FURTHER STRENGTHENING OF THE POLISH CUSTOMS SERVICE

1. BASIC INFORMATION

1.1. **CRIS Number**: 2006/018-180.02-03  **Twinning No.**: PL/06/IB/FI/03

1.2. **Title**: Further Strengthening of the Polish Customs Service

1.3. **Sector**: Internal Market, Customs

1.4. **Location**: Poland, Warsaw, Ministry of Finance (Customs Service)

2. OBJECTIVES

2.1. **Overall Objective(s)**:
Strengthening of the administrative and operational capacity of the Polish Customs Service (PCS) in the field of document management, fighting against illegal trade of valuables, monuments and works of art as well as improving the qualifications and knowledge of the Polish customs officers.

2.2. **Project purpose(s)**:
Improving Polish Customs Service (PCS) training system, tools and instruments of Document Management System as well as procedures which will create the system fighting against illegal trade of valuables, monuments and works of art.

2.3. **Justification**
The justification relates to the continuing need for improvements in the organisation and activities of Polish Customs identified in the Comprehensive Monitoring Report on Poland’s Preparations for Membership, published in November 2003.

The Report includes Chapter 25 that is of particular importance in respect of this Transition Facility proposal. This Chapter concerning the Customs Union relates to administrative and operational capacity. The report states that “Poland should continue to carry out its plans for re-organisation of customs services and relocation of staff as a result of accession, when the volume of work decreases owing to the conversion of external to internal trade”. Moreover the report also states: “In addition, continued efforts should be made as regards the implementation of the Business Strategy, the combating of customs irregularities, for example with regards to counterfeit and pirated goods, and the strengthening of co-operation between customs and other enforcement bodies”. These extracts relates directly to all Immediate Objectives mentioned above.

It should be underlined that the Transition Facility project is in line with new “Business Strategy of the Polish Customs Service for 2005-2007” adopted in October 2004. This document defines the priorities and actions which shall be undertaken by the PCS within first 3 years after EU accession. The 2006 Transition Facility Project is focused on improvement of the standards of the PCS work (activities) corresponding to the current challenges and EU Membership - (the Strategic Goal no 1,3 and 4) in the scope of the following areas:

- development of the possibility to use the electronic services (Business Strategy : immediate objective 3.1),
- implementation of the integrated system for combating crime and customs control system (Business Strategy immediate objective 1.2), and
- training (Business Strategy immediate objective 4.2).

The overall objective of this Transition Facility fiche seeks to strengthen the Polish Customs Service by further development and improvement of its organisation and procedures as a result of the experience of accession, and to provide modernised document management system, training and fighting against illegal exportation of valuable goods, monuments and works of art system.
3. **DESCRIPTION**

3.1. **Background and justification**

The Transition Facility is seen as a continuation of the Institution Building Phare Programme.

Polish Customs has rebuilt itself as an EU and accession-oriented Institution through the most recent programme of re-organisation that started in 2002. The strategic planning basis for further re-organisation can be seen in the PCS Business Strategy 2005-2007, which contains several objectives, relevant to this proposal.

To enable the new strategy to be comprehensive and totally relevant to the developing requirements of EU customs policy and Polish government policy, it is proposed that the review and further development of the PCS in the area of training and fighting against illegal exportation of valuables system will be carried out within sub-projects 2 and 3 of the TF2006 project, through the twinning input from member states’ customs administrations who have relevant experience. Further development of the IT services within PCS, which is very important issue connected with e-customs strategy will be carried out within TF2006 project through the assistance of the external companies provided within sub-project 1.

Polish Customs staff and trainers have become more familiar with their new areas of responsibilities. They have realised that the scope and depth of certain training need to be extended and enhanced, for example in relation to fighting against customs offences, risk analysis, fighting against border crimes, *acquis communautaire* concerning customs procedures, fighting against terrorism, strategic goods, non-tariff measures, special training courses for sniffing dogs’ guides in the scope of detection drugs, cigarettes, explosives and spirits, work safety and health for customs officers responsible for performing special supervision tasks in petrol, gas, spirits industries, b-learning (blended learning, which is a combination of traditional training courses with e-learning) techniques.

TF 2006 provides the opportunity to complete the actions necessary to achieve the immediate objectives of the Business Strategy and to take PCS into the post-accession era properly prepared for the future as a fully functioning, member state's customs administration.

**Sub-project 1:**

The main aim of this sub-project is to implement at least at five customs chambers a pilot for new computerised system of electronic flow of documents – Document Management System (DMS). This system will facilitate and increase the efficiency of procedures for flow of the documents for Polish Customs Service. Exploitation of this system by customs service will bring real benefits e.g. easy access to information, time and costs reduction of sending large number of documents pages from place to place. Implementation of the Document Management System will improve working in the customs organisation units through increasing a promptness and efficiency of the customs staff and simultaneously will strengthen supervision.

Developed system will allow to: manage of documentation, control of flow of the documents/information and theirs realisation status, give a easy assess to any information and a possibility to process statistical data at the real time. After the realization of this sub-project the PCS will have the efficient system of electronic flow of documents within the organisation. Each letters or application submitted to the Custom Chamber will be transferred into the electronic version and customs officers will deal only with electronic version of those documents, simply the aim is to have paperless working environment.

Detailed description of the Document Management System is presented in Annex no 6. The kind of IT equipment which will be needed for implementation of Document Management System is presented together with the justification in Annex no 5.

**Sub-project 2:**

Theft and illegal exportation of monuments are strongly linked together. Illegal exportation refers to movable monuments which are stolen from houses, churches, museums and libraries. Criminal groups are very interested in stealing such kind of goods and in their quick exportation. This crime is often committed by organize groups strongly linked with illegal international art market. Due to the new situation which is caused by the fact that Poland has joined the European Community which resulted in abolition of the customs frontiers within the whole EU area and creation of the common market including the monuments and art market was created, customs officers are responsible for fighting against illegal circulation of works of art. It is worth mentioning that the kind and value of stolen goods indicate that those crimes are committed with the clear awareness regarding the subject of the crime. Thieves have great knowledge about the valuable goods including national monuments, they know how and
where to commit this kind of crime. On the other hand customs officers are not always aware of the value of goods which they should protect. The geographical location of Poland makes our country specific because of the EU external border. Having in mind the above-described situation PCS intends to develop such a model or system which will enable to protect the community against the illegal exportation of valuable goods and monuments to the third countries.

