

**Central State Administrative Office for e-Croatia
Central State Administrative Office for Public Administration**

**Implementation Plan for the
One Stop Shop Program**

Zagreb, December 2004

1. Document Title

Implementation Plan for the One Stop Shop Program

2. Document purpose

This document defines the Implementation Plan for the One Stop Shop Program. The document establishes a methodological framework for tactic and operational planning of the Program implementation, defines infrastructural and legal requirements for its implementation and a general timetable that is elaborated in more detail on the level of harmonization (coordination) of the Program projects, as well as on the level of individual projects.

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1 Summary

The Government of the Republic of Croatia has initiated the One Stop Shop Program (hereinafter: OSS Program) in view of significantly improving the level of services that state governmental bodies provide enterprises and citizens who use them to exercise their respective rights and needs or fulfil their statutory obligations.

The starting point of the One Stop Shop concept is an assumption that the state governmental bodies must supply services to all enterprises and citizens, i.e. tax payers, in a simple and prompt way, devoid of unnecessary costs, multiplication in obtaining identical information and documents, aimless wondering from one body or office to another; on the contrary – services should be provided in one place or from one location, by applying all modern means of connections, i.e. available and mature information technologies, particularly the Internet through meaningful applications on the web.

The OSS Program is based on the relevant *Conclusion* of the Government of the Republic of Croatia on the Commencement of the One Stop Shop Concept Design and two other documents – *OSS Program Strategy* and this *Implementation Plan for the OSS Program*.

An ICT network of state governmental bodies is critical for implementing the OSS Program, interlinking all such bodies by fast, permeable telecommunications. This helps achieve a crucial precondition for business interoperability of bodies vested with public authority at all levels.

The OSS Program is planned to be implemented in a three-year period, from 2005 to 2007. The Government of the Republic of Croatia will allocate necessary funds in the State Budget for this purpose.

After a detailed status analysis of the types of and manners in which services are currently provided to enterprises and citizens, the modifications to such manners will be implemented according to the groups of related and associated services, united in individual OSS projects.

Several preliminary and joint projects will be launched during the initial period of implementing the OSS Program, that will assess and determine not only the status and manner of providing services by individual state governmental bodies, but also the priorities, necessary legislative changes in respect of the operation of state administrative bodies, electronic documents and archives, use of electronic signature, enterprises' and citizens' expectations, as well as the usefulness and feasibility of the proposed changes.

The preliminary period ends with a pilot-project, which will be followed by a detailed *Action Plan for the One Stop Shop Program by 2007*.

2 Preface

One of the main goals of the state politics is to satisfy the needs of enterprises and citizens by reducing the time and money they need to spend to exercise their rights and fulfil their statutory obligations by using services.

The Government of the Republic of Croatia has therefore recognized that improving the efficiency in which State Governmental Bodies provide services to citizens and enterprises is exceptionally important and this has simultaneously become one of the basic preconditions for increasing the competitiveness of the Croatian economy on the European market of labour, capital, products and services.

This will not only save significant funds from the State Budget, collected from tax payers and spent by the state government for the provision of services, but such released funds may simultaneously be redirected to important and socially useful developmental and other programs.

This document also contains important instructions and guidelines that should guarantee a coordinated and consistent realization of the e-Croatia Project during the process of Croatia's accession to the EU and harmonization with action plans and programs of the Union, such as eEUROPE, IDA^{bc} and alike, that set the legal, technological and managing framework for an efficient work of the state government, particularly state administration and judiciary.

3 Introduction

The Government of the Republic of Croatia has also foreseen, and from the enactment of its decision in October 2004 continuously points out and promotes the concept of a simplified provision of services to citizens and enterprises in one location – colloquially called One Stop Shop. As a means to boosting economic and social activities, the Government of the Republic of Croatia has designed the One Stop Shop Project and has enacted the following two key documents prior to its launch and implementation:

- *One Stop Shop Program Strategy*,
- *Implementation Plan for the One Stop Shop Program* (this document).

Since the One Stop Shop is actually a compound group of more than twenty inter-connected projects, although originally envisaged as a single project, its organisational-management form has taken up that of a program. This has resulted in the initial concept of “project” being replaced by the concept of “program”, while individual projects within the One Stop Shop Program (hereinafter OSS Program or even OSSP) are called projects of the One Stop Shop Program (hereinafter OSS Projects).

3.1 Basic Terms

The contents and scope of the *program* concept are sometimes insufficiently clear or insufficiently specified which may lead to the lack of understanding of the relationship between the *program* and *projects*.

Not seldom, these terms are used interchangeably, as synonyms, which leads to unnecessary confusion or disagreement on the actual difference between them.

In connection with this, the relationship between the terms *program management* and *project management* may also be unclear.

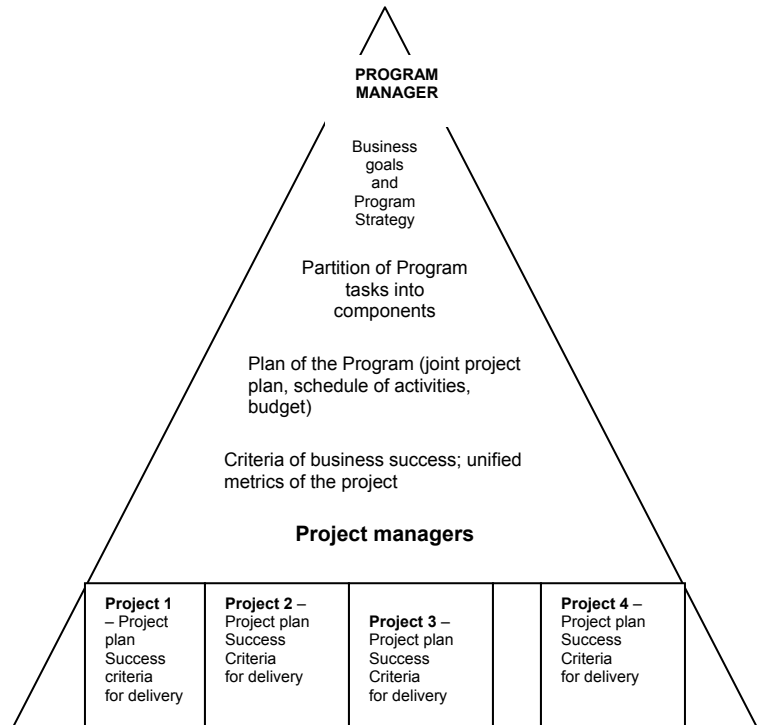


Fig. 1 Hierarchy of programs and associated projects

In order to fully understand the above mentioned terms and clarify the relationship between them, this document, in addition to the figure above (Fig. 1 **Hierarchy of programs and associated projects**) outlines and explains the following basic terms.

3.1.1 Project

We may conceive a project as a harmonised group of different activity series that lead from a starting point to a desired position within a set timeframe, by using previously allocated and available means (money, material, services, knowledge and human resources) so as to achieve initially set and identified goals.

3.1.2 Project Management

Project management predominantly focuses on individual functions, and therefore it deals with the tactics of planning and implementing of what makes the final product of a project.

In addition to formal knowledge about the method used, project management also requires skills in practical application of knowledge, concepts and other methods, as well as techniques, i.e. tools used during the execution of individual planned activities, tasks and steps envisaged by the project plans.

3.1.3 Program

On the other hand, the program is ranked higher in the hierarchy than the project. To summarise, the program consists of several projects, the realization of which jointly bring about the realization of identified program goals.

In order to prepare a high-quality program task, the business environment must be fully familiar, and all business strategy components that the program task is based on must be understood.

The program achieves strategic goals whose implementation needs to be divided into a group of smaller and simpler, relatively loosely linked and easily achievable goals, which are then realized through individual projects.

3.1.4 Program Management

Program management may be understood in a simplified way as simultaneous management of several more or less related projects. Program management has a strategic nature, unlike project management which has predominantly tactic and operative nature.

Program management focuses on achieving strategic business goals through a coordinated management of several projects. Considering the fact that program management is multi-functional, the program manager or leader must manage operations beyond the limits of individual functional areas, which is particularly evident in the case of the OSS Program. To be precise, it is a compound of all possible services that an organized state provides to its citizens and enterprises, i.e. entrepreneurs, but also to other state governmental bodies, in particular the ones at the local and regional levels.

Managing a program signifies the ability to link individual segments of all projects that make the program, in order to achieve joint strategic program goals with an additional synergic effect that may not be realized by simply adding up individual projects.

This is why program management and management of the program goals represent a much harder and comprehensive task than the task of managing individual projects, and thus need to be afforded due attention through joint planning, deployment, budget and identifying indicators and metrics of success of associated projects.

3.2. Plan Contents

This document is entitled *Implementation Plan for the One Stop Shop Program* (hereinafter OSS Plan). The OSS Plan is harmonized with the *One Stop Shop Program Strategy* (hereinafter OSS Strategy) and they jointly form a unique integral whole.

This document is divided in two parts. The first part deals with issues of Program management and harmonisation of the Program's projects. The second part encompasses

issues related to organisation, management and control of individual Program projects, as well as all methodological issues related to project management.

3.3 Purpose of the Plan

The document is intended for three target groups of users, i.e. readers. Firstly, the OSS Plan, together with the OSS Strategy is passed by the Government of the Republic of Croatia, which makes it an implementation document of both the Government of the Republic of Croatia, but also of competent state government bodies.

Secondly, the OSS Plan is intended for the members of the Program Council, Coordination Unit of the Program, as well as all supervisory and other bodies, i.e. groups that will monitor its implementation, i.e. provide support to the Program.

Thirdly, the OSS Plan is also intended for the assigned institutions/individuals and individual project managers, sponsors of these projects, project councils, members of design groups and their direct external and other associates, as well as supervisory and other bodies that will be in charge of monitoring and supervising the implementation of individual projects.

