 and 2016 was also marked by a tendency of growth of overall collection of budget revenue, customs and import VAT from RSD 265.12 billion or EUR 2.53 billion in 2011 to RSD 373.9 billion or EUR 3.03 billion in 2016.

In 2016, CAS has finalized the preparations for contracting the implementation of the project for the new border crossing point Bajmok, with Hungary, whose construction will be financed from IPA 2013 Programme. The project for border crossing point Kotroman with Bosnia and Herzegovina is included in the IPA 2014 Programme, and the realization of the contract for the preparation of technical documentation started in 2016.

CAS is one of the key institutions in the process of integrated border management and the main body implementing activities to meet the goals defined in the Integrated Border Management Strategy in the Republic of Serbia 2017-2020. With the purpose of further harmonisation of integrated border management, the Republic of Serbia intends making further investments in the infrastructure and equipment of border crossing points, in which CAS will also take part.

This period was important for CAS also because of the accession of the Republic of Serbia to the Convention on a Common Transit Procedure and to the Convention on



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the Simplification of Formalities in Trade in Goods. The national implementation of the New Computerized Transit System (NCTS), based on the above mentioned conventions, started on January 25, 2015, while the implementation of the Common Transit Procedure started on February 1, 2016. This has facilitated the transit procedure between countries participating in common transit (EU, EFTA, Macedonia and Turkey).

Furthermore, starting from September 5, 2016, CAS has been implementing the Form 302, through which the Agreement among the States Parties to the North Atlantic Treaty and the other States participating in the Partnership for Peace regarding the Status of their Forces is implemented and which allows for a unified and simplified procedure over goods that the armed forces of NATO member states and Partnership for Peace member states declare in the transit procedure as well as in the temporary import/export procedure in the customs territory of the Republic of Serbia.

Starting from September 1, 2014, CAS has been implementing the institute of Authorized Economic Operator (AEO), which is aligned with the legislation of the European Union (hereinafter: EU) and based on which so far a total of 10 economic operators have received AEO certificates. Furthermore, CAS is implementing the simplified import procedure at destination and the simplified export procedure at departure (so-called „local clearance“), also in accordance with EU legislation, based on which so far a total of 155 approvals have been issued for 96 companies.

In 2015, the Memorandum of Understanding has been signed between CAS and the Customs Directorate of the Republic of Austria on cooperation in the fight against fraud between customs services at airports „Nikola Tesla“ Belgrade and „Vienna International Airport“ Vienna. Also, the Protocol on implementation of the Agreement between the Government of the Republic of Serbia and the Government of the Republic of Macedonia on defining border procedure for railway border crossing point Presevo/Tabanovce was signed in 2016.

As part of the IPA 2011 – „Strengthening control in enforcement of customs regulations in the field of intellectual property rights“, in 2015 CAS has obtained a machine for destroying counterfeit products, which was put to use a total of 82 times in 2015 and 2016 and destroyed 934.013 different counterfeit items.



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CAS has formed the Canine Customs Control Section, with the purpose of enhancing the fight against smuggling of tobacco products and drugs. CAS uses 21 latest generation scanners on regular basis, 10 of which are mobile, two mobile scanners are used for luggage inspection, one stationary scanner is used for cargo consignments and eight of them are used for liquid control. The use of mobile scanners has helped prevent smuggling of various kinds of goods, but it also prevented attempts at illegal border crossing.

In fulfilling one of its main strategic tasks and goals – fight against corruption – CAS is conducting preventive and repressive measures. When it comes to the repressive measures, CAS has an ongoing cooperation with the Public Prosecutor's Office and the Ministry of Interior. With the goal of improving integrity, anti-corruption policies and preventive measures, cooperation has been established with state authorities and institutions, as well as with customs administrations of Romania, Czech Republic, Finland, Austria, Bulgaria, Croatia and Slovakia.