**Sub-project 3:**
This is an extension and further development of the sub-project 1 of Phare 1999, sub-project 3 of Phare 2001 and Transition Facility 2004 and 2005 Projects. This sub-project is based on the PCS Training Strategy and it is aimed not only at the increasing and improving professional qualifications of the customs officers but also at building up the PCS' own training capacity. There is continuing need of the Polish Customs officers and trainers to extend their knowledge and experience in the scope of the certain areas such as: fighting against border crimes, *acquis communautaire* in the field of customs procedures, fighting against terrorism, strategic goods, non-tariff measures, special training courses for sniffing dogs’ guides in the scope of detection of drugs, cigarettes, explosives and spirits, work safety and health for customs officers responsible for performing special supervision tasks in petrol, gas, spirits industries, b-learning- techniques. Sub-project 3 is a continuation of sub-projects of the TF 2004 and 2005. All mentioned above sub-projects are aimed at implementation of the PCS Training Strategy. However each TF projects concern different subject matter. The PCS training Strategy and training plans developed on annually basis guarantee that there is no overlap with previous twinning projects and the scope of training is adjusted and updated to current customs service needs.

Due to the training needs of the Polish Customs Service this sub-project will consist of two sub-components: twinning activities (sub-project 3 A) and technical assistance contract (sub-project 3 B).

The twinning activities will cover the following training events addressed to customs officers:
- Series of training courses in the scope of the fighting against cross-border crimes (detection of smuggled synthetic drugs, tobacco, explosives),
- Series of training courses concerning customs procedures. This training will be focused on EU legislation concerning customs procedures in comparison with Polish national regulations. That’s why it is recommended to organised these events as a joint twinning/twinning counterpart activities. Training should be carried out by at least two trainers – from the Polish Customs and from the twinning partner’s administration,
- Training courses in the scope of strategic goods and non-tariff measures,
- Workshops on b-learning techniques,
- Series training events (or workshops) in the scope of detection of drugs, explosives, people, tobacco for sniffer dogs’ guides, these training events should be accompanied by study visits for the sniffer dogs’ guides who will be at the same time a trainer for other customs officers dealing with sniffer dogs.
- Training concerning the IPR protection.

Due to the special PCS training needs which cannot be covered by twinning, the external TA contract will be foreseen in order to provide:
- special training courses concerning work safety and health dedicated for customs officers responsible for supervision of production and distribution process of excise goods such as: oils, spirits, tobacco,
- special training concerning the control of oil products,
- The public administration image and quality can only be improved under condition that professional skills and qualifications of staff working within public administration (such as PCS) are continually up-graded. The EU Member States’ experiences shows that the significant importance has improving skills and qualifications of the HR regarding organisational, management, quality assurance and audit processes. That’s why the external TA contract will include the delivery of the: certified training courses for internal auditors and training courses concerning different aspects of project management.
- After the EU Accession, the PCS is entitled to apply for the new grants and assistance programmes (such as Norwegian Financial Mechanism, European Economic Area Financial Mechanism), according to procedures which are very similar to structural funds procedures. As these procedures are complicated and difficult there is a need to provide the customs officers with training courses concerning structural funds, how to prepare applications forms etc. According to the beneficiary knowledge, these kind of activities are not foreseen in other EU programmes.

The specific subject matter of the training courses mentioned above shows that carrying out of these training requires involvement of different than twining partner customs administration companies (producers or distributors of excise goods; training centres which are entitled to deliver certified training concerning audit and project management issues). According to the PSC knowledge and experience, the customs administrations have
not got trainers dedicated to these specific training needs. Therefore it is necessary to foresee a TA contract in order to provide specific training courses.

3.2 Linked Activities
This Polish Customs Project to be funded from the Transition Facility 2006 Programme follows the events listed below:

1995- Cross-Border (detection equipment for the Polish western border).
1995- Customs Co-operation/ Transit Facilitation.
1995- Multi-country Anti-Drug Programme.
1998- Matthaeus Programme (training for customs officers).
1998- Bilateral Programmes funded by the governments of Denmark and Holland: improving customs control system.
1995-1997 National Computerised Customs System (OSIAC): including declaration processing module (funding planned from the national budget, project suspended).
1999 Feasibility study for the computerized customs system based on the existing core system to be conducted within the Customs Co-operation / Transit Facilitation Programme and funded from the Phare funds: a basis for Phare’99 Sub-project no. 2.
1999- Preparation and realisation of the Phare ‘99 project. Sub-project no. 4 of the Phare ’99 builds a basis for further development, including component no. 2 of the current Project Phare 2002.
1999- Preparation of the Customs IT Strategy: an essential basis for all IT components of the Phare Customs projects.
1999- Adoption of the Customs Service Act starting from September 1999
2000- Preparation, adoption and realisation of “The Integrated Eastern Border Management Strategy” (2000). This strategy includes provisions of the above-mentioned Business Strategy of the PCA.
2001 Horizontal Mission of the EU Commission experts to the Polish Eastern border. Recommendations included in the report from this mission influence the future activities planned to be undertaken by the Polish Customs Service (modification of the Business Strategy) and inter alia create a background for the current Phare 2002 Project.
2001 Interoperability study of the Polish Customs Service IT systems carried out by EU Commission experts.
2001/2002 Interoperability implementation strategy of CEC DG Taxud
2002 Jan Seminar in Brussels on Interoperability implementation strategy of CEC DG Taxud.
2002 May Coming into force of the Act on transformation in customs administration and amendments to other acts, adopted by the Parliament on the 20th March 2002.
2002 Phare 2000 Twinning Project in the Ministry of Finance – SEED and VIES systems
2002 Sep Survey visit of the DG Taxud Experts to the Ministry of Finance
2003 Jan PSO Netherlands’ Pre-accession Programme - Project on development of the Excise organisational structure.
2003 May Phare 2002 project in PCS (MoF) Title: Strengthening Customs Border as part of the future EU eastern border of the EU (including (1) Post Clearance control (2) LANs for Border Crossing Checkpoints (3) Maritime Border equipment and control system
2003 Dec Phare 2003 revised Fiche for Twinning project in PCS (MoF) prepared, Title: Automation of Polish Customs service, including (1) EMCS (2) Tax and customs reference data warehouse system (3) TORs for outsourcing WAN (4) ISZTAR fine tuning to include tariff related sub-systems).
2004 Mar Transition Facility 2004 project “Strengthening the Polish Customs Service” Twinning Covenant including (1) training - with particular regard to maritime control, mobile control, land border control, CAP control, advanced Tariff and related sub-systems control, advanced internal audit control, management of human resources, and creation of operational planning, (2) Strategic Planning - the
review and development of the Business Strategy of the Polish Customs Service in particular regarding control of the maritime border and the eastern land border of the EU, and inter-agency control arrangements (3) Organisation and procedures - review of the re-organised structure of the Polish Customs service and the further development of its organisation, procedures and training, in particular regarding Mobile Groups, CAP Control, Internal Audit, Management Information, Operational Planning and Resource Management (4) Excise Acquis - in particular regarding suspensions and duty payment, collection and enforcement, risk analysis, local excise control, Excise Liaison Office, IT systems and Polish Excise Law (5) Directive 2003/96/EU- implementation of the directive.

