



**The European Union's IPA "Regional Competitiveness  
Operational Programme" for Croatia**

**IPA2007/HR/16IPO/001-021401**

**Improving Information to the Croatian  
Business Community — BIZimpact II**

**Activity 1.2: Creation of Information  
Base on Economic Impact Assessment  
(EIA) for Small and Medium  
Enterprises (SMEs) Expertise**

**Hrvoje Renka**



This project is funded by  
the  
European Union



Ministry of  
Entrepreneurship and  
Crafts

**BIZimpact**

Improving Information to  
the Croatian Business  
Community



Pohl Consulting and  
Associates GmbH



## 0.I. PROJECT SYNOPSIS

<b>Contract Reference:</b>	<b>Country of Assignment:</b>	<b>Project Duration:</b>	<b>Contracting Authority:</b>
EuropeAid/131132/D/SER/HR	Republic of Croatia	24 months	Central Finance and Contracting Agency, Ms Dunja Bonacci Skenderović
<b>Project Title:</b> Improving information to the Croatian business community — BIZimpact II		<b>Reporting Period:</b> First reporting period	<b>Date issued:</b> 11 September 2013
<b>Contractor:</b> Pohl Consulting and Associates GmbH Pinto Consulting GmbH Altair Asesores West Midlands Enterprise		<b>Project Director:</b> Andreas von Brühl-Pohl <b>Team Leader:</b> Dr Ricardo Pinto <b>Project Officer:</b> Marko Šilinger	
<b>Project Partner and Main Beneficiary:</b> Ministry of Entrepreneurship and Crafts (MINPO)		<b>Project Manager:</b> Ms Anita Trbuščić Mlakar <b>Project Coordinator:</b> Ms Jasminka Keser	
<b>Commission Representation in Croatia:</b>		<b>Project Manager:</b> N/A	
<b>Brief Context of the Assignment:</b>			
<p>The Overall Objective of the project is the: "Improvement of the business environment thus enhancing the competitiveness in the country" (ToR, p.8).</p> <p>The Project Purpose is threefold:</p> <ul style="list-style-type: none"> <li>➤ Further develop the capacity of policy makers and business organisations to identify, analyse and communicate future impact of key regulatory areas for business in Croatia;</li> <li>➤ Improve the awareness of the business community regarding these key areas;</li> <li>➤ Leverage the development of a stronger culture of entrepreneurship specifically focused on regional development.</li> </ul> <p>The following Planned Results are anticipated:</p> <ul style="list-style-type: none"> <li>➤ Economic Impact Assessment (EIA) [for SMEs] developed and implemented;</li> <li>➤ Consultation process/Public-private Dialogue with business community and awareness of the business community in key legislative fields improved;</li> <li>➤ Dissemination of Information and Awareness-raising upgraded;</li> <li>➤ Development of partners/regional capacities for information campaigns conducted.</li> </ul>			
<b>Specific Objectives of the Assignment:</b>			
<b>Component 1: Economic impact assessment for SMEs</b>			
<p>Activities include:</p> <ul style="list-style-type: none"> <li>➤ Developing a methodology for Economic Impact Assessment (EIA) for SMEs (measuring the economic impact of new laws and regulations), including an "SME test" in line with best EU practice;</li> <li>➤ Publishing a Manual and providing training on EIA for SMEs procedures;</li> <li>➤ Developing an EIA for SMEs information base;</li> <li>➤ Developing a Virtual Centre of Excellence on EIA for SMEs;</li> </ul>			



- Organising study tours;
- Organising awareness-raising campaigns and events on EIA for SMEs.

**Component 2: Development of consultation process/Public Private Dialogue with business community within the context of EIA for SMEs**

Activities include:

- Evaluating current Public-Private Dialogue mechanisms and recommending improvements relevant to the EIA for SMEs consultation process;
- Developing the consultation process and an accompanying manual;
- Developing a Croatian Business Test Panel;
- Developing and implementing tools for e-consultation.

**Component 3: Dissemination of Information and Awareness-raising**

Activities include:

- Updating and republishing the existing seven Mini Guides for SMEs produced during the first stage of the project;
- Developing and publishing a new series of Mini Guides on new legislative areas, based on research of the needs of small businesses;
- Providing training to beneficiaries and other partners on the legislative areas covered by the new Mini Guides;
- Developing and publishing a newsletter and e-newsletter containing essential information for small businesses.

**Component 4: Development of partners/regional capacities for information campaigns**

Activities include:

- Assessing beneficiaries' communications activities and recommending improvements;
- Developing Communication Strategies and Action Plans for each beneficiary plus an accompanying manual relating to the awareness-raising campaigns and activities of the project;
- Organising national visibility events;
- Organising regional information campaigns and visibility events;
- Undertaking a survey of small businesses regarding their key information needs.

## 0.II. DIRECTORY OF KEY PROJECT STAKEHOLDERS

Ministry of Entrepreneurship and Crafts	Ulica grada Vukovara 78, 10000 Zagreb Tel: +385 1 610 61 11 pitanja@minpo.hr
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Croatian Association of Cooperatives	Amruševa 8/1.kat, 10000 Zagreb Tel: +385 1 487 00 53 hsz@hsz.t-com.hr
Croatian Chamber of Economy	Rooseveltova trg 2, 10000 Zagreb Tel: +385 1 456 15 55 hgk@hgk.hr
Croatian Chamber of Trades and Crafts	Ilica 49/II, 10000 Zagreb Tel: +385 1 480 66 66 hok@hok.hr
Croatian Employers' Association	Pavla Hatza 12, 10000 Zagreb Tel: +385 1 489 75 55 hup@hup.hr

The opinions expressed in this Report are those of the authors and do not necessarily reflect the opinions of the European Union or any other organisation mentioned. As a result, these will be verified before implementation of any of the recommendations contained herein.



