

Plan Avanza Peer Review

*Workshop: “Common Challenges and Shared Solutions: Good Governance in
Information Society Strategies
The case study of Spain”*



***November 18, 2009
Madrid
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1. Background

2. Objective and Methodology

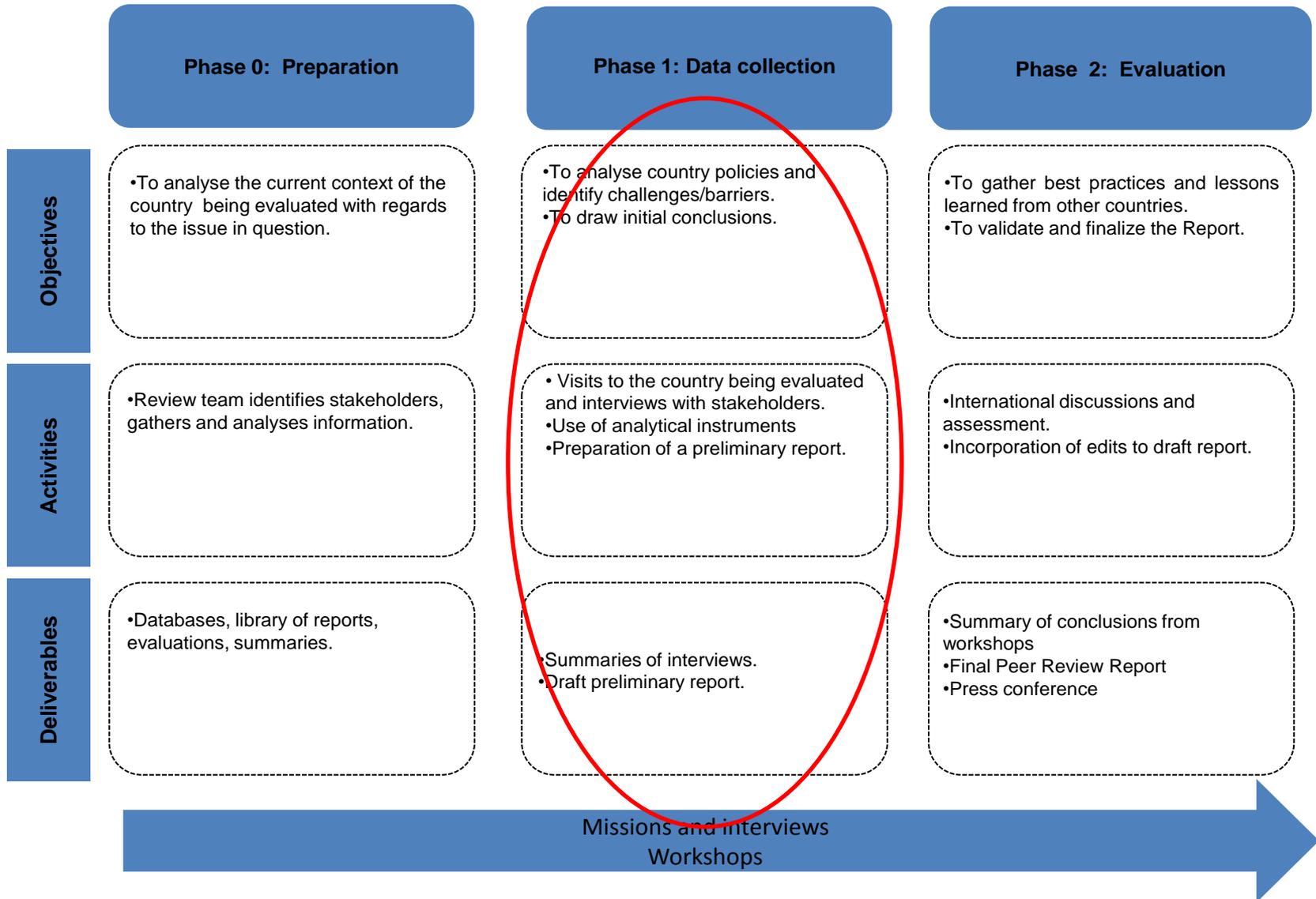
3. Analytical framework

4. Key findings

- Request from Spain (Ministry of Industry, Trade and Commerce) to the OECD to conduct a peer review of Plan Avanza
- Objectives:
 - Identifying the strengths and weaknesses of the Spain's approach in designing and implementing the Plan ("the governance of the Plan")
 - Assessing the impact of the Plan's programmes and initiatives on its main beneficiaries (citizen, business, government)
- Timeline: Preliminary findings (November 2009), Final report (June 2010)

- Examination of one country's performance or practices in a particular policy-area by other countries.
- Collaborative and consultative tools, based on open dialogue with stakeholders from the participating country.