2005 Transition Facility 2005 project “Strengthening the Polish Customs Service” mainly focused on: Human Resources – the development of the HR policy, post description and career planning system (1), Infrastructure & Investment Management System – development of the effective system of infrastructure and investment management for PCS(2), Training System - with particular regard to fighting against customs offences, risk analysis and exchange of information, traditional own resources – retrospective book-keeping of customs duties, customs procedures with economic impact, legal, organisational and procedural solutions applied in other Member States in the scope of goods being a subject of restrictions, methods used in fight against terrorism at the airports, penal regulations regarding customs crimes and offences, control of the financial IT systems, juridical decisions of the European Court of Justice, strategic planning- methods used in the development of the supporting strategies. (3).

2005 Transition Facility 2005 project “Building the analytical potential of the customs authorities”, mainly focused on developing the analytical system in PCS and further developing IT analytical systems. Strengthen Customs Administration Analytical Center in analysis and reports based on data regarded to: goods exchange with EU from INTRASTAT declarations; goods exchange with third countries from SAD declarations (CELINA – customs declaration processing system), and production of excise goods and Inter-European excise goods exchange (ZEFIR – customs finance and accounting system). Development of application for business metadata management, including maintaining, adding and editing of various versions of metadata for realization of mentioned objectives support.

TF06 project is focused on different (than previous projects) areas of customs training. Such a comprehensive approach ensures that PCS will posses the training capacity in all relevant areas linked with customs duties.

### 3.3 Results

**Sub-Project 1**
The Document Management System implemented in selected Customs Chambers and adequate IT equipment dedicated to the system delivered and installed.

**Sub-Project 2**
Development of an effective system for fighting against illegal exportation of valuable goods, monuments and works of art. It is expected that at the end of this sub-project following outputs will be in place:
- effective mechanism and procedures of dealing with illegal exportation of valuable goods, monuments and works of art elaborated;
- the rules for co-operation with other control agencies in the scope of illegal trade of works of art developed;
- staff trained in the scope of control of illegal trade of valuables, monument and works of art;
- selected staff prepared as a trainers and able to cascade the acquainted knowledge;
- the training module developed.

**Sub-Project 3**
The PCS training needs are met and the Training Strategy is implemented.
It is expected that at the end of this sub-project following outputs will be in place:
- Selected staff prepared to act as a trainers and cascade the training;
- Customs officers at the central and regional level trained in the scope of the: fighting against border crimes, *acquis communautaire* in the field of customs procedures, fighting against terrorism, strategic goods, non-tariff measures, special training courses for sniffing dogs’ guides, b-learning techniques, IPR protection, work safety and health, control of the oil products, audit, structural funds and project management.

### 3.4 Activities
### Sub-project 1

<table>
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<tr>
<th>Activities</th>
<th>Means</th>
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<tr>
<td><strong>Contract no 2 - Investment:</strong></td>
<td><strong>Contract no 2 - Investment:</strong></td>
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<tr>
<td>Within this contract it is planned to purchase the service in the scope of preparation adequate documentation and pilot implementation of the Document Management System. The external contractor will develop i.a. the dedicated for PCS software, produce the technical requirements for IT equipment, deliver the equipment, deliver the software licenses for DMS users, implement the pilot version of a DMS and deliver the trainings for the DMS users. The same contractor will assist the PCS in installation and testing the IT equipment purchased specially for the DMS.</td>
<td>The Investment contract will be realised through the public procurement tender procedure according to joint co-financing procedures. It is expected that experts will possess the deep knowledge about IT solution in the scope of paperless work environment. The external company will have experience in implementing electronic paper flow system. Experts will be specialists in IT environment, analysis and implementation of the IT-organisation solution.</td>
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<tr>
<td>The TF budget foreseen for above mentioned activities is 1,5M€. The indicative budget calculation is following:</td>
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<tr>
<td>• development of the software application – approx. 0,450M€</td>
<td>The indicative budget calculation is following:</td>
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<tr>
<td>• software licenses – approx. 0,720M€</td>
<td>• development of the technical requirements for IT equipment – approx. 0,050M€</td>
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<tr>
<td>• development of the technical requirements for IT equipment – approx. 0,050M€</td>
<td>• assistance in installation and testing the IT equipment – approx. 0,050M€</td>
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<tr>
<td>• assistance in installation and testing the IT equipment – approx. 0,050M€</td>
<td>• training for DMS users – approx. 0,100M€</td>
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<tr>
<td>• implementation of the DMS – approx. 0,130M€</td>
<td>Purchase of the necessary equipment will be financed from national funds in accordance with joint co-financing procedure within contract no 2. The indicative kind and costs of IT equipment which will be needed for implementation of DMS is presented together with the justification in Annex no 5.</td>
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### Sub-project 2

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<th>Activities</th>
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<tr>
<td><strong>Contract no 1 - Twinning:</strong></td>
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</tr>
<tr>
<td>1. Support in the review of the current procedures for combating the illegal exportation of valuables, monuments and works of art.</td>
<td><strong>RTA + STEs:</strong> Review, Analysis, Seminars, Workshops, Study Visits and Reports</td>
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<tr>
<td>2. Support in development of the standards for customs control rules, techniques in dealing with illegal exportation of valuables, monuments and works of art.</td>
<td>STEs: working with Ministry of Finance (PCS) Customs Service Department and regional Customs Chambers. STEs should have knowledge and experience in proceeding with illegal trade of valuables, monuments and works of art. STEs should be specialists in operational techniques use for detecting illegal exportation of the above-mentioned goods.</td>
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<tr>
<td>3. Support in developing the rules of co-operation with other agencies dealing with illegal trade of monuments.</td>
<td>All twinning activities will be implemented in co-operation between twinning experts and Polish customs officers working in Ministry of Finance or in relevant Customs Chamber.</td>
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<tr>
<td>4. Number of trainings regarding techniques and rules of proceeding with the try of illegal exportation of valuables, works of art and monuments.</td>
<td>Indicative Twinning Contract costs financed from TF funds:</td>
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<td></td>
<td>Costs of 18 month of RTA and her/his Assistance: approx. 0,220M€</td>
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<td>Project coordination costs: approx. 0,050M€</td>
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Sub-project 2 implementation costs: approx. 0.150M€
It is foreseen that the STE will spend approx. 111 days in Poland in total, it makes eleven 5-day mission of two STE each and one 1-day mission, the assumption is that the cost of one STE day is 1300€. The rest of the cost (5 700€) creates costs of study visits (5 person approx. 800 €) and the reserve (1 700 €) for interpretation and translation.