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## ACRONYMS

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Acronym/term	Meaning
BIZimpact II	Improving Information to the Croatian Business Community – BIZimpact II
CBA	Cost Benefit Analysis
CEPOR	SMEs and Entrepreneurship Policy Centre
EIA	Economic Impact Assessment
Entrepreneurial Impulse	MINPO's Annual Support/Grant Program for SMEs
EU	European Union
GEM	Global Entrepreneurship Monitor
GLO	Government's Legislation Office
HAMAG INVEST	Croatian Agency for SMEs and Investment
HGK	Croatian Chamber of Economy
HOK	Croatian Chamber of Trades and Crafts
HSZ	Croatian Association of Co-operatives
HUP	Croatian Employers' Association
IA	Impact Assessment
IPA	Instrument for Pre-Accession Assistance
MINGO	Ministry of Economy
MINGORP	Ministry of Economy, Labour and Entrepreneurship
MINPO	Ministry of Entrepreneurship and Crafts
MRMS	Ministry of Labour and Pension System
OG	Official Gazette
RIA	Regulatory Impact Assessment
SME	Small and Medium Entrepreneurship/Enterprises
TAT	Technical Assistance Team
ToR	Terms of References



## 1. EXECUTIVE SUMMARY

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The Improving Information to the Croatian Business Community (BIZimpact II) project lasts for two years from March 2013 to March 2015. The overall Project objective is to improve the business environment, thus enhancing competitiveness in the country. This report covers Component I, Activity 1.2 of the project, namely “Creation of Information Base on Economic Impact Assessment (EIA) for Small and Medium Enterprises (SMEs) Expertise”. Its focus is the development of an information base on providers of expert knowledge on EIA for SMEs.

The recommendation that follows from initial assessment of human capacities in the Ministry of Entrepreneurship and Crafts (MINPO) is that an information base of both Croatian and other EU expertise should be developed, as proposed by the Terms of References (ToR) of the BIZimpact II project. This pool of EIA/RIA expertise can be drawn into the EIA for SME process, as and when required, to supplement the skills available within MINPO (or other Ministries).

Main implementation steps of this activity were:

- Determination of the key economic tools and techniques required for EIA for SMEs;
- Development of a questionnaire to be sent to key academic institutions and consultants;
- Identification of potential contacts to which questionnaire will be send. Contacts were identified through the discussion with main Project Partners and Project expert in the area of EIA Prof. Colin Kirkpatrick;
- Implementation of the research i.e. sending of the questionnaire;
- Preparation of an Information Base (database) of Croatian and international contacts with a list of their specific skills and knowledge in this area (primarily EIA): The preparation of a database of a minimum 10 expertise (local and EU) dealing with the EIA for SMEs methodology.

Outputs which are result of this activity are:

- Main economic tools and techniques required for EIA for SMEs determined;
- Questionnaire developed in line with the first implementation step;
- Contacts identified: 150+ in Croatia, 50+ international;
- Questionnaire sent to all contacts;
- Received 30+ responses
- Information Base (database) drafted. Database includes 31 EIA Experts; 22 from Croatia and 9 international experts.

After development of computer application for the EIA, database is expected to be connected with the application and application will be able to extract individual experts in line with the search criteria i.e. needs of the MINPO.



## 2. INTRODUCTION

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### 2.1 Project description

The Improving Information to the Croatian Business Community (BIZimpact II) project lasts for two years from March 2013 to March 2015 and is a follow-up to the first BIZimpact Project implemented in 2007-2009. It forms part of the “Regional Competitiveness Improvement Programme” funded by the European Union (EU) Instrument for Pre-Accession Assistance (IPA) Programme and the Government of the Republic of Croatia. The main beneficiary of the project is MINPO. Other beneficiaries are the Croatian Agency for SMEs and Investment (HAMAG INVEST), the Croatian Chamber of Economy (HGK), the Croatian Chamber of Trades and Crafts (HOK), the Croatian Employers’ Association (HUP) and the Croatian Association of Co-operatives (HSZ).

The overall Project objective is to improve the business environment, thus enhancing competitiveness in the country. The specific purposes of the BIZimpact II project are to:

- Develop further the capacity of policy-makers and business organisations to identify, analyse and communicate future impact of key regulatory areas for business in Croatia;
- Improve awareness of the business community regarding key regulatory areas; and
- Leverage development of a stronger culture of entrepreneurship specifically focused on regional development.

This report covers Component I, Activity 1.2 of the project, namely “Creation of Information Base on EIA for SMEs Expertise”. Its focus is the development of an information base on providers of expert knowledge on EIA for SMEs.

### 2.2 Context: RIA, EIA and EIA for SMEs

Since the completion of the first BIZimpact project (2007-2009), a Regulatory Impact Assessment (RIA) System has been established in Croatia, the key features of which are illustrated below:

- The Government’s Legislation Office (GLO) took responsibility for the overall RIA system.
- The Law on Impact Assessment was adopted (Official Gazette (OG) 90/2011) and entered into force in 2012.
- The Regulation on Implementation of RIA (OG 66/12) came into force.
- The RIA Strategy and Action Plan were developed and approved (2012).
- Three RIA Guidelines were prepared for i) GLO ii) Ministries and iii) Stakeholders (2012).
- MINPO was established with specific responsibility for SMEs, including EIA for SMEs.

The RIA Law (2011) and Regulation (2012) set the framework for the RIA system and its key features include the following:

- RIA is mandatory for the Government’s annual legislative plan;
- There are four types of IA, namely fiscal, economic, environmental and social welfare;
- GLO co-ordinates the implementation of the RIA Strategy, Guidelines and Action Plan;
- GLO is responsible for capacity building of civil servants in relation to RIA;
- GLO oversees the individual Preliminary Impact Assessments;
- Competent Authorities are required to appoint a Co-ordinator;
- Competent Authorities may (but do not have to) establish a RIA Unit;



- The Co-ordinator (and any other RIA officers) will co-ordinate impact assessment (IA) with initiators of legislation;
- IAs include an analysis of the current situation, examination of policy options (at least two regulatory and two non-regulatory options), positive and negative impacts and fiscal impact;
- Consultation on draft is required (at least 30 days, more if complexity justifies it), including posting draft regulations / RIA statements on Competent Authorities' web sites;
- Public hearings can last between 15 and 30 days;
- Competent authorities must provide opinions within 15 working days of receipt;
- Impact statements are final once the Competent Authority and GLO approve them.

