



РЕПУБЛИКА МАКЕДОНИЈА
МИНИСТЕРСТВО ЗА ФИНАНСИИ
ЦАРИНСКА УПРАВА

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**STRATEGIC PLAN OF THE CUSTOMS ADMINISTRATION OF
THE REPUBLIC OF MACEDONIA
2018-2020**

February 2018



Document History

Edition	Date of edition	Description	amendments	
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Pursuant Article 7, paragraph 4 of the Law on the Customs Administration (“Official Gazette of the Republic of Macedonia” no. 46/2004, 81/2005, 107/2007, 103/2008, 64/2009, 105/2009, 48/2010, 158/2010, 53/2011, 113/2012, 43/2014, 167/2014, 33/2015, 61/2015, 129/2015 and 23/2016), the Director General of the Customs Administration passed:

**STRATEGIC PLAN
OF THE CUSTOMS ADMINISTRATION OF THE REPUBLIC OF MACEDONIA
2018-2020**

I. General provisions

Reference Documents	
Reference	Title of document
Convention of the World Customs Organisation, Manuals and Compendia	Kyoto, Arusha, SAFE, Columbus, Picard, AEO Compendium etc.
Revised Customs Blueprints of the EU	Revised Customs Blueprints of the EU – Pathways to better Customs
EU Customs 2020 Programme	Regulation (EU) No 1294/2013
Stabilization and Association Agreement	Progress Report
Government Strategy	
Financial Documents	
World Trade Organisation (WTO)	Trade Facilitation Agreement (TFA)
Law on the	Official Gazette of the Republic of Macedonia no. 46/2004,



Customs Administration	81/2005, 107/2007, 103/2008, 64/2009, 105/2009, 48/2010, 158/2010 , 53/2011, 113/2012, 43/2014, 167/2014, 33/2015, 61/2015, 129/2015 and 23/2016
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Abbreviations	
OEO	Authorised Economic Operator
CARM	Customs Administration of the Republic of Macedonia
CEFTA	Central European Free Trade Agreement
EU	European Union
ICT	Information and Communication Technology
IT	Information Technology

II. Introduction

1. The Customs Administration of the Republic of Macedonia (CARM) is a body within the Ministry of Finance. The Customs Administration performs the tasks in its competence pursuant the Law on the Customs Administration, the Customs Law, the Law on Customs Tariff, the Law on Excise, the Law on Customs Measures for Protection of Intellectual Property Rights and other laws regulating the import, export and transit of goods and related to conducting other activities that fall in the competence of the Customs Administration as stipulated by other laws.

The Customs Administration performs tasks in its competence through the Central Administration - Headquarters which coordinates and manages the customs competences throughout the entire territory of the Republic of Macedonia and the Regional Customs Houses which coordinate and manage a region, performing customs operations in passenger and cargo traffic and customs surveillance measures, customs clearance, prevention of illegal import, customs administrative and customs misdemeanour proceedings, sale of customs goods and forced collection of customs duties through its organizational units - Customs Offices.

Principal areas of work of the CARM are tasks related to customs and excise duties (calculation and collection of duties, surveillance, control, clearance of goods, investigation and intelligence, collection of fines) and other tasks laid down by law.

At the end of 2017, the CARM had 1,110 employees.

The structure of customs officers at the end of 2017, classified in groups according to the Law on the Customs Administration is given in the table below:

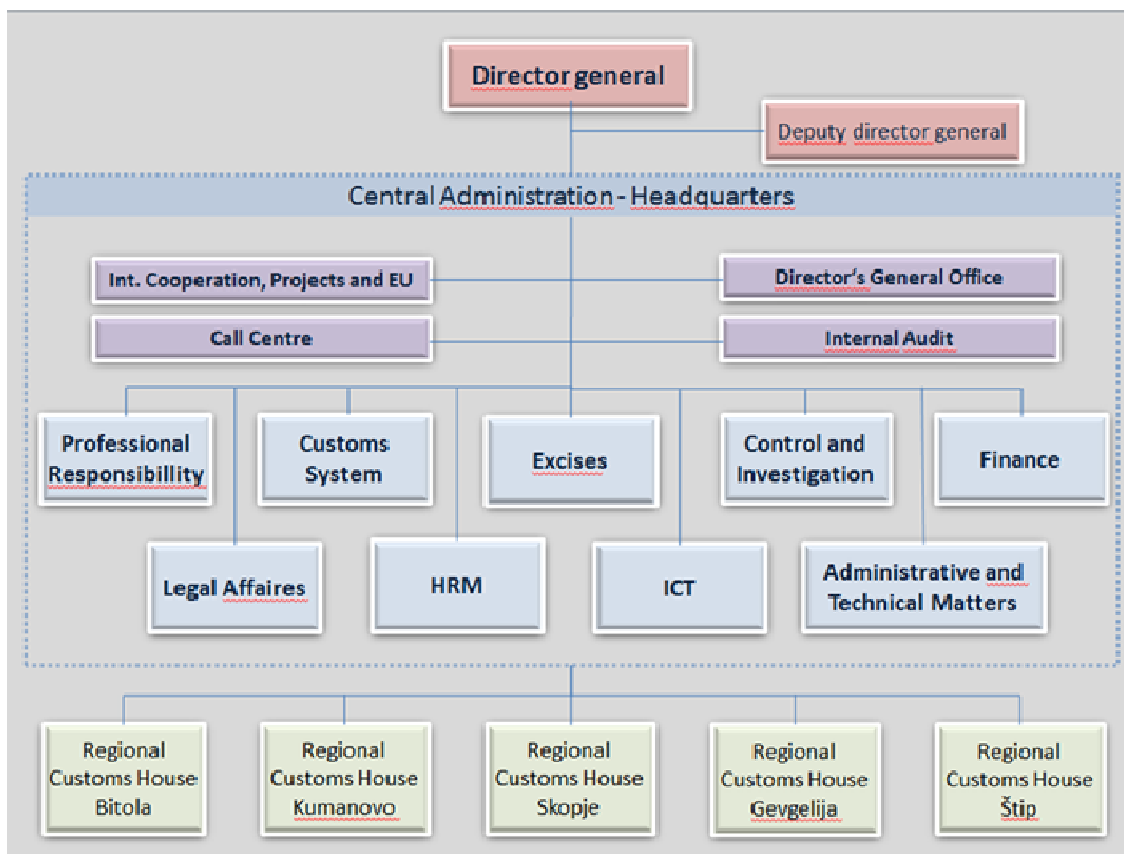
Groups of officers	Number of employees
Management officers	167



Vocational officers	750
Auxiliary-professional customs officers	80
Administrative officers	11
Employees	100

At the end of 2017, 331 (29.82%) women are employees at the Customs Administration. The median age of employees is 49.5 years.

Organizational Chart:





III. Vision

2. To be a leading Customs Administration in the region that will give strong support of the legal economy and which will be fully harmonized with the standards of the European Union.

IV. Mission

3. To protect the financial interests and society, while supporting economic development through cooperation, facilitation and modernization

V. Principles and Values

4. All employees of the Customs Administration play a significant role in achieving its goals and preserving its integrity.

The Customs Administration aims at achieving a high level of trust in the public and maintaining and developing the organizational culture based on the following principles:

- Rule of law, equality and fairness;
- Leadership, professionalism, accountability, honesty and transparency;
- Efficiency, effectiveness, availability and confidentiality.

In implementing laws and regulations, the Customs Administration shall apply high standards of integrity, behaviour and core values, especially with regard to:



- Quality service;
- Honesty and trust;
- Motivation and development of human potential and
- Teamwork and corporate spirit.

All employees and management staff are personally responsible for applying these values in their daily work, and their behavior affects the reputation of the Customs Administration.

The above mentioned principles will be ensured through the application of the ethical code of conduct, annual priorities and plans, financial management and control, information security management, control of operations and assessment, internal audit and disciplinary and other procedures.

VI. Strategic priorities

The strategic priorities of the CARM are in line with the strategic priorities of the Government of the Republic of Macedonia and the Ministry of Finance. The EU and other international standards and best practices related to Customs were also taken into account.

Traditionally, the most important role of the CARM is the collection of import and other duties and taxes. Equally important and growing is the role of Customs in the area of safety and security. Protection of the health and safety of citizens and society remains to be high on the agenda. The CARM is on the first line of defense against illegal and prohibited activities. The CARM shall remain committed to its broader social goal - to provide sustainable economic growth by increasing competitiveness and investments, to improve the business environment and create equal opportunities for economic growth and development of all participants in the economic processes. This will be supported through facilitation, simple and transparent procedures and in close cooperation with business and trade.

The CARM is aware that equally important for reaching the vision is the modernization of the administration which includes IT and human resource development, improvement of the working conditions, while sustaining high integrity standards of its employees.

The objectives and measures for implementation of the CARM Strategy are incorporated into the following four strategic priorities:

- Trade facilitation
- Protection of the society
- Revenue collection and protection of the financial interests
- Modernization



VI.1 Strategic Priority “Trade Facilitation“

The CARM shall remain committed to the process of accession of the Republic of Macedonia to the EU and to the fulfilment of European standards and practices.