- Objectives:
 - Identify the **strengths and weaknesses** of a country's approach in a particular policy domain.
 - Learn from **other countries' experiences** in order to identify good practices.
 - Assist policy-makers to take advantage of good practices and standards to **improve** policy-making.
- Role of the OECD: provide analytical framework and facilitate policy dialogue

Common elements of the Peer Review approach



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- **Objectives**

- **Provide an overview of the key features and challenges of the governance apparatus of the Plan Avanza (institutional framework, policy design, policy implementation)**
- **Present initial findings to stakeholders - it is a “work in progress”**
- **Provide background knowledge for the expert workshop**

- **Methodology**

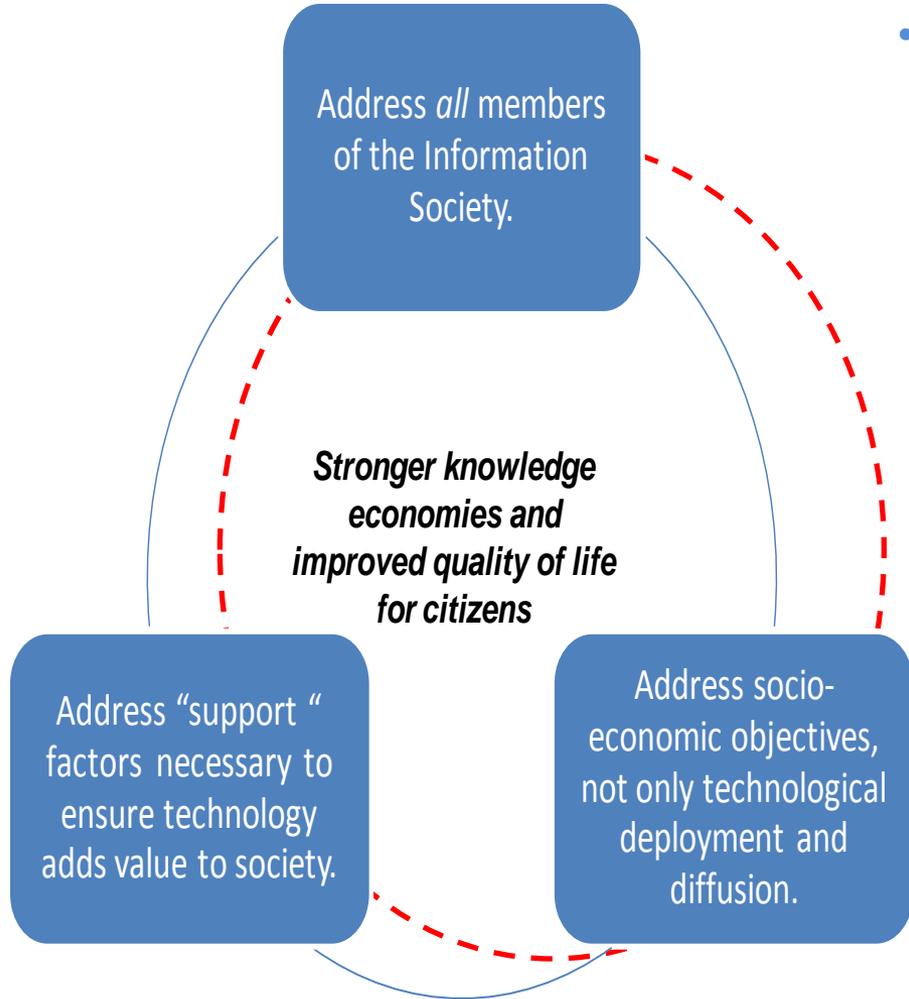
- **Collaborative project within OECD**
- **Input from different sources**
 - **Desk research**
 - **Preliminary data collection mission**
 - **Review of selected OECD country IS strategies**

