IT Project
or
How to Win in Four Bullets

Delivery of Improved Local Services
Ministry of Labor, Employment and Social Policy
Republic of Serbia

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Istanbul, 2014
What was DILS or Information system as a component

- The main objective was to improve the availability and provision of assistance through the development and expansion of innovation in the area of service delivery.

- Higher quality of the information system with incorporated and precise user data base.

- The budget was 70% of the project, in other words, 4.200.000€ for the construction of the high quality network of facilities and connecting into a single information system, which would enhance and facilitate the work in the institutions at the local level.

- The inclusion of all key factors in the domain of openness and accessibility of information in relation to work. The automation in communication has been anticipated with: PIO Fund, Ministry of Health, Ministry of Education…
What was on the ground?

- Automation of all key business procedures within the competence of Ministry.

- The information system were communicated with about 600 institutions:
  - municipal child protection services,
  - centers for social work,
  - services for protection of veterans and people with disabilities,
  - services for work inspection.

- The system contained data for over 1,000,000 users, of which about 700,000 people are users of some form of social welfare.

- Complete financial control of social welfare payments.

- About 20% of current system has some kind of information system that works in local.
The main problems concerning current model or Oh my god, what we gonna do!?

- Insufficient level of system informatization.
- There was no complete information on all persons with disabilities.
- The data were no unified and integrated into unique information system.
- There was no networking system between the republican authorities (PIO Fund, Internal Revenue Service, Ministry of Internal Affairs...) in terms of exchange of necessary data.
- Inadequate and insufficient computer equipment in relation to the current technological development and necessity for further development of information system.
- Small rate of educated users of information systems who are employed in centers for social work and social protection institutions.
How did beneficiary seen this project?

or

What did they wished from us?!

- New information system of Social Protection (ISSZ) had to be able to represent a software solution that should enable more efficient operation and cooperation of institutions for Social protection in the Republic of Serbia.

- The topology of the system required connecting over 260 locations.

- The functionality of the system were described in 7 modules:
  - Office Administration
  - Material Support
  - Adoption
  - Custody
  - Supervision of the exercise of parental rights and Participating in court proceedings
  - Family Accommodation – Foster
  - Reporting

- There were 200,000 secure active users and potentially open platform for over 1,000,000 users of various social rights and benefits programs.
Anticipated results of the project
or
What did they really wished from us?!

- Raising the quality and efficiency of the service delivery.
- Control of information and continuity of the data.
- Reliability and functionality of the system.
- Increasing of the information literacy of users within the system of Ministry for Labor and Social Policy through the continuous process of education (about 3,500 employees).
- Standardization of business procedures and processes.
- Creating information base concerning implementation of the Strategy of development of e-government of the Republic of Serbia.
- Reducing costs for maintenance and functionality of the system.
How we did it?

or

What would be the magic words?

- Find your project team…
- Find your stakeholders…
- Use the project methodology…
- Get a good project manager…
Find your project team, and create the synergy…

- The Law on Social Protection was adopted in 2009, but the bylaws delayed and the development of internal rules and regulations were late.

- The consequences of this situations were:
  - Lack of policies and procedures
  - Lack of documentation
  - The suspension of all activities on the project

- **Solution was to create unique, strong and cross-sector project team, which included vendor as well.**
Find your stakeholders, before they find you…

Part I

Ministry side

- Several groups of stakeholders:
  - Minister and his cabinet
  - Two state secretaries
  - Head of departments
    - Department for financial support
    - Department of Family Care
    - Department Information Technology
Find your stakeholders, before they find you…

Part II

Vendor side

- Several groups of stakeholders:
  - Chief Executive Officer and his cabinet
  - Chief Financial Officer and his cabinet
  - Head of departments
    - Operations Department
    - Department of Research and Development
    - Help desk Department
Find your stakeholders, before they find you…

Part III

World Bank side

- Several groups of stakeholders:
  - Serbian Local Office
  - Washington Central Office
Develop and use the project methodology…

- World Bank methodology
  - How to run the project?
  - Procurement rules and procedures
  - Result Framework and project goals

- Vendors methodology
  - How to run the project?
  - It is GOVERNMENT project!!! And it is IT!!!

- Project team methodology
  - Develop unique methodology according to all players on the ground
  - Learn – Do – Measure – Adjust – Learn…
Get project manager professional

- 1.000.000 EUR
- 15.000 pages of documentation
- 1700 days
- 730 members of project team
- 74 main activities

AND ONE RESPONSIBLE PERSON – PROJECT MANAGER
What next?

or

Lessons learned

- What are the different perspectives on implementation issues for Information Systems in Social Protection?
  - by IT providers
  - by governments

- Are there sector-specific challenges to conducting IT projects in the social protection arena?

- How does the social protection sector integrate into the general e-government institutional framework?

- What lessons can be learned to structure the design, procurement and delivery of IT projects in social protection?
Thank you!

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