

Based on the online survey results

HOW PERSONNEL ROTATIONS OF MANAGEMENT AFFECT THE WORK OF THE STATE CUSTOMS SERVICE OF UKRAINE



DESCRIPTION

The project "Support for the Public Initiative "For Fair and Transparent Customs" (the Initiative) conducts regular online surveys on various economic issues, which are aimed at promptly receiving feedback (reactions) from interested parties on various events, government initiatives, other stakeholders in customs and related areas. The results of the relevant surveys are published and sent to the government authorities interested.

“How personnel rotations of management affect the work of the State Customs Service of Ukraine”

The 24th survey from a series of online surveys regularly conducted by the Initiative.

On February 1, 2023, the Cabinet of Ministers of Ukraine dismissed the acting head of the State Customs Service, Vyacheslav Demchenko.

In addition, the government dismissed from their positions the first deputy head of the State Customs Service Oleksandr Shchutskiy, and the deputy head of the State Customs Service Ruslan Cherkasskiy.

The government appointed Serhiy Zvyagintsev as the new acting head of the State Customs Service.

From 2019 to 2023, the State Customs Service was headed by seven heads, among which only two heads of customs did not have the status of "acting." On average, during 2019 - 2023, each of the heads of the customs held office for about 6.8 months.

A change in the management of the customs office can directly affect the work of not only the State Customs Service's central office but also its territorial subdivisions since the customs office functions as a single legal entity.

The survey aim: to find out the attitude of interested parties to the latest changes in the management of the State Customs Service, the level of support (or non-support) of the government's personnel policy in this area; to assess the effectiveness of personnel rotations in the State Customs Service from the stakeholders' point of view.

METHODOLOGY



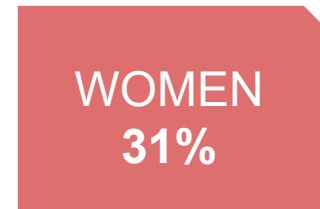
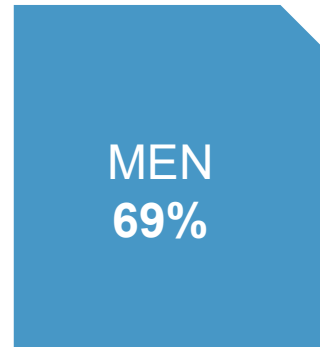
METHODOLOGY

The survey was conducted in an online format. Qualitative and quantitative approaches were used for data collection.

The field stage lasted from March 15 to 26, 2023.

RESPONDENTS

49 respondents from 17 regions of Ukraine took part in the online survey (Donetsk, Mykolayiv, Poltava, Rivne, Kharkiv, Chernivtsi, Zhytomyr, Sumy, Ivano-Frankivsk, Volyn, Ternopil, Cherkasy, Chernihiv, Dnipropetrovsk, Lviv, Zakarpattya, Kyiv) and the city of Kyiv.



The average age of the respondents is 47 years.

RESPONDENTS' FIELD OF RESPONSIBILITY

- 27%** *Expert in customs matters (I have experience working for customs authorities and/or consulting on customs matters and/or conducting research in customs and related sectors)*
- 12%** Other (customs sector related).
- 10%** Customs broker.
- 10%** I work for government and/or local self-government bodies.
- 10%** I work for an exporting company.
- 10%** Representative of a specialized civil society organization.
- 7%** I work for an exporter and importer company.
- 6%** I work for an importer company.
- 4%** Representative of the Chamber of Commerce.
- 2%** Representative of a specialized business association.
- 2%** None of the above.