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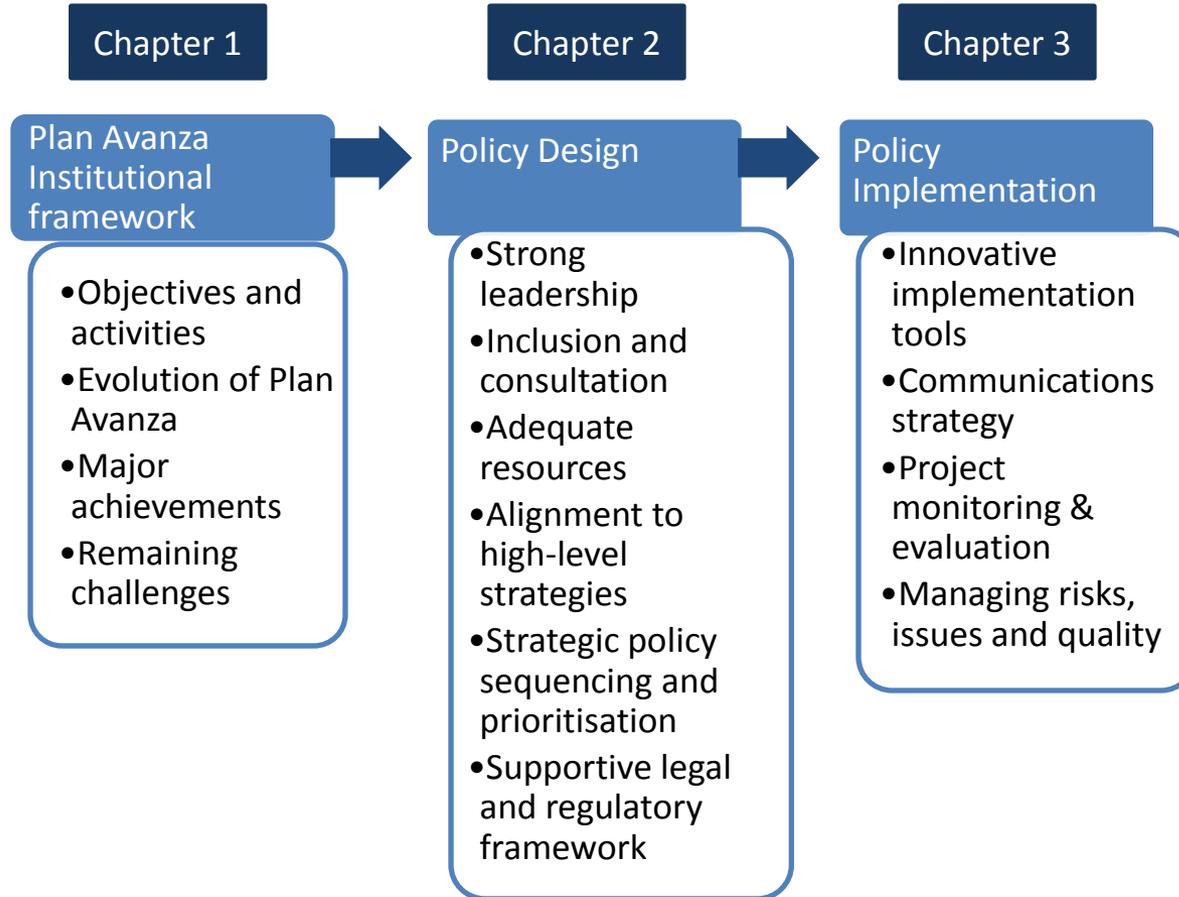
• Why?