At the same time Customs will remain a reliable partner in assuring competitive environment for Macedonian business and trade. This shall be done by facilitating legal flow of goods and passengers and assuring simple, transparent and predictive procedures and formalities.

Strategic objectives:

VI.1.1. Further harmonization of the national Customs Legislation and procedures with the legislation of the European Union

- Modernization of the customs regulations by changing and amending the customs laws, by-laws and instructions for their implementation;
- Introduction of a paperless environment in the customs procedure through the implementation of electronic systems from the eCustoms program, compatible with the systems and procedures in the European Union;

VI.1.2. Facilitation and acceleration of the flow of goods and passengers

- Improving selective control by applying analysis and risk assessment;
- Improving the quality of the services and the conditions for work of the economic operators and customs officers by building new and improving the existing infrastructure at the border crossings;
- Decreasing the retention of vehicles at border crossings and customs terminals by improving cooperation and harmonization of controls with other state institutions competent in the implementation of the customs procedure;
- Introduction of joint controls of goods, passengers and means of transport, in one place with the border services of the neighboring countries;

VI.1.3. Ensuring simple and predictable procedures and formalities

- Establishing an information trade facilitation body that will be responsible for providing information to economic operators on procedures and documents in cross-border trade;



- Promotion of the concept of Authorized Economic Operator (AEO) in the business community and support and assistance to interested economic operators in the procedure for obtaining the authorizations;
- Implementation of the provisions of the Additional Protocol 5 to the CEFTA Agreement;
- Improving the knowledge and skills of external users by introducing e-learning modules.

VI.1.4. Developing a client-oriented approach and partnerships

- Maintaining a client-oriented approach and fostering partnerships with the business community through further intensifying and improvement of the work of the Advisory Body, implementation of joint projects and participation in joint events (workshops, consultations, presentations, etc.);
- Improving the flow of information among all the stakeholders in the activities related to the Customs Administration.

VI.2 Strategic priority "Protection of the society"

The role of Customs in the area of safety and security has significantly evolved in recent times.

The growing threats of organised crime, terrorism, as well as the danger of diseases and new threats in the area of prohibitions and restrictions and other challenges related to the protection of the health of citizens will demand proper response from the CARM.

The CARM will further improve efficiency of its controls and other activities related to suppression of illegal activities. Close and fruitful cooperation with national and international partners will be vital for success.

Strategic objectives:

VI. 2.1. Ensuring effective and efficient controls

- Increasing the efficiency of controls through the advancement of electronic information exchange at national and international level;



- Improving the risk management system by anticipating, identifying, prioritizing, managing and monitoring all types of risk;
- Increasing customs revenues through strengthening the customs control system after customs clearance with economic operators.

VI. 2.2. Strengthening the area of „prohibitions and restrictions“

- Strengthening the protection of intellectual property rights through further harmonization of the national legislation with the European regulations;
- Advancement of information collection systems and updating of the strategic and action plan for intellectual property.

VI. 2.3. Strengthening the fight against Customs Fraud and Crime

- Improvement of the capacities and systems for conducting customs investigations, efficiency of the special customs units, as well as customs control and control at the border, but also the inland territory.

VI.2.4. Building sustainable international relations with the purpose of ensuring a secure supply chain

- Promotion of international cooperation in the area of information exchange, participation in international operations, projects, meetings, workshops, as well as in the area of best practices and trainings for customs officials related to the fight against organized crime and the protection of society.

VI.3 Strategic priority “Revenue Collection and protection of the financial interests”

The CARM is important contributor to the Macedonian budget. In order to be successful in this role, the CARM shall pay special intention to proper calculation and efficient collection of duties, to collect them in time and in line with all relevant legislation, national and international standards.

Strategic objectives:

VI.3.1 Ensuring efficient revenue collection

- Improving the electronic revenue collection by introducing a new billing system;



- Improving the management of guarantees by introducing a new guarantee system;
- Harmonization of the national legislation and development of a system for introducing A and B accounts in accordance with EU regulations and systems;
- Improved forced collection of duties.

VI.3.2 Improvement of the Excise management system

- Development of policies, systems, procedures and instruments for efficient control and collection of excises through harmonization and improvement of the regulations in accordance with the best national and European practices;
- Acceleration and simplification of excise procedures by introducing a new electronic, paperless system for excise document management;
- Increasing the efficiency of excise controls by introducing targeted controls of high risk excise goods;
- Intensifying the cooperation with the business community, developing the cooperation with the relevant agencies in the EU countries and international institutions.

