

Increasing the efficiency of the public employment services with the reform of its ICT systems

IMPLEMENTATION ROADMAP

Technical Support Instrument

Supporting reforms in 27 Member States



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Table of abbreviations

| | |
|--------------------------|--|
| CEAS (KEÜSZ) | Centralized Electronic Administration Services |
| DG REFORM | Directorate-General for Structural Reform Support |
| ETL | Extract, Transform and Load |
| EU | European Union |
| FPIR | Financial Information system for Employment Policies |
| GDPR | General Data Protection Regulation |
| HMED (HU: GFM) | Hungarian Ministry for Economic Development |
| HMTI (HU: TIM) | Hungarian Ministry for Technology and Industry |
| IR | Integrated IT System for Employment Policy |
| LMP | Labour Market Policies |
| NAV | Nemzeti Adó- és Vámhivatal (National Tax and Customs Administration) |
| NEAK | Nemzeti Egészségügyi Alapkezelő (National Health Insurance Fund of Hungary) |
| NKI | Nemzeti Kibervédelmi Intézet (National Cybersecurity Institute) |
| PEGF (HU: KTK) | Public Employment Framework |
| PES | Public Employment Service |
| REAS (HU: SZEÜSZ) | Regulated Electronic Administration Services |
| TSI | Technical Support Instrument |

1. Executive summary

This report is the sixth deliverable of the project to provide consultancy services for “**Increasing the efficiency of the public employment services with the reform of its ICT systems**” within the contract signed with the Directorate General for Structural Reform Support (DG REFORM) of the European Commission, for the **benefit** of the **Hungarian Ministry of Technology and Industry** (HMTI for short). The project is implemented by NTT Data in consortium with AARC Ltd. and with AAM Management Information Consulting Ltd as the subcontractor of NTT Data (the Consultant), with the aim to prepare, in line with Article 3 of the TSI Regulation, **a structural reform in Hungary in the area of Digital Public Administration**, particularly as it relates to **employment policy**. The expected outcomes of the project are that the Hungarian administration is ready to renew the IR system to support simplified client management processes and serve as a reliable data source on employment policy data, especially the registered unemployed.

Building on the results of previous project phases and especially on the Recommendation Report and the To-be Situation Report, the Consultant team elaborated the **Implementation roadmap**, which describes the further steps to be taken towards and until the new IR system is fully implemented.

This implementation effort is proposed to be carried out under the umbrella of a programme, that is, a set of interlinked and interdependent projects.

The programme has been organized to **three main** blocks: 1. Preparation, 2. Implementation of new IR system and 3. The necessary development of related systems.

The **Preparation block (phase)**:

- Should start with **securing the financing** for the entire programme. We have made and validated with HMTI the assumption that the **source of financing is planned to be EU Structural Funds**, in an appropriate operational programme.
- As financing is secured and means to further preparations become available, the **management function and organization of the programme** should be set up, taking into account the membership of the consortium of beneficiaries.
- In parallel, the **procurement plan** will need to be drawn up and the procurement procedures of therein defined preparatory tasks need to be launched.
- HMTI will need to take the outcomes of this DG Reform project to outline the strategic level future **operational concept** and have it formally approved with all relevant stakeholders, as this will become a point of no return once the ToRs for implementation are prepared. Additional necessary preparatory tasks will include **detailed integration planning and change management planning**.

- A vital element of the preparation is, similar to how this DG Reform project defined the desired to-be situation for the IR system, the preparation of the **future state vision for the KTK system** in a similar depth, as it is an important input to the preparation of the implementation ToRs.
- Then, the **detailed feasibility study** (as a mandatory deliverable of an EU SF funded project) can be prepared, and the **ToRs** for the selection of the **implementation partners**, finally the procurements need to be carried out.
- In parallel, taking steps towards ESCO harmonization should be started to ensure the circumstances for the common use of related codes.

This **preparatory phase** has been planned to last from **February 2023 to December 2025**.

