1. **Basic Information**

1.1. **Desiree Number:** LT 0003-02

1.2. **Twinning Component Number:** LT 2000/IB/FI/03

1.3. **Title:** Strengthening Customs’ Procedures and Operations in the Lithuanian Customs Department and the Regional Customs Administrations

1.4. **Sector:** Internal Market

1.5. **Location:** Customs Department under the Ministry of Finance of Lithuania, Jaksto 1/25, 2600 Vilnius, Lithuania

1.5. **Contact details:** A. Jovaišiene, Head of International Relations Division, Tel: +370 2 625606, Fax: +370 2 226631, E-mail: al.jovaisiene@matheus.cust.lt and D. Tonkuniene, Deputy Head of International Relations Division, Phare Co-ordinator, Tel: +370 2 617258, Fax: +370 2 226631, E-mail: dalia.tonkun@matheus.cust.lt

2. **Objectives**

2.1. **Wider Objectives**

The wider objectives of this 2.0 MEUR Project are to:

- Complete the review, reorganisation and training of regional administration of the Lithuanian Customs Department (LCD) to mirror current good practice in Member States;
- Improve the image of the Customs Administration with the general public through improved service delivery; and
- Approximate legislation to EU requirements.

In achieving these objectives the relevant Blueprint standards will serve as a guidelines, where the clear indications are given what should be achieved in all main customs fields; in particular the Blueprints on Legislation, Organisation and Management, Border and Inland Control, Trade Facilitation and Relation with Business, Training. These objectives will also be tuned to the strategic targets set up in the draft Management Plan on the implementation of the Business Strategy of the Lithuanian Customs for 2000.

2.2. **Immediate Objectives**

The immediate objectives of this project are to:

- Strengthen the customs service by setting professional standards of inspection and management;
- Continue and improve the process of harmonization of customs legislation with the EU relevant legislation;
- Improve the quality and effectiveness of the public relations function within the Customs administration;
- Promote co-operation between LCD and other government agencies;
- Promote co-operation between LCD and the business community;
- Introduce a professional career structure providing extensive staff training and operational advice regarding ‘best-practice’ linked to a modernised curriculum and teaching modules at the Customs School; and
- Equipping of the customs posts with modern customs inspection tools so that they may perform their service to modern standards of effectiveness and efficiency;
- Provide necessary expertise and training with the view to carrying out new enforcement powers transferred to Customs.
2.3. Accession Partnership and NPAA Priority

The European Commission’s summary Accession Partnership document of 13th October 1999 states that Lithuania should make “massive efforts in reforming” the customs administration as part of strengthening institutional and administrative capacities. In the conclusions of the Regular Report published on the same date there is a more positive statement, whilst still highlighting the areas requiring strengthening:

“Lithuania has made progress in the development of secondary legislation, administrative modernisation and computerisation. More progress must be made as regards enforcement. The establishment of a Co-ordination Commission on Smuggling was a step forward, however, further progress is necessary. The development of legislation compatible with the acquis, and particularly its application, and the strengthening of operational capacity and human resources should be monitored.

The decision to confer the necessary enforcement powers on the customs authorities is positive. The fight against fraud and corruption must be strengthened.”

The July 1999 NPAA identifies two areas where LCD plays an important role; the first is within the institutional infrastructure for intellectual and industrial property and the second relates to economic relations. The LCD is under the Ministry of Finance and is responsible for the protection of intellectual property in combating counterfeited and pirated goods on the border.

At present, Lithuania maintains a relatively low level of protectionism in the area of its foreign economic relations. The weighted average of its conventional customs duties stands at 5.14%, while the weighted average of its customs duties on industrial goods is equal to 2.5%. The share of foreign trade in Lithuania’s GDP demonstrates the openness of its economy: in 1998, exports accounted for approximately 34.7%, while imports accounted for approximately 54.2% of GDP.

The relevant priorities set out in the NPAA are:

- **Short term priorities (1999-2000)** Training of judges and people working in customs, police, and prosecutor’s offices as well as to the upgrading of their qualifications in the protection of industrial property. Set up the internal infrastructure of the LCD to ensure the efficient distribution of functions, create the computerised system of the processing of customs declarations and intensify the fight against offences of customs regulations.

- **Medium term (2001-2002)** Establishment of an effectively functioning mechanism for the implementation and protection of intellectual and industrial property rights, that could ensure effective application of right protection measures (civil, administrative, customs, and penal). Preventing piracy and counterfeiting in the field of intellectual and industrial property rights. Develop and expand customs infrastructure: design projects, reconstruct and construct customs posts and create computerised data processing system for the LCD.

2.4. Contribution to National Development Plan (NDP)

There is little mention in the NDP of the LCD and its service; however favourable customs procedures are essential to business development. Only the county of Utena highlights its favourable location for business development and emphasises the borderland location of the county’s territory with the Latvia and Belarus, and the presence of customs offices makes it possible to develop the services of warehouses and customs mediators (Chapter 4, section 3.4). This factor is also pertinent to the region of West Lithuania, the counties of Taurage and Klaipeda, where the development of the port infrastructure and subsequent improvement in associated customs’ services will determine the success of attracting foreign investment to the region.
3 Description

3.1. Background and Justification

The images conveyed by the 1999 Regular Report and the revised Accession Partnership are mixed; nevertheless, the message is clear: custom’s service delivery must be improved. There have been advancements in the field of customs but much remains to be done, particularly in regions where there is uneven enforcement of the legislation and regulations and where convoluted customs procedures are seen to be detrimental to the needs of the business community.

In the past, Phare assistance has focused on technological solutions, namely the ASYCUDA and TARIFF systems, with limited administrative assistance through the Multi-Beneficiary Programme, whilst neglecting the assistance needed to support the administration reforms initiated by successive governments. Feedback from the business community emphasises the burden that customs’ administration places; the lengthy queues procedures for customs clearance for transit goods and for imports and exports. This has a negative impact on Lithuania’s competitiveness.