Sub-project 3 implementation costs: approx. 0.300M€.
It is foreseen that the STE will spend approx. 220 days in Poland in total, it makes twenty two 5-day mission of two STE each, the assumption is that the cost of one STE day is 1300€. The rest of the cost (14 000€) creates the reserve for interpretation and translation. These indicative costs were prepared on the basis of previous similar twinning contracts realized within PCS.

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<tr>
<td>Contract no 1 - Twinning:</td>
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</tr>
<tr>
<td>Training courses for the PCS carried out in the Training Center in the area of:</td>
<td>RTA + STE</td>
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<tr>
<td>fighting against border crimes for trainers (16) and operational customs officers, acquis communautaire in the field of customs procedures (customs end-use procedure) for 60-70 customs officers, fighting against terrorism for operational customs officers focus mainly at the fighting terrorism at the sea ports (30-40), operational training in the scope of strategic goods for 50-60 customs officers, non-tariff measures for 50-60 customs officers, special training courses for sniffing dogs guides in the scope of detection drugs, cigarettes, explosives and spirits (for trainers as well as sniffing dogs guides) (18), b-learning techniques for 20 customs officers, IPR protection (for 50-60 customs officers).</td>
<td>Seminars, Workshops, and Reports</td>
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<tr>
<td>TA Contract no 3:</td>
<td>TA Contract no 3:</td>
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<tr>
<td>Within this contract it is planned to provide special training courses concerning: work safety and health for customs officers – approx. 3 day course for about 800 customs officers organized in about 40 training events, control of the oil products for customs officers dealing with supervision and control of oil products – approx. 3 day course for about 500 people working within Customs organized in about 25 training events, audit for internal auditors – approx. three 5 day courses for about 18 internal auditors working within customs chambers and Ministry of Finance, structural funds – approx. two 5 day courses and one 4 day course for about 18 foreign assistance funds coordinators from customs chambers and Ministry of Finance, project management – approx. 4 day course with the certified examination on basic project management for</td>
<td>The TA contract will be realised through the public procurement tender procedure according to join co-financing procedures. The training will be carried out by professional training company which will provide the trainers. Trainers who will be conducting these trainings will be a highly professional experts in the scope of the training event topics. They will have wide knowledge and experience in carrying out trainings in particular topics, at least 5 years experience will be required. TA will also propose one Contract manager who will be responsible for organising the training events. The indicative budget calculation is following: work safety &amp; health – approx 0,216M€ control of oil products - approx 0,036M€ audit for internal auditors - approx 0,065M€ structural funds - approx 0,045M€ project management - approx 0,038M€.</td>
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Implementation Arrangements of twinning:
The twinning contract will last for 18 months.

The twinning arrangement will include: 18 man-months of RTA’s commitment in extensive assistance to the Ministry of Finance (Polish Customs Service) in management of the whole project; and short-term missions of high professional level specialists for sub-projects 2 and 3A.

The RTA will be responsible for managing the implementation of the whole twinning project (including all sub-projects), making recommendations concerning organisation, operations, human resources management, the drafting of and compliance with staff regulations, observance of procedural rules, the introduction of systems for monitoring customs administration activities and information dissemination. The RTA will assist when necessary the Project Leaders/sub-project leaders in appraisal and organisation of on-site missions, seminars, training courses and study visits. This person will also prepare quarterly project reports, evaluate results and ensure that the project remains on track, proposing any necessary adjustments after consultation with the national authorities.

This assistance package is expected to cover all sub-project activities requiring conceptual work (analyses, design), advisory and consultancy and transfer of knowledge and experience (training, seminars).

As regards to the study visits it is planned to have one (two if be necessary) study visit within the scope of sub-project 2. There will be 4-5 participants from PCS at the medium management level. The aim of the study visit is to get familiar with the functioning in Twinning Partner State procedures and system regarding the illegal exportation of valuables, monuments and works of art just to have wider picture how the Polish model (system) can be developed. The necessary co-financing for study visits will be provided.

The PCS seeks one or two twinning partners from Member States' customs administrations to match particular work areas. The partners will have the knowledge and capability in the work area to fulfill the partnership role successfully. Factors such as language, modern methods, success ratios, system compatibility and cultural compatibility are all being taken into account.

The twinning partners are expected to offer all components mentioned above, especially eighteen-months - RTA commitment and STE involvement Polish Customs Service expects that the person proposed for the RTA post shall present the following profile:

- Public servant from MS customs administration,
- Programme and project management experience, experience of managing staff and budgets
- Wide scope of professional experience in the member state's customs administration
- Team worker and motivator, good communicator
- Rapidly adaptable to new working environments and ability to work under pressure
- Fluency in English.

Polish Customs Service expects that the STE will be public servants from MS customs administration. They should have a deep specialised knowledge in the scope of the subjects which will be their responsibilities. Within this project two groups of STE will be required:

1. Customs officers dealing with illegal exportation of valuables, monuments and works of art.
2. Trainers in customs matters listed in subproject no 3.

The STE qualifications are described in the table above in the column “means”, their main responsibility will be carrying out the missions in Poland (e.g. need analysis, seminars, workshops and training events) and preparing the necessary reports with recommendation for the further development of Polish Customs Service.

The RTA and STE will be working in Poland with Polish counterparts but the managing of the project in the twinning partner Member State will be the Project Leader responsibility.

The Project Leader should be a high level public servant in the twinning partner administration with wide
experience in project management and implementation. The involvement in the EU pre-accession programme or other EU programmes will be desired.

3.5 Lessons Learned
Experience in realisation of the projects co-financed from Phare funds and in co-operation with customs administrations of the EU Member States has been gathered for nearly ten years. Many monitoring missions in relation to Phare projects have resulted in the creation of valuable recommendations. The PCS takes into account these recommendations and implement them.

The content of TF 2006 project fiche clearly demonstrates that the PCS takes into account some conclusions (lessons) of Consolidated Summary Report – “Phare form pre-accession to accession –Interim Evaluation Report of Phare support allocated in 1999-2002 and implemented until November 2003”, which mentions that within Phare 1999-2002 projects, support was focused mainly on regulatory issues and implementation of the *acquis communautaire* but insufficient support was provided to develop adequate strategies for economic and social development, public investments, longer term strategic planning and instruments for delivering them. This project fiche is focused mainly on strengthen the administrative and operational capacity of the Polish Customs Service through the implementation of the document management system, protection system against the illegal exportation of valuables (meaning strengthening the border control system) and further implementation of the training strategy.