In the observed period, as part of the implementation of the system of financial management and control, important activities have been carried out regarding basic business processes and business process mapping, the flow of important information and data between the CAS headquarters and customs offices, establishing the CAS Registry of Operational Risks (List of risks of the Investments, Financial and Legal Affairs Division, List of risks for customs offices), Internal Audit Charter and methodological directions for work, formation of Draft strategy for risk management for the period 2017-2020, as well as Strategic Risk Register.

When it comes to projects and strategic management, a number of activities related to different IPA projects was carried out (preparation, contracts and realization of projects) regarding the most essential parts of the customs service, with the goal of its modernization.

CAS conducts continuous training of the customs officers through primary and specialization courses and vocational training. In 2015 and 2016 a total of 222 trainings was held within CAS and Human Resources Management Service, as well as abroad. CAS also makes use of all the available foreign technical assistance, the EU Customs 2020 Programme, TAIEX instrument, WCO expert assistance and so on, which have



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organized a total of 125 events in the observed period (workshops, seminars, trainings, working groups).

Computerization has been recognized in the Development Plan of Customs Service as the most important element of the modernization of CAS, but it will also be the subject of a special IT development strategy of CAS, which is planned to be drafted and passed immediately after passing of the Development Plan of the Customs Service of the Republic of Serbia.

When it comes to public relations, a number of activities has been carried out in terms of promotion of the work of CAS and the role of the customs service, by providing regular and daily information to the public regarding important achievements of the customs service, dealing with important issues of the customs practice in articles for the press and electronic media, participation in fairs and similar events.

CAS headquarters are located in Novi Beograd, Bulevar Zorana Đinđića 155a.



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II Key Statements

MISSION

CAS is a competent and transparent customs administration with the focus on sustainable capacity building that allows for efficient and effective revenue collection, transit of goods and passengers, an administration working in compliance with national legislature, international standards and professional ethics for the benefit of all citizens, with the respect of human rights and liberties.

VISION

CAS vision is to become a more developed and modern customs administration, one which contributes to economic development through its professional attitude and guarantees protection to all citizens and the entire society.



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VALUES

- **Professionalism**
- **Integrity**
- **Transparency**
- **Reliability**
- **Responsibility**
- **Operationality and efficiency**
- **Orientation towards all participants in customs procedures**
- **Partnership with state organs, with business community, customs administrations and international and other organizations**
- **Innovation and willingness to change**



III Strategic Context

With the purpose of capacity building and modernization, CAS defines and implements its priorities based on the following documents:

- *Customs-related legislature of the Republic of Serbia;*
- *Positive EU practice in application of customs regulations;*
- *Stabilisation and Association Agreement between the European Communities and their member states of the one part and the Republic of Serbia of the other part and the Protocol of the Stabilisation and Association Agreement between the European Communities and their member states of the one part and the Republic of Serbia of the other part which considers the accession of the Republic of Croatia to the European Union;*
- *National Programme for the Adoption of the Acquis (NPAA);*
- *Annual progress reports for Serbia by the European Commission;*
- *Screening reports for the Negotiating Chapter 29 – Customs Union and other negotiation chapters in which CAS takes part;*
- *Negotiating Position of the Republic of Serbia for the Intergovernmental Conference on Accession of the Republic of Serbia to the European Union for Chapter 29*
- *National priorities of international assistance for the period 2014-2017, with projections through 2020;*
- *Multi-country Indicative Strategy Paper for 2014-2020;*
- *Indicative Strategy Paper of the European Commission for the Republic of Serbia – IPA II (2014-2020);*
- *Fiscal Strategy for 2016 with projections for 2017 and 2018;*
- *Fiscal Strategy for 2017 with projections for 2018 and 2019;*
- *Public Financial Management Reform Program for 2016-2020;*
- *National Economic Reform Program for the period 2015-2017;*
- *Economic Reform Program ERP 2017-2019;*



