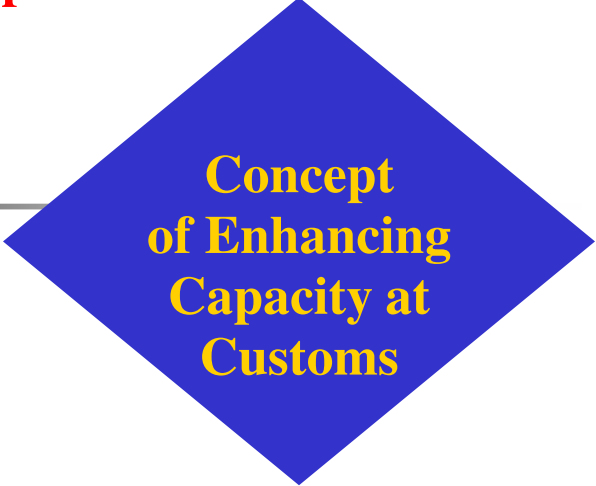




**Customs Administration
of the Republic of Macedonia**



**Concept
of Enhancing
Capacity at
Customs**

Abu Dhabi, November 2010

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MCA Development Concept

Responsibilities and Challenges

- To protect the national fiscal interests**
- To protect the society, environment and the people's life and health**
- To facilitate the legal trade and to provide favorable business environment**
- Other nationally assigned tasks and responsibilities**



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MCA Development Concept



Goals

Establishment of self controlling mechanisms

Establishment of mechanisms for retaining the knowledge and enriching the institutional memory

Establishment of self developing mechanisms



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MCA Development Concept



Targeted Areas

Business organization

Human resources

Strategic planning

Financial and other resources management

Computerization

Transparency



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Business Organization

Organization

Book of rules on the organization

Customs procedures

Comity on facilitation of trade and transit

Law enforcement

Comity on risk management

Administrative procedures

Safety and communication

Comity on control and safety

Permanent comities

Comity on capacity building

Rules of procedures on the of managers

Comity on assets and liabilities management



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Business Organization

Business processes

Identified and prescribed 190 business processes

Identified standard

Adopted over 250 guidelines, user manuals and instructions on all activities and procedures

Identified relations documents

Fixed time period for business processes

Already developed over 30 new drafts, and there are many under development

Introduced electronic the business processes and documents - EDMS



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Business Organization

Business processes

Introduced central archive of electronic documents and images of paper documents

Introduced electronic signature

Adopted 25 internal rulebooks and manuals on operations of EDMS

Assigned responsibilities for permanent revue of the business processes



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Business Organization

Capacity of the managers

Introduction of job competences

Regular periodical written reports on completion of the plans and tasks

Set up of quantitative targets wherever possible

Permanent trainings for managerial capacity strengthening

Training on electronic databases and IT tools



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Business Organization

Systems for Risk - Management

Defined risk management policies – Strategy

Well organized internal audit, including IT audit

Established of internal controlling system

Introduced system on permanent identification, reassessment and management of the risks, at the level of each organizational unit

Introduced regular discussion of the managers on the internal audit reports



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Business Organization

Systems for Risk - Management

Introduced and regulated internal controls and internal inspections

Introduced regular assessment of the points subject to corruption

Annual action plan on preventing corruption

Benchmark for measuring the success in terms of prevention of corruption



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Human Resources

Organization

Development of HR management capacity

Among the other, Book on rules on systematization of job posts to envisage:

- Competences
- Specific working experience, if required
- Training requirements
- Security statement on risk assessment of the working posts
- Minimum equipment for customs officers on specific working posts



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Human Resources

Organization

Introduced electronic system on detailed evidence of personal data

Adopted Code of Conduct for the customs officers

Adopted Rules on order and discipline

Introduced evidence on the property declaration of the customs officers

Adopted Guidelines on disciplinary procedures

Besides the standard information, records should be kept for their participation in internal commissions, task forces, as well as information about awards, given penalties proceedings etc.)



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Human Resources

Recruitment

Guidelines on recruitment of new employees

Introduced joint commission on evaluation of the candidates and electronic system for selection

Guidelines on training and treatment of new employees

Guidelines on internal job announcement



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Human Resources

Capacity Building and Promotion

Annual training program

Introduced E-learning

Customs library

Mentorship

Leaflets

Manuals etc.



