

ACTION PLAN
FOR IMPLEMENTATION OF THE DEVELOPMENT PLAN
OF THE CUSTOMS SERVICE OF THE REPUBLIC OF SERBIA
FOR THE PERIOD 2017-2020

I INTRODUCTION

Development Plan of the Customs Service of the Republic of Serbia for the period 2017-2020 was created with the aim of achieving the vision of a modern state institution that performs its tasks successfully and provides services to the business community with quality and efficiency. The Plan encompasses crucial goals, as follows:

1. EU integration and improvement of international cooperation;
2. Management and development of human resources;
3. Effective customs procedures and controls;
4. Efficient revenue collection;
5. Strategic management, modernization and reforms;
6. Strengthening of integrity, anti-corruption policies and preventive measures;
7. Improvement of working conditions; and
8. Development of information and communication technologies.

In the previous period, the Customs Administration of Serbia (CAS) had been implementing the Business Strategy of the Customs Administration 2011-2015. In order to ensure continuous strategic planning for the CAS, a new document was made in which the development plan for the customs service was elaborated. This is in line with the recommendations that the European Commission made in its yearly progress reports for the Republic of Serbia for 2015 and 2016 and in the Minutes from the Subcommittee on Trade, Industry, Customs and Taxation Meeting held on February 7, 2017 in Belgrade. In addition, the development strategy of CAS is also mentioned in the National Programme for the Adoption of the Acquis from July 2014 and in the Negotiating position of the Republic of Serbia for the Intergovernmental Conference on the Accession of the Republic of Serbia to the EU for the Negotiating Chapter 29 – Customs Union.

In the period following 2015, CAS has continued to work on development and modernization of the customs service. Alongside the Customs System and Policy Department of the Ministry of Finance, CAS has had a leading role in the Negotiating Chapter 29 – Customs Union. CAS also

participated in activities related to other chapters in whose work it was included (chapters 1, 7, 16, 18, 23, 24, 27, 28, 30, 33).

One of the indicators of the increased range of activities of CAS is also the number of declarations, which has been growing constantly since 2011. Furthermore, the period between 2011 and 2016 was marked by a trend of growth in total collection of budget revenue, customs revenue and import VAT.

During 2016, CAS has completed the preparations for contracting the project of building a new border crossing point with Hungary – Bajmok, which will be financed with funds from the IPA 2013 programme. The project for the border crossing point Kotroman, with Bosnia and Herzegovina, is covered by IPA 2014 programme and the realization of the contract for technical documentation started in 2016.

CAS is one of the key institutions in the process of integrated border management and the principal body for carrying out activities pertaining to goals contained in the Strategy of Integrated Border Management in the Republic of Serbia 2017-2020. With the goal of further harmonisation of integrated border management, the Republic of Serbia intends to invest further in the infrastructure and equipment of border crossing points, in which CAS will also take part.

The period between 2015 and 2017 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 the Simplification of Formalities in Trade in Goods. The New Computerised Transit System (NCTS), based on said conventions, with accompanying sub-systems, entered into force on national level on January 25, 2015, while the application of the Common Transit Procedure started on February 1, 2016. Furthermore, starting from September 5, 2016, CAS has started implementing the Form 302, which enforces the Law for confirming the Agreement between the parties to the North Atlantic Treaty and other states participating in the Partnership for Peace programme regarding the status of their forces (SOFA agreement).

Since September 1, 2014, CAS has been implementing the institute of Authorized Economic Operator (AEO), in line with the EU legislation. Furthermore, CAS is implementing the simplified import procedure at departure (so-called „local clearance“), also in line with EU regulations, based on which so far a total of 155 authorizations for 96 companies have been issued.

In 2015, the Memorandum of understanding was signed between CAS and the Customs Directorate of the Republic of Austria on cooperation between customs services at airports „Nikola Tesla,“ Belgrade, and „Vienna International Airport,“ Vienna, in the field of fight against fraud. Furthermore, in 2016, the Protocol on implementation of the Agreement between the Government of the Republic of Serbia and the Government of the Republic of Macedonia on establishing a border procedure for the railroad border crossing point „Presevo-Tabanovce“ was signed.

Within IPA 2011 – „Strengthening controls in enforcement of customs regulations in the field of intellectual property rights protection,“ in 2015 CAS acquired a machine for destroying counterfeit products.

CAS established the Canine Customs Control Section, with the aim of improving the fight against smuggling of tobacco products and narcotics. CAS regularly uses 21 latest generation scanners, ten of which are mobile, two are mobile scanners for luggage control, one is stationary and used for inspection of cargo and eight of them are used for inspection of liquids.

In fulfilling one of the main strategic goals and tasks – fight against corruption – CAS is applying preventive and repressive measures. When it comes to repressive measures, CAS has an ongoing cooperation with the Public Prosecutor’s office and Ministry of the Interior. In the area of integrity strengthening, anti-corruption policies and preventive measures, a 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.

CAS has conducted significant activities in the process of implementation of the system of financial management and control. In the part regarding projects and strategic management, many activities of different IPA projects were conducted (preparation, contracting and realization of projects), regarding the most important segments of the customs service, with the purpose of its modernization.

CAS continually conducts training of its officers through basic, specialized and vocational training. In addition, CAS is using all the foreign technical aid available, as well as the EU’s programme Customs 2020, TAIEX instrument, WCO expertise, etc.

Computerization, as the most important segment of the modernization of CAS, has been recognized in the Development Plan of the Customs Service, but it will also be subject of a special

IT development strategy of CAS, planned to be completed and passed immediately after passing the Development Plan of the Customs Service of the Republic of Serbia.

In the field of public relations, many activities aiming to promote the work of CAS and the role of customs service were conducted, by providing everyday information to the public regarding significant results achieved by the service, focus on important topics from the customs practice in articles for print and electronic media, participation in fairs and similar events.

Goals and measures are further developed through specific activities in the Action Plan for the implementation of the Development Plan of the Customs Service of the Republic of Serbia for the period 2017-2020. The Action Plan defines organizational units and officers/managers responsible for carrying out the activities, indicators for monitoring the implementation of activities and for evaluation of the extent at which the Plan is implemented, as well as timeframes and estimated costs of said activities.

Development Plan of the Customs Service of the Republic of Serbia indicates that the established measures and activities will be monitored and evaluated regularly and that CAS will present to the Government an annual report on the fulfillment of the goals of this plan on yearly basis.