3.4 One Stop Shop

The One Stop Shop Program is based on several documents. By its *Decree on Internal Organisation of the Central State Administrative Office for e-Croatia*, the Government of the Republic of Croatia has placed the Project e-Croatia into the centre of discussion, accord and agreement between citizens and enterprises on one side and the public administration on the other.

Pursuant to assumed competences and the above obligation, THE CENTRAL STATE ADMINISTRATIVE OFFICE FOR E-CROATIA (hereinafter OFFICE FOR E-CROATIA) has designed the Plan of the Government of the Republic of Croatia for the period 2004-2007 for the **Project e-Croatia**. In connection with this Plan, THE GOVERNMENT OF THE REPUBLIC OF CROATIA has initiated activities on the implementation of this project colloquially entitled **One Stop Shop Project** by its *Conclusion* of 15 October 2004.

The Program rests on the idea that in this electronic age of advance and mature ICT technologies the state is obliged to provide services to citizens and enterprises, i.e. entrepreneurs, in a way that requires least expenses, shortest time and by using just one location. In addition, these new and mature technologies need to contribute to an increased cooperation between the state governmental bodies, by deleting the inveterated borders and hurdles within and between them, but also between the state governmental bodies and the citizens, i.e. enterprises. This would annul duplication, sometimes even multiplication of tasks. At the same time, the service users would have the ability to obtain such services without aimless “wondering” between individual offices or bodies or having to obtain same information or documents several times.

For some documents, this would maybe make their obtaining completely needless.

This simultaneously helps harmonize the activities that the Republic of Croatia, within the implementation of the National Program of the Republic of Croatia for Accession to the European Union, took over by the Stabilisation and Association Agreement.

3.5 Goals of the concept

The concept of the OSS Program rests on several important components related to the work of the state governmental bodies as the service providers, and the needs of citizens and enterprises, i.e. entrepreneurs as recipients and users of these services. These include abiding to and enforcement of laws, purposefulness and meaningfulness of business operations and business efficiency, security and protection of personal and business information of individuals, i.e. enterprises, possibility of standard access to and exchange of information at any time in a recognizable and understandable way.

Starting from the vision of One Stop Shop (OSS), all services provided to citizens and enterprises by the state governmental bodies on the central and regional level are based on a networked and linked IT system. Thereby the state administration enables unification of all its information, computer and communications resources for the benefit of its citizens and enterprises, regardless of which particular state governmental body holds them.

One of the main preconditions for the implementation of the One Stop Shop concept is undoubtedly the establishment of a technological, semantic and operational interoperability. The use of electronic documents, accompanied with the use of electronic signature for verifying the source, authority and authenticity of messages and documents, solves the main issue related to security of non-paper business.

This requires application of both Croatian and international legal regulations concerning IT security, privacy protection and personal data protection, thus enabling a secure and efficient provision of services through all available communications means (channels), for example by personal contact at the office, telephone conversation with a call-centre employee, sending documents via facsimile, sending SMSs, over Internet or by WAP.

Within the **Project e-Croatia**, the state government, particularly state administration and the local, i.e. regional government, must adapt and harmonize their operations with the European principles and standards.

By initiating the OSS Program, the Government of the Republic of Croatia attempts to establish an environment that will enable significant improvements in the way in which the state governmental bodies enforce laws, which also implies provision of services to citizens and enterprises (hereinafter: users).

This mandatorily implies adjustments in all segments and at all levels of state administration – legislative, judicial and executive, both at the central and local, i.e. regional level.

One of the basic levers for adjusting operations to fit the needs of service users includes the changes in business procedures. These changes will necessarily be done sooner or later, and in some cases they will need to be radical so that the provision and receipt of services will be changed completely.

The changes in business procedures, including the change of the way and place of work, i.e. location for the provision and receipt of services, as well as the time and duration of processing individual user requests will require the change of culture and attitudes of civil servants and employees, which may sometimes be very painful. Therefore, attaining new knowledge and skills through continuous education and training will play an essential role. Only educated and professional employees may satisfy highly set goals that this Program hopes to achieve.

In addition to merely getting the service in a convenient and optimal manner, the possibility for users to monitor and supervise processing of their respective cases, i.e. requests, has a humongous and essential importance. It strives, and in the end foresees, full cessation of corruption in the operations of state governmental bodies from which these users, who are also the tax payers, expect required services.

All these changes need to be understood as a resolute endeavour to provide the services to users in a faster and simpler way, if possible, and depending on the nature of the service - on one location, simultaneously reducing the associated costs borne by the state governmental bodies, with concurrent reduction of cost burden for the recipients of such services.

By applying the OSS Program, a legal environment will be established in which the changes of actions of state administration, judiciary and public enterprises will occur. These changes may be organisational, administrative, communicational or informational. In order to determine necessary, meaningful and efficient changes, the overall scope of all services provided to users by the state governmental bodies will need to be put into perspective, including for example scheduling for health check-ups and medical treatment at the GPs' or at clinics, the change of address and personal identification documents or filing tax refund forms or obtaining concessions on state property.

In order for the OSS Program to start operating, to be successfully implemented and completed, primarily at the satisfaction of its users, the key role shall be given to the Centre for Professionalism, Excellence and Knowledge where a system will be set up for receiving and providing information on best practices, which may and should serve as an excellent model in other cases, projects and endeavours within the Program implementation.

3.6 Goals of the Program

Goals of the OSS Program are defined and described in more detail in the One Stop Shop Program Strategy (hereinafter: the Strategy). The main goals are summarised below:

- Fast, simple and affordable services provided from one access point by the state administration to citizens and enterprises;
- Enabling simple, direct support to citizens and enterprises in obtaining services from the state governmental bodies;
- Use of all available communications channels;
- Establishment of a networked IT system based on public and open standards;
- Building and establishment of the ICT network of state administrative bodies (ICTN SAB);
- Establishment of the system for investments management and monitoring expenses, i.e. costs for information and communications technologies within the state administration;
- Creating environment for application of knowledge and achievements in ICT technologies;
- Secure and protected communications channels and links that ensure the rule of law and provide legal security to users;
- Life-long education of experts, civil servants and employees, as well as service users.

3.6.1 Croatian and International Standards

Considering the status of standardisation in the Republic of Croatia, one of the first and most important goals of the Program is, on one side, to establish a functioning system of standardisation through a national standardisation authority.

Open standards must have an equally important role which, within the public domain, should enable competitive spirit and open market competition not only in the area of providing services, but also on the market of ideas.

Table 1. Standardisation, Croatian and open standards

Tasks	Assigned institutions/individuals	Deadlines
Adopt all ISO/EN standards in the field of IT technologies	JTC (State Office for Metrology)	2005-01
Make a framework and recommendations for the use of open standards in the IT field	Office for eCroatia	2005-03

3.6.2 Budget planning

Considering that the Program implementation requires both time and money, a correct and timely harmonized planning of costs for the purpose of their inclusion in the budget for the future financial year must be performed in time and for a period of at least three years. All Program projects will not be nor may be initiated and completed within the first year. Individual projects shall exceed the limits of one individual financial year.

In order to ensure an undisturbed and continuous work in the accomplishment of all goals of the Program and individual Program projects, planning needs to be done in an earlier phase. Considering that the 2005 State Budget has already been defined and passed, the Government of the Republic of Croatia must foresee and determine which parts of this budget need to be used for the implementation of the Program in 2005, and which particular amounts are in question.

The obligation still remains to plan other Program costs during 2005, and to include them in the 2006 and 2007 budget.

Table 2 Tasks related to ensuring required funds in the State Budget for the Program implementation

Tasks	Assigned institutions	Deadlines
Plan the Program costs in 2005	Office for eCroatia	2005-01
Find financing sources for the Program in 2005	The Government of the Republic of Croatia	2005-02
Allocate required financial funds to the Program for 2005	The Government of the Republic of Croatia	2005-03
Plan the funds for the Program implementation in 2006 and 2007	Office for eCroatia	2005-09
Determine the amounts and sources of funds for the Program implementation in 2006	The Government of the Republic of Croatia	2005-10
Approve the funds required for the Program implementation in 2006	The Croatian Parliament	[2005-11]

4 Preconditions

4.1 Project of ICT network of state administrative bodies (ICTN SAB).

Building and implementation of the ICT network of state administrative bodies (ICTN SAB) is undoubtedly the most important precondition for successful implementation of the One Stop Shop concept in state administration through the OSS Program.

Based on the Decision of the Government of the Republic of Croatia, the Financial Agency (FINA), as a wholly state-owned company of particular state and social interest was delegated with a task to build and establish ICT network, also intended for the operation of the payment, financial and banking systems in the Republic of Croatia.

Notwithstanding the OSS Program, the establishment of ICTN SAB is a first-class priority project already implemented by FINA, with expected initial effects by mid-2005. According to the scheduled plans, this is when all governmental bodies located in the City of Zagreb would be interlinked by fast and permeable communications channels, followed by the remaining three biggest cities in the Republic of Croatia (Split, Rijeka and Osijek), thereafter being mutually interlinked.

Table 3 Planning and implementation of the ICTN SAB Project in 2005

Tasks	Assigned institutions	Deadlines
Plan the implementation of the ICTN SAB Project	FINA	2004-12
Conduct public procurement procedure for equipment required for ICTN SAB	FINA	2005-03
Interlink all governmental bodies located in the City of Zagreb by ICTN SAB	FINA	2005-05
Interlink all governmental bodies located in Split, Rijeka and Osijek by ICTN SAB	FINA	2005-06
Interlink the cities of Zagreb, Split, Rijeka and Osijek by ICTN SAB	FINA	2005-06
Plan the continued implementation of the ICTN SAB Project	FINA	2005-06

5 Preparatory work

5.1 Status analysis

Bodies vested with public authority (BPA) provide various types of services to enterprises and citizens (hereinafter: the users), such as customs clearance for imported goods, issue of construction permits, recording craftsmen in the Craft Registry, receiving applications from customers and processing, i.e. collecting property tax, issue of personal IDs to citizens, deciding on child support petitions of single mothers etc.