From May 2025, **two blocks of action** should be **launched in parallel** which should be implemented in very close coordination:

1. The **implementation of the new IR system**, and the
2. Work on the side of **related, connected or to-be connected systems** to ensure that PES's client management operations remain viable during the entire period of implementation and gradually all planned **interoperable links** can be set up in line with the new architecture and procedural vision.

As decided in Phase 4 and explained in Deliverable 4: Recommendation Report, with the aim to mitigate implementation risks, a **phased implementation approach** will be followed instead of a big bang go-live scenario. In Deliverable 5: To-be Situation Report the **four suggested phases** have already been introduced:

1. Master data management phase
2. Pilot processes
3. Placement and passive labour market policies
4. Programmes, aids, active labour market policies.

In the **implementation roadmap** their **timing**, possible extent of **overlaps**, detailed **task breakdown** have been developed. Each of the implementation phases will include a full cycle of tasks from detailed **planning**, through application **development** and documentation to **testing, training, migration** and finally **go-live**.

The **entire implementation period of the system** has been planned to be **approximately 3,5 years**, with the last phase **going live in late 2028**.

2. Methodological approach

The methodological background of the sixth deliverable was developed in a workshop with the consulting team, where all experts of the consultant team brought in their experience of securing financing for, preparing and implementing similar large scale e-governance and system implementation projects, including the previous implementation of the current IR system and also many more recent projects. The outcome of this effort was a list of high-level tasks, their dependencies and major milestone dates.

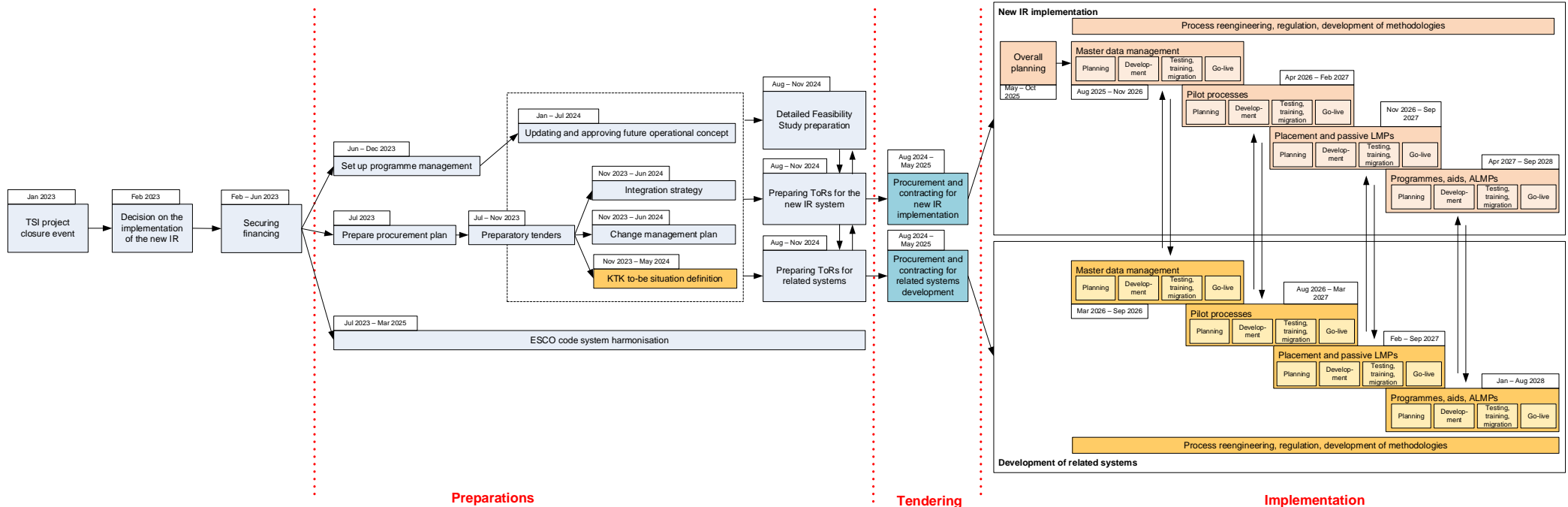
The assumption was made that the source of financing will be EU Structural Funds, in an appropriate operational programme, and this assumption has been validated with HMTI before building up the plan upon it.