II ABBREVIATIONS

BCP	- Border Crossing Point
EUD	- EU Delegation to Serbia
EC	- European Commission
EU	- European Union
IBM	- Integrated Border Management
ICT system	- Information and Communications System
IPA	- Instrument for Pre-Accession Assistance
IA	- Internal Audit
ISCS	- Information System of the Customs Service
IT	- Information Technologies
MoF	- Ministry of Finance
BOI	- Binding Origin Information
BTI	- Binding Tariff Information
OCL	- Open Customs Lines
AEO	- Authorized Economic Operator
VAT	- Value Added Tax
NC	- Negotiating Chapter
FIE Form	- Financial Impact Estimate Form
RS	- Republic of Serbia
WCO	- World Customs Organization

CAS	- Customs Administration of Serbia
FMC	- Financial Management and Control
HS Committee	- Harmonized System Committee of the World Customs Organization
CP	- Customs Post
AIS (ICS)	- Automated Import System (Import Computerised System)
AES (ECS)	- Automated Export System (Export Computerised System)
CEFTA	- Central European Free Trade Agreement
CEN	- Customs Enforcement Network
FAC	- Final Acceptance Certificate
FR	- Final Report
PAC	- Provisional Acceptance Certificate
PAR	- Permanent Acceptance Report
SELEC	- Southeast European Law Enforcement Center
TAIEX	- Technical Assistance and Information Exchange Instrument

III ACTIVITIES

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
1. EU INTEGRATION AND STRENGTHENING OF INTERNATIONAL COOPERATION					
1.1. Harmonization of procedures	1.1.1 Preparation of initiatives/proposals for amending the existing customs regulations	Initiative/proposal submitted	Customs Procedures Division, Assistant Director General	No expenses –this measure is conducted as part of regular activities	Continuous
	1.1.2 Contribution to the amendments to the existing customs regulations with the purpose of harmonization with amendments to the EU legislation	- CAS opinion given - Customs regulations passed			
	1.1.3 Preparation of proposals for amending customs regulations with the purpose of harmonization with amendments to the Convention on a Common Transit Procedure	- Initiative for amending customs procedures submitted - Amendments of regulations passed - Instruction passed			
	1.1.4 Evaluation and revision of the existing procedures	- Evaluation of the existing procedures carried out - Revision of the existing procedures carried out			
	1.1.5 Amendments and supplements to the explanations for customs procedures in line with amendments of regulations	- Explanations made for customs procedures			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	1.1.6 Enabling application of amended regulations through input into ISCS (Customs Tariff Nomenclature, customs duty rate and other duties, VAT, excise...)	Changes made in the ISCS	Tariff Affairs Division, Assistant Director General and heads of relevant departments		Continuous
1.2. Coordinating CAS activities in the process of EU negotiations	1.2.1 Following the activities in the process of the European integration and regular reporting	<ul style="list-style-type: none"> - Activities conducted pertaining to the fulfillment of obligations as part of the Negotiating Chapter 29 and other negotiating chapters in which CAS is involved - CAS reports submitted to the Ministry of Finance and other relevant ministries regarding the fulfillment of obligations stemming from negotiating chapters in which CAS is involved - CAS proposal for the Stabilisation and Association Agreement Committee and Subcommittee submitted - CAS proposal for the EC Annual Progress Report for the Republic of Serbia regarding customs service submitted - Monitoring commission of the EC organized for specific areas of work of the customs service 	Bureau of Director General, all divisions and departments outside divisions	No expenses –this measure is conducted as part of regular activities	Continuous

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	1.2.2 Active participation of CAS in the EU Programme Customs 2020 and in the TAIEX - Technical Assistance and Information Exchange Instrument	<ul style="list-style-type: none"> - Meetings, working visits and workshops organized within the Customs 2020 Programme in all areas of customs service - Expert missions, workshops and study visits carried out within the TAIEX short-term assistance 		Contribution determined by the Agreement between the European Union and the Republic of Serbia on participation of the Republic of Serbia in the EU Programme Customs 2020 and included in the FIE forms for the Negotiating Chapter 29	
1.3. Improvement of cooperation with customs administrations of other countries with the purpose of implementing international obligations in the field of customs	1.3.1 Preparation, signing and confirming bilateral agreements, memoranda and protocols	<ul style="list-style-type: none"> - Agreements signed - Memorandum signed - Protocol signed 	Bureau of Director General, all divisions and departments outside divisions	No expenses –this measure is conducted as part of regular activities	Continuous
	1.3.2 Coordinating activities and organizing bilateral and multilateral meetings in the country and abroad	<ul style="list-style-type: none"> - Organized bilateral meetings in the country and abroad - Organized multilateral meetings in the country and abroad 			
	1.3.3 Efficient exchange of information with other customs administrations	Information exchanged with other customs administrations in areas of origin of goods, customs investigations and intelligence information			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
1.4. Improvement of customs cooperation with international organizations and institutions	1.4.1 Coordinating CAS activities with the goal of monitoring the work of World Customs Organization	<ul style="list-style-type: none"> - Participation in WCO meetings - Participation in activities (operations) under the auspices of WCO - Workshops carried out in cooperation with WCO 	Bureau of Director General, all divisions and departments outside divisions	No expenses –this measure is conducted as part of regular activities	Continuous
	1.4.2 Regular use of WCO's CEN platform	<ul style="list-style-type: none"> - Customs officers authorised for the use of CEN platform - Cases entered into CEN platform 			
	1.4.3 Coordinating CAS activities regarding accession to international customs-related conventions, as well as to amendments to customs-related conventions to which the Republic of Serbia has already acceded.	<ul style="list-style-type: none"> - New conventions adopted - Amendments to conventions to which the Republic of Serbia has already acceded 			
	1.4.4 Coordinating and participating in meetings of regional organizations in the country and abroad (SELEC, CEFTA, etc).	<ul style="list-style-type: none"> - Meetings of regional organizations organized in the country and abroad - Participation in meetings of regional organizations in the country and abroad 			
	1.4.5 Participating in regional customs-related forums and meetings	Participation in forums and meetings			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
2. MANAGEMENT AND DEVELOPMENT OF HUMAN RESOURCES					
2.1 Adoption of the Law on customs service and formation and adoption of accompanying bylaws	2.1.1 Participating in the preparation of Draft Law on customs service and application of the Law on customs service	- Law on customs service passed - Amendments applied in line with the Law on customs service (e.g. precisely defined competences, etc.)	Human Resources and General Affairs Division, Assistant Director General	No expenses –this measure is conducted as part of regular activities	December 31, 2018
	2.1.2 Preparing proposals and application of bylaws harmonised with the Law on customs service	- Bylaws passed - CAS competency framework issued based on the EU Customs Competency Framework - Code of Conduct for customs officers issued			
	2.1.3 Strengthening administrative capacities	Required employees hired	All divisions	40,713.020,00 RSD annually for the entire CAS	
2.2 Creating Strategy of human resources management and action plan	2.2.1 Preparing the Draft Strategy of human resources management	Strategy of human resources management passed	Human Resources and General Affairs Division, Assistant Director General	Expenses for study visits, missions, workshops, through TAIEX, Customs 2020, WCO and other. No other expenses –this measure is conducted as part of regular activities	December 31, 2020
	2.2.2 Preparing the Draft Action plan for human resources management	Action plan for human resources management passed			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
2.3 Creating Programme of general and specialized training based on the EU Customs Competency Framework	2.3.1 Current state analysis and needs analysis for training	<ul style="list-style-type: none"> - Current state analysis and needs analysis for training carried out - Programme of general and specialized training created 	Human Resources and General Affairs Division, Assistant Director General Vocational Centre, Head of Centre	No expenses –this measure is conducted as part of regular activities	December 31, 2018
	2.3.2 Creating Draft Directive on methods of implementation of vocational training of customs officers based on the EU Customs Competency Framework.	New Directive on methods of implementation of vocational training of customs officers passed			
	2.3.3 Preparing proposals for the procedure of measuring the applicability of acquired knowledge and skills	<ul style="list-style-type: none"> - Procedure for measuring the applicability of acquired knowledge and skills adopted - Training held and data gathered regarding applicability of acquired knowledge and skills - Database on training of customs officers updated 			
	2.3.4 Preparing proposals for the procedure regarding the connection between continuous vocational training and evaluation of customs officers	Procedure regarding the connection between continuous vocational training and evaluation of customs officers adopted			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
2.4 Employee performance management and development	2.4.1 Drafting a proposal for new reward system	Act on new reward system passed	Human Resources and General Affairs Division, Assistant Director General	No expenses –this measure is conducted as part of regular activities	December 31, 2019
	2.4.2 Preparing draft procedure for defining work goals according to the EU Customs Competency Framework	- Procedure issued for defining work goals according to competencies - Training of managers held for applying the procedure for defining work goals according to competencies			
	2.4.3 Preparing ToR for creating software for monitoring evaluation, progress, competencies, training and development of employees	Software for monitoring evaluation, progress, competencies, training and development of employees developed and applied.	Human Resources and General Affairs Division, Assistant Director General Information and Communication Technologies Division, Assistant Director General	300.000,00 Euro Indicative funds are listed under measure 8.2	
2.5 Creating an environment in which vocational training and continuous education is not just the right but also an obligation of each employee, based on which	2.5.1 Analysis of the syllabus for the basic training for customs officers	Analysis carried out	Human Resources and General Affairs Division, Assistant Director General	No expenses –this measure is conducted as part of regular activities	December 31, 2019
	2.5.2 Adoption and implementation of the new syllabus for the basic training of the customs officers	New syllabus for the basic training of the customs officers passed and implemented			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
the employee can move forward and plan his or her personal growth	2.5.3 Preparing and creating the IT environment for the use of WCO's CliKC! platform	- IT environment for the use of WCO's CliKC! platform - Number of customs officers using the WCO's CliKC! platform	Vocational Centre, Head of Centre		
	2.5.4 Preparing and creating the IT environment for the use of EU's e-learning programme	- IT environment for the use of EU's e-learning programme prepared - Number of customs officers using EU's e-learning programme			
2.6 Developing programme for all levels of managerial positions and strengthening of skills and knowledge required for such positions	2.6.1 Analysis of the need for training of managers based on competencies	Analysis of the need for training of managers carried out	Human Resources and General Affairs Division, Assistant Director General	Expenses for study visits, missions, workshops, through TAIEX, Customs 2020, WCO and other..	December 31, 2018
	2.6.2 Drafting a manager training programme	Manager training programme adopted and implemented			
	2.6.3 Preparing draft procedure for measuring practicability of acquired skills and knowledge	- Training held - Data gathered regarding practicability of acquired skills and knowledge	Vocational Centre, Head of Centre		