Since the scope of all such services is vast (several dozens), it must be meaningfully subdivided into smaller, inter-connected subgroups of services that will represent units convenient for being included in the OSS Program within individual Program projects.

Services provided to users may be comprised in several ways. One of the ways takes into account the division of branches of government into legislative, judicial and executive. The second one assumes division of competence of the executive power between the central state authority and the local, i.e. regional power at the counties, cities and municipalities. The third way observes areas of division of executive power between ministries, central and other state offices, i.e. by appropriate competencies. The fourth way takes into account linear interlinking of segments of business procedures when they exceed internal boundaries of existing organisational units, i.e. external boundaries of the state governmental bodies.

Despite the above described different approaches for choosing a set of all services provided to users, this set is final, and the services therein may be listed and counted. In order to achieve this, it is necessary to make a detailed status analysis. Therefore, one of the first tasks of the Program is to list all services, regardless of their importance and quantity, provided by the bodies of state or public authority to the users pursuant to regulations, not only to citizens and enterprises, but also to other governmental bodies, i.e. state administrative organisations.

The status analysis should answer the questions about the relevance of particular services for particular users, but also show which ones are less important or almost irrelevant, which services may be provided through the Internet, online, or the ones that require personal appearance of the user at a certain office or a counter, which require expenditure of significant funds and which require almost none, which ones may be performed immediately and which ones may be completed in several weeks or even months.

For the status analysis to be fully useful for all evaluations, articulations and decisions within the Program implementation, it is at least necessary to provide the following set of data, information and documents on each particular service:

- Name of the service (for example – issue of Certificate of Citizenship, entry into the voter list, registration of a new motor vehicle);

- Who is the service recipient (for example – drivers, single mothers, the unemployed, entrepreneurs, company founders);
- the body competent to initiate proceedings for the provision of service (for example – the Central State Administrative Office for Public Administration, Ministry of Interior – Police Directorate);
- Document (form) for initiating proceedings (for example – application for the Certificate of Citizenship, proposal for entry of ownership in the land registry);
- Principle documents that need to be attached to the document that initiates proceedings for the service provision (for example – Inheritance Deed, copy of ID, motor vehicle purchase contract);
- Main data and information that an authorised employee must receive, certify or verify in order for the request to be complete (ID check, Power-of-Attorney);
- Legal basis (law or some other subordinate legislation and particular Article therefrom) for requesting data, information or document from the user;
- Type and amount of appropriate fees and charges paid by the user for the provided service;
- Statutory deadline for the service provision and the legal basis that set such a deadline;
- Average time for the service provision if the user has fully complied with all the requirements (if he/she submitted all evidence and provided all data);
- Which other bodies vested with public authority are included in the service provision;
- The manner in which such other bodies indirectly participate in the service provision.

5.1.1 List of services

List of all services provided to users is the basic source of information which may firstly serve, with careful and meaningful setting of conditions (criteria) for their grouping, for determining meaningful sets of related and associated services, which will serve for identifying individual projects within the Program.

Table 4 Main areas of services provided by the state administration to citizens and enterprises

Area of services to citizens		Area of services to enterprises	
1	Income tax	1	Employee social welfare
2	Finding jobs and employment services	2	Profit tax
3	Social welfare rights	3	Value added tax (VAT)
4	Issue of personal documents	4	Entry of entrepreneurs into appropriate registries

	Area of services to citizens
5	Vehicle registration
6	Construction-related permits
7	Reporting minor crimes to the police
8	Public libraries' services
9	Issue of documents from the state registries
10	College and University enrolments
11	Recording stay and domicile address
12	Health services

	Area of services to enterprises
5	Submitting statistical reports to the State Statistic Bureau (Cro. <i>DZS</i>)
6	Customs clearance
7	Approvals and permits related to environmental protection
8	Public procurement

Having in view a unified practice in the European Union (EU), that the level of organisation and proficiency in using information technologies in a certain EU Member State, particularly those services enabling distant work, on-line through the Internet, i.e. as a web service, is monitored, measured, (re)evaluated and compared through 12 areas of services for citizens and 8 areas for enterprises, i.e. entrepreneurs, it is then a primary step in listing the services provided to users to start with precisely those 20 areas laid out in Table 4.

In the first step, several common areas of services important for the economy and rule of law in the Republic of Croatia need to be added to this group consisting of 20 areas, as shown in Table 5.

Table 5 Areas of common services for both citizens and enterprises

	Areas of common services
1	Granting concessions on the state level
2	Granting incentives
3	Cadastral tasks
4	Entry of ownership rights in the land registry

Division of branches of government into legislative, judicial and executive branch and the state administration system define the main areas in which the services to users need to be sought and observed. Therefore, when making a list of all such services, one should also take into account the following areas shown in Table 6 **Areas of observed services**.

Table 6 **Areas of observed services**

	Areas of common services
1	Finance
2	Economy, industry and trade
3	Construction
4	Information society
5	Culture
6	Defence
7	Agriculture, Forestry, Water Management and Environmental Protection
8	Judiciary
9	Judiciary in Misdemeanour Proceedings
10	Traffic and transport
11	Labour, Family and Social Issues
12	Schooling System, Education, Science and Sports
13	Telecommunications
14	Judiciary in the sphere of commercial relations
15	Internal Affairs
16	Foreign Affairs
17	Common electronic services
18	Health and health insurance

The lists cited in the above tables only need to be considered as a starting point for several iterations in the procedure of putting into perspective the totality of services provided by the state administration. A full group of services may be obtained through fast and efficient surveys, of both users and service providers, i.e. state governmental bodies, their responsible officers and employees who are in direct contact with users.

The survey should provide answers to the following key issues:

- which services are most needed by the users,
- which services require highest investment of time and funds,
- which services are resolved within longest time,
- which services, in their opinion, do not justify expectations in terms of quality

and alike.

It would clearly be completely unreasonable and unjustified to direct the funds allocated to the OSS Program implementation for redesigning unimportant or completely irrelevant services, which might in the end lead to exactly opposite effects than expected.

Table 7 Tasks related to determining projects according to the groups of related and associated services

Tasks	Assigned institutions	Deadlines
Make a status overview of services provided at the state governmental bodies	Central State Adm.Office for Public Adm.	2005-02
Make a preliminary list of areas of services and list of services with respective providers	Central State Adm.Office for Public Adm., Office for eCroatia	2005-02
Conduct a swift and efficient survey among (a) providers (b) service users	Office for eCroatia, Central State Adm.Office for Public Adm.	2005-03
Establish conditions for composing associated groups of services	Office for eCroatia, Central State Adm.Office for Public Adm.	2005-03
Compose groups of related and associated services	Office for eCroatia, Central State Adm.Office for Public Adm.	2005-03
Identify Program projects taking into consideration groups of related and associated services	Office for eCroatia, Central State Adm.Office for Public Adm.	2005-03
Establish conditions for determining dependency and priority of projects	Office for eCroatia	2005-03
Compose a networked implementation plan of the Program projects	Office for eCroatia	2005-03
Make a decision on priorities and implementation of the Program projects	The Government of the Republic of Croatia	2005-04

5.1.2 Legal framework overview

5.1.2.1 System of state administration

When observing services provided by state administration to the users, it is mandatory to start with the *Act on the State Administration System (consolidated text)*, establishing that the state administrative bodies perform state administrative task (§2.1).

Table 8 Acts regulating the system of executive power and state administration

Abbreviation	Regulation	Year	Official Gazette (NN)
ZSDU (Cro.)	Act on the State Administration System (consolidated text)	2003	190
ZSDU (Cro.)	Amendments to the Act on the State Administration System	2003	199
ZUDMDUO (Cro.)	Act on the Organisation and Scope of the Ministries and State Administrative Organisations	2003	199
ZVRH (Cro.)	Amendments to the Act on the Government of the Republic of Croatia	2003	199
ZUDSTDU (Cro.)	Act on the Organisation and Scope of the Central State Administrative Bodies	2004	030

Further, special laws may delegate some tasks to the units of local and regional government or other legal persons vested with public authority based on the law (§2.2).

The state administration includes the ministries, central state administrative offices and state administrative organisations, as the central bodies of state administration and also includes offices of state administration, as the first-instance offices of state administration at the units of regional government (§3).

5.1.2.2. Government of the Republic of Croatia

The central state administrative offices (Table 9 **Central state administrative offices**) have been established with the GOVERNMENT OF THE REPUBLIC OF CROATIA, pursuant to the Act on the Government of the Republic of Croatia (§21b), which, together with the CENTRAL STATE ADMINISTRATIVE OFFICE FOR E-CROATIA, perform both administrative and expert tasks. THE CENTRAL STATE ADMINISTRATIVE OFFICE FOR E-CROATIA coordinates work from the competence of the state administrative bodies and also coordinates interlinking with the private sector in the implementation of the **Project e-Croatia**.

Table 9 Central state administrative offices

Central State Offices	
1	Central State Office for eCroatia
2	Central State Administrative Office for the Development Strategy
3	Central State Administrative Office for State Property Management
4	Central State Administrative Office for Public Administration

5.1.2.3. Act on the Organisation and Scope of the Ministries and State Administrative Organisations

The Act on the Organisation and Scope of the Ministries and State Administrative Organisations identifies the following ministries (§2) and state administrative organisations (§3) (Table 10 **Ministries**).

Table 10 Ministries at the Government of the Republic of Croatia

Names of the ministries	
1	Ministry of European Integration
2	Ministry of Finance
3	Ministry of the Economy, Labour and Entrepreneurship
4	Ministry of Culture
5	Ministry of the Sea, Tourism, Transport and Development
6	Ministry of the Family, Veterans' Affairs and Intergenerational Solidarity
7	Ministry of Defence
8	Ministry of Agriculture, Forestry and Water Management
9	Ministry of Justice
10	Ministry of the Interior
11	Ministry of Foreign Affairs
12	Ministry of Environmental Protection, Physical Planning and Construction
13	Ministry of Health and Social Welfare
14	Ministry of Science, Education and Sports

The same Act also identifies state administrative organisations (Table 11 **State administrative organisations**).