ATTITUDE TO PERSONNEL CHANGES IN THE CUSTOMS SERVICE MANAGEMENT OF THE CIVIL SERVICE

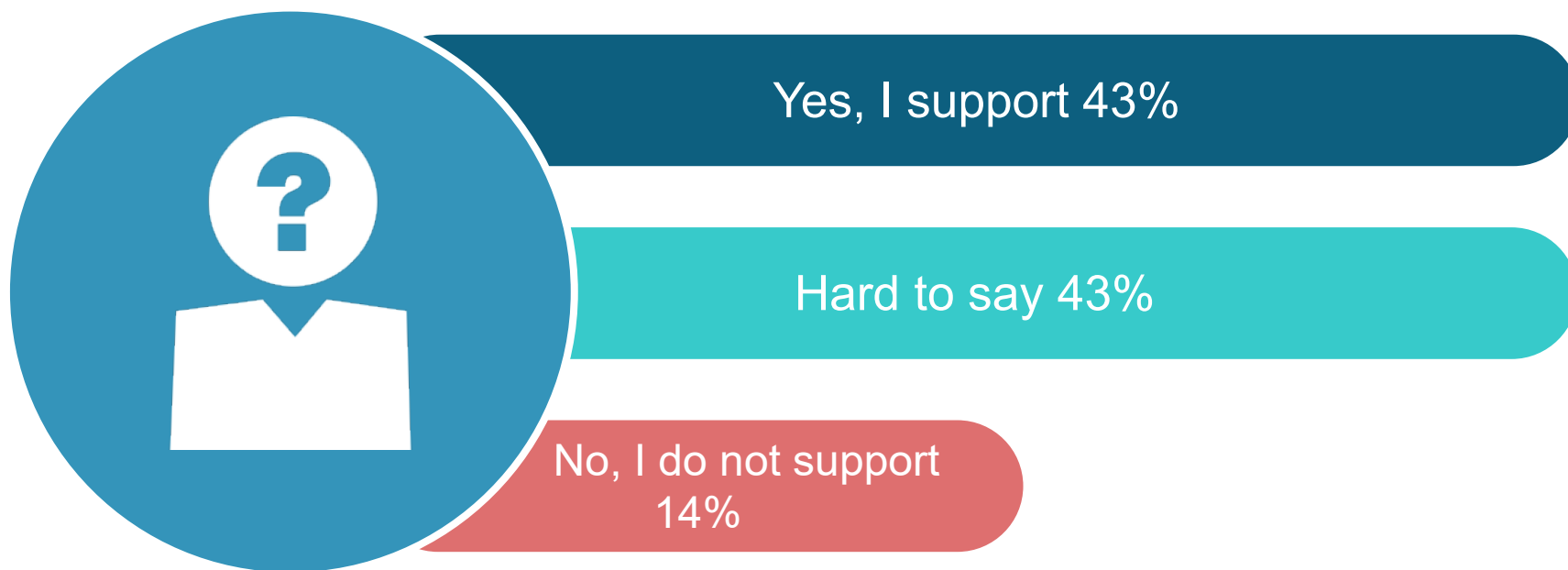


Do you support the latest personnel changes in the management of the State Customs Service (the change of the head and his deputies)?

Opinions about the latest personnel changes in the leadership of the State Customs Service are divided.

Only a small percentage of the respondents (14%) do not support the latest personnel changes at the customs office.

Another, more significant, part of the respondents divided in half: those who support these changes and those who are difficult to decide (43% each).

