

Country Reforms Matrix – Spain

<u>Lab</u>	<u>Theme</u>	<u>Policy Name/Concept/Leading Institution</u>	<u>Policy Description</u>
Lab 1 - Voice	Engaging citizens	Transparency Law	Transparency Law (2013) improves and strengthens the transparency of public institutions. It allows access to public information, develops obligations for public authorities, and creates the Council of Transparency and Good Governance to ensure access for citizens.
		The Administrative Procedure Law	The Administrative Procedure Law applies the transparency principle that ensures all regulations and related documents are easily accessible. In addition, it encourages the addition of stakeholders in the development of new laws and regulations.
		Draft of the Government Law	Draft of Government Law requires online public participation for new legislation or regulation prior to drafting the new text. The goal is to obtain the opinions of those affected and of representative organizations.
		Commission for Public Administrative Reform	The Commission for Public Administration Reform (CORA) was launched to study the public sector. It collaborates with society through an advisory board that includes the Ombudsman, business organizations and public employee representatives. In addition, a citizen's suggestion box was created, which received 2,239 submissions.
		Open Government Partnership	In association with Open Government Partnership commitments , Spain has created 10 commitments to meet. Commitment 6 requires developing a website for posting all public sector data.
		Legal Regime of the Public Sector	In order to prevent consultation fatigue and engage citizens early, the law on the Legal Regime of the Public Sector state that consultations and studies must precede the drafting of laws, decrees or regulations. These consultations are to be conducted online so that most representative groups are able to express their opinion
	Establishing partnerships	Open public comments	All new laws and regulations are open to public comments from citizens, interest groups and lobbies. The new comprehensive public administrations reform bill regulates all external relations between the government, citizens and the private sector. For example, the Law on Education or the Law on Market Unity were both opened to public comments.

		Private sector partnerships	Government partners with business when developing new regulations or changing existing regulations. In addition, the private sector and small- to medium-sized enterprises (SMEs) are consulted in procurement projects. Annually, cooperation agreements with stakeholders are in place to review red tape, which has resulted in 9 Council Minister Agreements to reduce administrative burden.
	Integrating groups	Commitment to equality	There is a strong commitment from Spanish public institutions to consider equality and the needs of specific groups in policies. For example: <ul style="list-style-type: none"> • Agreements have been signed with CERMI (Comité Español de Representantes de Personas con Discapacidad). • In 2007, the law for the effective equality for men and women was passed in an effort to promote gender quality. • Laws on volunteering and involving the third sector in social action has sought to include those parts of society in decision-making.
	Using ICTs	Commission for Public Administrative Reform	As part of Spain's Commission for Public Sector Reform (CORA) , a General Access Point has been created which allows the public to access all public administrations and see information about their activities, organization and operations.
		Social Media	The Government also makes use of social media platforms to relay information and obtain feedback from citizens.
	Involving citizens	Online Complaint Form	Online complaint forms and emails are compulsory in every public service department.
		Public institutions to receive complaints	Various bodies exist to field complaints from the public – Office of the Ombudsman, Consumer's Council, Taxpayer's Council, etc.
		National Police Social Media	The National Police have used their social media accounts to relay information to citizens and ask citizens for help in solving crimes.
		Open Government	In 2013, Spain conducted a study of Open Government to determine the demand and use of open government programs by citizens, finding strong support for eGovernment services.
Lab 2 - Design	Utilising a mix of policy instruments	Commission for Public Administrative Reform	The Commission for Public Administration Reform (CORA) collaborates with several government, civil society and business organisations to design projects. CORA reforms have also served to improve coordination and information exchange. This has helped to improve joint planning between the State and regional governments. For example, 166 regional trade offices are now coordinated by the State.
		Online Suggestion Box	A citizen's participation suggestion box was opened online , receiving 2,239 suggestions on administrative red tape or simplifications and have been useful in designing new policies to improve.

	Using joined-up government	Commission for Public Administrative Reform	The Office for the Implementation of Public Administration Reform is approved by the Commission for Public Administration Reform (CORA) to coordinate every task between public service departments and regional authorities. One example of this new coordination capacity is the Common Markets Law.
	Fostering a whole-of-government approach	Commission for Public Administrative Reform	The Commission for Public Administration Reform , as previously described.
		Coordinating with central, regional and local governments	As well, the Spanish constitution stipulates that central, regional and local authorities must coordinate .
	Engaging with innovative practices	Horizon 2020 European Strategy	Several ministries have been working together to help boost innovation associated with the Horizon 2020 European strategy . These include:
		State Agency for the Evaluation of Public Policy and Service Quality	The State Agency for the Evaluation of Public Policy and Service Quality (AEVAL) has been granting the Innovation Award for Public Management since 2005. There are two categories: one for innovative internal management and the other for innovative experiences with users/citizens. This gives recognition to public administrations that successfully implement innovative ideas. This includes sending out an annual follow-up on innovative experiences to ministries. These are pooled into a repertoire of good practices and used as a benchmark.
		State Agency for the Evaluation of Public Policy and Service Quality	State Agency for the Evaluation of Public Policy and Service Quality (AEVAL) is the national contact for the OECD's Observatory of Public Sector Information.
		National Institute of Public Administration	The National Institute of Public Administration also gathers, manages and publicizes innovations by the civil service.
Social Media	Beginning in 2009, the Spanish National Police became a pioneer in social media , using the various platforms to conduct awareness campaigns, advertise success stories, and request citizen cooperation to solve cases. They used content-rich messages that used professional but plain language, often even humorous or provocative, in order to get people's attention. They also ensure to answer every question, which attracted more than 1.35m followers on Twitter – more than the FBI – and have 5.7m views on YouTube. Citizens often help to solve cases, ranging from drug trafficking to threats to public figures. Through this innovative use of social media, the National Police have increase preventative and operational safety.		
Lab 3 - Delivery	Strengthening the civil service	General direction for Civil Service	The General Direction for the Civil Service is a public service organization in charge of human resources management of the State General Administration.
		Human Resource Management Reforms	Human resource management reforms have taken place over the last year to improve budgetary discipline and control over finances, as well as improve the productivity and competitiveness of the economy.