- **Nature of information society strategies : complex, multi-dimensional, transversal**
- **Require action at the nexus of technology and society**

Governance focus

Aligning and managing objectives, resources and beneficiaries to achieve results

Structure and rationale of the preliminary findings report



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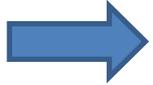
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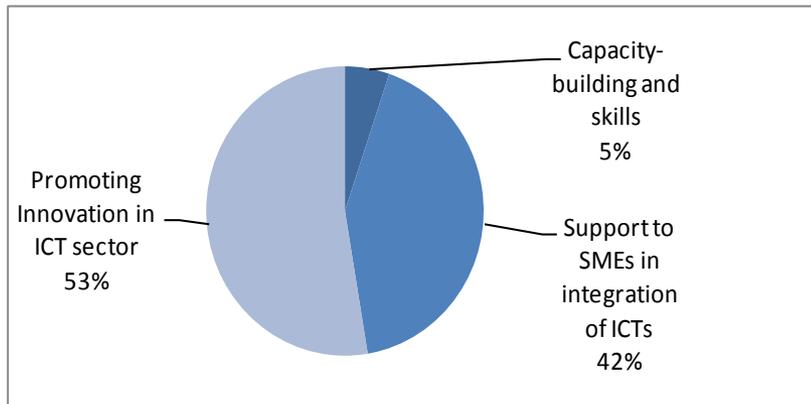
- Focus on strong ICT service sector (telecom, digital content, software development and IT consulting)
- Green ICT applications could contribute to environmentally sustainable growth
- Telecom infrastructure deployment
 - **Broadband:**
 - 99 % broadband coverage (although it should be broken down by technology)
 - Overall broadband coverage by technology in line with OECD, 8 million people gained access
 - Broadband penetration is lagging behind although gap slowly closing
 - **Mobile telephony:**
 - 99% availability (at least one operator), now aiming at 100%. Penetration above OECD average.
 - General interest areas (not only rural, but also strategic areas)
 - **DTT:**
 - Positive benchmark indicators (96% coverage, 63% penetration), although non-official
 - Digital switch-over by March 2010

Key findings: PRIORITISATION

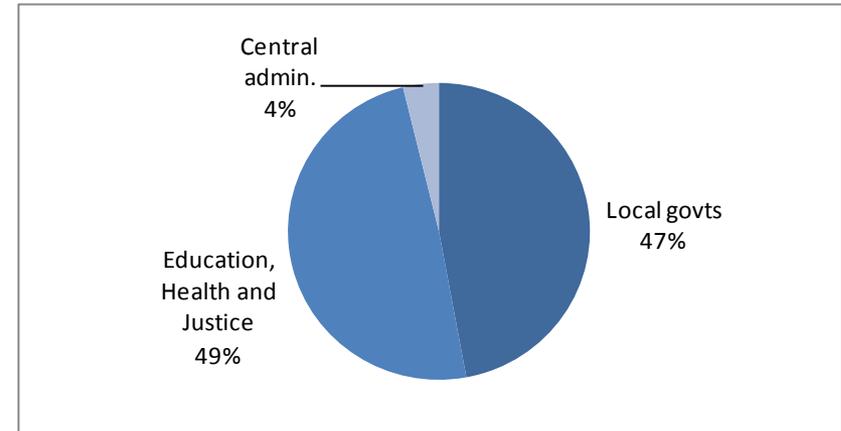


While Plan Avanza has placed much **focus on the ICT supply side**, infrastructures and diffusion of ICT equipment (e.g. the creation of a “critical mass” of ICT users); the second action plan suggests a **shift in focus** to the utilisation of ICTs: take-up by citizens and firms, ICTs to facilitate innovation, sophistication of the use of ICTs in the public sector. This will require greater prioritisation of capacity-building and skills.