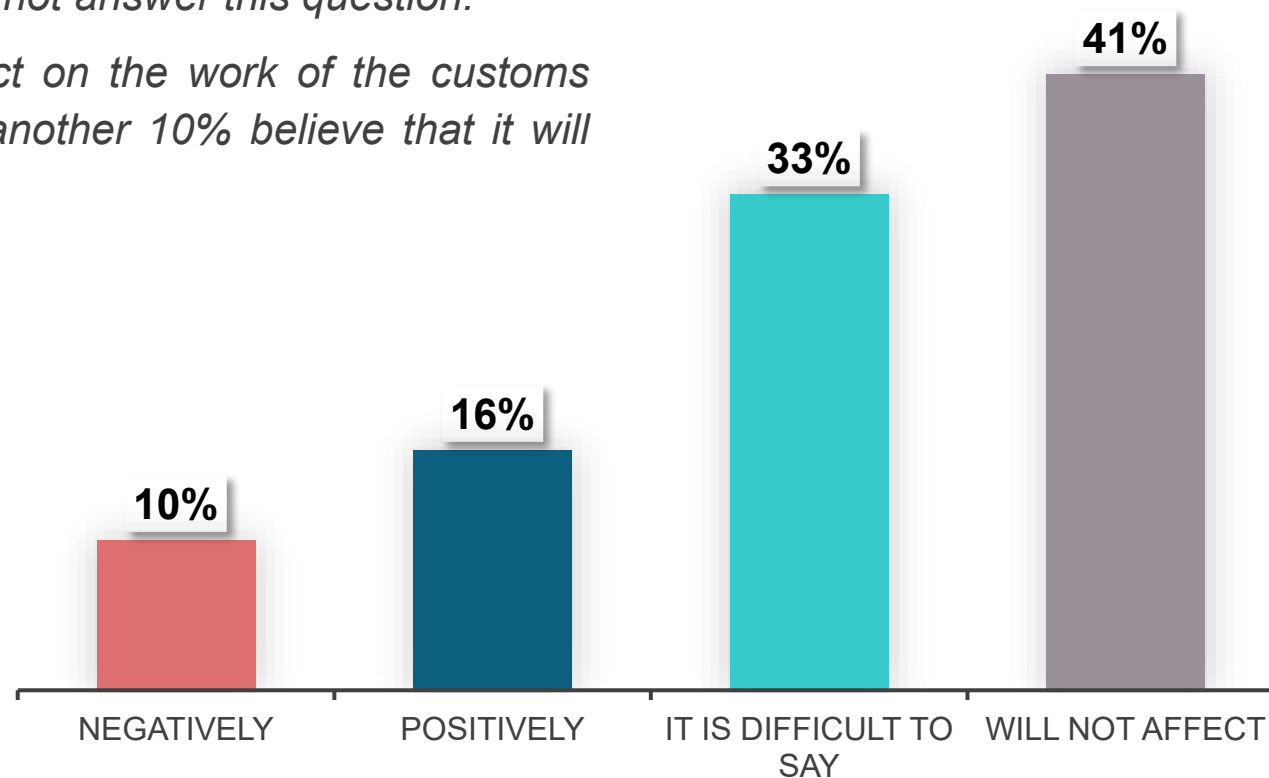


In your opinion, how will the mentioned change in the State Customs Service management affect its activities?

A significant number of respondents (41%) believe that the change in the management of the customs office will not affect its work.

At the same time, a third of the respondents could not answer this question.

Only 6% of respondents expect a positive impact on the work of the customs office after the change in its management, and another 10% believe that it will have a negative impact.



In your opinion, how did the changes in its management during 2019-2023 affect the activities of the State Customs Service?

Rate on a scale of 1 to 10, where 1 is negative, 5 is neutral, and 10 is positive.

The majority (45%) of respondents believe that the changes in the State Customs Service management during 2019-2023 had a negative impact on its activities.

A significant number of respondents indicated that they do not have a clear opinion about the impact of such changes (14% - it is difficult to say, 14% - no impact), while 20% believe that the changes had a neutral impact.

Only 6% of respondents believe that the change of management had a positive impact on the State Customs Service activities.