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- *National Anti-Corruption Strategy in the Republic of Serbia for the period 2013-2018 and the Action Plan for implementation of National Anti-corruption strategy in the Republic of Serbia for the period 2013-2018;*
- *Public Administration Reform Strategy;*
- *Strategy on Development of Electronic Communications in the Republic of Serbia for the period 2010-2020;*
- *Strategy for Integrated Border Management in the Republic of Serbia for the period 2017-2020 and the Action Plan for the implementation of the Strategy for Integrated Border Management in the Republic of Serbia for the period 2017-2020;*
- *National Strategy for the Fight Against Organized Crime;*
- *National Sustainable Development Strategy;*
- *Strategic EU documents defining CAS responsibilities up until and after accession to the EU (Electronic Customs Multi-Annual Strategic Plan – MASP, Strategy of the Evolution of the Customs Union...);*
- *Central European Free Trade Agreement - CEFTA;*
- *Free Trade Agreement between the Republic of Serbia and EFTA countries;*
- *Free Trade Agreement between the Republic of Serbia and the Republic of Turkey;*
- *Agreement between the Federal Government of the Federal Republic of Yugoslavia and the Russian Federation on Free Trade between the Federal Republic of Yugoslavia and the Russian Federation;*
- *Free Trade Agreement Between the Republic of Serbia and the Republic of Belarus;*
- *Free Trade agreement between the Republic of Serbia and the Republic of Kazakhstan;*
- *International Convention on the Simplification and Harmonisation of Customs Procedures (Kyoto Convention);*
- *Revised Kyoto Convention;*
- *The Customs Convention on International Transport of Goods Under Cover of TIR Carnets (TIR Convention);*
- *International Convention on Harmonisation of Frontier Controls of Goods (Geneva Convention);*



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- *International Convention on the Harmonised Commodity Description and Coding System of the World Customs Organization;*
- *Customs Convention on the ATA Carnet for the Temporary Admission of Goods;*
- *Convention on Temporary Admission (Istanbul Convention);*
- *Convention on a Common Transit Procedure;*
- *Convention on the Simplification of Formalities in Trade in Goods;*
- *Regional Convention on Pan-Euro-Mediterranean Preferential Rules of Origin*
- *WCO Framework of Standards to Secure and Facilitate Global Trade.*

CAS has an important role in assuring financial and fiscal stability, as a body within the Ministry of Finance, responsible for the implementation of customs, tax and other regulations and for collecting customs duties and other import duties, VAT and excise duties and other duties that the National Parliament and the Government of the Republic of Serbia have entrusted it with.

Establishing comprehensive and well organized public finances is a prerequisite for successful reform processes and for further development of all economy sectors. Thanks to its role in securing budget revenues, CAS is included in the Public Finance Reform, which is one of the key pillars of the Public Administration Reform in the Republic of Serbia. The five-year Public Financial Management Reform Program is of the highest priority for the Ministry of Finance and the Government of the Republic of Serbia.

Through the results achieved, year after year the CAS justifies the role it has been entrusted with, deepens the trust in the customs service as in an important, professional, reliable, unbiased institution and enables the communication with other competent authorities and the public.



IV Business Standards

By implementing this plan, CAS will achieve the following standards of customs work:

- Harmonisation of the procedures and operational systems in line with the WTO and WCO principles, in compliance with the standards of the Revised Kyoto Convention, as well as measures for accession of the Republic of Serbia to the EU for the Negotiating Chapter 29 – Customs Union;
- Trade facilitation through minimum expenses and reduced administrative procedures for the business community and the citizens;
- Efficient protection of Serbian citizens and economy from illegal and illicit trade and all forms of cross-border crime in international trade in goods through the application of systems of control;
- Efficient collection of duties;
- Transparent and impartial working procedures oriented towards the business community and the citizens of Serbia;
- Responsible application of audit procedures, available to the public;
- Professional, qualified and highly motivated customs officers;
- Open and responsible policy of employment, improvement and development of human resources, efficient evaluation of performance;
- The highest possible level of utilization of new information technologies that facilitate customs procedures, internal and external communication.