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Human Resources

Capacity building and carrier

Institutionalized publishing activities

Introduced National Forum application for customs officers (questions & answers)

Guidelines on working performance evaluation

Guidelines on selection of best border crossing and best inland customs post

Guidelines on the career development

System of bonuses



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Strategic Planning

Organization

Guidelines for preparation of the plans and monitoring of their realization

Permanent revision of medium-term strategies

Periodical surveillance of the realization of the annual action plans

Assignment of responsibilities



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Strategic Planning

Standard Documents

Strategic business plan

Annual business plan

Strategy on risk management

Strategy on training and professional capacity building

Strategy on ICT development

Strategy on interoperability implementation with EU customs ICT Systems



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Strategic Planning

Standard Documents

Strategy on preventing and fighting corruption

Annual plan on implementation of the Strategy on preventing and fighting corruption

Strategy on IPR protection

Annual action plan on IPR protection

Strategy on preventing and fight against illegal trade with tobacco and tobacco products



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Finances and Logistics

Budgeting and Procurements

Guidelines on the preparation and execution of the financial plan, the procurement plan and the investments plan

Introduced ICT support do budgeting and procurements

Guidelines on public procurements



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Finances and Logistics

Non financial Assets Management

Guidelines on movement and evidence of fixed assets

Guidelines on inventory

Guidelines on renting business premises

Guidelines on proceeding with seized goods

Guidelines on evidence of the supplies



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Finances and Logistics

Revenues Expenditures and Management

Guidelines on collection of budget revenues

Guidelines on treasury account for collection of revenues

Guidelines on operating of official vehicles

Guidelines on fixed and mobile telephones

Guidelines on business trips



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Finances and Logistics

Accounting Rules and Procedures

Accounting policies

Guidelines on discharging financial and accounting transactions and documents

Guidelines on financial operations

Guidelines on payroll

Guidelines on invoicing

Presented guidelines, policies and software, are only part of whole system



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ICT Development

Organization

IT Development Comity

Written procedures for software applications development

Software accompanied by technical documentation, user manual and functional guidelines, and defined administrators

Guidelines on central depositary on technical documentation and sours codes of the software



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ICT Development

Organization

Interconnection of the business processes within and between the organizational units, as well as the documents flow, with ensured traceability

Organized databases including defined syllables, administrators of lists of codes, registration, reports and information users

Guidelines on the allocation of hardware



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ICT Development

Organization

Guidelines for access to the ICT system of the Customs Administration

Guidelines on IT security in handling ICT systems

Rulebook on ICT Help Desk System

Guidelines on statistical data and analyses on ICT quality assurance



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ICT Development

List of Software (out of 35)

Customs declaration processing system - CDPS

Electronic system for document management - EDMS

CCTV and ANPR

Control on access to working time

Electronic single window for import licenses and tariff quota

Under development new CDPS, NCTS, CCN & CSI, TARIC and other EU customs systems

Consolidation of inspection's electronic systems for risk analyzes with CDPS



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ICT Development

List of Software (out of 35)

Web software for processing applications for inward processing licenses

Evidence of excises stamps

System for exchange of information in Southeast Europe - SEMS

Risk management at the border crossing points

Systemic exchange of data on transit with neighboring countries - SEED



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ICT Development

List of Software (out of 35)

National Valuation Database

Software for systemic informing of the management

Software for evidence of declared foreign currency

Electronic system for personnel data records

Evidence of the property declarations of the customs officers

Software for recruitment



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ICT Development

List of Software (out of 35)

National forum application (questions & answers) of the Customs administration

E - learning

Software for evaluation on working performance

Software for budgeting

Public procurement planning software



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ICT Development

List of Software (out of 35)

Evidence of fixed assets

Inventory

Collection of budget revenues

General ledger

Payroll module



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Transparency

Guidelines on publishing contents on the website and intranet portal

Guidelines on proceeding with information on quality assessment of the Customs administration services

Guidelines on proceeding with complaints

Guidelines and user manuals on electronic communication with external clients

Monthly report, bulletins, leaflets



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**THANK
YOU**

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