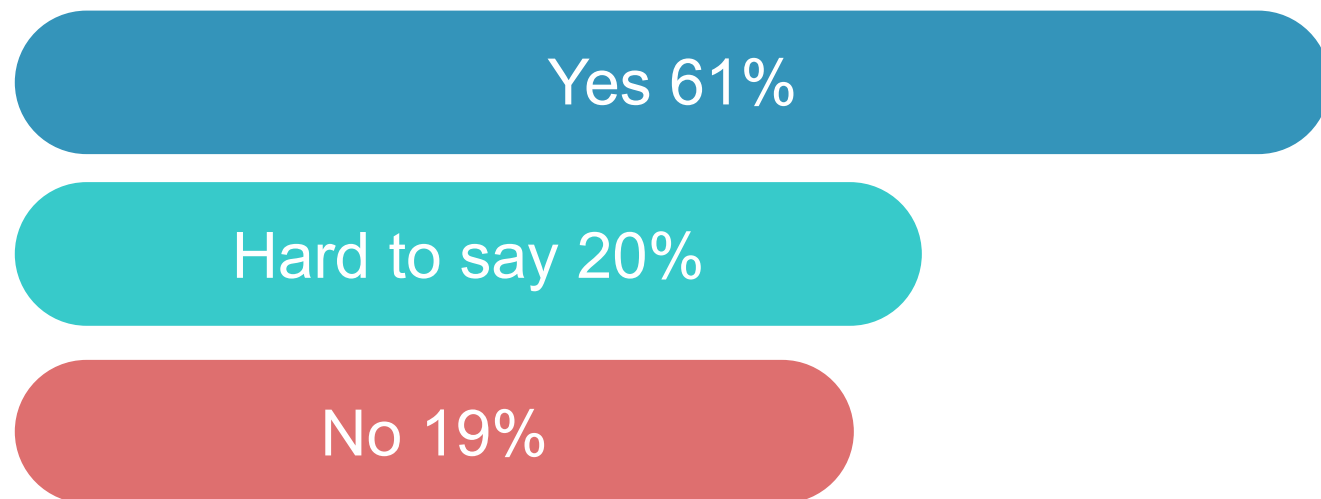


Do you support the opinion that any new management of the State Customs Service should have a mandate for 2-3 years to achieve the specified results of its activities?

The majority of respondents (61%) support the opinion that any new State Customs Service management should have a mandate for 2-3 years to achieve the specified results of its activities.

19% of respondents did not support this thesis.

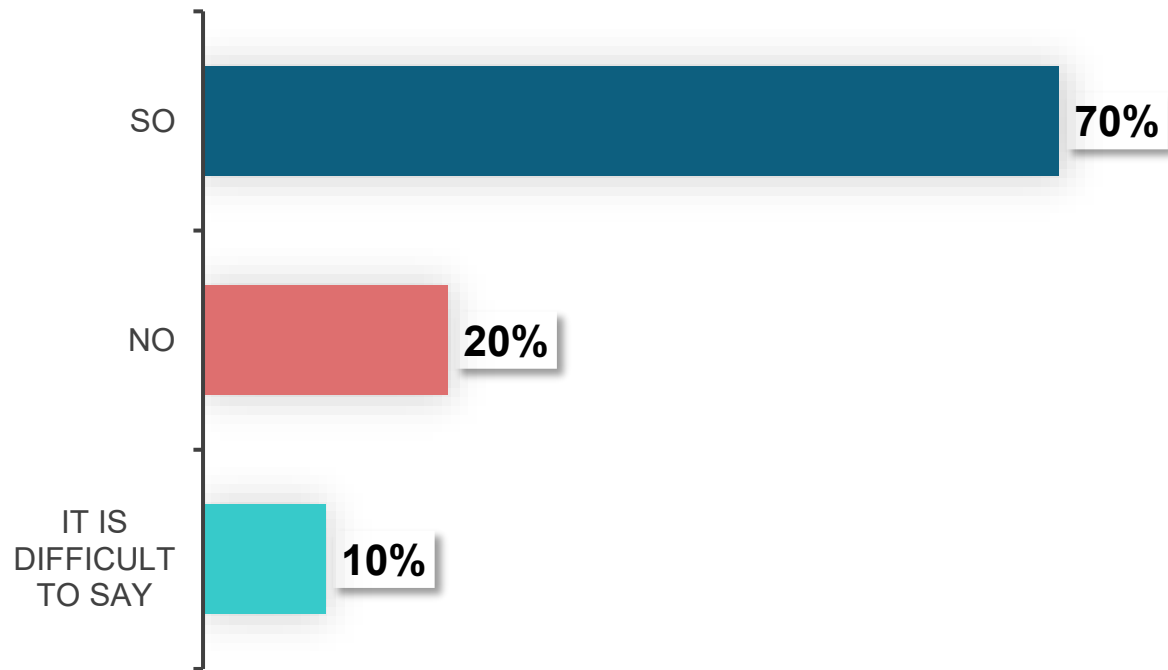
Almost a fifth of the respondents could not clearly answer this question.