Table 11 State administrative organisations

State administrative organisations	
1	State Geodetic Directorate
2	Meteorological and Hydrological Service
3	State Inspector's Office
4	State Bureau of Metrology
5	State Intellectual Property Office
6	Central Bureau of Statistics

According to the *Act on the State Administration System*, the ministries, central state administrative offices, state administrative organisations and offices of state administration at the counties are all classified as state administrative bodies (§3.1). According to the same Act, the ministries, central state administrative offices and state administrative organisations are classified as central bodies of state administration, and the offices of state administration act as the first-instance bodies of state administration at the counties.

5.1.2.4. The Financial Agency Act

The Financial Agency Act has indirectly authorised the FINANCIAL AGENCY (hereinafter FINA) to establish ICTN SAB by authorising it to provide support to the state treasury system in their work (§3.1.1), which naturally also includes all state governmental bodies. This was directly confirmed by the Decision of the GOVERNMENT OF THE REPUBLIC OF CROATIA, whereby FINA was delegated a task of establishing ICTN SAB.

Table 12 Role and tasks of the Financial Agency

Tasks	Assigned institutions	Deadlines
Provide support to the state governmental bodies	FINA	permanently
Propose changes to the Financial Agency Act	Office for eCroatia, Min. of Fin.	2005-2
Enact amendments to the Financial Agency Act	The Croatian Parliament	[2005-03]
Build and establish ICTN SAB	FINA	2005-12

However, there is currently no direct statutory authority that would foresee the possibility for FINA to represent citizens and legal entities in the performance of services in their name and on their behalf, all within the OSS Program. Therefore, it is also necessary to apply the Financial Agency Act so to leave an open possibility for free market competition in those tasks and services not related to the services provided exclusively by the state governmental bodies, such as legal or notarial services, audit services, expert evaluations and alike.

5.1.3 Institutional Framework

5.1.3.1 Central State Administrative Office for Public Administration

The Act on the Organisation and Scope of the Central State Administrative Bodies has delegated a task to the CENTRAL STATE ADMINISTRATIVE OFFICE FOR PUBLIC ADMINISTRATION to monitor the way in which the work means are used and to apply modern work methods in state administration, particularly application of computer and communications means in their work, as well as the introduction of new technologies in state administration at the counties (§17a.1).

In respect of the system and organisation of the state administration and local, i.e. regional government, the Central State Administrative Office for Public Administration also performs administrative and expert tasks (§17a.2).

5.1.3.2 Central State Administrative Office for eCroatia

The Act on the Government of the Republic of Croatia envisages that the CENTRAL STATE ADMINISTRATIVE OFFICE FOR E-CROATIA (hereinafter OFFICE FOR E-CROATIA) harmonises the work falling within the scope of the state administrative bodies, simultaneously harmonizing interlinking with the private sector in the implementation of the **Project eCroatia**.

Based on the previously mentioned *Conclusion* of the Government of the Republic of Croatia of 15 October 2004, the CENTRAL STATE ADMINISTRATIVE OFFICE FOR E-CROATIA, together with the CENTRAL STATE ADMINISTRATIVE OFFICE FOR PUBLIC ADMINISTRATION and THE FINANCIAL AGENCY, are all in charge of detailed elaboration of the One Stop Shop concept.

The competencies and obligations of the OFFICE FOR E-CROATIA clearly deriving from this Act impose obligation to the Office to proactively participate both in the planning and implementation of the OSS Strategy, together with other state administrative bodies.

A special role of the OFFICE FOR E-CROATIA is reflected in the shaping of detailed guidelines and instructions on the role and application of the Croatian and international, particularly European, standards as well as branch technical and technological standards that Croatia is obliged to follow and apply within the stabilization process and the National Program for Accession to the European Union.

Table 13 Role and tasks of the Central State Administrative Office for e-Croatia

Tasks	Assigned institutions	Deadlines
Harmonisation of tasks from the competency of state administrative bodies	Office for eCroatia	permanently
Harmonisation of interlinking with the private sector in the implementation of the Project e-Croatia	Office for eCroatia	Permanently
Designing One Stop Shop Program Strategy	Office for eCroatia	2004-12

Designing the Implementation Plan for the One Stop Shop Program	Office for eCroatia	2004-12
Participation in the implementation of the One Stop Shop Program	Office for eCroatia	2007-12

5.1.3.3 Human resources

Sufficiently professionally educated employees at the state administrative bodies, both on the central governmental level and the local, i.e. regional level at the counties, cities and municipalities, are irreplaceable factors for successful implementation of the OSS Program.

Pursuant to the *Conclusion* of the GOVERNMENT OF THE REPUBLIC OF CROATIA on Investments Management in 2004 related to the application of ICT technologies and requirements of the OFFICE FOR E-CROATIA, all state administrative bodies were charged with a task of nominating persons in charge of coordinating unified contracting for the same type of goods, services and works in the field of ICT application and application of standards for achieving interoperability (IT coordinators). Their role is to participate at the bodies that employ them in the application of ICT in rationalization of use of budget funds and monitoring of realization of the State Budget.

Based on the *Conclusion* of the Government of the Republic of Croatia on the *Operative Implementation Plan for the Program e-Croatia 2007 for 2004*, state governmental bodies have appointed the persons in charge of coordinating implementation of measures and drawing up reports on the implementation of the operative plan. The mentioned group of persons plays a particularly important role and bears responsibility for the development of IT infrastructure as support to business procedures falling within their competency, through which they provide services to the users.

In order to establish a ICTN SAB system and provide common network and application services to other state governmental bodies, the **ICTN SAB Project** was initiated. With the aim of participating in the development and introduction of ICTN SAB (§VIII), the coordinators in charge of direct cooperation in building the ICTN SAB system and harmonisation and application of standards have been appointed recently, pursuant to the relevant *Decision on Establishing and Providing Common IT Network Systems Services to State Administrative Bodies* of the Government of the Republic of Croatia, of 28 March 2003.

Based on the previously mentioned *Decision* of the Government of the Republic of Croatia on the establishment of the ICTN SAB Project, taking into consideration that IT and ICTN SAB coordinators have already been appointed at the state administrative bodies, it may be asserted there is currently a sufficient number of professionals at the state administration system that are required for preparation, initiation and implementation of the ICTN SAB Project on the state and local, i.e. regional level.

5.1.3.4 ICTN SAB Council

Taking into consideration the aforementioned *Decision* of the Government of the Republic of Croatia on the institution of the ICTN SAB Project, the ICTN SAB Council (§VII) will soon be established as an expert body charged with a main task of harmonising activities related to the establishment and provision of common ICTN SAB services.

It is noteworthy to mention again that a 12-member Council should consist of representatives from the Government of the Republic of Croatia (1), users from the state administration (9) and the Financial Agency (2).

Table 14 Establishment of the ICTN SAB Council

Tasks	Assigned institutions	Deadlines
Appointment of persons in charge of harmonising ICTN at SABs	SAB	2004-12
Proposing members of the ICTN SAB Council	Office for eCroatia	2004-12
Founding of the ICTN SAB Council	FINA	2004-12
Founding session of the ICTN SAB Council	Office for eCroatia, FINA	2004-12
Draft proposals of the Rule Book of the ICTN SAB Council	ICTN SAB Council	2005-01
Approval of the Rule Book of the ICTN SAB Council	Government of the Republic of Croatia	2005-01

5.1.3.5 Knowledge and skills

Persons with exceptional and special managerial and professional skills and abilities who also possess specific knowledge about the operations of the state administration or work at the judiciary are required to participate in the implementation of the OSS Program. Among other things, these persons will be included in the activities of redesigning business rules and business processes, work flows and information flow, i.e. document flow within and particularly between the state administrative bodies, when they provide services to enterprises and citizens.

Part of their activities concerns legal and procedural organisation, with the purpose of harmonising with the European positions and guidelines on the work of the state administration and ways of providing services to users. Part of the regulations, primarily procedural ones, will require a certain or even comprehensive adjustment to the opportunities provided by modern and mature information technologies in the operation of state administrative bodies. Such persons must be able to propose and harmonize necessary changes in laws and subordinate legislation to back up the changes outlined in the goals of the OSS Program, by also taking into account other applicable regulations.

5.1.3.6 Ability of the State Administrative Bodies to participate in the Program projects

An absolute importance for planning OSS Projects according to the previously determined sets of related and associated services lies in assessing the ability of each state administrative body to participate and contribute to the successfulness of the Program, i.e. individual project that is delegated to such body or in which it acts as main participant, i.e. associate. In the procedure of Program preparation, it is required that each state

administrative body evaluates and assesses the level of competency and preparedness for such developmental projects. The estimates should be based on several important factors, such as:

- level of development of the network infrastructure within the SAB,
- computer infrastructure available – computers, printers and other means
- interrelation with the organisational units of the lower level – regional offices and section-offices,
- IT infrastructure – database management systems (DBMS), document management systems (DMS),
- documentation on operational rules, business, work and information procedures, work flows, circulation of documents,
- application of Croatian and international standards, guidelines, instructions,
- legal infrastructure – internal ordinances, guiding principles, orders,
- educational level and training of employees and staff concerning the use of IT and application equipment,
- coverage of operations and services provided to the citizens and/or enterprises by applicative program equipment,
- possibility of adaptability to fast changes, as well as the ability of efficient management of such changes.

In the event that some state administrative body lacks the required level of ability, it must be trained for this role, with the goal of attaining required level for participation in the Program.