V Strategic Goals

Implementation of the development of the customs service is planned with the respect of business standards and key strategic priorities defined as eight strategic goals, always keeping in mind the challenges and expectations from CAS, as well as the level of business changes expected until 2020, which have to be supported via appropriate IT tools:

1. EU Integration and Strengthening of International Cooperation

CAS will participate intensively in the process of accession to the EU through engagement in the Negotiating Chapter 29 – Customs Union and other chapters that relate to its work. CAS will continue to strengthen the cooperation with other customs administrations and international institutions

, bearing in mind the obligations stemming from the Stabilisation and Association Agreement, membership in the World Customs Organization, international conventions, bilateral agreements on customs cooperation and memoranda of understanding, as well as the integration into international courses. CAS will continue to develop customs procedures and proceedings, following the best practices of customs administrations of the EU.

Challenges that CAS will be facing in the forthcoming period are in direct relation with the planned adoption of the new customs law of the Republic of Serbia and the entire set of accompanying by-laws, which are harmonised with the Union Customs Code and regulations adopted for its implementation. In order to conduct the activities pertaining to the EU integration process, CAS will continue to use EU support funds, such as TAIEX – the EU instrument of short-term technical assistance, and the CUSTOMS 2020 Programme.



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2. HR Management and Development

CAS operates in an extremely complex business environment, one that changes rapidly, and new demands, often appearing conflicting, are constantly placed before employees. Bearing in mind that people are the most important resource of any organization, it is of utmost importance to develop their knowledge, capabilities and skills, appropriate competences, as well as to instill basic values of the customs service (focus on safety and security, ethics and high level of integrity, orientation towards business community and citizens, commitment to service to society, procedures harmonised with the EU procedures, professionalism and expertise, and continuous learning and professional development).

CAS will build and develop an environment in which employees will be able to develop and contribute to the fullest to the goals of the customs service and the whole society.

CAS will carry out significant reorganization of the service in accordance with the needs for modernization. Adoption of European standards and the development of a modern management and labor system requires improvement of the work and performance of employees, as well as development of human resources management.

New systems and procedures require trained and motivated customs officers. Accordingly, it is necessary to develop and consistently implement the employee training program, with particular emphasis on managers, through a training program based on the EU Customs Competency Framework.

Human resources management strategy will respond to challenges placed before the customs service by supporting the process of learning and continuous improvement, strengthening existing potentials, raising standards and reducing the difference between knowledge, skills and competencies that the employees already possess and those they would like to develop.



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3. Effective Customs Procedures and Controls

In order to facilitate trade, speed up cross-border traffic and improve the partnership with the business community, CAS will continuously improve and harmonise customs procedures that allow for an advanced system of controls based on effective risk analysis, with the goal of protecting the entire society and citizens from illegal trafficking, smuggling, violation of intellectual property rights, cross-border crime and terrorism, and other socially dangerous behavior. In order to achieve full implementation of the acquis, CAS will carry out its activities continuously with the implementation of effective customs procedures and controls.

4. Efficient Revenue Collection

In order to ensure financial sustainability and security of the Republic of Serbia, CAS will develop measures for efficient revenue collection by reducing the costs borne by the business sector and citizens, with the long-term strategic goal of full harmonisation and adequate implementation of EU regulations in the field of collection of import and other duties, development of an accounting management system, constant improvement of control and risk assessment.

Until it joins the EU, CAS will, within the limits of its competencies, ensure appropriate procedures and administrative capacities in order to collect, establish, audit and control revenues in a proper and transparent manner. Providing administrative capacities as a strategic measure is a guarantee that the implementation and application of laws and regulations will be ensured by constant improvement of the capacities of the employees as well as technical capacities of CAS. Fulfillment of the obligations established in the negotiation process is closely related to activities towards better administrative capacities.