According to the RIA Regulation (Paragraph 3, Article 4, 2012) all IAs must include:

**Box 1: Provisions of the RIA Regulation (Paragraph 3, Article 4, 2012)**

“Expected impacts on the economy in total are assessed in relation to economic objectives, which are to be accomplished by Regulation, particularly related to the following criteria:

- Competitiveness of the economy and inflow of the investments;
- Economic growth;
- Environmental sustainability;
- The achievement of goals of social and regional development;
- Specific regions and sectors;
- Macroeconomic environment;
- Market competition; and
- Other expected impacts on the economy if they are evaluated as significant in line with the assessment of the expert bearer.”

However, although the expectations of the IAs are set-out in general terms, the Law, Regulation and Guidelines are not specific on EIA per se (or indeed any of the other prescribed forms of impact assessment). At the time of the creation of the RIA Law, it was assumed that the former Ministry of Economy, Labour and Entrepreneurship (MINGORP) would take responsibility for defining the nature of the EIA. However, in the meantime, the former ministry has been divided into three ministries, all of which have responsibility for aspects of EIA, namely:

- Ministry of Economy (MINGO): focus on EIA for the economy as a whole, with a focus on large and/or state owned enterprises;
- Ministry of Labour and Pension System (MRMS): focus on EIA for the labour market;
- Ministry of Entrepreneurship and Crafts (MINPO): focus on EIA for SMEs, Crafts and Cooperatives).

Therefore, MINPO's methodology for EIA must integrate and prioritise the explicit assessment of impacts on SMEs (i.e. it must be understood as the Methodology on EIA for SMEs, which includes Crafts and Cooperatives). Separate Activities of the BIZimpact II project will develop the EIA for SMEs methodology, manual, etc. which will determine the exact nature of the EIA for SMEs.

For MINPO, as well as other Ministries and stakeholders included in the RIA process, this implies the necessity to develop or utilise specific impact assessment skills and knowledge. However, despite the activities of the BIZimpact I project, the activities of the GLO and the existence of a mandatory RIA system since 2012, the RIA skills and experience remain relatively low. The RIA Coordinator at MINPO is a trained lawyer, not an economic and social analyst. The majority of civil servants at MINPO implement existing plans, programmes and projects (e.g. the Entrepreneurial Impulse programme). Very few staff are involved in activities connected with skills needed for EIA. The Department for





Impact Assessment and Analysis had some of these skills though the staff did not develop substantial RIA or EIA skills and experience). However, this has now been abolished. If EIA for SMEs is to become an integral part of the MINPO's work it is essential for suitably qualified staff to be available.

At the same time, it has to be acknowledged that the necessary RIA and EIA for SME skills are diverse and often complex, requiring a high degree of expertise and experience. In a ministry such as MINPO, with a staff complement of some 75 people, it is not realistic to expect the full palette of RIA/EIA skills to be available.

The consultations and discussions on EIA expertise during the Inception Phase of the BIZimpact II, led to the following conclusions (see Inception Report, 2013):

- The MINPO in-house RIA and EIA for SME knowledge, capabilities and skills are low, as illustrated by the experience of training civil servants to perform Cost Benefit Analysis (CBA) at MINPO;
- International experience suggests that Ministries cannot expect to develop in-house all the necessary RIA/EIA capabilities, which means that the alternative is to commission expertise for the more technical aspects of Impact Assessments;
- The tools and techniques connected with the EIA, such as CBA, are often highly sophisticated and require extensive knowledge and experience to use effectively;
- IA experience connected with fiscal, environmental, social and economic IA in general does exist in Croatia and elsewhere in the EU;

The recommendation that follows is that an information base of both Croatian and other EU expertise should be developed, as proposed by the ToR of the BIZimpact II project. This pool of EIA/RIA expertise can be drawn into the EIA for SME process, as and when required, to supplement the skills available within MINPO (or other Ministries).



### 3. CREATION OF INFORMATION BASE ON EIA FOR SME'S EXPERTISE

This report covers Component I, Activity 1.2 of the project, namely "Creation of Information Base on Economic Impact Assessment (EIA) for Small and Medium Enterprises (SMEs) Expertise". Its focus is the development of an information base on providers of expert knowledge on EIA for SMEs. The Report describes all implementation steps and main outputs of the activity.

The process of developing the EIA expertise focuses on the following aspects:

- Determination of the key economic tools and techniques required for EIA for SMEs;
- Development of a questionnaire to be sent to key academic institutions and consultants;
- Identification of potential contacts to which questionnaire will be send. Contacts were identified through the discussion with main Project Partners and Project expert in the area of EIA Prof. Colin Kirkpatrick;
- Preparation of an Information Base (database) of Croatian and international contacts with a list of their specific skills and knowledge in this area (primarily EIA): The preparation of a database of a minimum 10 expertise (local and EU) dealing with the EIA for SMEs methodology.

#### 3.1 Implementation Steps

RIA is a set of logical steps that should be followed while preparing policy proposals. It is a process that prepares evidence for political decision-makers on the advantages and disadvantages of possible policy options by assessing their potential impacts in general. RIA process includes following steps:

- Identify the problem and objectives;
- Identify policy options;
- Identify impacts of the options;
- Gather evidence;
- Assess impacts;
- Measures for compliance and enforcement;
- Measures for monitoring and evaluation;
- Prepare the RIA Report.

All these steps include intensive consultations with the beneficiaries, affected parties and interested public.<sup>1</sup>

It should be noted that EIA represents just one specific aspect of RIA which, as suggested by the name, is more focused on just one area (i.e. economic impacts). Therefore, EIA for SMEs follows the same generic steps and procedures as RIA but, due to its focus, also requires a more specific set of skills compared with RIA in general.

