

**Workshop on**

**Common Challenges and Shared Solutions: Good  
Governance in Information Society Strategies**

**The case study of Spain**

18 November 2009, Madrid



GOBIERNO  
DE ESPAÑA

MINISTERIO  
DE INDUSTRIA, TURISMO  
Y COMERCIO

SECRETARÍA DE ESTADO  
DE TELECOMUNICACIONES  
Y PARA LA SOCIEDAD DE  
LA INFORMACIÓN

# **Common Challenges and Shared Solutions: Good Governance in Information Society Strategies**

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### **Rationale for the workshop**

Information society strategies are regarded today by policy-makers and stakeholders as powerful instruments for societal change, and for the building of competitive, equitable and sustainable knowledge economies. This has come as a result of a change in IT policies over the years, as these have gradually enlarged their scope to encompass wider social and economic dimensions including promoting sustainable economic growth, boosting productivity, providing employment opportunities, encouraging innovation, and improving the effectiveness of public services and citizens' quality of life.

Today, complex, large-scale and multifaceted IS strategies such as the Plan Avanza call for adequate governance frameworks and mechanisms to ensure that objectives, resources and tools are aligned to achieve intended results. The good performance of such strategies depends on consideration of a number of governance issues including: strategic priority-setting; involvement of key stake-holders; obtaining adequate resources; forming and managing partnerships for effective collaboration; application of appropriate implementation tools; adapting regulatory and legislative frameworks; and monitoring and evaluating results. Indeed, as can be observed in other OECD member countries who have adopted such complex IS strategies, getting these governance mechanisms right can be the key determinant of success.

This workshop provides a unique opportunity for policy-makers in Spain and in selected OECD countries to: discuss the common challenges inherent to IS strategies and identify good practices in their design and implementation . Spain's Plan Avanza is presented as a case study in light of an on-going peer review evaluation being conducted by the OECD's Directorate of Public Governance and Territorial Development, in cooperation with the OECD's Directorate for Science, Technology and Industry. The results of a preliminary analysis of the Plan Avanza's main objectives, structures and governance mechanisms will set the basis for the discussion at the workshop.

### **Workshop venue and timeline**

The workshop will take place at the "Palacio Municipal de Congresos", Avda. de la Capital de España Madrid, s/n; 28042 Madrid, and will run from 8.30 to 18.40. Coffee breaks and lunch will be provided throughout the day. For contact details see refer to the following agenda.

## DRAFT WORKSHOP AGENDA

18 November 2009

8.30 – 18.40

8:30-9:00 Registration

9:00-9:40 Introductory session

9:00-9:10	Welcome by Mr. Francisco Ros, Secretary of State of Telecommunications and Information Society
9:10-9:20	Welcome by Mr. Mario Pezzini, Deputy Director, Directorate for Public Governance and Territorial Development, OECD
9:20-9.30	Intervention by special guest of FICOD, Ms. Anna Gomez, Deputy Assistant Secretary for Communications and Information and Deputy Administrator, National Telecommunications and Information Administration (NTIA), U.S. Department of Commerce, <b>United States</b>
9.30-9.40	Presentation of the workshop programme and rationale

9:40-11:00 **Session 1: Round table: “Developing Sound Information Society (IS) strategies - the experience of Plan Avanza and other OECD countries”**

**Rationale:** IS strategies face an unprecedented opportunity to partake in socio-economic development and contribute to increase the welfare of societies. At the same time, their transversal and multidimensional nature makes them highly complex policies, the success of which often depends on solid governance arrangements and frameworks for design and implementation. How can IS policies be crafted in such a way to ensure their sustainability and effective contribution to meet socio-economic objectives? How can IS strategies be shaped to take into account and adapt to changing socio-economic priorities and needs? Marta Cimas as moderator.

