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

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Beneficiary
Public Revenue Office



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PROJECT SYNOPSIS	
<i>Programme Name</i>	BENEFICIARIES 2009 - LOT3: Telecommunications and information technologies
<i>Project Name</i>	Preparation of Study for the Public Revenue Office's IT system
<i>Reference No:</i>	IPA/TAIB2009/4.2/LOT3/04.2
<i>Contract Number</i>	10-39058
<i>Project Duration</i>	January – October 2014
<i>Project Commencement Date</i>	27.01.2014
<i>Project End Date</i>	27.10.2014
<i>Project total value</i>	177.887 euro

PROJECT OBJECTIVES AND COMPONENTS	
<i>Overall Objective</i>	To contribute to strengthening of the administrative and operational capacity of the PRO in the IT area.
<i>Purpose</i>	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.
<i>Expected Results</i>	<ul style="list-style-type: none"> ○ Analysis and Assessment Report of the current situation ○ Assessment Report of the IT system in light of future software and hardware capacity needs for the PRO ○ Assessment Report of the IT system in light of current and future operational needs including gap analysis ○ Report on recommendations for short term and medium term activities of the PRO in order to strength the IT system ○ Draft technical Specification for proposed future projects ○ Upgraded PRO's IT Strategy and Action Plan ○ Performance Measurement Strategy of the PRO IT system and PRO's IT Sector ○ Advise, support, consultations and on the job training for the PRO IT staff ○ Development of Programme & Project Management and Quality Assurance skills to IT department staff ○ Advice, support and on the job training for the IT department staff how to analyse, design and maintain architecture models ○ Trainings, Seminars and/or workshops for the PRO staff provided ○ Final closing conference organized
<i>Key Activities</i>	Activity 1 Study Activity 2 Strategies and Action Plans Activity 3 Training / Seminars / Workshop
<i>Key Stakeholders</i>	Public Revenue Office

ACHIEVED RESULTS	
<i>Technical results</i>	<ul style="list-style-type: none"> ✓ 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
<i>Strategies</i>	<ul style="list-style-type: none"> ✓ Revised PRO's IT Strategy and prepared Action Plan ✓ Drafted Performance Measurement Strategy of the PRO IT system and PRO's IT Sector
<i>Trainings and workshops</i>	<ul style="list-style-type: none"> ✓ 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	
<i>Key findings</i>	<ul style="list-style-type: none"> ◆ 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.
<i>Key recommendations</i>	<ul style="list-style-type: none"> ⇒ 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. ⇒ Strengthen IT team and develop capacity necessary for efficient management of proposed outsourcing model.