The LCD has recognised these deficiencies and has sought to correct them by giving clear guidance and increased operational responsibility to the 10 Territorial Customs Houses (TCH). Further the introduction of ASYCUDA will speed up transaction times; however if the new procedures do not work on the ground before ASYCUDA is implemented it is unlikely that a computer system will have a significant impact. Therefore it is clear that administrative procedures must be streamlined and enforced equally in each of the TCH.

An important part of the implementation of the Commission’s Pre-Accession strategy for the CEECs was the development of “Blueprints” for the key business areas of Customs Administrations. The purpose of those blueprints was to define the standards to be achieved in the main customs fields. The next step after the Blueprints in 13 customs business areas were developed was the co-called ‘gap analysis’. This challenging exercise was successfully completed by our administration; however, they will need to be continuously updated.

The gap analysis was the basis for identifying the needs and prioritising them. Some of the gaps identified have already been filled in, e.g. The Business Strategy of the Lithuanian Customs has been developed, published and disseminated throughout the whole administration. The Business Strategy and its Implementation plans are regularly reviewed and the strategic targets set up in the draft Management Plan on the implementation of the Business Strategy of the Lithuanian Customs for 2000 have also been taken into account. However, there is still a lot to be achieved, and this project will contribute in achieving results, to the required standards, in the identified areas.

3.2. Linked Activities

The Lithuanian Customs Administration has received technical assistance through Phare Multi-Country and National Programmes and from bi-lateral donors. This has included:

- Eurocustoms TA & Training project (1999) provided expertise and training covering customs warehouses procedures, temporary import for inward processing, customs valuation, simplified procedures, theoretical and practical intelligence training.
- Eurocustoms Transit “North-South” project prepares Lithuanian Customs for accession to the EU Common Transit System. Additional expertise is provided along with study tours to ensure proper implementation of the Baltic Common Transit Agreement.
- Multi-Country long-term project “Measures to Improve Efficiency at Border Posts”, which ended in September 1999 integrated risk analysis techniques into the customs clearance process and improved enforcement techniques for border officers.
- Multi-country project “Customs Information and Intelligence” designs and develops a Standard Intelligence System compatible with the Commission’s systems and integrates the Intelligence tools and techniques in the LCD.
The Phare National Programme has assisted in the development of the ASYCUDA declaration system and preparations for the introduction of TARIC tariff system.

Bilateral level assistance, to be provided until the end of this year, includes consultations on simplified procedures, protection of intellectual property rights, seminar on fraud investigation of high-risk goods in the Northern region.

3.3. Results

Building on past assistance, the guaranteed results expected from this project are:

- Reorganisation of the Lithuanian customs service, with the introduction of streamlined procedures benchmarked with current good practice in the Member States and compatible with a modern professional service;
- Harmonization of legislation, which in particular would include revision and preparation of second and third level legislation;
- Public Relations unit staff trained on the effective use of public relations as a tool to promote their administration in the eyes of the general public, other Governmental agencies and the business community;
- Modernised Customs School curriculum and teaching modules, benchmarked with best practice from Member States, including a training programme introduced and delivered to customs staff on relevant EU issues and EC legislation and its practical implementation designed to meet the needs of LCD well into the next Millennium;
- Modern customs inspection equipment procured to improve physical customs examination at the border and inland customs posts.

3.4. Activities

There are five sets of activities leading to specific outputs from the project; they are the:

- Reorganisation of the regional offices of the LCD leading to simplified and harmonised procedures and management, including procurement of essential equipment following an in depth needs analysis;
- Introduction of a planned process of efficient activities and management leading EU accession and harmonisation of EC legislation;
- Provision of appropriate tools and resources to allow the Public Relations function within LCD and its regional offices to operate effectively;
- Revised teaching methods and curriculum developed and taught in the Customs School; and
- Essential equipment procured for front line officers (following from a detailed needs analysis).

The project consists of three parts: Part I seeks to improve the LCD’s operational side through the provision of adequate training, consultations and harmonisation of legislation through twinning, the Part II concentrates on providing local logistical support to the twinning advisers (administration, interpreters, translation and local travel) and Part III consists of small procurement component. The first will be provided through twinning with a Pre-Accession Adviser (PAA) and relevant Short and Medium Term Advisers (STAs). It should be noted that the areas mentioned for assistance in this project are based on the situation that existed at the beginning of 2000; therefore, before the implementation of the project the areas will need to be reviewed and updated as necessary to account of changes in both legislative and training requirements.

3.4.1 Twinning and Training Package (LT 2000/IB/FI/03)

The Customs Code is in place and has been in force since 1st January 1998. A list of the Implementing Provisions adopted and in force is provided in Annex 4. Legislation, which still has to be prepared and/or adopted, is listed in Annex 5. The main areas where gaps exist are in second and third level legislation covering customs tariffs and combined nomenclature, customs procedures
with economic impact, simplified procedures. Also with the new powers to carry out operational activities, the relevant regulations governing the application of those functions should be prepared.

Through this project, assistance will be provided through twinning to help plan and coordinate the legal aspects of the pre-accession process, placing particular emphasis on preparing LCD for EU integration through the review of implementing provisions of the customs code. The PAA and STAs should review existing legislation with a view to EU compatibility and they should further assist in preparing drafts of missing secondary legislation (see Annex 4), and help drafting administrative and operational instructions (third level legislation). The advisers should also provide substantial management advice to LCD and the various border and inland control posts to improve their efficiency and effectiveness.