**THE HEAD OF THE STATE
CUSTOMS SERVICE IMPACT
ON THE EFFICIENCY OF
THE WORK OF
TERRITORIAL CUSTOMS
BODIES**

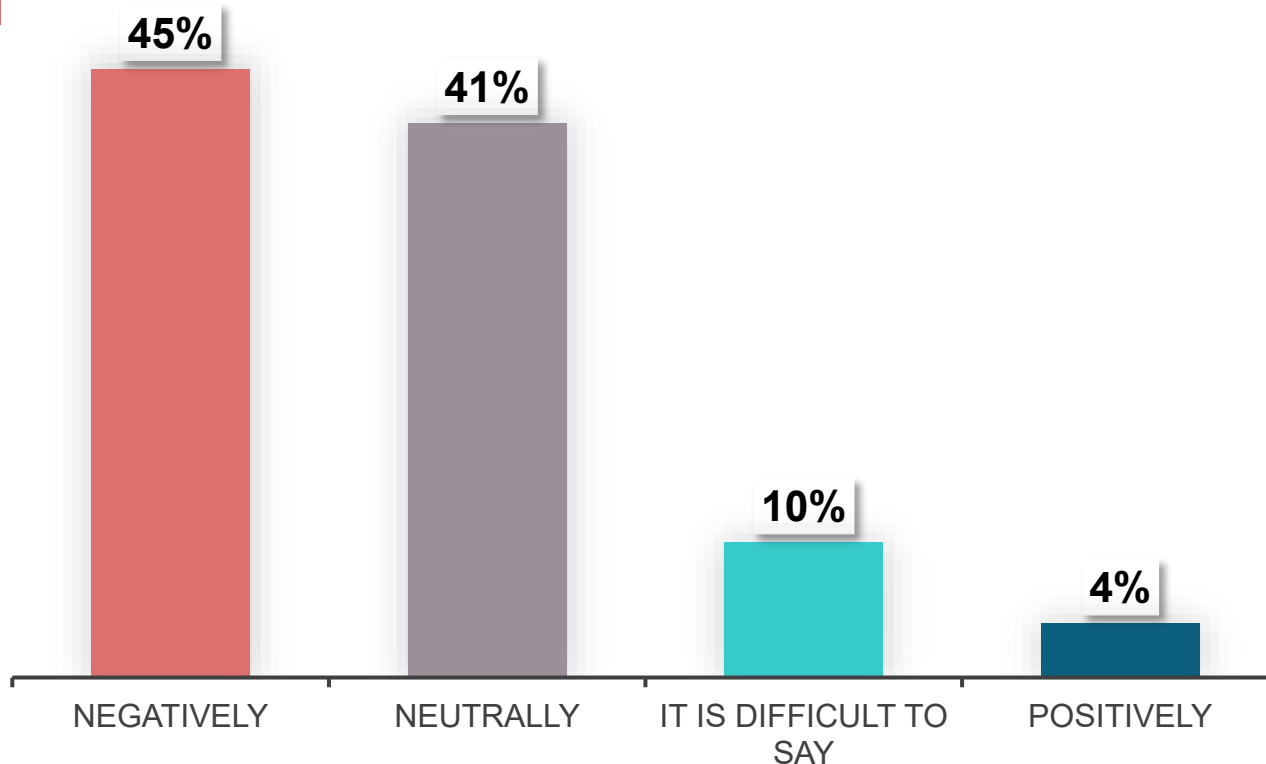


In your opinion, does the head of the State Customs Service affect the efficiency of the work of territorial customs bodies?



- The majority of respondents (70%) agreed that the head of the State Customs Service affects the efficiency of territorial customs authorities, while 20% said that he does not
- At the same time, 10% of respondents indicated that it is difficult to assess such an impact