The rest of the report covers the following issues:

1. Definition of most important skills and techniques for IA;
2. Drafting of the expertise questionnaire;
3. Selection of institutions and experts for the EIA Expertise Database;
4. Preparation of the EIA Experts database in line with the results of the research.

<sup>1</sup> Impact Assessment Manual, BIZimpact Project, Colin Kirkpatrick and Clive George, September 2008



### 3.2 Definition of key EIA Skills and Techniques

The skills involved in preparation of a RIA statement are broadly the same of those involved in the preparation of an EIA for SMEs statement. Consequently if experts have experience of RIA / environmental / social / economic / financial impact assessments, it is likely that they will also be able to assist with EIA for SMEs. However, the SME sector has certain specificities, which mean that if experts have experience of undertaking SME tests, competition tests and other experience of working with SMEs, crafts and cooperatives, this is likely to be more relevant and useful in the preparation of EIA for SMEs.

Therefore, as a part of its effort to define EIA experts that will be added to the EIA Database, the BIZimpact II technical assistance team (TAT) identified following set of skills and techniques as most important:

Skill	Short Description	Significance for EIA
<b>TYPES OF IA EXPERIENCE</b>		
Preliminary / Screening IA Detailed IA Economic IA Market Competition IA Economic Impact Assessment for SMEs (including SME Test) Social IA Environmental IA Fiscal IA	Different types of IA + SME Test.	Experience in this area will suggest how capable are different persons/institutions for the implementation of the EIA i.e. how much previous experience they already have in the EIA
<b>SPECIFIC SKILLS/KNOWLEDGE</b>		
Economic Cost-Benefit Analysis Economic Valuation Methods Standard Cost Method Compliance Cost Estimate Methods Risk Assessment Methods Data Analysis Causal Chain Analysis Multi Criteria Analysis Consultation/Public-Private Dialogue Methods	General skills needed for IA in general, as well as for specific types of IA.	Skills and knowledge needed for the implementation of the EIA
<b>OTHER SKILLS RELEVANT TO EIA</b>		



### 3.3 The Questionnaire

Following the definition of the main skills and knowledge relevant to EIA for SMEs, the questionnaire for the collection of information for the database was developed. The main elements of the questionnaire include the following:

- General information on expert/company (name, contact details, etc.),
- Description of former experience in the area of IA (years of experience, number of projects, relevant staff for implementation of the IA, etc.), their skills in utilisation of IT tools, familiarity with different target groups and, as most important,
- Knowledge of skills and techniques identified by the BIZimpact II TAT as most important for IA/RIA/EIA.

Cover letter and full questionnaire sent to possible participants are presented in Annexes 2 – 5: Annex 2 – Cover letter (English version), Annex 3 – Cover letter (Croatian version), Annex 4 – Questionnaire (English version) and Annex 5 - Questionnaire (Croatian version).

### 3.4 Consultants & academics

There were two main sources of information for the questionnaire sample: i) Croatia and ii) EU countries. The Croatian part was in turn sourced from two main areas: i) academic institutions and ii) private consultancies / individual consultants. In terms of Croatia, the assumption was that although there were likely to be relatively few experts with specific EIA for SMEs experience, the pool of experts with generic RIA skills would be much larger.

#### 3.4.1 Croatian Contacts

The RIA Law (2013) identifies the relevant competent bodies:

- Health and social welfare: Ministry of Social Policy and Youth.
- Economy: Ministry of Economy.
- Environmental protection: Ministry for Environment and Nature Protection.
- Finance: Ministry of Finance.

With the assistance of the Government Legislation Office – the RIA coordinators in competent bodies were contacted to obtain a list of experts with RIA skills and experience. Responses of bodies competent for RIA were as follows:

INSTITUTION	RECEIVED ANSWER
Ministry of Social Policy and Youth	No relevant information, they have never used external experts in their RIA work
Ministry of Economy	Contacted twice, no response
Ministry for Environment and Nature Protection	List of approved experts in the area of Environmental IA
Ministry of Finance	Contacted twice, no response
Ministry of Finance, Tax Office	No relevant information, they have never used external experts in their RIA work
Ministry of Finance, Customs Office	Contacted twice, no response



Based on the above sources, combined with the contacts available from the BIZImpact project, a list of ca. 70 consultants were approached for the EIA expertise database.

In addition to the previously mentioned sources, research showed that only HAMAG INVEST has a relevant source of potential contacts, namely their database of consultants. Relevant contacts were obtained from HAMAG INVEST for possible incorporation into the questionnaire and eventually the EIA expertise database. List of the experts provided by the HAMAG INVEST included ca. 70 contacts.

In addition to consultants and consultancies, the list of contacts was supplemented with academic institutions in Croatia that could have potential for the EIA experts' database. These included the following:

- **Universities of Economy in Zagreb, Split, Osijek and Rijeka:** all other economic education institutions (e.g. colleges) were excluded because they represent branches of already listed economic universities and it is not expected that they could be sources of relevant RIA/EIA expertise.
- **The Institute of Economics, Zagreb:** is implementing economic research and sectorial analyses and have experience of working with MINGORP/MINPO such as definition of indicators for future SME support/incentives, Strategy of SME Development 2013-2020, Report on SMEs 2012, etc.
- **SMEs and Entrepreneurship Policy Centre (CEPOR):** is a non-profit organization dealing with the problems of the SME sector. CEPOR's areas of work are research, policy development and advocacy such as production of the GEM report (since 2001), Strategy of Women Entrepreneurship Development in Republic of Croatia for MINPO, contributing to the SME Development Strategy 2013-2020 and publishing an annual SME Report.

In all, six academic institutions were approached for expertise in relation to RIA / EIA.

In total, list of potential Croatian experts includes 150+ contacts.