One of the strategic objectives set up in the Business Strategy of the Lithuanian Customs is ‘to develop an advanced system for training and improving the qualification of customs officials’. Training programmes including basic training course and a programme on qualification development for different categories of staff are prepared and delivered mainly in the Customs School. The Customs School, which functions since July 1992, is a separate structural unit within the Lithuanian Customs organization. The training content differentiates according to job functions of customs officers.

Identification of the training needs is carried out by collecting applications for training from TCH. This data is analysed to form the basis for the training policy; training plans and programmes are then adjusted to take into account proposals and requests received from regional offices. Target groups are comprised according to the officers’ job specialization. The data shows that demand for training is increasing, particularly for foreign languages. In response expanded English and German language training for different levels has been available since September 1998; some modern equipment is available; however, computers and software for language training could significantly improve the process. Other development training courses are regularly planned and delivered; however it has been noted that the harmonization of legislation in the EU pre-accession process resulting in changes of legal acts and other regulations, requires more intensive training for operational staff.

Evaluation of training includes development and use of questionnaires. The results are carefully analysed and taken into account for further improvement of the training process. Records of training of customs staff are kept at the Personnel Division of the Customs Department. As a result a draft Training Strategy has been developed; as one of its objectives more trainers from experienced operational staff are to be involved in the training process. This strategy has yet to be approved, once it has it will serve the Customs School as a solid basis in its future work.

This project will provide PAA and STAs (on both a short and medium term basis) to assist in the task of keeping the training programmes in line with changing customs legislation and modernisation of customs. Training modules have been developed and will be reviewed and updated by the experts to reflect the changes to legislation and the modernisation process.

The following are the areas in which assistance is required:

- Training on the operational level will be extensive (both at the Customs School and Border Control Posts - see Annex 7) for operational staff on the following issues:
  - Customs Tariff and Combined Nomenclature;
  - Origin of goods;
  - Customs valuation;
  - Customs control related with the Intellectual Property Rights;
  - Application of the Risk assessment techniques in carrying out customs control;
  - New enforcement powers transferred to customs
  - On-the-job training at the Border and Inland Control Posts
  - Transit and other customs procedures, including simplified procedure

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The priority posts are identified and marked by an asterisk in Annex 7, where a special focus for improving operations and, therefore, training will be especially strengthened for the staff of those posts.

Assistance should also be provided for the definition of specific training needs in terms of contents and staff coverage, and the overall co-ordination of the delivery of training (review of the training strategy);

- Consultations will be carried out within the Customs Department and will cover such issues as tariff classification, good management practices, including but not limited to: internal audit, effective allocation of human resources (working with the Personnel Division);
- Promotion of co-operation with other enforcement agencies will be implemented through assistance in preparing Memorandum of Understanding, and/or looking for other ways to mirror best practice in Member States.
- The project will also provide the provision of other supplies and services, including purchase and/or development of appropriate training software (if it is available and in use in Member States’ administrations) covering any of the afore mentioned training issues (including software for learning the English language), as well as translation costs, fellowships etc.
- The PAA and STAs will also assist in the preparation of suitable programmes, documents and tender materials for part III of the project.

**Required inputs for the Twinning**

The twinning inputs will be delivered by the PAA over two years and assisted by between 10-15 STAs providing approximately 75 person months over two years (consisting of both short-term [less than two months] and medium-term assignments [between three and six months] in country). An indicative schedule of inputs is shown in the table below. The exact schedule of inputs, their exact duration and technical specialisms will be determined during preparation of the twinning covenant.

The practical implementation of Parts I will be done through twinning with a Member State(s); it is expected that a consortium of upto three Member State will provide the experts.

<table>
<thead>
<tr>
<th>Activity</th>
<th>PAA</th>
<th>STA's</th>
<th>Total Months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harmonisation of legislation (<em>including coordination &amp; specialist legal inputs</em>)</td>
<td>12</td>
<td>15</td>
<td>27</td>
</tr>
<tr>
<td>Training and consultations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultations and management advice (including specialist technical inputs covering border, seaports, airport, inland office)</td>
<td>4</td>
<td>20</td>
<td>24</td>
</tr>
<tr>
<td>General training (with the Customs’ School)</td>
<td>4</td>
<td>15</td>
<td>19</td>
</tr>
<tr>
<td>Foreign languages training development</td>
<td></td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>Communication with the business community</td>
<td>2</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Promotion of co-operation with other enforcement agencies</td>
<td>2</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Needs analysis leading to specialist procurement (Preparation of materials &amp; tender documents etc.)</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td><strong>TOTALS (person months)</strong></td>
<td>24</td>
<td>75</td>
<td>99</td>
</tr>
</tbody>
</table>

**Profile of PAA**

The PAA (24 calendar months) should be an expert in customs legislation and also have some practical experience. For the legislation component, he/she should be supported by a series of specialist STAs with specific knowledge on the various areas in which legislation needs to be drafted. The PAA will also coordinate a limited number of study visits to complement these
activities (co-financing of these visits by LCD is essential). The PAA will be responsible for co-ordination of the activities on-site and the inputs of the STAs; therefore s/he should have experience in project management and excellent inter-personal skills. The PAA will work closely with the management and staff of the LCD. The PAA will also be requested to deliver a significant input of training activities, including on-the-job training, particularly with regard to planning and management functions. S/he will be expected to visit selected Border and Inland Control Posts.