Table 15 Evaluation of level of ability of state administrative bodies for participation in the Program projects

Tasks	Assigned institutions	Deadlines
Examine the level of ability of a state administrative body to participate in the Program	Office for eCroatia, Central State Adm.Office for Public Adm.	2005-02
Asses the level of ability of a state administrative body to participate in the Program	Office for eCroatia, Central State Adm.Office for Public Adm.	2005-03
Design programs of measures and/or special projects for training state administrative bodies	Office for eCroatia, Central State Adm.Office for Public Adm. or MoJ	2005-06
Initiate programs of measures and/or special projects for training state administrative bodies for participation in the Program	Office for eCroatia, Central State Adm.Office for Public Adm. or MoJ	2005-07
Train state administrative bodies for participation in the Project	Office for eCroatia, Central State Adm.Office for Public Adm. or MoJ, SAB	permanently

Therefore, it is essential to immediately set up and initiate special projects or programs of measures and activities which would, under the patronage of the Government of the Republic of Croatia and assisted by the Office for eCroatia, enable achievement of the required level of internal interoperability of each such state administrative body.

5.1.4 Status analysis of interoperability of existing systems

In addition to ICTN SAB, as the basic precondition for implementation of the One Stop Shop concept, this Program also envisages a status analysis on all existing and available information, computer, communications and applicative resources at the state administrative bodies.

5.1.4.1 IT interoperability Status

The status analysis of IT interoperability must uniformly determine which IT resources are available to which state administrative bodies and what particular services are provided to users by those resources. In this, it should be taken into account that some of the IT resources are convenient for exchange between IT systems, others need to be modified according to certain standards, while some are almost completely unusable without previous digitalization.

The IT resources imply the following:

- document files (that are not archived permanently) in written paper form,
- computer records on all available types of magnetic and optical media (floppy disks, CD, CD-RW, MOD, EOD, hard disks, magnetic tapes and alike),
- structured databases (Oracle, MS SQL, DB2, Progres, my-SQL, MS Access and alike),
- documents in all types of formats (doc, wp, pdf, txt, rtf and alike),
- non-textual information in paper and similar materialized form (maps, technical drawings, audio and video tapes, microfilms, microfiches, X-ray, lab results and alike),
- non-textual information in digitalized format (graphical, audio, movie, multimedia, GIS and alike).

Determining the level of IT operability also includes the notion about the use of standards for storage and transfer of information in digitalized form, including the standards for maintaining data security and protection.

5.1.4.2 Communications Interoperability Status

Considering that interconnection of various IT systems of state administrative bodies represents basis for the implementation of the One Stop Shop concept, then the status report of communications interoperability is essential to find out which and what type of communications resources are available to those bodies.

Communications resources imply the following:

- active network equipment (distribution frames, switches, routers, bridges, firewalls and alike),
- communications protocols,

- LAN, WAN, Internet, GPRS, UTMS and other connections to public telecommunications,
- network and communications managing program equipment.

5.1.4.3 Applicative interoperability status

For the most part, all state administrative bodies do have some more or less complex IT systems in place, which serve to satisfy the needs of their respective business systems and the needs of providing services to the users.

It is exceptionally important to know whether the applicative solutions were made within that particular body or custom made for own needs, or on the other hand these were final, more or less adapted applicative packages (such as for example SAP, Oracle Financials, AutoCAD, ArcView and alike).

Table 16 Status analyses on IT systems interoperability

Tasks	Assigned institutions/persons	Deadlines
Status analysis on IT interoperability	Program manager	2005-02
Status analysis on computer interoperability	Program manager	2005-02
Status analysis on communications interoperability	Program manager	2005-02
Status analysis on applicative interoperability	Program manager	2005-02

5.2 *Criteria for identifying the Program projects*

In order to identify a particular project that will achieve the goals of the Program in an individual area of services, i.e. a closely connected set of services provided to users, main preconditions include the competence of an individual state administrative body as the main service provider and the field (portfolio) in which such services are provided to users.

5.3 *Criteria for determining the project priorities*

The information required to identify project priorities and their order of implementation are the following:

- number of provided individual services in the observed time period (for example, a month or a year),
- complexity of service (number of tasks, actions and steps necessary for the provision of service),
- type and amount of documentation (type and amount of incoming and outgoing documents, i.e. incoming forms),
- costs incurred by the body (number of employees included in the provision of service, required expertise of employees and number of hours required to perform the service),
- number of bodies or organisations included in the service provision.

6 Methodological framework

6.1 Managing the Program and Program projects

The project Program is managed at two levels. The first level is determined by the fact that the Program is composed of twenty, more or less interlinked and interdependent projects, each of which covers one recognized and identified service area. Therefore, the first level is actual management of the Program itself as a compound of projects.

The second management level entails managing each individual Program project.

6.1.1 Managing the Program

Managing the program as a compound of projects requires completely different knowledge, abilities and skills such as planning, harmonizing and managing goals.

The Program is managed by a Program Leader (hereinafter Leader). The Central State Administrative Office for e-Croatia proposes the Leader, with the consent of the Central State Administrative Office for Public Administration. He is thereafter appointed by the Government of the Republic of Croatia.

The Program Goals are managed by the Program Council (hereinafter Council). The Leader and his associates establish an implementation plan for individual Program projects and harmonize it with the Council that confirms it.

The Leader must compose a network Program plan in which he will determine, describe and clarify the interdependence of individual projects as well as the due dates within which they have to be prepared, initiated, or completed.

The establishment of a network Program plan requires locating and selecting measurable indicators that will cover how the implementation of individual projects depends on the outcome of one or more other projects.

For example, if the Project for Issuing Construction Permits and Licenses wants to arrange and improve services for issuing location, construction and use permits, this might depend on the completion of projects regarding the cadastre services covering registration of changes in the cadastral plans based on partition surveys and the changes to the use of cadastral lots.

6.2 Managing individual Program projects

Individual Program projects are managed considering modern achievements of administrative sciences that are supported by the recognized methods and mature information technologies, i.e. software tools, thus providing guidelines and specifically enable management of:

- goals,
- resources,
- knowledge and skills,
- risks,
- quality,
- modifications.

Managing a project implicates managing the modifications in the condition, i.e. transformation from one condition into another. What causes the modification of a condition? There are many causes to the modification of condition, like a new act, emergence of new technologies, sudden disaster, competition or business offer.

The cause of modifications to this Program is the awareness that services which the Government must provide by law to its citizens and enterprises may and must be realized in a more efficient way, thus stimulating the development of the economy, a more entrepreneurial spirit and the development of a society in general.

6.2.1 Establishing project priorities

6.2.1.1 Establishing the conditions of service interrelation

A separate preparatory project will determine the conditions (criteria) for establishing a group of related or associated services that are interrelated in such a way that their horizontal correlation cannot be introduced independently but as a unique entity. Such collections of services determine individual implementation projects.

6.2.1.2 Establishing groups of interrelated services

After another preparatory project completes a status analysis of all services provided by the state administrative bodies to citizens and enterprises and composes their list and detailed description, the group of associated and related services that are candidates for individual Program projects can be determined according to the conditions (criteria) of interrelation.

An example of this is the issuance of a permit for pulling down and removing a residential building which is related to the issuance of a location and later construction permit for building a replacement residential-business building. However, the pulling down of the existing building requires the approval of the Institute for Conservation of Cultural Heritage in order to avoid possible destruction of such monuments if the mentioned building is listed as such a monument, and thus protected as a public cultural domain.

6.2.1.3 Identifying projects

We can generally conclude that each meaningful and sufficiently interlinked group of services represents a project in itself. However, we need to anticipate that some collections of

services are too large, too demanding or too complex to be implemented, or require too much means that cannot be gathered at one time, or presuppose essentially different and sensitive legislative amendments to existing procedures. In such a case this group of services can be divided into two or more individual projects for easier implementation.

6.2.1.4 Identifying priority projects

One of the most important activities in the Project implementation, after establishing individual projects that will compose the entire OSS Program, will be to determine their priority.

In the beginning one pilot project will be chosen that will show citizens and/or enterprises reasonably fast measurable results. The purpose of such a pilot project is to serve as a good example of management possibilities, at first of one project from the range of projects determined by the Program, and then of the entire OSS Program. Such a pilot project should represent a sample for everyone to learn from – from members of the project group to Coordination, Managers and Program Council, and all until the MINISTRY OF FINANCE while securing the means and covering expenses, the supervisory governmental bodies and finally the Government of the Republic of Croatia itself that has initiated this unique Program.

After acquiring good and bad experiences from the pilot project, two or three more priority and achievable projects must be determined that can be implemented simultaneously.

After completing four initial projects, including the mentioned pilot project, a good status analysis, revision and evaluation of what was done must be conducted as well as the verification of accomplishments on the basis of prior determined metrics and measures. The obtained indicators will be used in two ways. They will indicate which places in the Program management have to be improved and modified. On the other hand they will show how the goals should be managed and determine their final sequence and priorities of other OSS Program projects.

6.2.1.5 Network plan

After conducting a status analysis of all services, all services listed and described, linked in meaningful groups of associated and related services, after the projects and their interrelations and priorities are determined, a Program network plan will be composed which will portray the chronological plan for implementing the entire Program on one time axis which will be easy to review, as well as the deadlines for starting and completing individual Program projects.

The network plan will serve the Program Manager to monitor how the Program implementation is advancing, i.e. for adopting necessary decisions in case of difficulties or

obstacles. It will also serve the Program Coordination to harmonize individual Program projects if some of them are behind schedule or pause during their implementation.

Besides that, the network plan will serve to determine the dynamics in which certain expenses will emerge and be covered, as well as to ensure that the planned sources will provide the means in the predicted amount and planned time.

One of the most important roles of the network plan for implementing the Program projects is public procurement of equipment, works and services. Public procurements must be initiated on time in order to procure the means, contract works and obtain the services in time and in coordination with other projects or main activities.