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5. Strategic Management, Modernization and Reforms

Developing and promoting transparency of all business and reform processes, efficient and responsible organizational structure that achieves results in accordance with the best international and national practice.

Improving strategic planning and project management, as well as media coverage, thanks to which the strategic target groups and the broadest public can become familiar with the mission and strategic goals of the customs service, as well as the pace of their achievement.

6. Strengthening the Integrity, Anti-Corruption Policies and Prevention Measures

Developing and improving anti-corruption policies, which reflect a professional, ethical and transparent customs service, contributing thus to a positive attitude of the public towards the service.

Strengthening administrative capacities in terms of integrity and fight against corruption in order to improve efficiency and performance of the customs service.

7. Improving Working Conditions

Improved working conditions will create conditions for free movement of people, goods, capital and services, implementation of projects of common interest, especially those related to border management and the fight against organized crime, corruption, money laundering, illegal migrations and human trafficking.

CAS will provide all the infrastructure and equipment necessary for modernizing and improving working conditions and efficient customs control at all border crossings, with the aim of facilitating cross-border traffic and trade, as well as passenger flow, while ensuring proper collection of revenues, prevention of illegal trade and protection of health and safety.



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8. Developing Information and Communication Technologies

In accordance with EU information and communication standards, CAS will improve the development of information and communication technologies system (hereinafter: ICT system), that is, systems that provide full support to the functioning of all segments of the customs service, ensure effective risk management, facilitate trade, allow for the highest efficiency of customs work, as well as interoperability and interconnection with other systems. The customs information system is developed in accordance with the development and modernization of the CAS, in terms of both business and technology. Although the existing ICT system covers most of the business processes in the CAS, further continuous development and application and service upgrade of the existing customs declaration processing system as well as the customs management system are necessary, in order to computerize customs procedures and connect with the correspondent ICT systems of the EU.

Further development of the CAS ICT system and the improved use of ICT represent an opportunity for CAS to strengthen its position as a pioneer of hi-tech progress in the Republic of Serbia, through which it is making the first step in the biggest transition in its existence so far. A major transition has started, leading to an customs service organization that will be much more focused on the business community. ICT has the central place within the EU eCustoms strategy for the implementation of electronic customs, and plays a major role in the implementation of the CAS development strategy. ICT Strategy of the CAS will present the future business needs of CAS from the ICT aspect, mainly from three angles: business relations in the EU Customs Union, common domain relations, and then with other member states, business relations with national business partners (external domain) and with other relevant national organizations.

CAS will improve the current foreign trade by introducing improved customs procedures based on ICT.



VI Measures for Achieving Strategic Goals

With the purpose of achieving strategic priorities for each of the said strategic goals, the following strategic goals or measures have been defined:

1. EU Integration and Strengthening International Cooperation

- 1.1. Harmonising the procedures;
- 1.2. Coordinating CAS activities in the process of negotiations with the EU;
- 1.3. Improving cooperation with other customs administrations with the purpose of fulfilling international customs-related obligations;
- 1.4. Improving customs cooperation with international institutions and organizations.

2. Managing and Developing Human Resources

- 2.1. Adopting the Law on Customs Service and the accompanying bylaws;
- 2.2. Developing a human resources management strategy and action plan;
- 2.3. Developing a program of general and specialized training based on the EU Customs Competency Framework;
- 2.4. Performance management and staff improvement;
- 2.5. Creating an environment in which professional development and continuous learning are not only a right but an obligation of each employee, based on which they can grow and plan their personal growth;
- 2.6. Developing programs for managers of all levels and strengthening skills and knowledge needed for managers;
- 2.7. Creating conditions for two-way communication, introducing surveys/questionnaires as key elements for monitoring and measuring employee satisfaction and engagement.