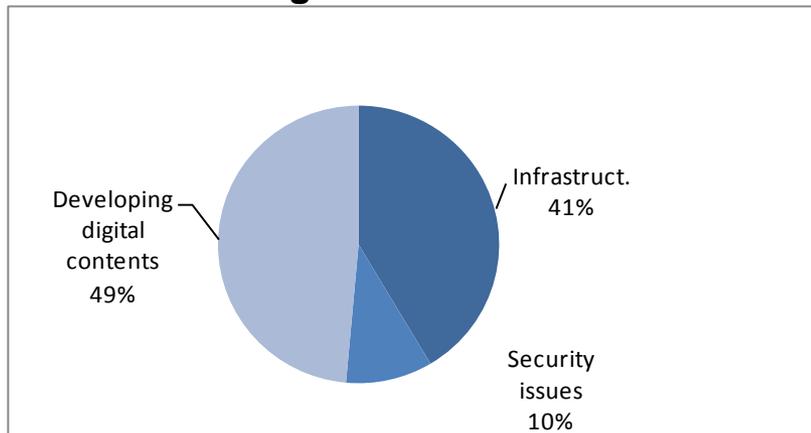
Digital Economy



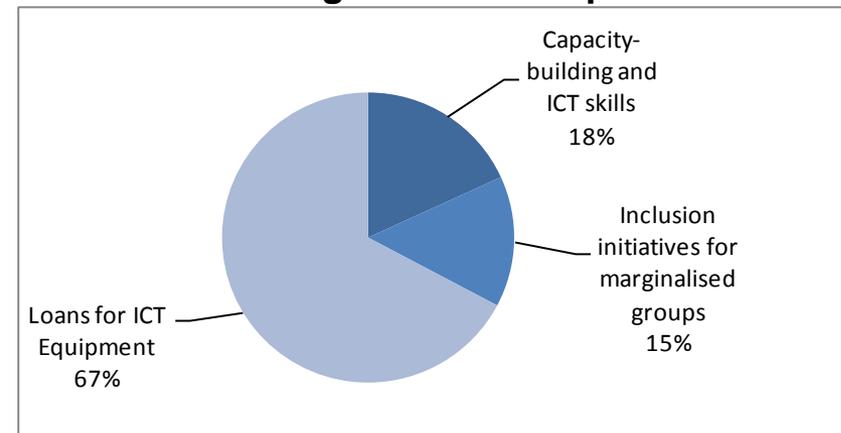
Digital Public Services

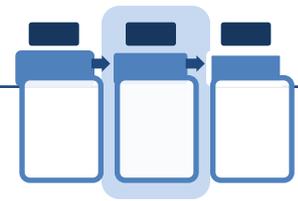


Digital Context



Digital Citizenship

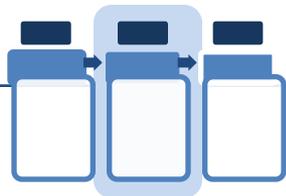




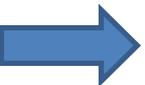
Spain has chosen to **centralise leadership** of the national IS agenda under one Ministry. This has facilitated **concerted, more effective, action** and has consolidated a **single vision** within Spain. The leadership Plan Avanza has offered has been particularly important for raising **consciousness** amongst stakeholders regarding the importance of information society for Spain's economic growth.

Open consultation has also been important for consolidating the IS agenda in Spain with other ministries, regional and local governments, and other essential stakeholders. Furthermore, instances of **consultation at the programme-level**, such as with AGREGA, have improved **responsiveness of policies** to IS needs and may be extended.