6.2.2 Project coordination

As we can anticipate a larger number of projects under the OSS Program (possibly dozens of them), their initiation, implementation and completion have to be harmonized. For this reason a separate Coordination unit will be established (hereinafter Program Coordination) that will operate in several fields – legal, technical-technological, business, educational and similar.

The Program Coordination is composed of representatives of assigned institutions and project leaders.

6.3 *Managing individual projects*

Each project goes through several phases. The Project Leader manages individual phases and makes decisions on advancing from one phase into another, taking into consideration the requirements of the selected project method, the identified goals, the implemented assessments at the previously planned and determined assessment points and critical points, as well as the results of these assessments that evaluate the success of achieving the determined goals.

The basic phases of each project are:

1. Determining the content and project planning,
2. Implementation and introduction,
3. Quality assessment and evaluation of success,
4. Conducting necessary measures.

The fully simplified phase approach is based on four words: Plan – Do – Check – Act.

6.3.1 Scope and content

Despite a clear vision and well defined project goals, without a clearly determined scope and harmonized and approved project scope and content, the goals can become unreachable. Namely, for each project to be successful we need to know and evaluate that all the goals

are achieved and that the project can be concluded or closed. If the project scope and content can be expanded during its implementation it is at great danger of never being completed.

6.3.1.1 SWOT analysis

Each project must start with a SWOT analysis (analysis of strengths, weaknesses, opportunities and threats to the project) that will be thoroughly discussed and give answers to key questions about what could endanger the successfulness of the project, and what supports the project and how to use them in order to achieve the desired success in the due time using anticipated means.

The SWOT analysis needs to collect all relevant, and sometimes seemingly irrelevant data and information, opinions of individual participants and users, especially the expectations of users about the new and different services that will be provided to users or that the users will utilize in other ways, what the project must include and what must be avoided by the project or completely eliminated.

The project Leader is expected to be able to conduct a SWOT analysis, and then use the acquired information. He must especially be conscious that the recognized weaknesses and threats are not “pushed under the rug”.

For example, if the project Leader notices that one of the weaker links of the project is the knowledge about mature technologies that should be applied, he needs to find appropriate associates or advisors he can rely on, and who are familiar with the newest information and guidelines.

6.3.1.2 Cost-Benefit Analysis

Transformation, modification or at least improvement of business processes that provide services to users are a significant characteristic of each OSS Program project. One of the methods of managing goals is to interrelate all costs predicted and planned by the project, and the benefits they are expected to provide in some future time. In the process the assessment of benefits must be fair and based on clear and recognizable indicators and calculations.

Each OSS project must have a proven relation of costs and benefits lesser than 1! If this is not so, the project is either its own purpose or is harmful because it will, apart from an unnecessary engagement of different resources, probably obstruct the implementation of other projects that can achieve reasonable goals.

6.3.1.3 Feasibility Study

If a OSS Program project is complex, demanding and requires significant means for its implementation, a feasibility study must be thoroughly conducted. The study must

unmistakably show that the solution provided enables the project to accomplish the determined goals and expected result.

The feasibility study is also necessary in those cases in which the project can be conducted in several crucially different ways, among which one optimal solution must be selected through the previous analyses and assessment.

6.3.1.4 Service Level Agreement

Following a status analysis of the service areas that will be covered by the project and a conducted business analysis of the main business processes, an agreement is composed about the necessary, anticipated and agreed level of the service. This document forms a constituent part of the project documentation.

The Service Level Agreement is one of the main constituent parts of the agreement on OSS Program design, implementation and introduction in the state governmental body. To be precise, a necessary level of services must be achieved.

The accomplishments of the anticipated level of services must be measurable and provable. During the project delivery, delivery minutes must be composed containing the signatures of all contracted and other interested parties confirming that the service was actually delivered.

6.3.2 Planning

6.3.2.1 Documentation

The project documentation is prepared, composed and deposited in accordance with the requirements and recommendations of the selected project method and the selected, but also available, software (program) tools that support such a method.

The documentation is deposited in a shared repository available to all members of the project group. All the modifications to the documentation must be deposited and marked with a version, date and name of person that wrote, composed, prepared and approved it.

The final version of each part of the documentation is approved by the project Leader. The final version of the project documentation is recorded on a un-deletaeable CD in seven equal copies marked by ordinal numbers and the name of the receiver of the marked copy, one of which go to:

1. Project Leader,
2. President of the project Council,
3. Project sponsor,
4. Program Coordination,
5. Principal contractor,

6. Central State Administrative Office for e-Croatia,
7. Archive of the Republic of Croatia.

After the project is implemented, delivered and closed, i.e. after the project is completed, the project Leader, President of the project Council and Principal Contractor return their copies of the project documentation saved on CDs to the Central State Administrative Office for e-Croatia.

All the project documentation is an official secret until its completion.

The project Council may decide to publish part of the project documentation and make it publicly available even before the project is completed. This especially refers to those parts of the project documentation that is and may become subject of public discussion.

Upon completion of the whole program the Program Coordination is obligated to return all copies of the documentation of all Program projects to the Central State Administrative Office for e-Croatia.

6.3.2.2. Sharing information resources

The Central State Administrative Office for e-Croatia is obligated to unite all information resources (data, information, documents, literature, standards, recommendations, laws and subordinate regulations and other similar documents about the best practices and application of knowledge, experience and technologies and similar).

Therefore the Central State Administrative Office for e-Croatia will establish a Program repository and make it available to all interested and authorized parties, participants in the Program implementation. By doing so they will establish a system of unifying, sharing, transferring, taking over and applying the knowledge that will enable a simple and accessible way of gaining applicable information and knowledge necessary for preparing, initiating and implementing the OSS project. Moreover, the repository needs to enable access to information necessary for assessing and monitoring the accomplishments and achievements of individual projects on their way to realizing the planned Program goals.

Table 17 Establishment of a shared repository of Program information resources

Tasks	Assigned institutions	Deadlines
Establishing a shared repository of Program data, information and documents (repository of information resources)	Office for e-Croatia	2005-01
Unify all Program information resources in the repository	Office for e-Croatia	2005-02

6.3.2.3. Financing

One of the key resources of each project are financial means. Therefore each initiation of a Program project must be preceded by an estimate of the necessary means that will be

allocated from the State Budget of the Republic of Croatia for the current year, and which is approved by the Government of the Republic of Croatia by a separate decision for each project.

Besides establishing the amount, we have to foresee the dynamics in which the means will be withdrawn, their purpose and manner in which they will be spent, as well as a supervision and assessment of their expenditure.

The project Leader is accountable for all purposeful and meaningful spending of approved means for the project implementation. He has to report on the expenses made in detail and consciously to the President of the project Council, Project Sponsor and Program Coordination.

6.3.2.4. Human resources

The project Leader is responsible for managing the human resources, their time, knowledge and skills. Thus the selection of appropriate members of the project group is one of the most important tasks of the project Leader. He must determine what knowledge he requires and which persons have such knowledge. In the case that none of the members of the project group master the determined knowledge and skills, the project Leader must acquire the services of other people within the determined and available means.

6.3.2.5. Outsourcing

The project Leader may, upon approval by the project Council President, decide to appoint certain tasks to other persons (physical or legal) by ceding this work or service using prescribed public procurement procedures.

The project Leader must assess and clarify the reasons for which he plans to cede certain works and procure certain services, and which he cannot acquire from other bodies of public administration participating in or delegated for the Program realization.

The procurement of equipment is conducted through standard public procurement or common procurement procedures if this is possible and acceptable in terms of timelines, and does not endanger the completion of the project and realization of the Program goals.

6.3.2.6. Activities

6.3.2.6.1. Assigned persons

Each activity or step within the project work framework must have at least one clearly defined assigned person. The persons that were assigned a certain activity are appointed by the project Leader according to the project plan and needs. Such persons are usually members of the project group. The project Leader can appoint other associates for certain activities, who have the necessary skills and knowledge. The persons assigned with an activity are liable for the completion of activities within a given deadline. If they come upon difficulties,

they must inform the project Leader without delay about them, so as not to enlarge and extend them uncontrollably, and thus postpone the deadlines and increase expenses.

6.3.2.6.2. Deadlines

Each activity must have a deadline so that the project determined plan would be respected. As activities usually depend on the completion of other activities, or they are a precondition for the completion of other activities, it is extremely important to meet the deadlines for the whole project to end successfully.

Extending the time necessary for completing an activity often affects the extension of deadlines for completing the whole project. Therefore the persons that were assigned activities must inform the project Leader about any possible extension of the deadline so that the project could, if possible, return to its drawn plan.

6.3.2.6.3 Resources

The project Leader is obligated to ensure all the resources necessary for the project to be implemented on time and to satisfy the necessary amount and quality. The project Leader decides how individual resources will be divided and appointed to the assigned persons or members of the project group.

An assigned person must know in advance what means and other resources he/she can count on while executing individual planned activities. It is also desirable to know in advance to what amount he/she may exceed the initially determined and planned amount, or other means.

The resources and means may differ, form money to equipment, consulting services or work. Considering the characteristics and types of resources, some must be procured by public procurement. As public procurement may sometimes be a long-lasting and complex procedure, the resources must be planned well in advance to be available when needed by the individual planned activity.

6.3.2.7. Conditions and assessment of project quality

The project Council is obligated to monitor the quality of the project management, quality of the applied methods of designing, quality of completed parts and the quality of the project documentation.

The project Council President can entrust the assessment of any part of the project to an independent expert person (physical or legal).

After receiving the assessment of quality, the project Leader must act according to the recommendations and guidelines of the project Council, or other expert person that was entrusted with assessing the quality.

In case the project leader does not understand or is not in accordance with the received recommendations, or guidelines, he must seek advice or help without hesitation from the project Council, and if necessary from the Program Manager.

6.3.3 Initiating a project

Each Program project is initiated by an official (formal) decision of the project Council President about initiating a project and an official invitation to the first joint meeting of the Project Group.