9.40-10.00	<b>Overview of the preliminary results of the Review of Plan Avanza</b> - the Spanish Information Society strategy
10:00-10:20	<b>Comments from Plan Avanza representatives:</b> Plan Avanza policy-makers will present the main pillars and lines of action of the Plan with a reference to how Plan Avanza objectives and initiatives have evolved in response to changing IS needs and the socio-economic context.
10:20-11.00	Round table with reactions from invited OECD countries

11:00-11:30 Coffee Break

11:30-12:30 **Session 2: *Designing IS strategies: priority setting and strategic sequencing***

**Rationale:** With limited resources for IS initiatives, strategic choices have to be made. Indeed, foresight in the design of IS policies is necessary to facilitate implementation and maximise benefits. How should policy-makers balance technological dimensions with socio-economic objectives? Which should be prioritised and in what circumstances? How do the dynamics of supply and demand influence the sequencing of initiatives? For example, has it been wise to invest initially in the development of digital services, or focus first on a creating a demand for these amongst citizens and firms? How should strategies balance promotion of the ICT industry and promoting take-up of ICTs in other sectors? Dedicating thought to these important questions during policy design has proven fruitful in the long-term. David Cierco as moderator.

11:30-11:45	<b>Introduction of the topic by OECD Secretariat with reference to the case of Plan Avanza, followed by comments from Spain.</b>  It is the reality of every IS strategy that not all objectives can be pursued with equal ambition simultaneously. Plan Avanza is no different and has had to make some strategic choices regarding priorities and the sequencing of policies. This session will begin with a brief review of what these choices have been, the outcomes, and what lessons the Plan's experience can offer other IS strategies.
11:45-12:00	Presentation of the experience of <b>Canada</b> : Mr. Richard Simpson, Director General, Electronic Commerce Branch, Industry Canada
12:00-12:30	Floor open for discussion

12:30-14:30 Lunch

14:30-15:45 **Session 3: *From design to realisation: implementation models for successful IS strategies***

**Rationale:** In order to be as effective as possible and meet ambitious objectives IS strategies must develop an implementation model which is agile, responsive and facilitates cooperation. What successful implementation models have been adopted by IS strategies in OECD countries? What tools have been most successful? Sebastián Muriel as moderator.

14:30-14:45	<b>Introduction of the topic by OECD Secretariat with reference to the case of Plan Avanza, followed by comments from Spain.</b>  The presentation will focus on how the Plan Avanza has used a series of implementation tools to respond to context-specific challenges and opportunities and what benefits the Plan has realised as a result.
14:45-15:00	Presentation of the experience of <b>Germany</b> : Dr. Gunther Grathwohl, Senior Consultant, Federal Ministry of Economics and Technology
15:00-15:15	Presentation of the experience of <b>Portugal</b> : Prof. Luis Magalhães, President, Knowledge Society Agency (UMIC)
15:15-15:45	Floor open for discussion

15:45-16:15 Coffee Break

16:15-17:30 **Session 4: *Securing adequate organisational and financial resources for IS initiatives***

**Rationale:** IS strategies are complex and are often large in scale and scope. What's more, they require financial stability for strategic planning, and a cadre of multidisciplinary yet highly-specialised human resources. How have IS strategies developed the organisational capabilities to meet objectives? What lessons can IS strategies in OECD countries learn from the challenges that were encountered and overcome by Plan Avanza? M<sup>a</sup> Ángeles Barragán as moderator.

16:15-16:30	<b>Introduction of the topic by OECD Secretariat with reference to the case of Plan Avanza, followed by comments from Spain.</b>  This presentation will focus on the organisational factors (financial stability, organisational agility and specialised technical expertise) that have characterised Plan Avanza and their impact on its implementation.
16:30-16:45	Presentation of the experience of <b>Korea</b> : Mr. Kwangsok Oh, Senior Advisor, National Information Society Agency
16:45-17:00	Presentation of the experience of the <b>United Kingdom</b> : Mr. Nigel Hickson, Head of Global ICT Policy, Department of Business, Innovation and Skills
17:00-17:30	Floor open for discussion

17:30-18:40: **Session 5: Closing roundtable "*Incorporating performance paradigms in next generation Information Society strategies*"**

**Rationale:** It is particularly difficult to define and measure performance in IS strategies. What working definition can be developed in order to ensure this important governance dimension is considered in the next generation of IS strategies? Daniel Torres and Mario Pezzini as moderators.

17.30-18.15	Round table with reactions from invited OECD countries
18.15-18.40	Lessons learned and closing remarks from Spain and OECD