VI.3.3 Strengthening of the area “Value, tariff and origin“

Establishment of an accredited and modern Customs Laboratory in accordance with the ISO 17025 quality standard;

V.4 Strategic priority “Modernization“

To be a modern and efficient Customs Administration ready to adapt to inevitable changes, the CARM will ensure that the work performed by customs officers is of sufficiently high qualitative and professional level, fair to all, and at the same time as efficient and simple as possible.

The modern working conditions including equipment and IT support are crucial for realization of this priority.

Strategic objectives:

VI.4.1 Strengthening Human Resources Management



- Improving the internal deployment system and the training and professional development system;
- Introduction of customs competencies in the processes of human resources management;
- Improvement of the knowledge and skills of the customs officers;
- Strengthening performance management mechanisms and rewarding and career systems;
- Raising awareness and commitment of the employees.

VI.4.2 Implementation of measures for prevention of misconduct and conflict of interest and development of systems for rules and control

- Implementation of the Programmes of the Government of the Republic of Macedonia for Prevention of Corruption and Conflict of Interest through the implementation of the Methodology for a relevant statistical system for monitoring the anticorruption policy, which enables coordinated and uniformed collection, processing and analysis of data on prevention and fight against corruption;
- Promoting the cooperation with the State Commission for Prevention of Corruption and other institutions involved in the fight against corruption;
- Improving the mechanism of professional accountability and integrity by using the best international practices by promoting the established systems of professional, legal and ethical conduct;
- Introducing measures for strengthening the integrity and affirmation of the positive conduct of the employees that promotes honest and ethical behavior in the performance of their official duties;
- Raising public awareness for reporting corruption cases by organizing and conducting anti-corruption campaigns and conflicts of interest;
- Improving the research of the opinion and attitudes of the business community, citizens and employees regarding the level of exposure to misuse of office and the occurrence of corrupt activities in our institution.

VI.4.3 Improvement and further development of IT support systems

- Improving of the application of information technologies through the implementation of new and improving the existing ICT systems for supporting business processes in customs operations for establishing a paperless environment in customs procedures and interoperability and interconnectivity with the EU systems;



- Increasing the use of information technologies through the promotion and development of ICT systems for electronic data exchange and documents with the business community, other state institutions and customs services of the countries in the region;
- Consolidation and modernization of the hardware infrastructure for operation of the ICT systems of the Customs Administration;
- Establishment of a Disaster Recovery Center in the event of a crisis and ensuring continuity and stability in the operation of the ICT systems through modernization of the ICT infrastructure;
- Increasing the administrative capacity and improving the measures for ensuring continuity in the use of ICT systems to ensure continuity of operations.

VI.4.4 Improvement of the working processes

- Strengthening strategic planning and measuring the organization's performance.

VI.4.5. Strengthening the mid-term budgeting for efficient and transparent management of public finances

- Increasing the efficiency and transparency of public finances; Improving the budgeting process from an input-based budgeting to results-based budgeting; Providing continuous support for improving the financial accountability and capacity of the persons authorized to undertake financial obligations as the main beneficiaries of the approved budget funds; Applying disciplined budget spending with an emphasis on restrictiveness and control of less productive costs at the expense of increasing investment in capital projects and improving infrastructure;
- Strengthening the system for public internal financial control in the Customs Administration.

VI.4.6. Improvement of the transparency of the Customs Administration

- Promoting customs operations and improving the perception of the public and other target groups regarding the Customs Administration.

VII. Key Success factors



5. For the successful implementation of this strategy and its objectives and measures, the Customs Administration will rely on political commitment and support, stable working conditions, adequate financial and human resources and implementation of organizational changes.

VIII. Final provisions

6. This Strategic Plan shall come into force on the day of its signing. All organizational units are responsible for the implementation of the defined strategic objectives.
7. The realization of the strategic priorities of the Strategic Plan will be supported by the realization of Action Plan that will determine the activities with performance indicators, deadlines and necessary resources for their realization. Based on the the determined indicators of success, there shall be regular information about the realization of the activities in the Action Plan of the Customs Administration of the Republic of Macedonia 2018-2020, which are defined for achieving the strategic goals of this document.
8. With the adoption of this Strategic Plan of the Customs Administration of the Republic of Macedonia 2018-2020, the Strategic Plan of the Customs Administration 2017-2019 no. 01-005929/17-0001 of 30.01.2017 shall cease to be valid.

Director General
Gjoko Tanasoski MSc.

No. 01-011924/18-0001
Skopje, 08.02.2018