The project Leader and all members of the Project Group, President and all members of the project Council and Project Sponsor as well as the representative of the Program Coordination must attend the joint meeting.

The representative of the Program Coordination must inform the leaders and presidents of councils of all other projects in progress or the ones that will be initiated within a month or two about the initiation of a new project.

The first joint meeting at which the project is initiated must understand and clarify all the goals, purpose, scope, deadlines and participants in the project.

The project may not be initiated without knowing the sources of financing, required means and other necessary resources.

6.3.4 Preparing a project

Although a part of project preparation may be done prior to the official (formal) project kick-off, the project Leader performs the main part of preparations with the selected members of the project group.

6.3.4.1 Choosing the project method

The first step in project preparation is choosing the project method. The chosen method must be such to ensure integrity of documentation with least effort in composing and keeping documentation. The method must enable management of changes to the documentation.

Therefore, none of the Program projects must be initiated without the project Leader, in cooperation with all members of the Project group, previously selecting the method of its design. The project Leader is responsible for complete adherence to the chosen project method and its implementation, so that the accompanying documentation may be given for evaluation (review) after the completion of the project to any other expert (natural or legal) who is evidently familiar with this method and possesses identical tools for inspecting individual segments of project documentation.

THE CENTRAL STATE ADMINISTRATIVE OFFICE FOR E-CROATIA will issue Instructions that will, until the enactment of appropriate decree on accepted project methods at the state administrative bodies, identify which known and acknowledged methods and which versions thereof are acceptable for managing projects included in this Program.

6.3.4.2 Preparatory work and activities

Preparation of projects includes all those tasks and activities that are required for a successful project implementation, including:

- Choice of project method,
- Familiarizing the members of project group with the project method, type, form and contents of project documentation, as well as techniques and tools used by the method,
- Identifying and documenting the project task,
- Harmonisation of the project task with the Program Coordination, and if required with the leaders of other pending projects,
- Verification of the project task concerning the goals, purpose, scope, content and deadlines,
- Making the project plan,
- Identifying controls and manner of their implementation.

6.3.5 Implementation

6.3.5.1 Education and training

Education and training are performed on three levels. All persons who manage projects or are members of project groups must have certified professional knowledge and skills, as well as certificates proving they are familiar with the methods, techniques and tools necessary to run projects.

Further, experts from the state administrative bodies that will be included in business and work procedures prior to individual solutions from the OSS Programs being available and introduced, must successfully complete all technical, businesses and other training required to provide services to citizens and enterprises in a new and modified way by using new means and applying new procedures. This also entails knowledge about the changes of legal and business rules which were introduced during the project implementation and putting the new business solution into use.

Finally, prior and during the introduction of a service into use, citizens and responsible persons in enterprises, i.e. with entrepreneurs, should be familiarized in a simple and direct way with all the modifications, and they should be given correct and integral instructions on how to exercise their rights or fulfil their obligations in a new way.

Public promotion shall play an important role in successful use of the Program outcome, and it should be given all required attention so that the public and interested persons would not be left out.

6.3.5.2 Introduction of service into use

6.3.6 Measuring and assessment of success

Success of the One Stop Shop concept relies on several important factors. This primarily includes a meaningful choice of groups of services joined into individual projects, as well as correct choice of their priorities, in other words – sequence of the projects' implementation.

Further, achieved goals of the project, i.e. Program in whole also contribute to the success of the OSS concept.

6.3.6.1 Metrics

In order to be able to evaluate the success in achieving project goals, it is required to know in advance which measurable indicators are there and which metrics will be used for measurements.

Considering that those goals are connected to services provided by the state administrative bodies to users in the enforcement of laws, then the metrics must be based on the following indicators:

- Overall satisfaction of users with provided service,
- Speed of provided service,
- Costs, i.e. administrative burden for the user (revenue stamps, fees, charges and similar costs),
- Ease and availability of services (on-line, through Internet, 24/7),
- Quantity of information, evidence and other documents required for initiating procedure for obtaining the service or fulfilling the obligation,
- Possibility of monitoring the service provision (phases in the procedure and overall sequence of providing same or similar services to other users),

By observing success from the other side, i.e. at the state administrative bodies that provide services, the indicators for determining metrics may be as follows:

- Overall employee satisfaction (of civil servants and employees) with the new way of service provision,
- Speed of the service provision,
- Number of services in the time unit,
- Possibility of providing services directly, on-line, without employee's personal engagement,

- Reduction of total costs for the state administrative body,
- linking business procedures into an uninterrupted series, exceeding the limits of organisational units or state administrative bodies,
- elimination of irrelevant or unnecessary services,
- availability of information and documents through computer-communications network at other state administrative bodies,

6.3.6.2 Collecting data and information

Types, sources, manner and frequency of collecting data and information required for evaluation of success must be foreseen by the project plan. It is exceptionally important to collect and record values of indicators that will serve for evaluation of success prior to introduction and launch of the solutions obtained in the project.

All collected data will be stored in a structured form and permanently kept in a shared repository of the Program, maintained by the OFFICE FOR E-CROATIA, where they will be available to interested authorised persons.

6.3.6.3 Analysis of collected data and information

The Project Manager is obliged to organise that the collected data are processed, thereafter analysed by using the identified metrics. The result of such analysis should undoubtedly show whether the success was attained in achieving a certain identified goal and it should offer reasons for this with a detailed explanation.

The outcome of analysis should, in addition to the tables with all collected data, contain relevant diagrams, charts and other appropriate graphical representations of value and flow of identified indicators, namely;

- prior to introducing a new solution,
- values expected in the project and
- values measured after the introduction.

6.3.6.4 Evaluation of success

The evaluation of success is proposed by the Project Leader, who is obliged to report in detail to the President of the Program Council and Program Manager on the procedure of measuring and assessment of success. The Program Council and Program Manager jointly confirm the proposed evaluation of success of an individual project, and if required – give recommendations or propose necessary measures.

6.3.6.5 Recommendations for changes

A certified evaluation of success, if unfavourable, should serve the project councils to issue recommendations and decisions on possible measures, i.e. necessary changes of projects.

The Project Manager is responsible for the implementation of proposed measures, and he should plan required activities. Direct tasks should be done by the project group or outsourced associates.

The Program Manager and Program Council must be informed about the evaluation, and they will undertake other measures or steps in order for the pending or future projects to achieve expected outcomes and success.

6.3.7 Supervision of project implementation

6.3.7.1 Controls

Each project has a smaller or bigger number of control points when it is checked for planned goals for a certain project phase. In addition to goals, the costs made in a certain project phase are also checked, and they are being matched to the expected projections so as to avoid excess costs. It is particularly important to constantly monitor achieved quality in respect of the requirements identified in the project task and the service level agreement.

For the controls to be performed constantly or on time, it is required to know in advance which controls are there, who performs them and how, which means and methods are used, what is being caused or checked, and which metrics applies.

The final checking of the project outcome quality prior to its introduction into use are performed pursuant to all requirements outlined in the service level agreement. The project group, i.e. contractor, are obliged to take into consideration all documented objections that show departures from the expected service level, and to bring them to the agreed level by investing additional effort and work within the shortest possible time.

6.3.7.2 Reporting

The Project Manager is responsible for determining controls and planned check-ups, who must train the members of the project group in time or hire outsourced associates to perform determined check-ups and report to him thereafter.

6.4 Pilot-project

6.4.1 Priority

It is reasonable to choose as a pilot-project a project from the Program whose priority is not questionable, which is not too complex and demanding, which may reasonably be completed within a relatively short period, which will not engage significant resources, and which may with high likelihood be expected to achieve a positive outcome.

Such a pilot-project who will be recognized as important by the users and the public, may be a significant motivating factor and incentive for continued implementation of the OSS Program.

6.4.1.2 Expected effects

Expected effects of the pilot-project must be based on the goals that need to be limited, not too difficult to achieve and relatively easily attainable. The effect must be measurable easily and, after all, the users must be able to check them personally.

6.4.2 Launch

Considering the special importance and purpose of the pilot-project, it would be desirable that the Program Leader launches it together with the Program Sponsor, i.e. Prime Minister of the Republic of Croatia.

6.4.3 Checking the outcome

A successful outcome of the pilot-project is crucial for the launch and implementation of other OSS projects according to the identified network plan, as well as the success of the overall Program. The Manager of the pilot-project must check whether all identified goals have been achieved and report on his findings to the Project Council, Project Sponsor, i.e. assigned person and the project contractor.

All difficulties encountered by the project group during their work on the pilot-project must be documented, analysed, and the choice of solutions or measures that were applied must be elaborated and documented to be useful for other OSS projects.

It is clear that the purpose and role of the pilot-project is to serve as a sample for the future projects, and, having this goal in mind, the implementation of the pilot-project must be approached with utmost attention.