Profile of Short Terms Advisers

Other members of the team (approximately 75 person months input) will be between 10 and 15 STAs. The STAs should have experience at a senior or middle management level in the Government or relevant agency of a Member State and have more than 10 years of experience in the areas relevant to this Twinning Arrangement, namely:

- Specialist legal advice (2-4 STAs with approximately 20 person months input) to support the PAA: The STAs should have experience of the drafting and implementation of third level legislation / regulations from a Member States Customs Department.
- Consultation and training covering specialist technical and management inputs covering operational staff at the border, harbour and airport customs posts, the inland offices and the Customs Department in Vilnius (4-6 STAs with approximately 50 person months input): The STAs should be able to assist in the practical day to day activities at various types of customs post. A significant part of the training should be on-the-job training for the operational staff should be done on the spot by STAs who come for some months to Lithuania and visit the most important borders and customs offices. This would allow a wide coverage of staff. These STAs should have experience in different forms of customs offices (e.g. border, harbour, airport, inland office) and have excellent communication skills with some experience in training and be able to cover the following areas:
  - Customs Tariff and Combined Nomenclature;
  - Origin of goods;
  - Customs valuation;
  - Customs control related with the Intellectual Property Rights;
  - Application of the risk assessment techniques in carrying out customs control;
  - New powers transferred to customs
  - Transit and other customs procedures, including simplified procedures and general management
- Language training (1-2 STAs with approximately 5 person months input): The STA(s) should be a language trainer experienced in customs procedures and be able to assist LCD and the Customs School with the further adaptation and development of suitable language courses. Procurement of specialist training materials and software will also be covered.
- Communication with the business community and promotion of co-operation with other enforcement agencies (2-3 STAs with approximately 5 person months input): One of the STA(s) should be a public relations expert experienced in customs issues and the business community and be able to assist LCD in promoting the service to the business community. The other STA(s) should be a senior customs liaison officer with considerable experience in dealing with government agencies who would advise LCD in its dealings and coordination with other Lithuanian departments and agencies.
- Needs analysis leading to specialist procurement and preparation of materials & tender documents etc. (1 STAs for approximately 5 person months input): The STA will assist in the needs analysis and preparation of tender documents for Part III of the project.

All the STAs should all be fluent in English and should be capable of providing training covering workshops, classroom training, on-the-job training as well as personal advice at a high level in the institutions involved. The exact schedule of inputs, their exact duration and technical specialisms...
will be determined during preparation of the twinning covenant. The STAs will be expected to travel throughout the country visiting the Border and Inland Control Posts and conduct on-the-job training. The emphasis will be the transference of skills and knowledge so that the results of the project are sustainable.

3.4.2 Logistical Technical Support

The twinning team will require substantial logistical support to ensure coverage of the whole country and the LCD do not have the resources to make the necessary arrangements; therefore a small TA contract will provide logistical support (including local travel), interpretation and translation services. These services are designed to ensure that the PAA and the STAs carry out their visits and tasks efficiently. The logistical team will share the offices provided by LCD for the PAA.

3.4.3 Investment/Up-grade of Front Line Equipment

The procurement and supply of inspection equipment will be based upon the review and needs analysis of the present status and needs of the customs service. As starting point an indicative list of customs inspection equipment needs would include: search mirrors, torches and hand lamps, search kits, flexible search endoscopes with entry tools, contraband detectors, portable drugs detectors, search tool kits, metal detectors. The Customs School should develop a training programme to ensure that all front line officers know how to effectively use this equipment. Additional items may be procured where a particular need exists.

4. Institutional Framework

The Project will be implemented under the auspices of LCD, which is an autonomous Department of the Ministry of Finance. The Lithuanian Customs organisation includes the LCD as the headquarters, 10 Regional Customs administrations, and 73 Customs posts, the Customs School and Customs Laboratory. The senior management of the LCD consists of the Director General, Deputy Director General, who is responsible for coordination of the regional offices plus the heads of various Divisions. The organisational of the main divisions includes: Legal, Procedures and Tax, International, Anti-Smuggling, Management, Personnel, Information Centre sections. The International Relations Division (IRD) will be responsible for the implementation and coordination of this project.

In August 1998, IRD assumed responsibility for the EU integration issues. Following this reorganisation 3 new officers were employed; the total staff of the IRD is currently 9 officers. Its main functions now include:

- Co-ordination of the EU integration activities of the LCD and the Territorial Customs Houses,
- Maintenance of effective international relations of the Lithuanian Customs Administration with Member States, the European Commission and other bi-lateral parties and international organisations (see Strategic Objective 12 in Annex 6),
- Preparation of drafts of International Agreement in customs matters and the organisation of negotiations leading to the signature,
- Organisation and running of all bilateral, regional, multilateral and international technical assistance and training programmes, and
- Provision of translation and interpretation services.

During Lithuania’s Pre-accession phase the IRD is responsible for initiating and monitoring development/business strategy projects, co-ordinating and ensuring co-operation at the national and international level, as well as acting as the focal point for all relevant EU contacts. Since the 1st February 1998, when the Association Agreement between the EU and Lithuania came into force, IRD has co-ordinated and reported on how Lithuania has fulfilled the provisions of the Agreement falling under responsibility of customs authority. This has included co-ordinating the national legal
harmonisation progress related with customs matters, updating the Customs’ part of the Harmonogramme (summary of law approximation), co-ordinating and reporting on the implementation of the National Programme on the adoption of acquis (NPAA) in customs field, participation in international meetings and consultations in the context of customs activities directed to the EU integration.

LCD has a Customs Houses Management Division (CHMD), consisting of 10 persons, which will participate in this project; the PAA or one expert will liaise and advise on its operational activities and organisation. CHMD is responsible for:

- Co-ordination of the work of the regional customs houses in terms of setting up, reorganizing or abolishing customs posts;
- Assessment the effectiveness of the performance at customs posts; development of the proposals on improvement of the efficiency and effectiveness of the customs operations;
- Co-ordination of the co-operation between Customs and other services operating at the border;
- Infrastructure and equipment: review and analysis of the situation, identification of priorities, management of procurement and maintenance.