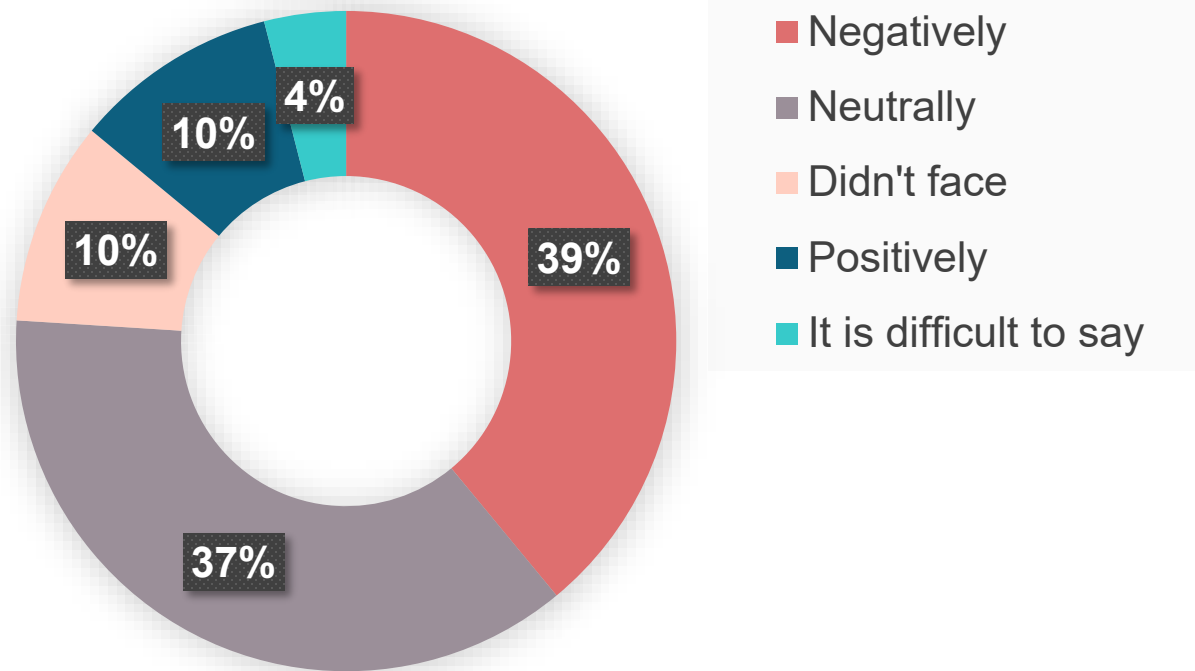
How do you assess the activity of the central office of the State Customs Service in 2022?
Rate on a scale of 1 to 10, where 1 is negative, 5 is neutral, and 10 is positive.



- A significant number of respondents (45%) **negatively** assessed the activities of the central office of the State Customs Service during 2022.
- 41% of respondents evaluate the work of the central customs office **neutrally**.

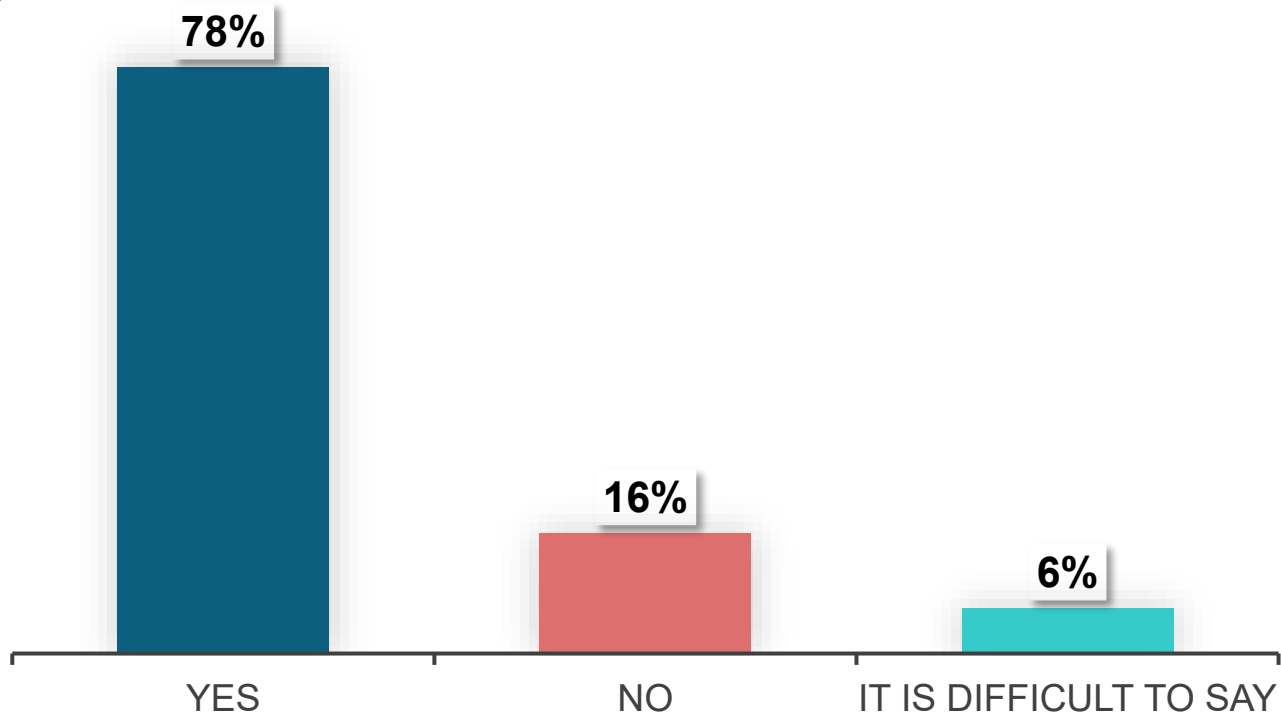
How do you assess the activity of the territorial bodies of the State Customs Service on the example of those divisions that you most often faced in your activities during 2022?