### 3.4.2 EU Contacts

It is likely that some Croatian experts will have substantial experience in the area of RIA generally and even fewer with EIA for SMEs specifically. This is only natural since Croatia has started implementation RIA relatively recently; they mostly used their own workforce, skills and knowledge. Also, it is not expected that Croatian experts have encountered with solutions from other countries so addition of the foreign EIA experts could be value added to the EIA Experts database due to their experience, better familiarity with practices in other countries and best practices in the EU. Compilation of this list included contacts listed in the Project proposal, additional web research and consultations with EIA expert and BIZImpact II team member Prof Colin Kirkpatrick.

Web research has led us to the SINAPSE web page:

"SINAPSE is a web communication platform offering tools to promote a better use of expertise in EU policy making and governance (networking of advisory bodies, support to expert groups, ad-hoc/public consultations and e-debates, etc.). SINAPSE is a free public service of the European Commission."



Using search of specific skills and knowledge BIZimpact II Project managed to draft a list of more than 25 institutions/consultants in the SINAPSE database.

The final list includes all institutions/consultants suggested in the Project proposal (>15), contacts found at the SINAPSE web site (>25) and contacts proposed by Mr Kirkpatrick (>10).

All contacts with institutions were realized by e-mail contact without a need for organisation of additional meetings. Consultations with Prof Kirkpatrick were held at the regular team meetings. All these contacts are listed in the Annex 1 - List of meetings i.e. in this case List of contacted institutions.

The list of all references is added in the Section 5 – References. The list contains all sources that we used for provision of contacts for the implementation of the questionnaire.

### **3.5 Implementation of the Questionnaire and Preparation of the EIA Experts database**

Questionnaires were sent to all contacts defined in the previous Chapter (+ 150 Croatian and +50 international contacts) at 12<sup>th</sup> June 2013. Message sent to all potential experts included cover letter approved and signed by the Project Coordinator Ms Jasminka Keser with the questionnaire attached (approved by Project Manager Ms Anita Trbuščić-Mlakar and Project Coordinator Ms Jasminka Keser). Deadline for a submission of the responses on the questionnaire was 21<sup>st</sup> June 2013. All experts were reminded that they can fill questionnaire two days before deadline, at 19<sup>th</sup> June 2013. Until deadline BIZimpact Project has receive more than 30 responses. All experts that satisfied conditions set were added to the database. Only experts without any IA skills, knowledge and experience were excluded from the database. Database is structured as an Excel document composed from general information on experts, set of their skills and knowledge, height of a potential salary and all other additional information that experts submitted and BIZimpact team assessed as relevant for EIA. Database includes contact information of 31 EIA experts – 22 from Croatia and 9 international EIA experts. With common Excel function “filter” it is possible to extract only experts with set of skills needed for specific EIA’s e.g. if the MINPO needs only expert for a cost-benefit analysis, simple tick of box “cost-benefit analysis” in the Filter category will list only experts with this specific skill. After that, MINPO can compare experience of these experts, their prices, etc. Database will later be connected with the Virtual Centre of Excellence and extraction of the experts will work on the same principle.

List of the EIA experts and their contact e-mails are added as Annex 6.

List of all information included in to database are added as Annex 7.



## 4. CONCLUSION

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The BIZimpact II Project undertook the following activities:

- Drafted a list of all skills and knowledge relevant for EIA;
- Drafted a questionnaire based on the list of skills and knowledge relevant for EIA;
- Created a list with more than 150 potential contacts in Croatia;
- Created a list of more than 50 potential contacts abroad;
- Prepared and disseminated a questionnaire to collect relevant RIA / EIA information;
- Prepared an EIA Expertise Database comprising 30 entries, compared with the Inception Report requirement of 10 entries.

The BIZimpact project has implemented Activity 1.2, including consultations with the project beneficiaries and relevant institutions. The same procedure was implemented for drafting of questionnaire.

The number of responses and consequently the number of EIA experts added to the database, which is three time larger than anticipated in ToR, demonstrated the existence of a significant level of expertise available in Croatia and other countries.

The database of the EIA experts represents a significant source of information and support to MINPO in the implementation of the EIA for SMEs. The final step in the implementation of this activity will be to seek to connect the database with the Virtual Centre of Excellent on EIA for SMEs, which is expected to be available in 2014.



## REFERENCES

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Kirkpatrick, C. and George, C. (2008) Impact Assessment Manual, BIZimpact Project.

Contacts provided by the Ministry for Environment and Nature Protection

[http://www.mzoip.hr/doc/Zastita\\_okolisa/POPIS\\_ZO\\_Pravilnik.pdf](http://www.mzoip.hr/doc/Zastita_okolisa/POPIS_ZO_Pravilnik.pdf)

Contacts provided by the HAMAG INVEST (List of consultants with HAMAG's licence)

<http://www.hamaginvest.hr/konzultantske-usluge/odaberite-konzultanta/>

European Commission's web page SINAPSE

<https://europa.eu/sinapse/sinapse/index.cfm?>





## ANNEXES

### Annex 1: List of meetings

Date	Institution(s)	Contact Persons	Purpose of the contact
14.05.2013	Ministry of Social Policy and Youth	Ana Vukas, Sunčica Lončar	Provision of contact information of the EIA Experts that will be included in the research
14.05.2013	Ministry of Economy	Tina Markuš, Martina Horvatić	
14.05.2013	Ministry for Environment and Nature Protection	Ana Kovačević	
14.05.2013	Ministry of Finance	Ivana Jakir, Katarina Brozić, Ivana Vargašević, Ivana Kunić	
14.05.2013	Ministry of Finance, Tax Office	Marijana Vuraić	
14.05.2013	Ministry of Finance, Customs Office	Jasna Vojvodić, Damir Mataga	
14.05.2013	HAMAG INVEST	Monika Šućur	
10.06.2013 12.06.2013 14.06.2013	BIZimpact Project	Prof. Colin Kirkpatrick	



## Annex 2: Cover Letter, English Version

Zagreb, 12 June 2013

Dear Mr/Ms,

The European Union (EU) co-funded project “Improving Information to the Croatian Business Community – Phase II” (BIZimpact II, [www.bizimpact.hr](http://www.bizimpact.hr)) works on behalf of the Croatian Ministry of Entrepreneurship and Crafts (MINPO, [www.minpo.hr](http://www.minpo.hr)). One of the activities concerns the development of an Economic Impact Assessment for Small and Medium sized Enterprises (EIA for SMEs) system.