It is important to ensure that the project is properly managed throughout its lifecycle and from the beneficiary’s side this will be done by the appointment of a project manager and a project team for each sub-project, who will work in close conjunction with the RTA, STEs and external Contractors. The top management of the Polish Customs Service have to be deeply involved and to support the project realisation with their authority. Members of the project teams cannot be burdened or overloaded with duties other than those connected with the project realisation. Strong and frequent communication between all stakeholders always helps to avoid misunderstanding, to create confidence and commitment. Reports, recommendations and action points must be acted upon within the timescales established. Part of the project management responsibility will be to identify risks to the project, to provide solutions and to arrange the necessary action.

4. Institutional Framework

The Act of transformation in the customs administration and amendments to other acts, adopted by Parliament on the 20th March 2002, came into force on the 1st May 2002. This regulation introduced many essential changes into the customs administration structure, including liquidation of the Central Board of Customs, setting up of the new customs pillar (the Polish Customs Service) within the Ministry of Finance and decentralisation of the Customs administration. The Polish Customs Service took over the responsibilities for the administration of Excise Duty in October of 2003 (in the control aspect).

As a result of these changes, the following three departments have been set up within the Polish Customs Service in the Ministry of Finance, and these are subordinated directly to the Under-Secretary of State in the MoF, who is also the Head of the Customs Service.

- Customs Policy Department
- Customs-Excise, Games of Chance and Betting Control Department (Law Enforcement)
- Customs Service Department

The Polish Customs Service will assist in the implementation of the proposed project, not only participating in the direct costs of its realisation but also through ensuring essential organisational conditions, provision of key personnel, provision of training center and ensuring work locations, technical and administrative infrastructure for twinning experts in connection with the project.

The project implementation does not require any institutional changes.

In general terms the implementation of the TF2006 Project will be entrusted to the Customs Service Department within Ministry of Finance.

**Sub-project 1** Implementation of the pilot Document Management System” will be the responsibility of the selected Customs Chambers.
Sub-project 2: “Development of the fighting against illegal exportation of valuable goods, monuments and works of art system” will be the responsibility of the Customs Chamber in Warsaw.

Sub-project 3 “Enhancement of the training system for customs officers. Further implementation of the Training Strategy for Polish Customs Service (Continuation of the sub-project 1 of the Phare 1999, sub-project 3 of the Phare 2001 Project and Transition Facility 2004 and 2005 Projects)” will be the responsibility of the Customs Service Department.

The Polish Customs Service and the Ministry of Finance are the beneficiaries of the sub-projects. The Customs Administration takes responsibility for appointing suitably qualified personnel, capable of managing projects and implementing complex tasks.

The overall project will be co-ordinated by the Project Leader appointed by the Head of the Customs Service. The Project Leader will possess the deep knowledge about twinning instrument, he/she will have experience in implementing the twinning projects and will be fluent in English. The Project Leader will be supported by the Foreign Assistance Division of the Customs Service Department within the Ministry of Finance.

The PCS will also contribute to the project realisation providing all necessary information in form of reports and statistics of customs business, Departments of the Ministry of Finance and Regional Customs Chambers, plans and reports of the Foreign Assistance Division (formerly the Phare Programme Management Unit), analytical reports of systems realised by the Phare Polcustoms, Phare'99, 2000, 2001, 2002 and 2003 Programmes, Transition Facility 2004 and 2005 projects, and trade publications reports, national media reports, government reports, EU reports.

PCS organisational units (mainly customs chambers) will be the owners of the equipment purchased within the project.

5. **Detailed Budget**

<table>
<thead>
<tr>
<th>3 445 000 €</th>
<th>Transition Facility support</th>
<th>Co-financing</th>
<th>Total cost (TF plus cofinancing)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Investment Support</td>
<td>Institution Building</td>
<td>Total Transition Facility (=I+IB)</td>
</tr>
<tr>
<td>Contract 1</td>
<td>Twinning in support of sub-project 2 and 3A</td>
<td>720 000</td>
<td>720 000</td>
</tr>
<tr>
<td>Contract 2</td>
<td>Investment in support of sub-project 1</td>
<td>1 500 000</td>
<td>1 500 000</td>
</tr>
<tr>
<td>Contract 3</td>
<td>TA in support of sub-project 3B.</td>
<td>400 000</td>
<td>400 000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1 900 000</td>
<td>720 000</td>
<td>2 620 000</td>
</tr>
</tbody>
</table>

(*) contributions form National, Regional, Local, Municipal authorities, FIs loans to public entities, funds from public enterprises

(**) private funds, FIs loans to private entities

The amounts for national co-financing indicated in the table correspond to cash co-financing, unless otherwise stated. Contributions from the Polish administration for effective implementation of the twinning/TA may be further detailed in the twinning contract/Terms of references. Unless otherwise indicated joint cofinancing is provided.

VAT does not constitute eligible expenditure except where it is genuinely and definitely borne by the final beneficiary. VAT which is considered recoverable, by whatever means, cannot be considered eligible, even if it is
not actually recovered by the final beneficiary or individual recipient.

In case of parallel cofinancing, the following activities will be financed from the parallel cofinancing provision in the budget table - Contract no 1 – all costs mentioned in the Twinning Manual among others the RTA and RTA Assistance office, training organization, beneficiary representatives participation in training, seminars and workshop.

Contract no 2 and 3 will be realised according to joint-co-financing.

According to the joint financing procedure, the total cost of Investment contract no 2 (2.215MEur) and TA contract no 3 (0.44MEur) will be financed with both Transition Facility funds and Polish funds, in proportions corresponding with contributions declared in the budget table.

In the case of Joint Co-financing, where the final overall cost is lower than foreseen in the project fiche, the National Public and Transition Facility Co-financing are reduced proportionally so as to maintain the agreed rate of co-financing. In the case of Parallel Co-financing, where the final cost is lower than foreseen in the project fiche, it must be shown that the overall objectives of the project have been fully achieved. The co-financing will be available.

6. IMPLEMENTATION ARRANGEMENTS

There will be a Project Steering Committee (PSC) established in order to speed up the implementation process of the given project components in the first months after Financial Decision for Transition Facility 2006 is taken. The structure of the Committee will be working as an advisory and monitoring body until particular components are contracted and thus where appropriate may be replaced by the Twinning Steering Committee as well as Steering Committees for TA or investment components independently.

The participants of the Project Steering Committee will be representatives of the following institutions: PAO, NAC, CFU and beneficiary (SPO and contact person as indicated in the fiche). It is also recommended to invite representatives of NAO services while the issues of financial management flow are to be comprehensively discussed. The Project Steering Committee will meet every quarter starting from the date of signing the Financial Decision and will concentrate on discussing the problem occurred at the beginning phase of project implementation as well as on defining possible solutions and corrective measures. The PAO representative will organise and chair the PSC meetings.