Table 18 Implementation of the pilot-project

Tasks	Assigned institutions/persons	Deadlines
Choosing pilot-project	Government of the Republic of Croatia	2005-04
Defining project task for the pilot-project	Program Manager	2005-04
Planning implementation of the pilot-project	Program Manager	2005-04
Initiating the pilot-project	Program Manager	2005-04
Implementation of the pilot-project	Project group	2005-07
Introduction of the pilot-project	Project group	2005-08
Checking outcome of the pilot-project	Sponsor of pilot-project, Project Council	2005-09
Evaluation of outcome of the pilot-project	Sponsor of pilot-project	2005-09

7 Consolidated task plans

7.1 Consolidated plan according to assigned institutions/persons

Tasks	Assigned institutions/persons	Deadlines
Founding of the ICTN SAB Council	FINA	2004-12
Plan the implementation of the ICTN SAB Project	FINA	2004-12
Conduct public procurement for equipment required for ICTN SAB	FINA	2005-03
Interlink all governmental bodies located in the City of Zagreb by ICTN SAB	FINA	2005-05
Plan the continued implementation of the ICTN SAB Project	FINA	2005-06
Interlink the cities of Zagreb, Split, Rijeka and Osijek by ICTN SAB	FINA	2005-06
Interlink all governmental bodies located in Split, Rijeka and Osijek by ICTN SAB	FINA	2005-06
Build and establish ICTN SAB	FINA	2005-12
Provide support to the state governmental bodies	FINA	Permanently
Enact amendments to the Financial Agency Act	The Croatian Parliament	[2005-03]
Approve the funds required for the Program implementation in 2006	The Croatian Parliament	[2005-11]
Evaluation of outcome of the pilot-project	Sponsor of pilot-project	2005-09
Checking outcome of the pilot-project	Sponsor of pilot-project, Project Council	2005-09
Implementation of the pilot-project	Project group	2005-07
Introduction of the pilot-project	Project group	2005-08
Draft proposals of the Rule Book of the ICTN SAB Council	ICTN SAB Council	2005-01
Proposing members of the ICTN SAB Council	Office for eCroatia	2004-12
Plan the Program costs in 2005	Office for eCroatia	2005-01
Establish a shared repository of Program data, information and documents (repository of information resources)	Office for eCroatia	2005-01
Unify all Program information resources in the repository	Office for eCroatia	2005-02
Establish conditions for determining dependency and priority of projects	Office for eCroatia	2005-03
Compose a networked implementation plan of the Program projects	Office for eCroatia	2005-03
Make a framework and recommendations for the use of open standards in the IT field	Office for eCroatia	2005-03
Plan the funds for the Program implementation in 2006 and 2007	Office for eCroatia	2005-09
Founding session of the ICTN SAB Council	Office for eCroatia, FINA	2004-12
Propose changes to the Financial Agency Act	Office for eCroatia, Min. of Fin.	2005-02
Examine the level of ability of a state administrative body to participate in the Program	Office for eCroatia, Central State Adm. Office for P.Adm.	2005-02

Identify Program projects taking into consideration groups of related and associated services	Office for eCroatia, Central State Adm. Office for P.Adm.	2005-03
Establish conditions for composing associated groups of services	Office for eCroatia, Central State Adm. Office for P.Adm.	2005-03
Assess the level of ability of a state administrative body to participate in the Program	Office for eCroatia, Central State Adm. Office for P.Adm.	2005-03
Conduct a swift and efficient survey among (a) providers (b) service users	Office for eCroatia, Central State Adm. Office for P.Adm.	2005-03
Compose groups of related and associated services	Office for eCroatia, Central State Adm. Office for P.Adm.	2005-03
Design programs of measures and/or special projects for training state administrative bodies	Office for eCroatia, Central State Adm. Office for P.Adm. or MoJ	2005-06
Initiate programs of measures and/or special projects for training state administrative bodies for participation in the Program	Office for eCroatia, Central State Adm. Office for P.Adm. or MoJ	2005-07
Train state administrative bodies for participation in the Project	Office for eCroatia, Central State Adm. Office for P.Adm., SAB	permanently
Make a status overview of services provided at the state governmental bodies	Central State Adm. Office for Public Adm.	2005-02
Make a preliminary list of areas of services and list of services with respective providers	Central State Adm. Office for Public Adm., Office for eCroatia	2004-12
Appointment of persons in charge of harmonising ICTN at SABs	SAB	2005-01
Adopt all ISO/EN standards in the filed of IT technologies	JTC (State Office for Metrology)	2005-02
Status analysis on applicative interoperability	Program Manager	2005-02
Status analysis on IT interoperability	Program Manager	2005-02
Status analysis on communications interoperability	Program Manager	2005-02
Status analysis on computer interoperability	Program Manager	2005-04
Defining project task for the pilot-project	Program Manager	2005-04
Initiating the pilot project	Program Manager	2005-04
Approval of the Rule Book of the ICTN SAB Council	Government of the Republic of Croatia	2005-01
Find financing sources for the Program in 2005	Government of the Republic of Croatia	2005-02
Allocate required financial funds to the Program for 2005	Government of the Republic of Croatia	2005-03
Make a decision on priorities and implementation for the Program projects	Government of the Republic of Croatia	2005-04
Choosing pilot-project	Government of the Republic of Croatia	2005-04
Determine the amounts and sources of funds for the Program implementation in 2006	Government of the Republic of Croatia	2005-10

7.2 Consolidated plan according to deadlines

Tasks	Assigned institutions/persons	Deadlines
Provide support to the state governmental bodies	FINA	Permanently
Train state administrative bodies for participation in the Project	Office for eCroatia, Central State Adm. Office for P.Adm., SAB	Permanently
Founding of the ICTN SAB Council	FINA	2004-12
Plan the implementation of the ICTN SAB Project	FINA	2004-12
Proposing members of the ICTN SAB Council	Office for eCroatia	2004-12
Founding session of the ICTN SAB Council	Office for eCroatia, FINA	2004-12
Appointment of persons in charge of harmonising ICTN at SABs	SAB	2004-12
Draft proposals of the Rule Book of the ICTN SAB Council	ICTN SAB Council	2005-01
Plan the Program costs in 2005	Office for eCroatia	2005-01
Establish a shared repository of Program data, information and documents (repository of information resources)	Office for eCroatia	2005-01
Adopt all ISO/EN standards in the filed of IT technologies	JTC (State Office for Metrology)	2005-01
Approval of the Rule Book of the ICTN SAB Council	Government of the Republic of Croatia	2005-01
Unify all Program information resources in the repository	Office for eCroatia	2005-02
Propose changes to the Financial Agency Act	Office for eCroatia, Min. of Fin.	2005-02
Examine the level of ability of a state administrative body to participate in the Program	Office for eCroatia, Central State Adm. Office for P.Adm.	2005-02
Make a status overview of services provided at the state governmental bodies	Central State Adm. Office for Public Adm.	2005-02
Make a preliminary list of areas of services and list of services with respective providers	Central State Adm. Office for Public Adm., Office for eCroatia	2005-02
Status analysis on applicative interoperability	Program Manager	2005-02
Status analysis on IT interoperability	Program Manager	2005-02
Status analysis on communications interoperability	Program Manager	2005-02
Status analysis on computer interoperability	Program Manager	2005-02
Find financing sources for the Program in 2005	Government of the Republic of Croatia	2005-02
Conduct public procurement for equipment required for ICTN SAB	FINA	2005-03
Enact amendments to the Financial Agency Act	The Croatian Parliament	[2005-03]
Establish conditions for determining dependency and priority of projects	Office for eCroatia	2005-03
Compose a networked implementation plan of the Program projects	Office for eCroatia	2005-03
Make a framework and recommendations for the use of open standards in the IT field	Office for eCroatia	2005-03

Identify Program projects taking into consideration groups of related and associated services	Office for eCroatia, Central State Adm. Office for P.Adm.	2005-03
Establish conditions for composing associated groups of services	Office for eCroatia, Central State Adm. Office for P.Adm.	2005-03
Assess the level of ability of a state administrative body to participate in the Program	Office for eCroatia, Central State Adm. Office for P.Adm.	2005-03
Conduct a swift and efficient survey among (a) providers (b) service users	Office for eCroatia, Central State Adm. Office for P.Adm.	2005-03
Compose groups of related and associated services	Office for eCroatia, Central State Adm. Office for P.Adm.	2005-03
Allocate required financial funds to the Program for 2005	Government of the Republic of Croatia	2005-03
Defining project task for the pilot-project	Program Manager	2005-04
Initiating the pilot project	Program Manager	2005-04
Planning implementation of the pilot-project	Program Manager	2005-04
Make a decision on priorities and implementation for the Program projects	Government of the Republic of Croatia	2005-04
Choosing pilot-project	Government of the Republic of Croatia	2005-04
Interlink all governmental bodies located in the City of Zagreb by ICTN SAB	FINA	2005-05
Plan the continued implementation of the ICTN SAB Project	FINA	2005-06
Interlink the cities of Zagreb, Split, Rijeka and Osijek by ICTN SAB	FINA	2005-06
Interlink all governmental bodies located in Split, Rijeka and Osijek by ICTN SAB	FINA	2005-06
Design programs of measures and/or special projects for training state administrative bodies	Office for eCroatia, Central State Adm. Office for P.Adm. or MoJ	2005-06
Implementation of the pilot-project	Project group	2005-07
Initiate programs of measures and/or special projects for training state administrative bodies for participation in the Program	Office for eCroatia, Central State Adm. Office for P.Adm. or MoJ	2005-07
Introduction of the pilot-project	Project group	2005-08
Evaluation of outcome of the pilot-project	Sponsor of pilot-project	2005-09
Checking outcome of the pilot-project	Sponsor of pilot-project, Project Council	2005-09
Plan the funds for the Program implementation in 2006 and 2007	Office for eCroatia	2005-09
Determine the amounts and sources of funds for the Program implementation in 2006	Government of the Republic of Croatia	2005-10
Approve the funds required for the Program implementation in 2006	The Croatian Parliament	[2005-11]
Build and establish ICTN SAB	FINA	2005-12

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9 Appendices

9.1 Abbreviations

- DBMS – Database Management System
- DMS – document management system
- EU – European Union
- FINA – Financial Agency
- GIS – graphical information system
- IDA – Interchange of Data between Administrations
- IDAbc – Interchange of Data between Administrations, Businesses and Commerce
- ICT – information-communications technology
- IT – information technology
- OSS – One Stop Shop
- PDF – portable document format
- OSSP – One Stop Shop Program
- ICTN – information-communications technology network
- ICTN SAB - information-communications technology network of the state administrative bodies
- CCT – computer-communications technology
- RTF – rich text format
- CSAB – Central State Administrative Body
- SAB – State Administrative Body
- SGB – State Governmental Body
- BvPA – Body vested with Public Authority
- Gov – Government of the Republic of Croatia
- WAP – web application protocol

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