5. Budget (in EUR)

<table>
<thead>
<tr>
<th>Project Components</th>
<th>Investment Support €</th>
<th>Phare (=I+IB) €</th>
<th>National Co-financing €</th>
<th>IFI €</th>
<th>TOTAL €</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract 1 Twinning</td>
<td>-</td>
<td>1,500,000</td>
<td>5,000</td>
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<td>1,505,000</td>
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<tr>
<td>Contract 2 Logistical TA</td>
<td>300,000</td>
<td>300,000</td>
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<tr>
<td>Contract 3 Procurement</td>
<td>200,000</td>
<td>200,000</td>
<td>25,000</td>
<td>-</td>
<td>225,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>200,000</td>
<td>1,800,000</td>
<td>2,000,000</td>
<td>30,000</td>
<td>2,030,000</td>
</tr>
</tbody>
</table>

The beneficiary will co-finance this project by providing suitable facilities (offices and computers) for PAAs, appointing officials to shadow the activities of the PAA and experts, and allocating some budget for purchasing inspection equipment.

6. Implementation Arrangements

6.1 Implementing Agency

The CFCU is responsible for contracting and accounting of the project. Responsibility for technical preparation, control and management of the PAA/STAs under twinning will remain with the beneficiary, LCD. The PAO is Zilvinas Pajarskas, Director of CFCU, Ministry of Finance, J. Tumo-Vaizganto 8A/2, room 241. Tel: +370 2 61 19 32, Fax: +370 2 22 53 35.

6.2 Twinning

The beneficiary institution is the Lithuanian Customs Department, Jaksto 1/25, 2600 Vilnius, Lithuania. The contact persons are A. Jovaišienė, Head of International Relations Division, Tel: +370 2 625606, Fax: +370 2 226631, E-mail: al.jovaisiene@matheus.cust.lt and D. Tonkuniene, Deputy Head of International Relations Division, Phare Co-ordinator, Tel: +370 2 617258, Fax: +370 2 226631, E-mail: dalia.tonkun@matheus.cust.lt.

6.3 Non-standard aspects
There are no non-standard aspects to this project and the CFCU will ensure that the DIS manual will be strictly followed. The project has three components: twinning, TA and procurement.

6.4 Contracts

There will be three contracts in this project:
Value of Twinning Covenant 1.5 MEURO
Value of Logistical TA contract 0.3 MEURO
Value of procurement tender 0.2 MEURO

7. Implementation Schedule

Twinning and Training Package
Start of Twinning Arrangements: 4Q/00
Start of Twinning Activities: 1Q/01
Completion of Twinning: 1Q/03

Logistical Technical Support
Launch TA Tender: 4Q/00
Start of TA Activities: 1Q/01
Project Completion: 1Q/03

Procurement Support
Launch Procurement Tender: 4Q/01
Start of Procurement: 2Q/02
Completion of Procurement: 4Q/02

8. Equal Opportunity

Equal opportunity principles and practices in ensuring equitable gender participation in the Project will be guaranteed.

9. Environment

The investment components of this Project all relate to Institution Building activities.

10. Rates of Return

The investment components of this Project all relate to Institution Building activities.

11. Investment Criteria

The investment components of this Project all relate to Institution Building activities.

12. Conditionality and Sequencing

The Project is conditional on co-financing being available for both the institutional building and procurement components of the project. A clear administrative and management structure for the Project will be established with appropriate number of staff within the Department of Customs/Customs administration, involving regular reporting on activities and achievement of targets, to both senior management and to the Commission. The key milestones in this project are:

- Appointment of Twinning Member State
- Commencement of Twinning
Completion of third level legislation / regulations
Equipment Needs Analysis completed
Equipment tender launched
Equipment delivered and associated training completed
**Logframe Matrix**

<table>
<thead>
<tr>
<th>Project Title: Strengthening Customs’ Procedures &amp; Operations in the Lithuanian Customs Department &amp; Regional Customs Administrations</th>
<th>Project Number: L T 0003-02</th>
<th>Contracting Period Expires: 3Q/2002</th>
<th>Present Period Expire: 3Q/2003</th>
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<tr>
<td></td>
<td>Total Budget: 2,030 MEUR</td>
<td>Phare Contribution: 2.0 MEUR</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Wider Objectives</th>
<th>Indicators of Achievement</th>
<th>Sources of Information</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review, reorganise &amp; train LCD’s regional administration to current good practice in Member States; Improve public image of the Customs Administration Approximate legislation to the EU requirements</td>
<td>New administrative structures Positive public image of customs service Customs legislation compatible with the relevant EU legislation</td>
<td>LCD and regional offices Public opinion &amp; business surveys Chambers of commerce LCD</td>
<td>Government support &amp; State Budget available</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Immediate Objectives</th>
<th>Indicators of Achievement</th>
<th>Sources of Information</th>
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<tbody>
<tr>
<td>Strengthen customs service by setting professional standards of inspection and management; Continue and improve the process of harmonization of customs legislation with the EU relevant legislation; Improve quality &amp; effectiveness of LCD’s public relations function Promote co-operation between LCD with other Government agencies and the business community; Introduce professional career structure with extensive training &amp; advice on ‘best-practice’; Equip customs posts with modern inspection tools; Provide necessary expertise and training to operational staff, also in relation with the new enforcement powers transferred to Customs.</td>
<td>Modern inspection &amp; management techniques introduced The planned number of legal acts drafted and to the extent possible adopted (2nd and 3rd level legislation) Reduced complaints from public and business community Career structure introduced Equipment procured Required number of enforcement operational staff trained, necessary expertise provided.</td>
<td>Staff surveys within LCD and regional offices Public opinion &amp; business surveys Equipment audit Customs School annual report and records of Personnel Division</td>
<td>Availability of suitable twinning partners Timely feedback from other institutions concerned</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Indicators of Achievement</th>
<th>Sources of Information</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reorganised regional offices with simplified &amp; harmonised procedures Improved Public Relations function Efficient and well planned process of EU pre-accession activities and harmonisation of EC legislation, Revised teaching methods, curriculum teaching modules at the Customs School, Essential equipment procured for front line officers (following from a detailed needs analysis).</td>
<td>New procedures introduced into the regions Reduced complaints from public and business community Systematic programme introduced leading to accession New curriculum &amp; modules introduced at the School Equipment purchased and used appropriately</td>
<td>Regional &amp; LCD annual reports Public opinion &amp; business surveys International Division, responsible for pre-accession issues Customs school annual report Equipment audit</td>
<td>Availability of suitable twinning partners Co-financing available</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Inputs</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1 long-term PAA adviser, 75 person months of training and advice from 3-4 (as required) medium-term advisers and STAs, logistical TA and procurement.</td>
<td></td>
<td></td>
<td>Availability of twinning partners</td>
</tr>
</tbody>
</table>
## Detailed Implementation Chart for the Project