6.1. Implementing Agency

Contact Details:
PAO: Mr Tadeusz Kozek, Under-secretary of State, Office of the Committee for European Integration - Al. Ujazdowskie 9, 00-918 Warszawa, Phone: +48(22)4555241, Fax: +48(22)4555243

The Central Financing and Contracting Unit (CFCU) will be responsible for handling tendering, contracting and payments of contracts on behalf of the Ministry of Finance which itself shall be responsible for preparing projects and managing their technical implementation.

Foundation "Co-operation Fund", Central Financing and Contracting Unit, ul. Górnioślaska 4a, 00-400 Warszawa; Phone: +48(22)6228820, Fax: +48(22)6227565

6.2. Twinning

Beneficiary Institution: Ministry of Finance [Polish Customs Service] - Ministerstwo Finansów, ul. Świętokrzyska 12, 00-916 Warszawa, Poland.

Senior Project Officer – Head of Customs Service, Undersecretary of State in the Ministry of Finance
Project Leader - Head of Foreign Assistance Division at the Customs Service Department
RTA counterpart - a person working in Foreign Assistant Division at the Customs Service Department
Contact person: Ms Agnieszka Marciniak, Head of Foreign Assistance Division at the Customs Service Department
- Tel: +48(22) 694 44 69, Fax: +48(22) 694 56 95, E-mail: agnieszka.marciniak@mofnet.gov.pl

Administrative Office: Department for Institution Building Programmes, Office of the Committee for European Integration, Aleje Ujazdowskie 9, Warsaw, Phone: 48 22 455 52 15, Fax: 48 22 455 52 14.

6.3. Non-standard aspects: N/A
6.4. **Contracts**

According to the detailed budget stated in chapter 4 above it is expected:

- one twinning contract (no 1) for 720 000 Euro (plus 70 000 Euro parallel national co-financing);
- one investment contract (no 2) with external company 2 215 000 Euro gross value (1 500 000 EUR from TF funds + 715 000 Euro national joint co-financing);
- one TA contract (no 3) with external company 440 000 Euro gross value (400 000 EUR from TF funds + 40 000 Euro national joint co-financing).

7. **IMPLEMENTATION SCHEDULE**

Twinning (contract no 1) implementation timeschedule:

- 7.1 Commencement of contracting process: IV Q 2006
- 7.2 Start of project implementation (signature of contract): II Q 2007
- 7.3 Project completion: IV Q 2008

Investment (contract no 2) and TA (contract no 3) implementation timeschedule:

- 7.1 Commencement of contracting process: IV Q 2006 – II Q 2007
- 7.2 Start of project implementation (signature of contract): II Q 2008
- 7.3 Project completion: II Q 2009

8. **SUSTAINABILITY**

The developed procedures and rules of dealing with illegal exportation of valuable goods, monuments and works of art will be available for all customs officers dealing with this issue.

Trainers trained within the twinning contracts will cascade the knowledge within PCS.

The DMS will be further developed within the all PCS organizational units.

Customs officers will possess necessary qualification in the area of their duty tasks.

The Polish Customs Service undertakes that competent personnel of the Relevant Headquarters Departments, of the local customs will be available to co-operate within the framework of this Transition Facility project.

Adequate staff and financial resources will be available on a similar basis to previous Phare twinning projects in 1999, 2000, 2001, 2002, 2003 and TF 2004, 2005 Project.

The required resources will be made available by senior management, including the provision of full time personnel for project teams. About 4 people will be dealing on the daily basis with the project implementation. The PCS tasks still will be covering the subjects of the TF2006 project.

9. **CONDITIONALITY AND SEQUENCING**

9.1. **Conditionality**

n/a

9.2. **Sequencing**

Activities within project do not require specific sequencing, so they will be performed simultaneously.

9.3. **Main stages of the TA and investment contracts**

- preparation for ToR for the contracts no 2 and 3
- selection of the external companies for contracts no 2 and 3
- kick-off of the contracts no 2 and 3
- realisation of contracts no 2 and 3
- completion the contracts no 2 and 3
## Annex 1 - Project Logical Framework Matrix

### Project Title: Further Strengthening of the Polish Customs Service

**Overall Objective**

- Strengthening of the administrative and operational capacity of the Polish Customs Service (PCS) in the field of document management fighting against illegal trade of valuables, monuments and works of art as well as improving the qualification and knowledge of the Polish customs officers.

**Objectively Verifiable Indicators**

- Satisfactory audit results.
- Indicators mentioned below achieved.

**Sources of verification**

- Reports on PCS Business Strategy Twinning final report.
- The PCS Training Strategy.
- Final reports from realisation of contracts signed with external companies.

**General Objective**

- System "DMS" delivered, implemented and working in at least three Customs Chambers
- Adequate IT equipment delivered and installed in at least three Customs Chambers

**Objectively Verifiable Indicators**

- System "DMS" delivered, implemented and working in at least three Customs Chambers
- Adequate IT equipment delivered and installed in at least three Customs Chambers

**Sources of verification**

- Reports on PCS Business Strategy Event: Report after completion of the project
- Final acceptance of the system after its guaranty period.

**Assumptions**

- Improving Polish Customs Service (PCS) training system, tools and instruments of Document Management System; as well as procedures which will create the system fighting against illegal trade of valuables, monuments and works of art.

**Objectively Verifiable Indicators**

- Increase of the number of staff acquainted with the illegal exportation of valuables techniques.
- Assumption for the sub-strategy for co-operation with other agencies fighting against illegal exportation of valuables.
- 100% recommendations presented by twinning experts accepted by the PCS.
- System "DMS" delivered, implemented and working in at least three Customs Chambers

**Sources of verification**

- Final report.
- STE reports.
- Assumption for sub-strategy for co-operation with other agencies.
- The PCS Training Strategy.

**Assumptions**

- Strong support from top management of MoF and PCS.
- Strong support from Customs Chambers Directors.
- Good co-operation between the external company delivering the system and beneficiary’s staff.

**Results**

- Sub-Project 1: The Document Management System is implemented in selected Customs Chambers

**Objectively Verifiable Indicators**

- System “DMS” delivered, implemented and working at least at five Customs Chambers
- Number of necessary IT equipment delivered

**Sources of Verification**

- Resource management and Information system report.

**Assumptions**

- Strong support from top management of MoF and PCS.
- Strong support from Customs Chambers Directors.
- Strong support from external agencies.
and delivery and adequate IT equipment dedicated to the system delivered and installed. and installed at five Customs Chambers. Final acceptance protocol approved by beneficiary.
Number of system users trained in the DMC functioning.
All above mentioned indicators will be achieved by the end of project realisation.

Final report and final acceptance of the system.

Directors
Good co-operation between the external company delivering the system and beneficiary’s staff.

