



DEVELOPING PERFORMANCE MANAGEMENT FRAMEWORK FOR THE CUSTOMS SERVICE OF THE REPUBLIC OF MOLDOVA



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John Smith Fellow 2011*



GROUNDS FOR CHOOSING THE AREA TO IMPROVEMENT *drivers for change*

Key findings of the Moldovan Customs Service

GAPS

Development Plan 2009-2011 and components of OPM in place **BUT**

- Fragmental approach
- “Ritual measuring”
- Budgetary priorities

DRIVERS

- Governmental agenda on modernization and EU integration
- New challenges and pressure related to constrains of resources

NEEDS

- focus on outcomes, long-term objectives, opportunities
- understand how to define and measure progress
- Increase transparency and accountability

! OPM has never been more critical than it is today

Moldovan Customs is well placed to deliver ambitious agenda on modernization



ORGANIZATIONAL PERFORMANCE MANAGEMENT: *fashion or solution?*

OPM is:

- high on government agendas worldwide
- designed to change both the measurement culture and processes
 - *intra- organizational level*
- has the potential to enhance the effectiveness of public services
 - *extra- organizational level*

However

- OPM may become a transient hobby unless it is effectively implemented
- No guarantee of policy success



LOOKING FOR IDEAL MODEL OF OPM FRAMEWORK: *if any at all?*

UK amongst the world leaders in measurement of outcomes for public service

Best practices and tools used in OPM,
discovered during *John Smith Fellowship Program*

- National performance framework, Local Delivery Plans
- FABRIC – framework for performance information quality
- SMART – objectives and targets qualities
- LEAN APPROACH AND KAIZEN AGENDA - *increasing value from customer perspective by eliminating waste through processes*
- PACESETTER STRATEGY– *continually improving activity and managing the performance of team*

! The key to effective OPM is to have tools and techniques which are appropriate to the specific organizational context.

Caution should be exercised when transferring tools and techniques



KEY SUCCESS INGREDIENTS AND RISK FACTORS

allocate adequate
time and available
resources

- communicate
- clarify goals and objectives
- create short term wins
- cascade targets to delivery chain

- train the team
- test new methods
- transparency

Risks management

- focus on
- future
 - opportunities,
 - customers

- identify opportunities for improvement
- involve stakeholders
- invest in intelligence /IT



CONCLUSIONS

**still interested ?
really want to lead the change ?**



OUTCOMS

- **New Moldovan Customs Strategic Development Plan approved/ *December 2011***
- **OPM will become the tool for prioritization of the Moldovan Customs development, improve performance and facing the challenges**
- **Major transformation of Moldovan Customs over the next 3 years to be more productive, efficient, transparent.**
- **Moldovan Customs will be judged as it should be – on the achieved results which reflect real and meaningful improvements in public service**
- **Moldovan Customs experience shared and promoted to other governmental institution**



THANKS
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