Based on the workshop outcomes, the implementation roadmap has been broken down to more granular tasks and their specifics have been defined along these specifics:

- Phase
- Group of action
- Action
- Responsibility
- Start date
- End date
- Prerequisites.

3. Implementation roadmap

The main groups of action within the implementation roadmap, their interdependencies and timelines have been outlined in the following diagram.

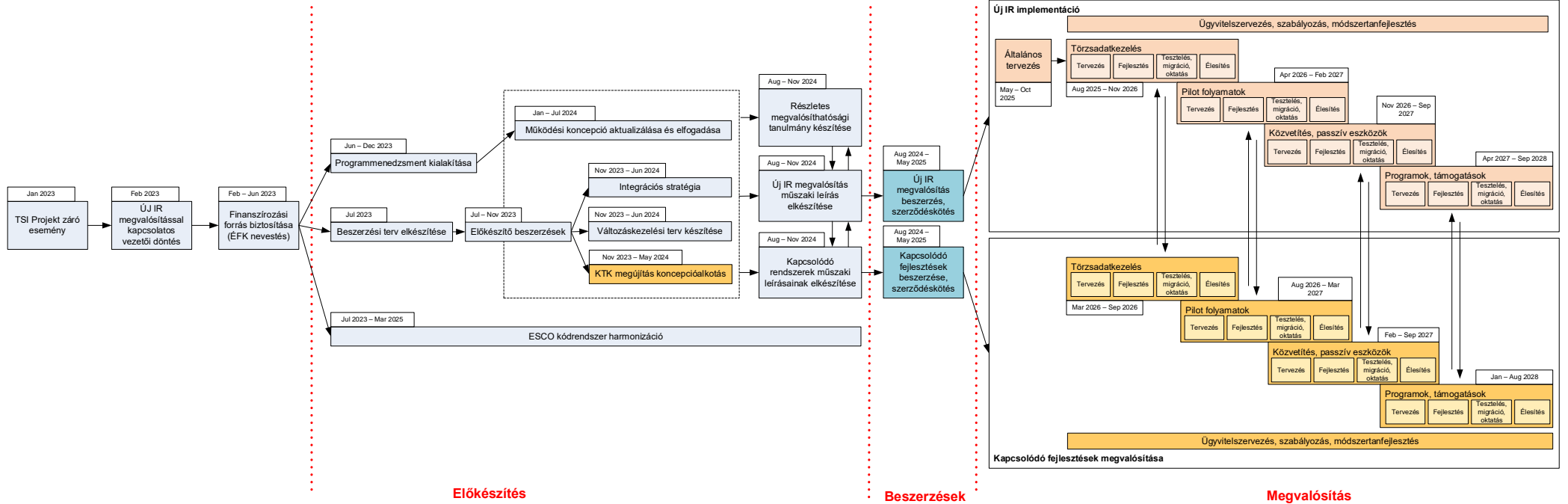


Actions have been grouped into three large blocks, a preparatory phase with a timeline of 2 and a quarter years, and two interdependent blocks of action in the implementation: one for the new IR system and one for the related systems, taking approximately 3.5 years, in parallel.

The full granularity of the implementation roadmap can be found in *Annex 2*.

4. Annexes

4.1 Annex 1. Summary diagram of the implementation roadmap (in Hungarian)



4.2 Annex 2. Detailed implementation roadmap

Attached as separate files // külön fájlokban csatolva:

D6_Annex2_Implementation_roadmap_v2.0.xlsx

D6_Annex2_Implementation_roadmap_HUN_v2.0.xlsx

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