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
2.7 Creating conditions for two-way communication, using surveys/questionnaires as key elements for monitoring and measuring employee satisfaction and commitment	2.7.1 Draft proposal of a questionnaire for measuring employee satisfaction with the current organizational climate and culture (salary, interpersonal relations, advancement, vocational training, transfers...) and its use for the purposes of better human resources management	- Questionnaire made - % of employees who completed the questionnaire	Human Resources and General Affairs Division, Assistant Director General	No expenses –this measure is conducted as part of regular activities	December 31, 2019
	2.7.2 Draft programme for processing data obtained by the questionnaire	Analysis of data obtained by the questionnaire completed			
	2.7.3 Draft procedure for the use of data obtained for the purposes of better human resources management	Procedure for the use of data completed			
3. EFFECTIVE CUSTOMS PROCEDURES AND CONTROLS					
3.1. Full implementation of harmonised customs procedures (standards and practices of EU, WTO, WCO, etc.)	3.1.1 Implementing harmonized customs procedures after entry into force of amended legislative documents	Harmonized customs procedures implemented	Bureau of Director General, all divisions, departments outside divisions and customs offices	No expenses –this measure is conducted as part of regular activities	Continuous
	3.1.2 Creating and updating explanations for conducting all customs procedures	- New explanations for conducting customs procedures issued - Updated explanations for conducting customs procedures issued			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	3.1.3 Developing operational guidelines for all customs procedures (standardization of operational procedure)	Operational guidelines created			
	3.1.4 Creation of institutional framework for implementation of AIS (ICS)/AES (ECS)	Legislative and organizational conditions for the implementation of AIS (ICS)/AES (ECS) prepared and efficiency of customs work improved through application of modernized IT infrastructure and tools		IPA 2013 funds	June 30, 2019
	3.1.5 Implementation of AIS (ICS)/AES (ECS)	AIS (ICS)/AES (ECS) system implemented		Amount of funds and financing sources cannot be established at this time	Two years after the project begins
	3.1.6 International cooperation between border services on national level and among CEFTA members	- Draft memorandum formed - Memorandum signed		No expenses –this measure is conducted as part of regular activities	Continuous
	3.1.7 Training of customs officers for customs procedures	- Training of customs officers held - % of customs officers in training			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	3.1.8 Training of internal audit officers for FMC and IA in the MoF for passing the exam and obtaining the title of authorized internal auditor in public sector	- Training of customs officers held - % of customs officers in training	Audit Department, Head of Department	No expenses –this measure is conducted as part of regular activities	
3.2. Simplified customs procedures and trade facilitation	3.2.1 Approving the customs procedure of local clearance and other simplifications	- Requests for approval of simplifications submitted - Approvals of simplifications submitted	Customs procedures Division, Assistant Director	No expenses –this measure is conducted as part of regular activities	Continuous
	3.2.2 Participating in the work of the National coordination body for trade facilitation	Meetings of the Coordination body held			
	3.2.3 New explanations for simplified procedures issued after entry into force of the amended legislature (AEO, local clearance, free-trade zones, etc.)	Amended explanations issued			
	3.2.4 Training of customs officers for checking the fulfillment of conditions for approval of simplifications	- Training of customs officers held - % of customs officers in training			
	3.2.5 Amending and supplementing the explanations for simplifications of transit procedure in line with the amendments of the Convention on a Common Transit Procedure	Explanation amended and supplemented			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	3.2.6 Training of customs officers for checking the fulfillment of conditions for approval of simplifications in transit procedure	- Training of customs officers held - % of customs officers in training			
3.3. Promotion of the concept and the benefits of Authorized Economic Operator (AEO)	3.3.1 Approval procedure for AEO status	- Requests received - Certificates issued	Customs procedures Division, Assistant Director	No expenses –this measure is conducted as part of regular activities	Continuous
	3.3.2 Organizing training and seminar for the purposes of continued promotion of AEO status	- Training held - Seminars held			
	3.3.3 Harmonization of measures and steps in mutual recognition of AEO certificates among CEFTA members	- Progress report regarding negotiations and implementation of mutual recognition of AEO certificates among CEFTA members issued - Additional Protocol 5 to the CEFTA Agreement adopted and confirmed - Mutual recognition of AEO certificates among CEFTA members			
3.4. Partnership with business community	3.4.1 Organizing training and seminars for the business community and other participants in customs procedures	- Training held - Seminars held	Bureau of Director General, all divisions and departments	No expenses –this measure is conducted as part of regular activities	Continuous