To assist MINPO with its EIA for SMEs work, the BIZimpact II project is developing a database of experts that are willing to provide support to MINPO in the preparation of EI analysis. This is the reason that we are contacting you; we understand that you / your institution / your firm has the requisite skills and experience to support MINPO, should it choose to commission technical support.

In order to assess whom to enter into the EIA Expertise database, we would be grateful if you would be willing to complete a short questionnaire, which is attached.

For further information, please, contact Mr Hrvoje Renka:

Mob: +385 (0)95 91 68 711; e-mail: [hrenka@bizimpact.hr](mailto:hrenka@bizimpact.hr)

Please note that the **deadline** for the return of the completed questionnaire is **21<sup>st</sup> June 2013**.

The completed questionnaire is to be submitted by email to Mr Hrvoje Renka ([hrenka@bizimpact.hr](mailto:hrenka@bizimpact.hr)) by the above deadline.

Thanking you in advance for your cooperation.

Jasminka Keser

Head of Sector for Small and Medium Enterprises

Ministry of Entrepreneurship and Crafts



### Annex 3: Cover Letter, Croatian Version

Zagreb, 12. lipnja 2013.

Poštovani,

„Poboljšavanje informiranosti hrvatske poslovne zajednice – druga faza“ (BIZImpact II, [www.bizimpact.hr](http://www.bizimpact.hr)) je projekt sufinanciran sredstvima Europske unije koji djeluje u ime Ministarstva poduzetništva i obrta (MINPO, [www.minpo.hr](http://www.minpo.hr)). Jedna od aktivnosti projekta posvećena je razvoju sustava procjene ekonomskih učinaka na malo gospodarstvo.

Kako bismo pomogli ministarstvu na ovome području, projekt BIZImpact II razvija bazu podataka u kojoj će se nalaziti kontakt podaci stručnjaka koji su voljni pružiti potporu ministarstvu u analizi ekonomskih učinaka.

Kontaktiramo Vas iz gore navedenoga razloga: kako smo razumjeli Vi/Vaša organizacija posjedujete tražene vještine i iskustvo potrebno za potporu ministarstvu u slučaju da Vas ministarstvo odluči angažirati kao tehničku pomoć.

Kako bismo mogli napraviti procjenu koga dodati u bazu stručnjaka za procjenu ekonomskih učinaka bili bismo Vam zahvalni kada biste ispunili kratki upitnik koji je dodan u privitku.

Za više informacija, molimo, kontaktirajte gospodina Hrvoja Renku:

Mob: +385 (0)95 91 68 711; e-mail: [hrenka@bizimpact.hr](mailto:hrenka@bizimpact.hr)

**Krajnji rok** za predaju ispunjenih upitnika je **21. lipnja 2013.**

Ispunjene upitnike pošaljite na e-mail adresu gospodina Renke ([hrenka@bizimpact.hr](mailto:hrenka@bizimpact.hr)) do ranije navedenog krajnjeg roka za predaju.

Unaprijed se zahvaljujemo na suradnji.

Jasminka Keser

Načelnica Sektora za malo i srednje poduzetništvo

Ministarstvo poduzetništva i obrta



### Annex 4: Questionnaire, English Version

Name:		Position:	
<b>Institution/firm</b>			
Address:		Tel/fax:	
e-mail:		Website:	
<b>Contact person (if different from above)</b>			
Name:		Tel:	
e-mail:		Fax:	

1. Do you/your institution have experience of performing impact assessments (IA)? YES  NO

**If the response is no, please, do not continue the survey. If yes, please, continue.**

2. How many years of experience do you/your institution has in relation to IA?

0-1  2-5  6-10  10+

3. Please name countries / regions that you have experience of working in:

Croatia  EU  Non EU

Please, specify countries where IA has been undertaken:

<b>European Union (EU)</b>	
<b>Non EU</b>	

4. Please specify number of impact assessment projects that you / your institution has carried out in the last 3 years:

0-2  3-9  10+

5. Please provide a brief description of up to five current/recent IA activities:

Client e.g. UNDP	Description of IA e.g. impact of draft of Small and Medium Entrepreneurship (SME) law

6. How many employees in your institution have relevant IA experience?

0-1  2-3  4-5  5+

7. Do you have experience of analysing:

Type of business entity	Yes (x) / No (blank)
SMEs	<input type="checkbox"/>
Crafts	<input type="checkbox"/>
Cooperatives	<input type="checkbox"/>

8. Please indicate whether you / your institution have the following skills:

Skill	Yes (x) / No (blank)
<b>TYPES OF IA EXPERIENCE</b>	
Preliminary / Screening IA	<input type="checkbox"/>
Detailed IA	<input type="checkbox"/>
Economic IA	<input type="checkbox"/>
Market Competition IA	<input type="checkbox"/>



Economic Impact Assessment for SMEs (including SME Test)	<input type="checkbox"/>
Social IA	<input type="checkbox"/>
Environmental IA	<input type="checkbox"/>
Fiscal IA	<input type="checkbox"/>
<b>SPECIFIC IA SKILLS/KNOWLEDGE</b>	
Economic Cost-Benefit Analysis	<input type="checkbox"/>
Economic Valuation Methods	<input type="checkbox"/>
Standard Cost Method	<input type="checkbox"/>
Compliance Cost Estimate Methods	<input type="checkbox"/>
Risk Assessment Methods	<input type="checkbox"/>
Data Analysis	<input type="checkbox"/>
Causal Chain Analysis	<input type="checkbox"/>
Multi Criteria Analysis	<input type="checkbox"/>
Consultation/Public-Private Dialogue Methods	<input type="checkbox"/>
<b>OTHER SKILLS RELEVANT TO EIA (Please specify up to five)</b>	

9. Please provide an indication of your EI staff daily rates (at 2013 prices):

Junior Expert \_\_\_\_\_ € / working day      Senior Expert \_\_\_\_\_ € / working day  
 Negotiable

10. Please, provide any other supporting information in relation to Economic IA for SMEs

**Thank you for completing the questionnaire!**

Please note that by completing this questionnaire you are authorising the Croatian Ministry of Entrepreneurship and Crafts (MINPO) to hold this information on a database. The EIA Expertise database will only be used for commissioning IA expertise for the MINPO.