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3. Effective Customs Procedures and Controls

- 3.1. Full implementation of harmonised customs procedures (standards and practices of the EU, WTO, WCO, etc.);
- 3.2. Simplified customs procedures and trade facilitation;
- 3.3. Promoting the concept and the benefits of the Authorized Economic Operator status;
- 3.4. Partnership with the business community;
- 3.5. Systematic controls based on the system of risk analysis and management;
- 3.6. Improving the techniques of customs control with the purpose of protecting the citizens and the society from evasion of import duties, cross-border crime and terrorism, strengthening anti-smuggling capacities in protection of the intellectual property rights;
- 3.7. Cooperation with the purpose of effective border security;
- 3.8. Improving the capacities of customs laboratories.

4. Efficient Revenue Collection

- 4.1. Strengthening administrative capacities for an efficient revenue collection;
- 4.2. Developing the Management system for Traditional Own Resources;
- 4.3. Improving risk management and post-clearance control systems;
- 4.4. Improving systems in the field of customs evaluation, preferential origin and classification of goods.

5. Strategic Management, Modernization and Reforms

- 5.1. Promoting the values of efficient strategic management for stronger modernization of CAS;
- 5.2. Managing business processes;
- 5.3. Managing the reformatory process of modernization in accordance with the best international practice;
- 5.4. Increasing the visibility and improving the image of CAS;
- 5.5. Improving project management processes with the purpose of increasing the efficiency in achieving strategic goals.



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6. Strengthening Integrity, Anti-Corruption Policies and Prevention Measures

- 6.1. Risk analysis for corruption of the custom system's legal framework;
- 6.2. Improving cooperation with the relevant national and international organizations and state authorities;
- 6.3. Strengthening administrative capacities in terms of integrity;
- 6.4. Developing anti-corruption customs policies and improving the implementation of measures of special and general prevention;
- 6.5. Promoting anti-corruption customs policies that will reflect in a professional, ethical and transparent customs service;
- 6.6. Establishing video surveillance in customs posts and at border crossing points, with a central signal recorder, with the purpose of conducting customs controls.

7. Improving Working Conditions

- 7.1. Developing functional infrastructure compatible with the one in the neighboring country and integrated border management;
- 7.2. Modernization and construction of border crossing points through infrastructure investments with the purpose of increasing the capacities for traffic and trade flow, control and surveillance at border crossing points;
- 7.3. Reconstruction of customs facilities and improving customs officers' working conditions.

8. Developing Information and Communication Technologies

- 8.1. Developing a unique information system of the CAS;
- 8.2. Promoting further modernization of CAS for all business processes that are not initiated by the EU integration;
- 8.3. Harmonising IT software support with business processes that are standardized and compliant with EU regulations;
- 8.4. Providing conditions for the implementation of the Council Decision 2009/917/JHA on the use of information technologies for customs purposes;



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- 8.5. Improving support to business processes of customs administration and external users;
- 8.6. Developing a data safety and protection system;
- 8.7. Updating strategic IT documents;
- 8.8. Improving IT skills.

VII Implementation

The Development Plan of the Customs Service is created with the purpose of achieving the vision of a modern state authority that successfully performs its tasks and offers services to the business community in a good and efficient manner. To reach the set goals, it is necessary to employ all the available financial resources (both from the budget of the Republic of Serbia and from projects and donations), capable and trained human resources and adequate material resources.

Goals and measures will be further developed through specific activities of the Action Plan for implementation of the Development Plan of the Customs Service for 2017-2020. The Action Plan will define organizational units and officers/managers responsible for carrying out activities, indicators for evaluating the degree at which the strategy is being implemented and the success of its implementation, as well as the estimated deadlines and costs for implementing said activities.

CAS will work in the implementation of the Development Plan that should answer the Government requests for improvement of customs service's work. Strategic goals should be achieved before the end of 2020. Established measures and activities will be monitored and evaluated on regular basis. CAS will present to the Government annual reports on fulfillment of the goals of this plan.



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VIII Final provisions

Action Plan for implementation of the Development Plan of the Customs Service will be prepared within three months after adoption of this Plan.