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	3.4.2 Holding presentations in the Serbian Chamber of Commerce	Presentations held by foreign customs officers			
	3.4.3 Participating in the activities of the Working Group for amending regulations in MoF	Working Group meetings held			
3.5. Systematic controls based on risk analysis and management system	3.5.1 Systematic and planned audits of the work and business flow in CAS organizational units		Audit Department, Head of Department	No expenses –this measure is conducted as part of regular activities	Continuous
	3.5.1.1 Audit of regularity of customs regulations and procedures	Recommendations from audit reports made, in order to improve the current way of work of audit subjects and to remove defects, errors and shortcomings			
	3.5.1.2 Audit of financial and material operations				
	3.5.1.3 Audit of customs administrative and offense proceedings and of organizational and human resources affairs				
	3.5.1.4 Audit of other business processes				
	3.5.1.5 Monitoring and reporting on results in order to improve the current work and business methodology, to remove defects, errors and shortcomings	Report on work results completed			
	3.5.1.6 Creating the Annual audit plan for the next year	The Annual audit plan for the next year adopted			November this year for the next year

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	3.5.1.7 Creating the Annual report on the work of internal audit and submitting it to the Central Harmonisation Unit	The Annual report on the work of internal audit completed			March 31 of this year, for the previous year
	3.5.1.8 Updating and improving current methodological instructions and developing other tools in line with the best international practice	Methodological instructions and other documents passed			Continuous
3.6. Strengthening techniques of customs control with the goal of protecting citizens and society from evasion of import duties, cross-border crime and terrorism, strengthening of capacities in the fight against smuggling and protection of intellectual property rights	3.6.1 Strengthening of physical controls performed by mobile customs units	- Number of discovered customs offenses - Number of instances of assistance to other state authorities (police, market inspection, etc.)	Enforcement Division, Assistant Director General	Indicative funds for employment stated under 2.1.3 No other expenses –this measure is conducted as part of regular activities	Continuous
	3.6.2 Strengthening capacities of customs investigations	- Inquiries sent to foreign customs administrations - Joint actions carried out with other state authorities - Training of customs officers held			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	3.6.3 Introduction and development of “cyber” customs	<ul style="list-style-type: none"> - New organizational unit within Enforcement Division formed - Necessary personnel employed - Training of customs officers held - Necessary equipment acquired (quantity and type) - Necessary software acquired (quantity and type) 			
	3.6.4 Modernization of capacities of the CAS Enforcement Division	<ul style="list-style-type: none"> - Needs analysis revisited - New equipment procured - Number of IT systems procured 			
	3.6.5 Specialist training for the CAS Enforcement Division (use of analytic tools, advanced web search, protection of intellectual property rights, dual use goods, offence proceeding, etc.)	Training of customs officers held			
	3.6.6 Promotion and improvement of Open Customs Line for reporting irregularities and submitting useful information	<ul style="list-style-type: none"> - Campaigns held - Processed reports and useful information obtained through Open Customs Line 			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	<p>3.6.7 Harmonizing implementation of customs controls based on risk management with the purpose of aligning the standards of control through: field training of customs officers, monitoring the fulfillment of selectivity measures, more efficient implementation of measures as well as monitoring of results and improvement of the employee expertise</p>	<ul style="list-style-type: none"> - Field training of customs officers regarding implementation and records of transit control via new IPS (Inspection Protocol System) application - The criteria of “random selection” changed, which reduced the number of inspections - Training held for improving the employee expertise - Representatives of project teams nominated for drafting the BPMs and preparing the test strategy and test plan for the introduction of Automated Import/Export Systems 			
	<p>3.6.8 Improvement, development and promotion of capacities of the Canine Customs Control Section</p>	<ul style="list-style-type: none"> - Specialized training of customs dogs and handlers held - Procurement of related equipment 			
<p>3.7. Cooperation towards efficient border security</p>	<p>3.7.1 Signing of the protocol on customs cooperation regarding the authorities’ security issues</p>	<p>Protocols on customs cooperation regarding authorities’ security issues signed</p>	<p>Enforcement Division, Assistant Director General</p>	<p>No expenses –this measure is conducted as part of regular activities</p>	<p>Continuous</p>
	<p>3.7.2 Improving communication and information exchange</p>	<p>Information exchanged regarding discovered cases</p>			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
3.8. Strengthening the capacities of the customs laboratory	3.8.1 Carrying out „Twinning Light” projects and participating in project activities	Recommendation made for alignment with EU standards in terms of legislature, organizational and functional structure, facilities for the future laboratory, new analytical methods and sample examination techniques	Tariff Affairs Division, Assistant Director Customs Laboratory, Head of Laboratory	Total value of the project is 250.000 Euro, 5% of which (12.500 Euro) was provided by CAS	December 14, 2017, end of project
	3.8.2 Organizing the first Regional Customs Laboratories Workshop in Belgrade	Regional workshop organized			March 28-30, 2017
	3.8.3 Continuing cooperation with customs laboratories in the region	Cooperation with customs laboratories in the region carried out			Continuous
	3.8.4 Organizing two study visits to customs laboratories in Spain as project partner (Barcelona and Madrid)	- Study visit to the Barcelona laboratory carried out - Study visit to the Madrid laboratory carried out			December 2, 2017
	3.8.5 Procuring part of the necessary equipment for new analytical methods, which improves extent and quality of work of the customs laboratory	New equipment procured			Included in the CAS financial plan

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	3.8.6 Activities regarding construction/reconstruction of the Customs Laboratory building (obligation of CAS as per recommendations of “Twinning Light” project)	Decision made regarding land for building the new or reconstructing the old building for Customs Laboratory		The amount of funds and sources cannot be established at this time	
	3.8.7 Starting a big “Twinning Light” project regarding equipment for the Customs Laboratory and training the employees for working on instruments and applying new analytical methods	- Customs Laboratory equipped - Customs officers trained - Application of new analytical methods implemented			
4. EFFICIENT REVENUE COLLECTION					
4.1. Strengthening of administrative capacities for efficient revenue collection	4.1.1 Further aligning of procedures in revenue collection according to other countries’ best practices	Budget revenue realized in the amount defined by the Budget System Law for the current year	Investments, Financial and Legal Affairs Division	No expenses –this measure is conducted as part of regular activities	Continuous
	4.1.2 Specialized training in accounting, carrying out revenue collection, assuring customs debt, financial analysis and forced collection			Expenses for study visits, missions, workshops, etc. through TAIEX, Customs 2020, WCO and others	Continuous
	4.1.3 Further development of inter-institutional cooperation			No expenses –this measure is conducted as part of regular activities	Continuous