For further information, please contact Mr Hrvoje Renka:  
 Mob: +385 (0)95 91 68 711  
 e-mail: [hrenka@bizimpact.hr](mailto:hrenka@bizimpact.hr)

Please note that the **deadline** for the return of the completed questionnaire is **21<sup>st</sup> June 2013**.  
 The completed questionnaire is to be submitted by email to Mr Hrvoje Renka ([hrenka@bizimpact.hr](mailto:hrenka@bizimpact.hr)).



## Annex 5: Questionnaire, Croatian Version

Ime i prezime:		Položaj:	
<b>Poduzeće</b>			
Adresa:		Tel/fax:	
e-mail:		Web:	
<b>Kontakt osoba (ako je različita od ranije navedene)</b>			
Ime i prezime:		Tel:	
e-mail:		Fax:	

1. Imate li Vi/Vaše poduzeće iskustvo u provedbi procjene učinaka? DA  NE

**Ako je Vaš odgovor NE, ne morate nastaviti s ispunjavanjem upitnika.  
Ako ste odgovorili DA, molimo, nastavite.**

2. Koliko godina iskustva Vi/Vaše poduzeće imate na području procjene učinaka?  
0-1  2-5  6-10  10+

3. Molimo, navedite države/regije u kojima ste stekli navedeno iskustvo:  
Republika Hrvatska  EU  Izvan EU

Molimo, navedite pojedinačne zemlje u kojima ste provodili procjenu učinaka:

Europska unija (EU)	
Izvan EU	

4. Molimo, navedite broj projekata procjene učinaka koje ste Vi/Vaše poduzeće proveli u posljednje tri godine:  
0-2  3-9  10+

5. Molimo, navedite kratak opis trenutnih/nedavnih aktivnosti na koje ste proveli na području procjene učinaka:

Klijent, npr. UN-ov program za razvoj	Opis procjene učinaka, npr. Procjena nacrtu Zakona o malom i srednjem poduzetništvu (MSP)

6. Koliko zaposlenika Vašeg poduzeća ima odgovarajuće iskustvo na području procjene učinaka?  
0-1  2-3  4-5  5+

7. Imate li iskustvo analiziranja na području:

Vrsta poslovnog subjekta	Da (x) / Ne (prazno polje)
Mikro, mala i srednja poduzeća (MSP)	<input type="checkbox"/>
Obrti	<input type="checkbox"/>
Zadruga	<input type="checkbox"/>

8. Molimo, navedite imate li Vi/Vaše poduzeće sljedeće vještine:

Vještina	Da (x) / Ne (prazno polje)
<b>VRSTE PROCJENE UČINAKA</b>	
Preliminarna/analitička procjena učinaka	<input type="checkbox"/>
Detaljna procjena učinaka	<input type="checkbox"/>



Procjena ekonomskih učinaka	<input type="checkbox"/>
Procjena učinaka na području tržišnog natjecanja	<input type="checkbox"/>
Procjena ekonomskih učinaka na MSP-e (uključujući MSP test)	<input type="checkbox"/>
Procjena socijalnih učinaka	<input type="checkbox"/>
Procjena učinaka na okoliš	<input type="checkbox"/>
Procjena fiskalnih učinaka	<input type="checkbox"/>
<b>SPECIFIČNE VJEŠTINE/ZNANJA</b>	
Ekonomska analiza koristi i troškova	<input type="checkbox"/>
Ekonomske metode vrednovanja	<input type="checkbox"/>
Metoda standardnog troška	<input type="checkbox"/>
Metode procjene troškova usklađivanja	<input type="checkbox"/>
Metode procjene rizika	<input type="checkbox"/>
Analiza podataka	<input type="checkbox"/>
Analiza uzročnih lanaca	<input type="checkbox"/>
Multikriterijalna analiza	<input type="checkbox"/>
Metode provedbe konzultacija/Javno-privatnog dijaloga	<input type="checkbox"/>
<b>OSTALE VJEŠTINE ZNAČAJNE ZA PROCJENU EKONOMSKIH UČINAKA (Molimo navedite)</b>	

9. Molimo, naznačite okvirne cijene Vas/Vaših zaposlenika po danu (2013):

Mlađi stručnjak \_\_\_\_\_ € / dan

Stariji stručnjak \_\_\_\_\_ € / dan

Po dogovoru

10. Molimo, navedite sve ostale popratne podatke vezane za procjenu ekonomskih učinaka na MSP-e

**Hvala Vam na ispunjavanju upitnika!**

Želimo Vas obavijestiti kako ispunjavanjem upitnika dajete dozvolu Ministarstvu poduzetništva i obrta za dodavanje Vaših informacija u bazu podataka. Baza podataka bit će korištena isključivo za provedbu procjene učinaka od strane Ministarstva poduzetništva i obrta.

