### European Union

### **Delegation of the European Union**

Sv. Kiril i Metodij 52b, 1000 Skopje

Republic of Macedonia

Web: www.eeas.europa.eu/delegations

Tel: (+389 2) 3248 500 Fax: (+389 2) 3248 501

### **Beneficiary**

### **Public revenue Office**

Ministry of Finance Public revenue Office General Directorate

Kuzman Josifovski Pitu 1, 1000 Skopje

Republic of Macedonia Web: www.pro.gov.mk

Contact: MS, Blagica Mitrovska

e-mail: Blagica.Mitrovska@ujp.gov.mk

Tel: +398 2 3299 508 Fax: +389 75 327 286

### Contracting Authority

### **Central Financing and Contracting Department (CFCD)**

Ministry of Finance

Central Financing and Contracting Department (CFCD)

Dame Gruev 14, 1000 Skopje Republic of Macedonia Web: cfcd.finance.gov.mk

Contact: Mr. Trajanco Naumovski

e-mail: Trajanco.Naumovski@finance.gov.mk

Tel: +389 2 3106 691 Fax: +389 2 3 231 219

### Contractor

### Danish Management A/S

Vestre Kongevej 4-6, 8260 Viby J.

Denmark

Web: www.danishmanagement.com

Contact: Jorn Lykou

e-mail: jorn.lykou@dem.dk Tel: +45 87 340 600

Fax: +45 87 340 601





# National Programme for IPA Component I TAIB 2009



# Preparation of Study for the Public Revenue Office's IT system

### Reference:

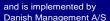
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Request number: IPA/TAIB2009/4.2/LOT3/04.2

October 2014

Beneficiary
Public Revenue Office











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PROJECT SYNOPSYS	
Programme Name	BENEFICIARIES 2009 - LOT3: Telecommunications and information technologies
Project Name	Preparation of Study for the Public Revenue Office's IT system
Reference No:	IPA/TAIB2009/4.2/LOT3/04.2
Contract Number Project Duration	10-39058 January – October 2014
Project Commencement	
Date	27.01.2014
Project End Date Project total value	27.10.2014 177.887 euro
1 rojeci ioiai vaine	1177.887 Curo
PROJECT OBJECTIVES AND COMPONENTS	
Overall Objective	To contribute to strengthening of the administrative and operational capacity of the PRO in the IT area.
Purpose	To carry out an analysis and assessment of the current situation of the PRO IT system and to produce an in-depth Study with setting up standards, recommendations and measurable indicators in order to ensure functional PRO IT system in line with the IT systems of the EU Member States' tax administrations.
Expected Results	<ul> <li>Analysis and Assessment Report of the current situation</li> <li>Assessment Report of the IT system in light of future software and hardware capacity needs for the PRO</li> <li>Assessment Report of the IT system in light of current and future operational needs including gap analysis</li> <li>Report on recommendations for short term and medium term activities of the PRO in order to strength the IT system</li> <li>Draft technical Specification for proposed future projects</li> <li>Upgraded PRO's IT Strategy and Action Plan</li> <li>Performance Measurement Strategy of the PRO IT system and PRO's IT Sector</li> <li>Advise, support, consultations and on the job training for the PRO IT staff</li> <li>Development of Programme &amp; Project Management and Quality Assurance skills to IT department staff</li> <li>Advice, support and on the job training for the IT department staff how to analyse, design and maintain architecture models</li> <li>Trainings, Seminars and/or workshops for the PRO staff provided</li> <li>Final closing conference organized</li> </ul>
Key Activities	Activity 1 Study Activity 2 Strategies and Action Plans Activity 3 Training / Seminars / Workshop
Key Stakeholders	Public Revenue Office

#### ACHIEVED RESULTS

# Technical results

- ✓ Analysis and Assessment Report of the current situation
- ✓ Proposed future model of the PRO IS
- Transition plan and recommendations for short term and medium term activities of the PRO in order to strength the IT system
- ✓ Drafted Technical Specification for proposed future projects

### Strategies

- ✓ Revised PRO's IT Strategy and prepared Action Plan
- ✓ Drafted Performance Measurement Strategy of the PRO IT system and PRO's IT Sector

### Trainings and workshops

- ✓ Workshop with the PRO Training of the PRO IT staff on acknowledged methodology and good practices in the use of a chosen modelling tool for developing and maintenance of the PRO information system mode IS planning
- Training of the PRO IT department on Training for the IT department staff how to analyse, design and maintain architecture models for improved management skills in planning and implementation, and maintenance of IT Systems in the PRO
- Program & Project Management, Quality Assurance and EU procurement process
- ✓ Training on IS and Performance measurement strategy planning
- Workshops with the PRO IT and functional teams for analysis of the current IT status and for IT study review

### KEY FINDINGS AND RECOMMENDATIONS

## Key findings

- Regardless of the fact that certain parts of the information system are very modern, technically advanced and operate in real time, the system as a whole does not meet the needs of the PRO, because it does not ensure support to some of the key business processes and does not provide the necessary information.
- Taking into account the future needs of the PRO, the current in-house
   IS development model cannot be effective in the long run.
- The PRO IT team well manages a complex current IT environment.
- IT budget is not sufficient for current and future PRO IT needs.

# Key recommendations

- ⇒ Implement new integrated taxpayer-centric and service oriented IS that will avail risk-based management of taxpayers.
- ⇒ In planning the new IS involve all stakeholders and optimize / simplify business processes in relation to the taxpayer as the revenue recipients.
- ⇒ Start with implementation as soon as possible because investment into new system will be returned through increased revenue collected within one year after system implementation is finished.
- $\Rightarrow$  Strengthen IT team and develop capacity necessary for efficient management of proposed outsourcing model.