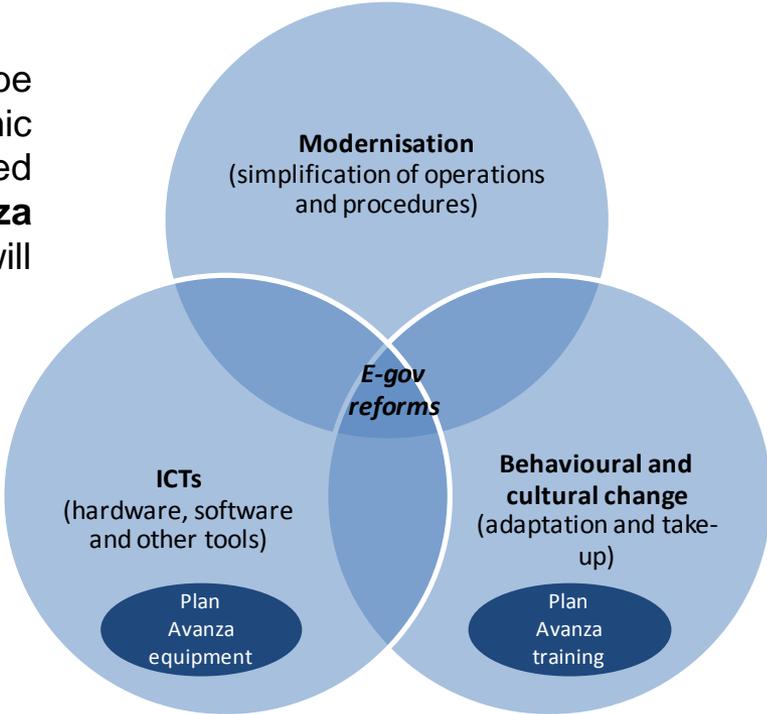
IS strategies require a specialised and multidisciplinary skill-set, and the existence of a public-private hybrid such as red.es can offer a much-desired **agility and flexibility**. **Bottlenecks to Plan Avanza's** growth from a HR perspective should be avoided as much as possible in the future.

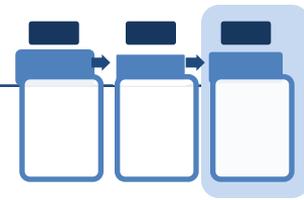


Plan Avanza has created **strong synergies in the area of e-government** with the Ministry of the Presidency. Through strategic alignment, respective initiatives are designed to **complement each other and address both the demand and supply dimensions needed for value creation.**

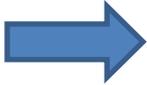


This example of close alignment of policies could be extended to other policy-areas as well. As economic policy and innovation policy are ever more intertwined in the knowledge economy, **alignment of Plan Avanza with the Ministry of Science and Innovation** will become increasingly important.

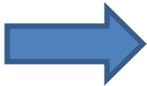




The **co-implementation approach** of Plan Avanza has brought benefits, mainly:

- 
- Provides a **formal mechanism** for coordination, increasing the Plan's reach
 - Provides powerful **incentives for cooperation** from regional governments
 - Exploits **localised expertise and knowledge**
 - Allows for a **demand-driven** approach

Capitalising on this approach to further support **local governments**, **tailoring** policies to the specific needs of regions, particularly in economic policy, and **maintaining visibility** of the Plan while sharing resources and ownership with implementation stakeholders.



Plan Avanza's **three-tiered monitoring and evaluation system** has proved useful as a tool for measuring operational performance and high-level progress of Spain's information society. Some **oversight gaps** may remain however, particularly in a model which relies on co-implementation with stakeholders.

- **Because information societies involve many actors and interests, strong leadership is required to set up a common vision and ensure its implementation across government.**
- **As cross-cutting policies, Information Society strategies cannot work in isolation but benefit from making the most of interfaces with other relevant government policies areas.**
- **Information Society strategies flourish when they are provided the necessary speed, flexibility and expertise to operate in their complex and dynamic environments.**
- **Key “support factors” bridging technology with results cannot be overlooked in the design and implementation of information society strategies.**