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	4.1.4 Strengthening administrative capacities	The required number of officers employed		Indicative funds stated under 2.1.3	December 31, 2018
4.2. Developing the System for managing Traditional Own Resources	4.2.1 Founding a Working Team/Group for implementation	Procedures and administrative capacities established	Bureau of Director General	13.200.000 RSD State budget of the Republic of Serbia and other sources of funding Expenses for study visits, missions, workshops etc. through TAIEX, Customs 2020, etc. Indicative funds for activities 4.2.5 and 4.2.6 are stated under 8.3	Activity begins with the opening of the Negotiating Chapter 33 – Financial and Budget Provisions Activity ends by the day of accession to the EU
	4.2.2 Developing Guidelines for implementation of the system of Traditional Own Resources		Investments, Financial and Legal Affairs Division, Assistant Director General		
	4.2.3 Training of customs officers				
	4.2.4 Defining procedures and actions for managing accounts A and B		Information and Communication Technologies Division, Assistant Director General		
	4.2.5 Formulating a technical request for establishing an IT system for accounts A and B				
	4.2.6 Establishing an IT system and procedures for managing accounts A and B				
	4.2.7 Training of customs officers for accounting of A and B accounts				
	4.2.8 Establishing a system for informing competent MoF divisions regarding Traditional Own Resources				

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
4.3. Improvement of risk management and post clearance control systems	4.3.1 Further realization of strategic goals called for in the Strategy of Post-Clearance Control 2016-2019	Strategic goals called for in the Strategy of Post-Clearance Control 2016-2019 reached	Tariff Affairs Division, Assistant Director General	No expenses –this measure is conducted as part of regular activities	Continuous
	4.3.2 Formation of the Action Plan for conducting the Strategy of Post-Clearance Control 2016-2019	Action Plan for conducting the Strategy of Post-Clearance Control completed	Post-Clearance Control Department, Head of Department		
	4.3.3 Developing and harmonizing principles for the creation of the Annual Plan of Post-Clearance control	Principles for the creation of the Annual Plan of Post-Clearance control adopted	Risk Analysis and Management Department, Head of Department		
	4.3.4 Writing an Annual Plan of Post-Clearance Control together with the Risk Analysis and Management Department, based on methodology and procedures aligned with EU and WCO standards	Annual Plan of Post-Clearance Control adopted			
	4.3.5 Developing procedures for cooperation between Post-Clearance Control Department and Risk Analysis and Management Department	Procedures for cooperation between Post-Clearance Control Department and Risk Analysis and Management Department adopted			
	4.3.6 Defining criteria for first degree control that can be performed by customs offices with regard to post-clearance control carried out in the Post-Clearance Control Department	Criteria for first degree controls adopted			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	4.3.7 Drafting a handbook, procedures and guidelines that will define each of the steps in conducting post-clearance controls	Handbook adopted, procedures and guidelines for conducting post-clearance control adopted			
	4.3.8 Formation of CHECK lists for conducting post-clearance control	Implementation of CHECK lists for conducting post-clearance control			
	4.3.9 Establishing surveillance system for collection of revenue resulting from post-clearance controls	Surveillance system for collection of revenue resulting from post-clearance controls established			
	4.3.10 Harmonization of methodology and procedures in line with EU and WCO standards 2017-2018	Methodology and procedures aligned with EU and WCO standards			
4.4. Improving the system in the field of customs valuation, preferential origin and classification of goods	4.4.1 Implementation of free trade agreements	Number of checks of proof of origin performed	Tariff Affairs Division:	No expenses –this measure is conducted as part of regular activities	Continuous
	4.4.2 Implementation of Decisions of the HS Committee and EU Regulations	Published decisions of the HS Committee and EU Regulations	Origin of Goods Department, Customs Value Department, Customs Tariff Department, heads of departments		
	4.4.3 Issuing Binding Tariff Information (BTI) and Binding Origin Information (BOI)	BTI and BOI issued			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	4.4.4 Preparing explanations for the implementation of regulation regarding customs valuation, preferential origin and classification of goods	Explanations issued			
	4.4.5 Specialist training in fields of customs value, origin of goods and classification of goods	Training in the areas of customs value, origin of goods and classification of goods held			
5. STRATEGIC MANAGEMENT, MODERNISATION AND REFORMS					
5.1. Promotion of the values of efficient strategic management in order to strengthen modernization of CAS	5.1.1 Creating the Action Plan for implementation of Development Plan of the Customs Service	Action Plan for implementation of Development Plan of the Customs Service adopted	Bureau of Director General, Assistant Director General - Coordinator	Connection with IPA 2013 Contract 1.1	Continuous
	5.1.2 Monitoring progress in implementation of the Development Plan of the Customs Service and of the Action Plan for implementation of the Development Plan of the Customs Service, as per performance indicators	Report on progress in implementation of Development Plan of the Customs Service accepted			
	5.1.3 Regular meetings with employees in charge of the Development Plan of the Customs Service and for the Action Plan for implementation of the Development Plan of the Customs Service	Meetings held			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	5.1.4 Creating and promoting periodical reports regarding the Development Plan of the Customs Service and the Action Plan for the implementation of the Development Plan of the Customs Service	- Periodical reports on Development Plan of the Customs Service compiled and evaluated - Periodical reports on the Action Plan for the implementation of the Development Plan of the Customs Service compiled and evaluated			
5.2. Management of business processes	5.2.1 Establishing methodology for developing business processes	Methodology of business processes adopted	Bureau of Director General, Assistant Director General – Coordinator	No expenses –this measure is conducted as part of regular activities	Continuous
	5.2.2 Strengthening procedures for surveillance of business processes and activities	Procedure for monitoring business processes adopted			
5.3. Management of the reform modernization process in line with the best international practices	5.3.1 Supporting the development of new processes and application of new technologies, including IT and others	- Meetings held - Presentations held - Training and workshops (WCO, etc.) held - CAS Enterprise Architecture developed	Bureau of Director General, Assistant Director General – Coordinator	No expenses –this measure is conducted as part of regular activities	Continuous
	5.3.2 Further implementation and alignment with International Standards of Internal Audit in the Audit Department	International internal audit standards applied	Audit Department, Head of Department	No expenses –this measure is conducted as part of regular activities	Continuous