Za više informacija, molimo, kontaktirajte gospodina Hrvoja Renka:

Mob: +385 (0)95 91 68 711

e-mail: [hrenka@bizimpact.hr](mailto:hrenka@bizimpact.hr)

**Krajnji rok** za predaju ispunjenih upitnika je **21. lipnja 2013.**

Ispunjene upitnike pošaljite na e-mail adresu gospodina Renka ([hrenka@bizimpact.hr](mailto:hrenka@bizimpact.hr))



## Annex 6: List of the EIA Experts

Croatian	
NAME	EMAIL
Adela Zobundžija	<a href="mailto:bjelovar@poslovni-park.hr">bjelovar@poslovni-park.hr</a>
Mirela Alpeza	<a href="mailto:malpeza@cepor.hr">malpeza@cepor.hr</a>
Vedran Antoljak	<a href="mailto:Vedran.Antoljak@senseconsulting.eu">Vedran.Antoljak@senseconsulting.eu</a>
Ivo Babaja	<a href="mailto:ivo@strojevina.hr">ivo@strojevina.hr</a>
Žarko Baštovanović	<a href="mailto:consultor@consultor-ri.hr">consultor@consultor-ri.hr</a>
Drago Bebek	<a href="mailto:Ekonomski-biro@zg.t-com.hr">Ekonomski-biro@zg.t-com.hr</a>
Nenad Buljan	<a href="mailto:ured@modus-melior.hr">ured@modus-melior.hr</a>
Ivica Perica	<a href="mailto:iperica@deloittece.com">iperica@deloittece.com</a>
Sandra Dominić	<a href="mailto:zpm@zpm.hr">zpm@zpm.hr</a>
Marija Hrgarek	<a href="mailto:marija@ecomission.hr">marija@ecomission.hr</a>
Davor Govorčinović	<a href="mailto:davor.govorcinovic@sk.t-com.hr">davor.govorcinovic@sk.t-com.hr</a>
Nevenka Hendrih	<a href="mailto:INFO@HENDAL.HR">INFO@HENDAL.HR</a>
Aiša Milović	<a href="mailto:a.milovic@globalnet.hr">a.milovic@globalnet.hr</a>
Davor Škrtić	<a href="mailto:davor.skrtic@eurokonzalting.com">davor.skrtic@eurokonzalting.com</a>
Marko Slunjski	<a href="mailto:marko.slunjski@senseconsulting.eu">marko.slunjski@senseconsulting.eu</a>
Maja Fredotović	<a href="mailto:dekanat@efst.hr">dekanat@efst.hr</a>
Dragan Jakovljević	<a href="mailto:stater@si.t-com.hr">stater@si.t-com.hr</a>
Ivica Kvestić	<a href="mailto:valmina@inet.hr">valmina@inet.hr</a>
Ružica Marušić	<a href="mailto:ruza-m@zg.t-com.hr">ruza-m@zg.t-com.hr</a>
Zoran Starešina	<a href="mailto:zoran@hzs.hr">zoran@hzs.hr</a>
Dalibor Sušić	<a href="mailto:dalibor.susic@ri.t-com.hr">dalibor.susic@ri.t-com.hr</a>
Mihaela Grubišić Šeba	<a href="mailto:mgrubisic@eizg.hr">mgrubisic@eizg.hr</a>
International	
NAME	E-MAIL
Cesar Cordova	<a href="mailto:cesarcordova@regulatoryreform.com">cesarcordova@regulatoryreform.com</a>
Esra LaGro	<a href="mailto:lagroper@usa.net">lagroper@usa.net</a> or <a href="mailto:lagroper@gmail.com">lagroper@gmail.com</a>
Markos Bonazountas	<a href="mailto:bonazountas@epsilon.gr">bonazountas@epsilon.gr</a>
Scott Jacobs	<a href="mailto:scottjacobs@regulatoryreform.com">scottjacobs@regulatoryreform.com</a>
Andjelka Mihajlov	<a href="mailto:anmihajlov@gmail.com">anmihajlov@gmail.com</a>
Claudio Radaelli	<a href="mailto:C.Radaelli@exeter.ac.uk">C.Radaelli@exeter.ac.uk</a>
Philipp Schepelmann	<a href="mailto:Philipp.Schepelmann@wupperinst.org">Philipp.Schepelmann@wupperinst.org</a>
Andrea Renda	<a href="mailto:Andrea.renda@ceps.eu">Andrea.renda@ceps.eu</a>
Anne Jürgenson	<a href="mailto:Anne.jyrgenson@praxis.ee">Anne.jyrgenson@praxis.ee</a>





### Annex 7: List of information added into database of the EIA Experts

<b>NAME</b>
<b>POSITION</b>
<b>INSTITUTION/FIRM</b>
<b>CROATIAN/INTERNATIONAL</b>
<b>INSTITUTION/FIRM's DETAILS</b>
<b>ADDRESS</b>
<b>PHONE/FAX</b>
<b>EMAIL</b>
<b>WEB</b>
<b>CONTACT PERSON</b>
<b>NAME</b>
<b>EMAIL</b>
<b>PHONE</b>
<b>FAX</b>
<b>Years of experience in relation to IA</b>
<b>Countries / regions where IA was implemented</b>
<b>Country/Region</b>
<b>Number of IA's carried out in the last 3 years</b>
<b>Clients</b>
<b>Description of the work</b>
<b>Number of employees with IA experience</b>
<b>Experience in the area of</b>
<b>SMEs</b>
<b>Crafts</b>
<b>Cooperatives</b>
<b>Preliminary / Screening IA</b>
<b>Detailed IA</b>
<b>Economic IA</b>
<b>Market Competition IA</b>
<b>Economic Impact Assessment for SMEs (including SME Test)</b>
<b>Social IA</b>
<b>Environmental IA</b>
<b>Fiscal IA</b>
<b>Economic Cost-Benefit Analysis</b>
<b>Economic Valuation Methods</b>
<b>Standard Cost Method</b>
<b>Compliance Cost Estimate Methods</b>
<b>Risk Assessment Methods</b>
<b>Data Analysis</b>
<b>Causal Chain Analysis</b>
<b>Multi Criteria Analysis</b>
<b>Consultation/Public-Private Dialogue Methods</b>
<b>Other skills relevant to EIA</b>
<b>Costs of (in €)</b>
<b>Junior Expert</b>
<b>Senior Expert</b>
<b>Negotiable</b>
<b>Any other relevant information</b>