**Annex 2**

<table>
<thead>
<tr>
<th>Detailed Project Implementation</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year</strong></td>
<td>O</td>
<td>N</td>
<td>D</td>
<td>J</td>
</tr>
<tr>
<td>Customs Reorganisation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Launch Twinning Request to Member States (after Management Committee – April 2000)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Selection of Member State(s) for Twinning</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elaboration of Twinning Covenant</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Submit Twinning Covenant to the Commission &amp; Steering Committee for Approval</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Twinning Package Commences</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legislative changes</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Review of curriculum &amp; development of teaching modules</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Review of regional activities</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Tender Logistical TA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tender Launch</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract Signature</td>
<td>X</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Delivery</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Investment in essential equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Front line officers needs analysis</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Tender Launch</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract Signature</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delivery and training</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

---

*Project Fiche L T 0003-02*
Cumulative Contracting and Disbursement Schedule for the Project (MEUR)

Strengthening Customs’ Procedures and Operations in the Lithuanian Customs Department and the Regional Customs Administrations

**Cumulative Quarterly Contracting Schedule (MEUR)**

<table>
<thead>
<tr>
<th>Project</th>
<th>4Q/00</th>
<th>1Q/01</th>
<th>2Q/01</th>
<th>3Q/01</th>
<th>4Q/01</th>
<th>1Q/02</th>
<th>2Q/02</th>
<th>3Q/02</th>
<th>4Q/02</th>
<th>1Q/03</th>
<th>2Q/03</th>
<th>3Q/03</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twinning</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
</tr>
<tr>
<td>TA</td>
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<td>0.3</td>
<td>0.3</td>
<td>0.3</td>
<td>0.3</td>
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<td>0.3</td>
<td>0.3</td>
<td>0.3</td>
<td>0.3</td>
</tr>
<tr>
<td>Procurement</td>
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<td>0.2</td>
<td>0.2</td>
<td>0.2</td>
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<tr>
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<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
</tr>
</tbody>
</table>

**Cumulative Quarterly Disbursement Schedule (MEUR)**

<table>
<thead>
<tr>
<th>Project</th>
<th>4Q/00</th>
<th>1Q/01</th>
<th>2Q/01</th>
<th>3Q/01</th>
<th>4Q/01</th>
<th>1Q/02</th>
<th>2Q/02</th>
<th>3Q/02</th>
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<th>1Q/03</th>
<th>2Q/03</th>
<th>3Q/03</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twinning</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
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<td>1.5</td>
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<tr>
<td>TA</td>
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<td>0.05</td>
<td>0.05</td>
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<td>0.1</td>
<td>0.15</td>
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<td>0.3</td>
<td>0.3</td>
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<tr>
<td>Procurement</td>
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<td>0.1</td>
<td>0.1</td>
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<td>0.2</td>
<td>0.2</td>
<td>0.2</td>
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<tr>
<td>TOTAL</td>
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<td>1.55</td>
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<td>1.70</td>
<td>1.75</td>
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<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
</tr>
</tbody>
</table>
Annex 4

List of Relevant Laws and Regulations

The following regulations, which govern implementation of the Customs Code (second level legislation), are currently in force:

- The Procedure of Customs Formalities in Respect of Products of Sea Fishing Taken from the Sea (or obtained) and Processed Aboard their Factory Ships which Sail under the Flag of the Republic of Lithuania approved by the Governmental Resolution No 848 adopted on 31 July 1997 (legal acts governing implementation of Chapter XVI of the Customs Code).
- The Procedure of the Customs Declaration of the Returned Goods approved by the Governmental Resolution No 863 adopted on 1 August 1997 (Chapter XV of the Customs Code).
- The Procedure of the Temporary Introduction of Goods into the Republic of Lithuania for processing approved by the Governmental Resolution No 898 adopted in 11 August 1997 (Section 7 of Chapter XI of the Customs Code).
- The Temporary Procedure of Customs Valuation of Goods approved by the Governmental Resolution No 897 adopted in 11 August 1997 (Chapter VI of the Customs Code). On 19 May 1999 the Government approved new procedure of customs valuations, which will come into force on 2 January 2000.
- The Procedure of the Fulfilment of the Debtor’s Liabilities to the Customs approved by the Governmental Resolution No 980 adopted in 11 September 1997 (Chapters VIII, XVII-XX of the Customs Code).
- Governmental Resolution No. 432 adopted on 4 April 1999 approved the partial change of the Procedure for the Establishment of Custom Warehouse and Custom Warehouse regulations. The resolution foresees that the new drafts of the procedure for the establishment of custom warehouse and custom warehouse regulations are to be prepared by 1 April 2000.
**List of customs legislation under preparation or planned to be drafted**

The following laws have been drafted, still not adopted:
- Draft Law on the Free Warehouses;

The following is the list of secondary legislation that is under preparation or submitted to the Government for approval:
- The draft of the new version of the Procedure on the Performance of the Customs Transit Operations;
- The draft of the Procedure on the Fulfilment of the Temporary Importation Procedures;
- The draft of the Procedure on the Fulfilment of the Temporary Exportation Procedures;
- The draft of the Procedure on the Destruction of Goods under Customs Control;
- The draft of the provisions on the Declaration and Customs Examination of Goods in the Course of Performing Customs Formalities or Customs Approved Treatment or Use;
- The draft of the new version on the Procedure of Paying Customs Taxes;
- The draft of the new version of the Procedure on Ensuring the Fulfilment of Customs Liabilities by a Debtor;
- The draft of the Procedure on the Preparation and Use of the Integrated Tariff.