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	5.3.3 Training in order to improve employee expertise by monitoring international practice, for the purposes of professional development of Internal financial control in the public sector	Training held			
	5.3.4 Cooperation with the Central Harmonisation Unit in order to conduct and implement international Internal Audit standards	Meetings held			
5.4. Increasing visibility and improving reputation of CAS	5.4.1 Promoting the work of CAS through everyday public announcements regarding significant results obtained in all aspects of the service's work	Announcements made	Bureau of Director General Public Relations Group, Head of Group	No expenses –this measure is conducted as part of regular activities	Continuous
	5.4.2 Promoting the work of CAS through detailed elaboration of important topics regarding customs practice in print media and online	Articles published in print media and online			
	5.4.3 Promoting significant results by organizing announcements and appearances of competent representatives of the customs service in electronic media with national coverage, as well as on local stations	Announcements and appearances made in electronic media with national and local coverage			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	5.4.4 Intensifying communication with the public during crisis (heavy traffic, jams, standstills at border crossings, etc.)	Crisis information and announcements prepared			
	5.4.5 Writing, distributing and promoting pamphlets regarding the work of the customs service, destined to different target groups)	Published material destined to different target groups			
	5.4.6 Improvement of CAS Facebook page, which is used for regular communication with the broadest public	CAS Facebook page improved			
	5.4.7 Content innovation on CAS website	<ul style="list-style-type: none"> - Content of the CAS website updated - Opening new banners and improving old ones 			
	5.4.8 Promotion of the role of the customs service during different events	CAS participation at events			
	5.4.9 Internal information distributed through in-house magazine „Carinik“ and CAS intranet portal	<ul style="list-style-type: none"> - Magazine „Carinik“ published electronically - Information published on the CAS intranet portal 			
	5.4.10 Specialist communications workshops for customs officers	Communication workshops held			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	5.4.11. Adoption of the final Communication Strategy of the CAS	Final Communication Strategy adopted			
	5.4.12. Conducting media campaign regarding fight against grey economy	Campaign plan created			
5.5. Improvement of project management processes with the purpose of improving efficiency in realization of strategic goals	5.5.1 Programming and proposing projects	Meetings held	Bureau of Director General	No expenses –this measure is conducted as part of regular activities	Continuous
	5.5.2 Preparing projects	Projects prepared	Group for Projects, Head of Group		
	5.5.3 Monitoring the realization of projects and reporting	Project report prepared			
	5.5.4 IPA 2013 „Support to further modernization of CAS and improvement of border management in the Republic of Serbia“	Listed under individual projects	Listed under individual projects	2.677.411,58 Euro for 2017 2.619.617,83 Euro for 2018 1.207.368,00 Euro for 2019 193.010,92 Euro for 2020 *taken from the IBM Action Plan	

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	5.5.4.1 Contract 1.1 for technical assistance in institutional capacity building for introducing automated import/export systems – writing ToRs, evaluation of offers, initializing implementation	<ul style="list-style-type: none"> - ToR approved by DEU - Company/consortium for the implementation of the contract selected - Project inception report adopted - Final report adopted 	Bureau of Director General Group for Projects, Head of Group Customs Procedures Division, Assistant Director General	Listed under 5.5.4	
	5.5.4.2 Contract 1.2 for buying equipment required for introducing automated import/export systems – writing technical specifications, evaluation of offers, initializing realization	<ul style="list-style-type: none"> - Technical specifications approved by EUD - Company/consortium for the implementation of the contract selected - Provisional Acceptance Certificate (PAC) issued - Final Acceptance Certificate (FAC) issued 	Information and Communication Technologies Division, Assistant Director General	Listed under 5.5.4	
	5.5.4.3 Contract 1.3 for buying equipment for network consolidation of CAS and for comprehensive protection of the IT system – implementation of the Framework contract preceding this contract.	<ul style="list-style-type: none"> - Technical specification approved by EUD - Company/consortium for implementation of contract selected - Provisional Acceptance Certificate (PAC) issued - Final Acceptance Certificate (FAC) issued 		Stated under 5.5.4	

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	5.5.4.4 Contract 2.1 – construction works at Bajmok Border Crossing Point – preparing tender documentation, beginning of implementation	<ul style="list-style-type: none"> - Tender documentation approved by EUD - Company/consortium for construction works selected - Monitoring report on implementation of project of construction 		Stated under 5.5.4	
	5.5.4.5 Contract 2.2 – monitoring the works – preparing ToR, evaluation of offers, beginning of implementation	<ul style="list-style-type: none"> - ToR approved by EUD - Company/consortium for monitoring selected - Provisional Acceptance Report (PAR) - Final Report (FR) 		Stated under 5.5.5	
	5.5.5 Projects from non-allocated IPA 2013 funds		Bureau of Director General	TBD	Second trimester of 2018
	5.5.5.1 Preparation of ToR for Framework contract of network consolidation of CAS, evaluation of project offers, implementation of project	<ul style="list-style-type: none"> - ToR approved by EUD - Report of the Evaluation Commission approved by EUD - Inception Report adopted 	Group for Projects, Head of Group Tariff Affairs Division, Assistant Director		
	5.5.5.2 Preparation of Twinning Light project fiche for the customs laboratory, evaluation of offers, implementation of the project	<ul style="list-style-type: none"> - Project fiche approved by EUD and CFCU - Evaluation Commission Report adopted by CFCU - Inception Report adopted 	Bureau of Director General Information and Communication Technologies Division, Assistant Director General		

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	5.5.6 Framework Service Contract „Technical Assistance to the Customs Administration of the Republic of Serbia for preparing the technical and project documentation for the construction of Kotroman Border Crossing Point“ IPA 2014 Project „Support to Home Affairs Sector“ Construction of Kotroman Border Crossing Point		Bureau of Director General Group for Projects Head of Group	506.409,24 Euro for 2018 1.015.145,78 Euro for 2019 973.455.54 Euro for 2020	Fourth trimester of 2020
	5.5.6.1 Writing ToR for preparation activities for Kotroman Border Crossing Point	<ul style="list-style-type: none"> - ToR approved by EUD - Company/consortium for implementation of the contract selected - Inception Report adopted - Final Report 	Investments, Financial and Legal Affairs Division, Assistant Director General	*taken from Action Plan for BPM	
	5.5.6.2 Carrying out works on Kotroman Border Crossing Point – preparing tender documentation, evaluation of offers, beginning of implementation	<ul style="list-style-type: none"> - Tender documentation approved by EUD - Company/consortium for construction works selected - Monitoring report on implementation of project of construction 			
	5.5.6.3 Monitoring the works – writing ToR, evaluation of offers, beginning of implementation	<ul style="list-style-type: none"> - ToR approved by EUD - Company/consortium for monitoring selected - Provisional Acceptance Report (PAR) - Final Report (FR) 			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	5.5.7 SEED - Systematic Electronic Exchange of Data		Investments, Financial and Legal Affairs Division		July 2018
	5.5.7.1 Completion of SEED Maintenance II project	- Final Project Report		Multi-beneficiary IPA 2013	
	5.5.7.2 Implementation of SEED Maintenance and Development Project	- Inception Report - Final Report (FR)	Belgrade Customs Office, Head of Office	Multi-beneficiary IPA 2016	
6. STRENGTHENING INTEGRITY, ANTI-CORRUPTION POLICY AND PREVENTIVE MEASURES					
6.1. Risk analysis of corruption of the customs system's legal framework	6.1.1 Participating in preparation of proposals in line with results of analysis – passing the Law on Customs Service, amending and supplementing the Penal Code	Drafting new regulations completed	Human Resources and General Affairs Division, Assistant Director General Internal Affairs Department, Head of Department	No expenses –this measure is conducted as part of regular activities	IV 2018 (Law on Customs Service) IV 2018 (Penal Code)
	6.1.2 Developing procedures for Internal Affairs Department and improving business processes	- Procedure drafting completed - Improvement of business processes completed	Internal Affairs Department, Head of Department		