		State General Budget Act	<p>Between 2010 and 2014, the public administration downsized 200,000 employees. This has been accomplished through a replacement of 10 per cent of retiring staff in general sectors and 50 per cent in priority sectors. As well, they instituted a prohibition of hiring fixed-term contracts. 2016 will allow a replacement of 100 per cent in priority sectors, 50 per cent elsewhere.</p> <p>Salaries were cut by 5 per cent (on average) in 2010 and frozen since 2011. Extra December payment was abolished in 2012, with a quarter being reimbursed at the beginning of this year and another quarter being reimbursed in October. In 2016, salaries will increase by 1 per cent and remaining 50 per cent of Extra December payment will be reimbursed. Several measures to reduce vacation days, sick days, increase efficiency and increase weekly hours have been instituted.</p>
		National Police Social Media	<p>Beginning in 2009, the Spanish National Police became a pioneer in social media, using the various platforms to conduct awareness campaigns, advertise success stories, and request citizen cooperation to solve cases. They used content-rich messages that used professional but plain language, often even humorous or provocative, in order to get people's attention. They also ensure to answer every question, which attracted more than 1.35m followers on Twitter – more than the FBI – and have 5.7m views on YouTube. Citizens often help to solve cases, ranging from drug trafficking to threats to public figures. Through this innovative use of social media, the National Police have increase preventative and operational safety.</p>
		Commission for Public Administrative Reform	<p>The Commission for the Reform of Public Administration (CORA) seeks to improve the lives of citizens and businesses by using digital public services to reduce administrative burden, bring the administration closer to the citizens, improve efficiency, and simplify procedures. For example:</p> <ul style="list-style-type: none"> • The health sector created a health card database, electronic prescriptions, digital clinical history, and electronic processing of births and deaths. • For employment, a unique job portal was created to advertise State and regional administration jobs. This enhances the visibility of available public employment. Agreements have been reached with private employment portals as well. There has also been a coordinated implementation of a digital registration process for employment and unemployment applications. • Other digital initiatives include free access to the Official Gazette and the Edict Board of the Public Administration was created to display notifications from all public bodies in one location. •
	Building a diverse & inclusive civil service	Diverse Public Service	Public servants are hired according to the principles of equality, merit and ability.
	Building trust in government	Building Trust in the Civil Service	No assessment has been conducted.
	Reaffirming the core values in the public service	Commission for Public Administrative Reform	Budgetary discipline, restructuring the public sector, transparency, improving efficiency and a focus on public service are all central to the recent Commission for Public Administration Reform plan . Performance assessment has also been instituted.

	Establishing gender balance in the civil service	Act 3/2007	Gender equality is ruled by Act 3/2007 , which targets equality of opportunity and treatment for men and women. The Equality Plan II was approved in 2015 to further improve equality in opportunity and protect against discrimination.
		Gender balance	More than 50 per cent of the civil service is comprised of women. Even within the military, there is equal opportunity for women
Lab 4 - Accountability	Developing a coordinated government-wide evaluation system	Law on Transparency, Access to Information and Good Governance	The Law on Transparency, Access to Information and Good Governance establishes the obligation to evaluate plans and programmes containing goals and to publish evaluation results.
		Policy Evaluation Standing Committee	The Policy Evaluation Standing Committee , part of the Inter-Administration Network of Public Service Quality, works to set common methodological standards, share evaluation-related information and knowledge, and carry out joint evaluation processes.
	Strengthening performance management	Royal Decree 951/2005	Royal Decree 951/2005 established the general framework for quality improvement in the general administration. This standard states that performance management could be implemented using excellence models for both self-assessment and external recognition.
	Identifying what works	State Agency for the Evaluation of Public Policy and Service Quality	The State Agency for the Evaluation of Public Policy and Service Quality (AEVAL) has performed about 40 public policy assessments in a variety of sectors. The evaluation reports are published on the AEVAL website and sent to both Houses of Parliament, the Ombudsman, the Court of Auditors, the National Audit Office and to relevant social and political actors, NGOs, and to the Intern-Administrative Network of Public Service Quality.
		Commission for Public Administrative Reform	The Commission for Public Administrative Reform (CORA) measures to reforming the Public Administration: 157 of 222 measures have been completed and 65 are in the process of execution.
	Utilising policy and programme experimentation/piloting		