Rate on a scale of 1 to 10, where 1 is negative, 5 is neutral, and 10 is positive.



The respondents have divided into two main groups, which negatively or neutrally evaluated the activities of the territorial bodies of the State Customs Service in 2022 (39% and 37%, respectively).

In your opinion, should there be competition for the position of the head of the State Customs Service during the war?



- ✓ The majority of respondents support holding a competition for the head of the State Customs Service position during the war.
- ✓ 16% have a negative attitude to this idea.
- ✓ 6% difficult to answer.

RESPONDENTS' COMMENTS

- ❑ *Eliminate the human factor impact on the customs clearance process if all documents are available to confirm the customs value; carry out customs clearance according to the main (first) method and implement a real post-audit; raise the wages of inspectors and the management of the State Customs Service, to respond to complaints of FEA entities, and not to engage in formal answers. The current weak management of the customs service (no longer valid, removed from the Customs Code in 2013, definition) is programmed by the Customs Code itself. It is not advisable to hold the competition during the war. It will not be transparent. Everyone who wants can participate in the competition, including those who are currently in the Armed Forces.*
- ❑ *Authorities and Members of Parliament should allow the head of the State Customs Service to independently appoint subordinates and carry out the activities of customs authorities.*
- ❑ *To supplement the websites of the State Customs Service with information, to digitize services... The more goes digital, the fewer questions there will be to customs.*
- ❑ *To be appointed a head of the State Customs Service, his deputies, and other managers, the relevant persons must have the minimum necessary working experience for the customs authorities: 7, 5, or 3 years.*
- ❑ *Not to the issue, but to the questions. They are not all correct and do not allow you to answer more accurately.*
- ❑ *Corruption is pervasive; no management will help as long as the system exists.*
- ❑ *Changing names will not lead to anything. It is necessary to rebuild the entire customs system, where you do not prove yourself right, but the customs body proves you wrong.*
- ❑ *I don't know the outcome of the customs work during the war, but before the war, its work, especially at the checkpoints, was terrible.*
- ❑ *Contemptuous attitude towards ordinary people, there is no procedure for accepting documents at customs. People have to stand in lines in the cold and the rain, but if a high-ranking official crosses the border or an expensive car appears, all the customs officials work perfectly. And it is clear that such "personalities" will be let through without a queue. If you compare the checkpoints of Ukraine and other countries you see a huge difference. There the customs officers do not sit, hiding behind the window, but come themselves for documents and check citizens and cars crossing the border.*
- ❑ *Customs does not have the main thing - a reliable electronic protocol and form of activity, such as the ASYCUDA program of the UN. In Ukraine, there are still no verified registers for that program; everything is received in a voluntary, dynamic manner, and there is no declaration form and no "controlled movement" protocols with appropriate monitoring.*
- ❑ *There will be no quality services from customs until discrete powers in legislation and low wages are eliminated.*
- ❑ *It is necessary to change the system, not the management. Each change of management paralyzes customs and prevents the business from operating legally.*