Sub-project 2:
Development of an effective system for fighting against illegal exportation of valuable goods, monuments and works of art. It is expected that at the end of this sub-project following outputs will be in place:
- effective mechanism and procedures of dealing with illegal exportation of valuable goods, monuments and works of art elaborated;
- the rules for co-operation with other control agencies in the scope of illegal trade of works of art developed;
- staff trained in the scope of control of illegal trade of valuables, monument and works of art;
- selected staff prepared as a trainers and able to cascade the acquainted knowledge;
- the training module developed.

Number of procedures developed within twinning assistance.
Rules for co-operation with other agencies reviewed and recommendations provided. 100% of recommendation accepted by PCS implemented.
6 trainers trained.
3 training events during the project realisation carried out by twinning experts together with trainers trained within twinning.
All above mentioned indicators will be achieved by the end of project realisation.

PCS Business Strategy.
STE reports from the mission. recommendation presented by STE. Assumption for development of co-operation with other agencies. Training assessment questionnaires.

Strong support from top management of MoF and PCS.
Strong support from Customs Chambers Directors. Strong support from external agencies.

Sub-project 3:
The PSC training needs are met and the training Strategy is implemented. It is expected that at the end of this sub-project following outputs will be in place.
- Selected staff prepared to act as a trainers and cascade the training;
- Customs officers at the central and regional level trained in the scope of the: fighting against border crimes, acquis communautaire in the of customs procedures, fighting against terrorism, strategic goods, non-tariff measures, special training courses for sniffing dogs’ guides, b-learning techniques, IPR protection, work safety and health, control of the oil products, audit, structural funds and project management.

270-320 staff trained in specific functions demonstrating enhanced knowledge and improved results in meeting targets. About 24 trainers trained.
All above mentioned indicators will be achieved by the end of project realisation.

Review Reports
The PCS Training Strategy Training assessment questionnaires. STE reports from missions

Strong support from top management of MoF and PCS. Strong support from Customs Chambers Directors. Strong support from external agencies. Strong support from twinning partners (RTA, STE’s)
<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sub-project 1:</strong> Investment Contract:</td>
<td>Within this contract it is planned to purchase the service in the scope of preparation adequate documentation and pilot implementation of the Document Management System. The external contractor will develop the software, produce the technical requirements for IT equipment, deliver the equipment, deliver the software licenses for DMS users, implement the pilot version of DMS and deliver the trainings for the DMS users. The same contractor will assist the PCS in installation and testing the IT equipment purchased specially for the DMS.</td>
<td>Co-financing available. Strong support from top management of MoF and PCS Strong support from Customs Chambers Directors Good co-operation between the external company delivering the system and beneficiary’s staff.</td>
</tr>
<tr>
<td><strong>Investment Contract signed.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sub-project 2:</strong> Twinning:</td>
<td>Twinning contract with one RTA and about 26 (including 20 trainers + 6 experts in the scope of sub-project 2) short-term experts, Review, Analysis, Seminars, Workshops, Trainings and Reports,</td>
<td>Co-financing available. Strong support from top management of MoF and PCS Strong support from Customs Chambers Directors Strong support from twinning partners (RTA, STE’s)</td>
</tr>
<tr>
<td>1. Support in the review of the current procedures for combating the illegal exportation of valuables, monuments and works of art.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Support in development of the standards for customs control rules, techniques in dealing with illegal exportation of valuables, monuments and works of art.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Support in developing the rules of co-operation with other agencies dealing with illegal trade of monuments.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Number of trainings regarding techniques and rules of proceeding with the try of illegal exportation of valuables, works of art and monuments.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sub-project 3:</strong> Twinning:</td>
<td>Training courses for the PCS carried out in the Training Center in the area of: fighting against border crimes for trainers (16) and operational customs officers, acquis communautaire (customs end-use procedure) in the field of customs procedures for 60-70 customs officers, fighting against terrorism for operational customs officers focus mainly at the</td>
<td></td>
</tr>
<tr>
<td><strong>Twinning:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Training:</strong></td>
<td></td>
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</tr>
<tr>
<td>**Twinning contract with one RTA and about 26 (including 20 trainers + 6 experts in the scope of sub-project 2) short-term experts, Review, Analysis, Seminars, Workshops, Trainings and Reports,</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Fight terrorism at the sea ports (30-40), operational training in the scope of strategic goods for 50-60 customs officers, non-tariff measures 50-60 customs officers, special training courses for sniffing dogs guides in the scope of detection drugs, cigarettes, explosives and spirits (for trainers as well as sniffing dogs guides - 18), b-learning techniques for 20 customs officers, IPR protection for 50-60 customs officers.

**Sub-project 3:**

**TA Contract:**
Within this contract it is planned to provide special training courses concerning: work safety and health for customs officers (about 800 customs officers), control of the oil products for customs officers dealing with supervision and control of oil products (for about 500 people), audit for internal auditors (for about 18 internal auditors), structural funds (for about 18 coordinators), project management (for about 20 project managers).

<table>
<thead>
<tr>
<th>Preconditions</th>
<th>Preconditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-financing available.</td>
<td>1. Project management structure set up and authority delegated.</td>
</tr>
<tr>
<td>Strong support from top management of MoF and PCS</td>
<td>2. Qualified project staff allocated.</td>
</tr>
<tr>
<td>Strong support from Customs Chambers Directors</td>
<td>3. Action plans agreed.</td>
</tr>
<tr>
<td>Strong support from twinning partners (RTA, STE’s)</td>
<td></td>
</tr>
</tbody>
</table>
### ANNEXES 2-3-4: DETAILED IMPLEMENTATION CHART, CONTRACTING AND DISBURSEMENT SCHEDULE OF THE PROJECT

**PROJECT TITLE: FURTHER STRENGTHENING THE POLISH CUSTOMS SERVICE**

**CONTRACT NO 1 - TWINNING**

<table>
<thead>
<tr>
<th>Planning period</th>
<th>Date of Drafting</th>
<th>Budget allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2Q2006 – 1Q 2009</td>
<td>06.03.06.</td>
<td>0,72 M€</td>
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</tbody>
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#### PLANNED IMPLEMENTATION SCHEDULE PER QUARTERS

<table>
<thead>
<tr>
<th>Design</th>
<th>Contracting</th>
<th>Implementation (Payment)</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>D D D D D I I I I I</td>
<td>0,6 0,65 0,72 0,72</td>
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</tbody>
</table>

Legend:  
D = design of contract and tendering;  
C = signature of contract;  
I = contract implementation and payment.