Adoption of these laws and regulations, which comply with the requirements of the EU legal acts, will be a further step in fostering the implementation of the Customs Code.

The following is a longer-term plan on harmonisation of legislation with a reference to the EU regulations.

**Year 2001**

<table>
<thead>
<tr>
<th>EU Reference</th>
<th>National Reference</th>
</tr>
</thead>
</table>
**Year 2002**

<table>
<thead>
<tr>
<th>No.</th>
<th>Reference</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>376L0308 / OJ L 073 19.03.76 p.18</td>
<td>Council Directive 76/308/EEC of 15 March 1976 on mutual assistance for the recovery of claims resulting from operations forming part of the system of financing the European Agricultural Guidance and Guarantee Fund, and of the agricultural levies and customs duties (with amendments)</td>
</tr>
<tr>
<td>8</td>
<td>77/794/EEC: Commission Directive of 4 November 1977</td>
<td>laying down detailed rules for implementing certain provisions of Directive 76/308/EEC on mutual assistance for the recovery of claims resulting from operations forming part of the system of financing the European Agricultural Guidance and Guarantee Fund, and of agricultural levies and customs duties (with amendments)</td>
</tr>
</tbody>
</table>

**International Conventions**

Lithuania has acceded to the following international customs conventions:

It is planned to accede to the following international customs conventions:

- **International Convention of the Mutual Administrative Assistance for the Prevention, Investigation and Repression of Customs Offences.** Made in 1988. Came into force on 6 September 1975. It is planned to accede to it in the 2nd quarter of 1999. Draft documents needed for ratification have been prepared and together with the text of the convention presented to the Ministry of Finance.

- **Convention of the European Union and EFTA Countries on the Common Transit Procedure.** Made on 20 May 1987 in Interlaken.

- **Convention of the European Union and EFTA Countries on the Simplification of Formalities in Trade in Goods.** Made on 20 May 1987 in Interlaken.

The date of accession to the last two conventions will depend on the invitation by the depository of the conventions to accede to them. On 28 June 1996 the Director of the Customs Department, officially authorised by the Government, applied to the Director General of the Directorate General XXI of the European Commission and the Director General of the Secretariat of the European Free Trade Association indicating Lithuania’s request to accede to the EU and EFTA Common Transit Convention and to the Convention on the Simplification of Formalities in Trade in Goods (SAD Convention). Only the countries, which are fully ready to apply provisions of both conventions, are eligible for the accession. The eligibility for accession is defined, as well as assistance is rendered, in the framework of PHARE Transit Project "North-South" (the second phase of the project was embarked upon in the fourth quarter of 1998).

On the basis of Resolutions "On Via Baltica" and "On the Improvement of the Transit Communication" signed by heads of the Governments of the Baltic countries in Riga on 13 February 1995 and in Tallinn on 6 February 1997, also in accordance with Resolution No 722 of the Government of the Republic of Lithuania adopted on 19 May 1995 and following the provisions of the Common Transit Convention, the Trilateral Agreement on the Procedure of the Common Transit Procedure of the Baltic Countries was drafted and signed in Sigulda (Latvia) on 10 July 1998.
Reference to Relevant Government Strategic Plans and Studies

The Mission Statement of the Lithuanian Customs Department states that it is a state institution whose main purpose is to:

- **Ensure** collection of import and export duties and taxes, combating the violations of customs laws;
- **Prevent** illicit traffic in prohibited and restricted goods;
- **Collect and Process** foreign trade statistics.

In performing its tasks, the Customs of the Republic of Lithuania observes the rule of law and respects the rights and freedoms of individuals, applies national customs legislation correctly and consistently, and implements international agreements and conventions.

In co-operating with public, the Customs seeks to be honest, impartial and professional.

The successful achievement of these tasks will enable the Lithuanian Customs to become the equal partner of the customs administrations of the EU Member States.

The overall goals of the Customs Department are to:

- **Improve** the administration of import and export duties and taxes collected by the Customs, the fight against tax evasion, and the collection of and accounting for revenue;
- **Seek** that the Customs would be granted wider authorisations to prevent law violations and to carry out investigations;
- **Strengthen** the control of prohibited, restricted and highly taxed goods by paying special attention to the transportation of drugs, weapons, strategic goods, cultural valuables, CITES, and objects of intellectual property;
- **Improve** the image of Lithuania as a transit state by introducing efficient and reliable control measures, which would create conditions for faster movement of flows of goods and passengers;
- **Strengthen** the control on the future external frontier of the EU;
- **Improve** the quality of statistical data collected by the Customs, and the efficiency of processing and presenting these data to users;
- **Seek** consolidation of the positive image of Lithuanian Customs in the society by preparing professional and honest customs officials;
- **Ensure** that the Lithuanian Customs would suitably observe the commitments assumed by international agreements, paying special attention to the future EU membership of Lithuania;
- **Seek** that the Lithuanian Customs would become a reliable partner of economic entities.

