

# 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

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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?

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## 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

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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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