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	6.1.3 Holding specialist training in prevention and fight against corruption	Training held		IPA 2013 – Prevention and fight against corruption (Action Plan for Chapter 23, activity 2.2.10.32), state budget of the Republic of Serbia, et al.	Continuous
6.2. Improving cooperation with relevant national and international organizations and state authorities	6.2.1 Integrity Plan	Integrity Plan developed	Internal Affairs Department, Head of Department	No expenses –this measure is conducted as part of regular activities	According to the dynamics established by the Anti-Corruption Agency
	6.2.2 Filling the questionnaire for updating the Risk Atlas	Annual Risk Atlas written			Continuous
	6.2.3 Promotion of the ARUSHA Declaration (WCO)	Participation in seminars on WCO tools and instruments (ARUSHA declaration et al.)		Amount of funds and resources cannot be established at this time	
	6.2.4 Cooperation and exchange of information with foreign customs administrations	- Meetings of joint teams for fighting corruption held - Cases initiated by operational data exchange completed			
6.3. Strengthening administrative capacities in the area of integrity	6.3.1 Increasing the number of employees in the Internal Affairs Department	Rulebook on systematization of work positions amended	Internal Affairs Department, Head of Department	Indicative funds stated under 2.1.3	December 31, 2018

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	6.3.2 Procuring modern equipment	Appropriate accompanying equipment procured		Allocated within the Chapter 29 (Action Plan for Chapter 23, activity 2.2.10.33)	Continuous
	6.3.3 IT support	Appropriate IT equipment procured			
	6.3.4 Procuring uniforms etc.	Uniforms etc. procured			
6.4. Developing anti-corruption customs policies and improving the implementation of measures of special and general prevention	6.4.1 Current state analysis and needs analysis for introducing an integrity test for CAS	Current state and needs analysis done	Human Resources and General Affairs Division	Expenses for study visits, missions and workshops through TAIEX, Customs 2020, WCO, etc.	December 31, 2019.
	6.4.2 Continuous training of customs officers on consequences of corruption	Training held	Internal Affairs Department, Head of Department	No expenses –this measure is conducted as part of regular activities	Continuous
	6.4.3 Training of all employees on ethics and integrity in customs service	- Training held - % of trained customs officers			
	6.4.4 Amending and supplementing hiring procedures in terms of measuring candidates' ethical standards and their respect for the rule of law and democracy	- Employment procedure passed and implemented - Integrity test/questionnaire made for candidates in the hiring process			
6.5. Promotion of an anti-corruption customs policy that will reflect in a	6.5.1 Organizing seminars and forums, round tables, with the purpose of informing the public	Seminars, forums, roundtables etc. organized	Internal Affairs Department, Head of Department	The amount of funds and resources cannot be	Continuous

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
professional, ethical and transparent service	6.5.2 Improving awareness of the public and the employees in CAS regarding methods for denouncing corruption	Conducting campaigns on the topic of fight against corruption (information regarding methods for denouncing corruption – via telephone: Internal Affairs Department hotline (24/7), open customs line; electronic: Internal Affairs email address, CAS website)	Public Relations Group, Head of Group, in the parts related to media activity	established at this time	
6.6. Establishing video surveillance in customs posts and on border crossing points with a central signal recorder in order to conduct customs control	6.6.1 Writing ToR and technical specifications for the Project for establishing video surveillance	Project written	Internal Affairs Department, Head of Department	RS Budget through Sector Budget Support *Activity 3.2.6.from the Action Plan for implementation of the Strategy of Integrated Border Management in the Republic of Serbia 2017-2020 regarding the activity 2.2.10.34 from the Action Plan for Chapter 23	IV trimester 2018 *Deadline from the Action Plan for Chapter 23, activity 2.2.10.34.
	6.6.2 Procuring installations, equipment and software required for video surveillance	Video surveillance established			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
7. IMPROVING WORKING CONDITIONS					
7.1. Developing functional infrastructure compatible with ones in neighboring countries and integrated border management	7.1.1 IPA 2013 “Support to modernization of Customs Administration and border management”- Bajmok Border Crossing Point	Infrastructure for Bajmok Border Crossing Point completed	Bureau of Director General (Group for Projects, Head of Group)	Indicative funds for activities 7.1.1 and 7.1.2 are stated under activities 5.5.4 and 5.5.6	December 31, 2020
	7.1.1.1 Announcing the works to competent authorities	Works announced to competent authorities	Investments, Financial and Legal Affairs		
	7.1.1.2 Participating in obligatory weekly and monthly working meetings at the construction site	Weekly and monthly meetings held	Division, Assistant Director General		
	7.1.1.3 Aligning technical documentation with on-site needs	Technical documentation aligned with on-site needs	(Procurement and Investments		
	7.1.1.4 Approving surplus and unforeseen costs	Surplus and unforeseen costs approved	Department, Head of Department)		
	7.1.1.5 Control of completed works and procedures during construction works and their surveillance	Controls of completed works and surveillance conducted			
	7.1.1.6 Public procurement of the commission for technical inspection	Procurement conducted			
	7.1.1.7 Handover of works	Works completed			
	7.1.1.8 Obtaining operating license	Operating license obtained			
	7.1.2 IPA 2014 – “Kotroman Border Crossing Point”	Infrastructure for Kotroman Border Crossing Point completed			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	7.1.2.1 Obtaining location requirements and construction permits	Location requirements and construction permits obtained			
	7.1.2.2 Preparing ToR for technical documentation	ToR for technical documentation prepared			
	7.1.2.3 Active participation in meetings of the project and consulting teams	Meetings of the project and consulting teams held			
	7.1.2.4 Writing and approving the tender dossier	Tender dossier written and approved			
	7.1.2.5 Participating in tender commission and in evaluation commission for works and for steering	Meetings of tender commission and evaluation commission			
	7.1.2.6 Implementing contract on construction works for Kotroman Border Crossing Point and their surveillance	Contracts on construction works for Kotroman Border Crossing Point and their surveillance implemented			
7.2. Modernization and construction of border crossing points through investments in infrastructure with the goal of increasing border crossing capacities for	7.2.1 Project 5001 Construction of Gostun Border Crossing Point	% of project realized	Bureau of Director General	Indicative funds for 7.2.1; 7.2.2; 7.2.3. and 7.2.4. are established in the Action Plan for the implementation of Strategies of	2020 and later
	7.2.2 Project 5003 Reconstruction of Vatin Border Crossing Point	% of project realized	Group for Projects, Head of Group		
	7.2.3 Project 5004 Construction of Bajina Basta Border Crossing Point	% of project realized	Investments, Financial and Legal Affairs		