### ANNEXES 2-3-4: DETAILED IMPLEMENTATION CHART, CONTRACTING AND DISBURSEMENT SCHEDULE OF THE PROJECT

**PROJECT TITLE: FURTHER STRENGTHENING THE POLISH CUSTOMS SERVICE**

**CONTRACT NO 2 - INVESTMENT**

<table>
<thead>
<tr>
<th>Planning period</th>
<th>Date of Drafting</th>
<th>Budget allocation</th>
</tr>
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<tbody>
<tr>
<td>1Q2007 – 2Q2009</td>
<td>06.03.06.</td>
<td>1,5 M€</td>
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</tbody>
</table>

#### PLANNED IMPLEMENTATION SCHEDULE PER QUARTERS

<table>
<thead>
<tr>
<th>Design</th>
<th>Contracting</th>
<th>Implementation (Payment)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>D D D D D I I I I I</td>
<td>1,5 0,4 0,5 0,7 1,5</td>
</tr>
</tbody>
</table>

Legend:  
D = design of contract and tendering;  
C = signature of contract;  
I = contract implementation and payment.
### Annexes 2-3-4: Detailed Implementation Chart, Contracting and Disbursement Schedule of the Project

**Project Title:** Further Strengthening the Polish Customs Service  
**Contract No:** 3 - TA  
**Date of Drafting:** 06.03.06.  
**Planning Period:** 1Q2007 – 2Q2009  
**Budget Allocation:** 0.40 M€

<table>
<thead>
<tr>
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<table>
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<th>Quarter</th>
<th>Design</th>
<th>Contracting</th>
<th>Implementation (Payment)</th>
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</thead>
<tbody>
<tr>
<td>1/2007</td>
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<tr>
<td>2/2007</td>
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</tbody>
</table>

Legend:  
- **D** = design of contract and tendering;  
- **C** = signature of contract;  
- **I** = contract implementation and payment.
Annex 5: Need assessment and IT Equipment specification for contract no 2 within sub-project 1:

The IT development is a very important factor for effective working organisation. IT solutions applied within organisation allows for on-line adaptation of the changes which are permanent in nowadays working environment. One of the necessary IT systems in modern administration is system for supporting the flow of documents and information within the administration. the main task for this kind of system is to collect in one place all necessary information about particular case.

PCS is a modern administration focused on clients. Most of the procedures are serviced by implemented IT system. As the EU customs administration PCS is dealing with lots of clients and cases which have binding deadlines described in EU and Polish law. The creation of the effective information flow system in PCS is crucial due to consequences of not timely realisation of cases. The IT system will allow the customs officers and their supervisors to monitor the stages of realisation of the case.

The usage of IT infrastructure is specially important for the organisations which have the wide structure and organisational units within the whole country territory. PCS is such a kind organisation. The implementation of DMS will bring in benefits in the form of an easy availability to information as well as reduction of the costs connected with distribution of huge documents.

The situation described above has led to the DMS project assumptions which created the basis for the sub-project 1 of the TF 2006 project fiche.

For pilot implementation of the DMS the IT equipment will be needed. On the basis of in-house knowledge it is foreseen to purchased IT equipment listed in the table below. Such equipment will allow for the pilot implementation of DMS at least at five customs chambers. These needs will be verify by external company (within contract no 2) and adjust if necessary.

<table>
<thead>
<tr>
<th>Item</th>
<th>Price per unit (in €)</th>
<th>No of pcs</th>
<th>Indicative price (in €)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Server min. 4 processor</td>
<td>26 000</td>
<td>5</td>
<td>130 000</td>
</tr>
<tr>
<td>2. Server min. 2 processor</td>
<td>6 600</td>
<td>15</td>
<td>99 000</td>
</tr>
<tr>
<td>3. Connected licenses according to the supplied servers</td>
<td>46 000</td>
<td>5 set</td>
<td>230 000</td>
</tr>
<tr>
<td>4. A set of scanners, printers,</td>
<td>50 000</td>
<td>5 set</td>
<td>250 000</td>
</tr>
<tr>
<td>5. Trainers for server administrators</td>
<td>1 200</td>
<td>5</td>
<td>6 000</td>
</tr>
</tbody>
</table>

Total: 715 000
Annex 6: Description of the Document Management System (DMS) which will be realised within sub-project 1:

The Document Management System will be responsible for managing of the document circulation/flow within the Polish Customs Service. The system will also fulfill the PCS’s needs in the scope of settling the case register for internal and external correspondence as well as the flow of these correspondence. The assumption for DMS are based on procedures for processing the information included in the PCS’s correspondence. It is planned that DMS system will be based on www technology and its functionality will cover among others the following areas:

- dissemination of processed information without any dependence of the physical localization, via the PCS corporation network;
- the standardization of the service of the correspondence including the exchange of the correspondence between the PCS organizational units;
- monitoring of the correctness of the correspondence service, managing the documents, examination of the employees’ workload (for statistic purpose), management supporting reports;
- identification of correspondence history as well as recognition of the correspondence with specific number given to the case;
- control of outstanding/unaccomplished cases, cases with prescribed deadlines, the status of the case (on what stage of realization it is in the real time);
- monitoring by the system of the cases assigned to particular operator/user/customs officer through communicator or e-mails;
- storage of the source documents in electronic version (scanning the documents);
- providing the possibility for feeding any external system with the information store in DMS;
- servicing the external correspondence including the correspondence with business entities by giving them the information about the status of their case;
- the possibility to find the letters, application forms by the numbers or other characteristic figures.

The DMS enables monitoring of the whole correspondence within the customs administration in particularly its history and the stage of realization. The DMS’s user (including the supervisor) will have the on-line information about the stage of realization of specific case as well as about the deadlines prescribed to that case. The system has the alert option which will inform the user and its supervisor about the near deadline for fulfilling the case. System will also enable the examination of workload of each organizational unit as well as taking the unaccomplished cases by other person in case if the responsible officer is not at work. That functionality of the system makes possible the reduction of cases which are not realized within its timetable and increases the effectiveness of organization. Simultaneously it will be possible to have the transparent procedures for realization of each case registered in the system through the access to the information about the case realization.

The electronic version of documents introduced into the DMS will increase the effectiveness of work of the customs administration. Due to that fact there is no more needed to communicate via traditional ways (in paper environment), which means lots of copies of the source documentation. All sources documents are enclosed to the case in all stages or level of the case realization.

The main advantage of the DMS is the possibility of collection and storage of all documents related to the case in one place. The access to the files will have all authorized persons involved into the process of realization of the case.

Right now the PCS has got only the electronic register of the correspondence but all source documents are copied many times and send to the employee who deals with the particular case via his/her managers.

PCS has chosen five customs chambers for the pilot implementation of the system: Customs Chambers in Warsaw, Rzepin, Szczecin, Toruń and Białystok. The criteria for selecting those particular chambers was the knowledge of the IT experts working within the chambers as well as the commitment for introducing the new system. PCS foreseen that all employees working within selected chambers will be the users of the system (about 3 500 users).