The twelve strategic objectives are to:

- **Develop** a modern system for administering import and export duties and taxes, based on an integrated tariff, qualified experts of goods classification, origin and customs valuation, and efficient organisation of control and audit.
- **Introduce** advanced control technologies, based on sufficient prevention of law violations and authorisations to carry out investigations, application of risk analysis, use of information and intelligence, and modern technical equipment.
- **Expand** the field of the application of simplified customs procedures, creating the necessary preconditions for “electronic” declaration of goods.
- **Concentrate** customs activities in the modern, well-equipped inland customs posts, provided with modern technology, while strengthening customs posts at the future external frontier of the European Union.
➢ **Prepare** a public relations development strategy, to ensure that all persons related with customs activity would be able to receive promptly the accurate, exhaustive and objective information.

➢ **Reorganise** legal acts regulating customs activity according to the legal norms of the European Union.

➢ **Introduce** a modern customs information system based on up-to-date information and communication technologies.

➢ **Develop** an advanced system for training and improving the qualification of customs officials.

➢ **Develop** a modern personnel system covering selection, acceptance to job, payment for work, reward and promotion, and career progression.

➢ **Introduce** modern methods for work organisation, planning, and resource management.

➢ **Reorganise** the transit system according to the principles of the Common transit system.

➢ **Expand** co-operation with other Lithuanian institutions, the customs administrations of foreign states, the institutions of the European Union, and other international organisations.

Finally, in the approved Action Plan for implementation of the 1999-2000 Governmental Activities Programme, within the responsibility of the LCD (for some measures together with other enforcement institutions) the following key tasks are foreseen:

➢ Develop organisational and legal provisions for improving the investigation of financial fraud and smuggling;

➢ Implement provisions of the trilateral Agreement between the Governments of the Baltic States on the Common Transit Procedure; and

➢ Develop regulations on the application of simplified customs procedures and create favourable pre-conditions for more extensive use of simplified procedures.
### Data on capacity of traffic flow through International customs border points (Year 1999)

<table>
<thead>
<tr>
<th>Name of Post</th>
<th>Territorial Customs House</th>
<th>Number of Staff</th>
<th>Average number of vehicles per 24 hours (Both directions)</th>
<th>Maximum capacity of the post per 24 hours (Both directions)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Border with Poland (2)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kalvarija*</td>
<td>Marijampole</td>
<td>124</td>
<td>1600</td>
<td>5000</td>
</tr>
<tr>
<td>Lazdijai*</td>
<td>Alytus</td>
<td>51</td>
<td>970</td>
<td>3300</td>
</tr>
<tr>
<td><strong>Border with Latvia (6)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Butinge</td>
<td>Klaipeda</td>
<td>17</td>
<td>270</td>
<td>570</td>
</tr>
<tr>
<td>Buknaiciai                     Telšiai district Mažeikiai</td>
<td>15</td>
<td>194</td>
<td>500</td>
<td></td>
</tr>
<tr>
<td>Kalviai                        Siauliai</td>
<td>28</td>
<td>432</td>
<td>600</td>
<td></td>
</tr>
<tr>
<td>Salociai*                      Panevėžys</td>
<td>57</td>
<td>1110</td>
<td>1700</td>
<td></td>
</tr>
<tr>
<td>Obelaii                        Panevėžys</td>
<td>23</td>
<td>173</td>
<td>400</td>
<td></td>
</tr>
<tr>
<td>Smelnye                        Utena</td>
<td>33</td>
<td>394</td>
<td>1000</td>
<td></td>
</tr>
<tr>
<td><strong>Border with Russia (Kaliningrad region) (3)</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Nida                           Klaipeda</td>
<td>12</td>
<td>258</td>
<td>500</td>
<td></td>
</tr>
<tr>
<td>Panemune                       Taurages</td>
<td>35</td>
<td>1000</td>
<td>1500</td>
<td></td>
</tr>
<tr>
<td>Kybartai*                      Marijampoles</td>
<td>31</td>
<td>698</td>
<td>2190</td>
<td></td>
</tr>
<tr>
<td><strong>Border with Byelorussia (4)</strong></td>
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</tr>
<tr>
<td>Medininkai*                    Vilniaus</td>
<td>58</td>
<td>768</td>
<td>2900</td>
<td></td>
</tr>
<tr>
<td>Lavoriškes                     Vilniaus</td>
<td>30</td>
<td>396</td>
<td>1000</td>
<td></td>
</tr>
<tr>
<td>Salcininkai*                   Vilniaus</td>
<td>32</td>
<td>654</td>
<td>1000</td>
<td></td>
</tr>
<tr>
<td>Raigardas                      Alytaus</td>
<td>26</td>
<td>310</td>
<td>500</td>
<td></td>
</tr>
<tr>
<td><strong>Other international customs posts (11)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vilnius airport*               Vilniaus</td>
<td>70</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Kaunas airport                 Kauno</td>
<td>24</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Palanga airport                Klaipeda</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Siauliai airport               Siauliai</td>
<td>5</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Kuršiai (sea port)             Klaipeda</td>
<td>60</td>
<td>390</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vites (sea port)*              Klaipeda</td>
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<td>64</td>
<td></td>
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</tr>
<tr>
<td>Container terminal (sea port)*</td>
<td>Klaipeda</td>
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<td></td>
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</tr>
<tr>
<td>Smeltes (sea port)*            Klaipeda</td>
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<td>21</td>
<td></td>
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</tr>
<tr>
<td>Mariu (sea port)               Klaipeda</td>
<td>20</td>
<td>3-4 ships</td>
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<tr>
<td>Terminal (sea port)            Klaipeda</td>
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<td>64</td>
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<td></td>
</tr>
<tr>
<td>Buriu (sea port)               Klaipeda</td>
<td>24</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*) These post are defined as priorities. They will be regularly (once every quarter) visited by experts and training will be mostly concentrated for the staff of those posts.