CONCLUSIONS



CONCLUSIONS I

- The majority of respondents have equally divided: those who support the latest personnel changes in the State Customs Service (43%) management and those who have difficulty deciding (43%). At the same time, 14% do not support the latest personnel changes at the customs office.
- Despite significant support for personnel changes in the management of the State Customs Service, almost the same number of respondents (41%) believes that the management changes will not affect its work, and a third of respondents could not answer this question.
- Only 6% and 10% of respondents expect a positive or negative impact from the change in the leadership of the State Customs Service, respectively.
- It is also interesting that a significant number of respondents (45%) believe that the changes in the State Customs Service management, which took place during 2019-2023, had a negative impact on its activities. At the same time, 34% of respondents assess such an impact as neutral or absent.

CONCLUSIONS II

- 61% of respondents believe that any new State Customs Service management should have a mandate for 2-3 years to achieve the specified results of its activities.
- The majority of respondents (70%) agreed that the head of the State Customs Service affects the efficiency of the territorial customs authorities.
- Assessments of the work of the central apparatus of the State Customs Service in 2022 divided: 45% assessed such activity negatively, and 41% assessed it neutrally.
- A similar situation is in the assessments of territorial bodies of the State Customs Service: 39% assessed their activities negatively, and 37% - neutrally.
- The majority of respondents (78%) support holding a competition for the head of the State Customs Service position during the war. It is the only survey question that received such a significant level of support.

WHO ARE WE?



The Institute for Economic Research and Policy Consulting (IER) is an internationally recognized Ukrainian independent think tank specializing in economic analysis and working out recommendations and development of civil society in Ukraine. Since 2019, IER has been a strategic partner of the European Union for civil society development.



Founded in 1999, the Institute actively cooperates with the Government in determining the priority directions and mechanisms of reforms and conducts an active dialogue with all parties interested in changes for the better.

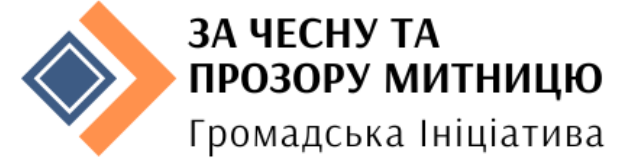
The work of the Institute in the analysis of the problems of economic development of Ukraine, business climate, and international trade is widely used in the development of policy documents at the national and regional level, in particular in preparing Ukraine for accession to the WTO and the conclusion of the Association Agreement, National and regional strategies for the development of SMEs, and the National Export strategy.

Our mission is to develop an alternative view of Ukraine's key problems of social and economic development.

The key tasks of our mission at this stage are:

- Developing a professional expert assessment of economics and economic policy, development of strategic and instrumental components of economic policy
- Formation of public opinion through the organization of public dialogue and dissemination of knowledge
- Promoting the development of economic and social sciences, stimulating the development of the research community in Ukraine.

The project "Support of the Public Initiative "For Fair and Transparent Customs" (the Initiative) aims at increasing the capacity of civil society to participate in the development of economic policy in Ukraine. It focuses on the Public Initiative created by IER in 2018.



The Initiative is an informal network of CSOs from different regions of Ukraine that care about improving the business climate. The Initiative's activities are aimed at monitoring the implementation of the customs reform and promoting dialogue between the authorities, business and other interested parties regarding the implementation of the institutional reform of the customs in accordance with the principles of good governance and the principles of free trade.

The overall goal: to strengthen the capacity of civil society to participate in the development of economic policy in Ukraine through a network of civil society organizations by promoting the activities of the Public Initiative "For Fair and Transparent Customs."

The publication content is the responsibility of the Institute for Economic Research and Policy Consulting and does not necessarily represent the position of the European Union, the Renaissance Foundation, or the ATLAS Network.

CONTACTS



The project "Support to the Civil Society Initiative "For Fair and Transparent Customs" is implemented by the Institute for Economic Research and Policy Consulting with the financial support of the European Union, the International Renaissance Foundation, and the Atlas Network.

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