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
handling the flow of traffic and trade, control and surveillance	7.2.4 Project 5006 Construction of Sot Border Crossing Point	% of project realized	Division, Assistant Director General Procurement and Investments Department, Head of Department	integrated border management in the Republic of Serbia 2017-2020 (1.3.2. Construction, maintenance and modernization of border infrastructure and facilities)	
	7.2.5 Project 5008 Construction of the customs post complex at Gradina Border Crossing Point	% of project realized		Indicative funds for activities 7.2.5-7.2.8 are	
	7.2.6 Project 5009 Construction of Border Crossing Point Novi Most – Mali Zvornik	% of project realized		707.384.000 RSD	
	7.2.7 Project 5010 Construction of Uvac Border Crossing Point	% of project realized			
	7.2.8 Project 5011 Construction of Bezdán Border Crossing Point	% of project realized			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
7.3. Reconstruction of customs facilities and improvement of working conditions of customs officers	Project 4002 Investments in buildings and facilities within CAS	The rate of investments in capital maintenance of customs facilities (n/n-1 years)	Investments, Financial and Legal Affairs Division, Assistant Director Procurement and Investments Department, Head of Department	73.107.000 RSD	Continuous
8. DEVELOPMENT OF INFORMATION AND COMMUNICATION TECHNOLOGIES					
8.1. Developing a unique information system of CAS	8.1.1 Analyzing current state and required technical conditions for developing a unique information system	Analysis of current state completed and technical conditions for resolving the objections of the State Audit Institution defined	Information and Communication Technologies Division, Assistant Director General	No expenses –this measure is conducted as part of regular activities	December 31, 2020
	8.1.2 Deciding on the manner of implementation	Decision on the manner of implementation made			
	8.1.3 Adopting an implementation plan	Implementation Plan adopted			
	8.1.4 Preparing functional and technical specifications for procuring equipment and services (if and at the extent at which it is deemed necessary during previous activities)	Functional and technical specifications prepared			
	8.1.5 Conducting procurement procedures	Procurement conducted			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	8.1.6 Initiating implementation of the unique information system as per the adopted plan	Implementation of the unique information system initiated			
8.2. Support to further modernization of CAS for all business processes that are not initiated by the European integration process	8.2.1 Analysis of needs for upgrading software for support to Client Relations Management (CRM)	Analysis of needs for improving CRM software completed	Information and Communication Technologies Division, Assistant Director General	519.450.000 RSD unprocured	Continuous
	8.2.2 Improving software for support to Client Relations Management	CRM software improved			
	8.2.3 Procurement and beginning of implementation of software for supporting business processes that are not customs-specific (ERP - Enterprise Resource Planning)	ERP implementation initiated			
	8.2.4 Procurement and implementation of software for business process modelling	Software for support of business process modelling implemented			
	8.2.5 Procurement and implementation of software for human resources management (if ERP is not procured)	Implementation of software for supporting human resource management initiated			
	8.2.6 Implementation of software for supporting business processes that are not customs-specific	Informatics-supported non customs-specific business processes			

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
8.3. Aligning the IT software support with business processes that are standardized and aligned with EU regulations	8.3.1 Preparing for procurement and implementation of software for customs business areas of transit, import, export, including safety and security (ICS/AIS, ECS/AES)	Planned activities for procurement and implementation of software carried out	Bureau of Director General, all divisions and departments outside divisions	1.190.784.024 RSD Unprocured	Continuous
	8.3.2 Preparing for procurement and implementation of software for the customs business area of risk management (CRMS, SURV2, COPIS)				
	8.3.3 Preparing procurement and implementation of software for customs business area of management of economic operators (EOS-EORI, EOS-AEO, RSS, AEO-MR)				
	8.3.4 Preparing for procurement and implementation of software for customs tariff affairs (TARIC3, EBTI3, QUOTA2, ECICS2, CN, SUSP)				
	8.3.5 Preparing for procurement and implementation of software for other customs business areas (SMS, DDS2, SPEED, SPEED2) and accompanying tools (CS/RD, CS/MIS, TTA, STTA)				

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	8.3.6 Preparing for procurement and implementation of software for the Excise Movement and Control System (EMCS)				
	8.3.7 Preparing for procurement and implementation of software for support to the Traditional Own Resources Management System				
8.4. Fulfilling conditions for implementation of EU Council Decision 2009/917/JHA of 30 November 2009 on the use of information technology for customs purposes)	8.4.1 Nominating a contact point for specific application on the AFIS portal	Contact point nominated	Information and Communication Technologies Division, Assistant Director General Enforcement Division, Assistant Director	No expenses –this measure is conducted as part of regular activities	Continuous
	8.4.2 Installing certificates and settings in order to provide access to each of the applications for which CAS is licensed	Certificates installed			
	8.4.3 Assigning/denying access of authorized customs officers to specific applications on AFIS portal (application access administration)	Free access to AFIS portal applications established			
8.5. Improvement of support to the customs administration business processes and to external users	8.5.1 Improvement and/or maintenance of applications in use (ISCS-CDPS, NCTS, NCTS-GMS, RMS, SEED) – hardware, software, communications	Hardware and/or software licenses obtained and/or communication equipment installed, adapted and put to use	Information and Communication Technologies Division, Assistant Director General	Budget 1.293.644.408 RSD 711.996.885 RSD unprocured	Continuous

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	8.5.2 Improvement of Internet and Intranet – hardware, communications	- Contract on Maintenance/modernization of applicative software signed - System speed increased as per user requirements			
	8.5.3 Strengthening administrative capacities	Required employees hired		Indicative funds stated under 2.1.3	December 31, 2018
8.6. Developing data security and safety system	8.6.1 Introducing the system for managing information security in line with the Law on Information Security and ISO/IEC 27001 standard	- Measures applied in line with the Law on Information, Act on Information Security of CAS ICT System and ISO/IEC 27001 standard	Information and Communication Technologies Division, Assistant Director General	Budget 129.184.860 RSD 686.279.500 RSD unprocured	Continuous
	8.6.2 Improving high availability	- Controlled and secure access to IT system (local and remote) improved			
	8.6.3 Improving prevention of data loss	- Project for disaster recovery solutions			
	8.6.4 Designing disaster recovery solutions	- Equipment and software for implementation of disaster recovery solutions procured			
	8.6.5 Procuring equipment and software for implementing disaster recovery solutions	- Disaster recovery solutions implemented			
	8.6.6 Implementing disaster recovery solutions				
8.7. Updating strategic IT documents	8.7.1 Updating the IT development strategy	IT development strategy updated	Information and Communication	No expenses –this measure is	Continuous

Measure	Activities	Indicators	Responsible org. unit/person within CAS	Indicative funds, total	Due Date
	8.7.2 Creating a tactical plan for implementation of the IT development strategy	Tactical plan for implementation of the IT development strategy developed	Technologies Division, Assistant Director General	conducted as part of regular activities	
	8.7.3 Creating a catalog of IT services	Catalog of IT services created			
	8.7.4 Updating the tactical plan for implementation of IT development strategy	Tactical plan for implementation of IT development strategy updated			
	8.7.5 Updating the catalog of IT services	Catalog of IT services updated			
8.8. Improving IT knowledge	8.8.1 Holding IT training as per plan – managing IT projects, managing IT changes, assuring IT quality	- Seminars and courses held - % customs officers of the Information and Communication Technologies Division included in the training	Information and Communication Technologies Division, Assistant Director General	75.000.000 RSD unprocured	Continuous
8.8.2 Holding IT training as per plan - hardware					
8.8.3 Holding IT training as per plan – communication equipment					
8.8.4 Holding IT training as per plan - software					
8.8.5 Holding IT training as per plan – developing applications					
8.8.6 Holding IT training as per plan – management of information security					