

# *Plan Avanza Peer Review*



*Working Group on E-Government and Administrative Simplification*

*April 27, 2010*

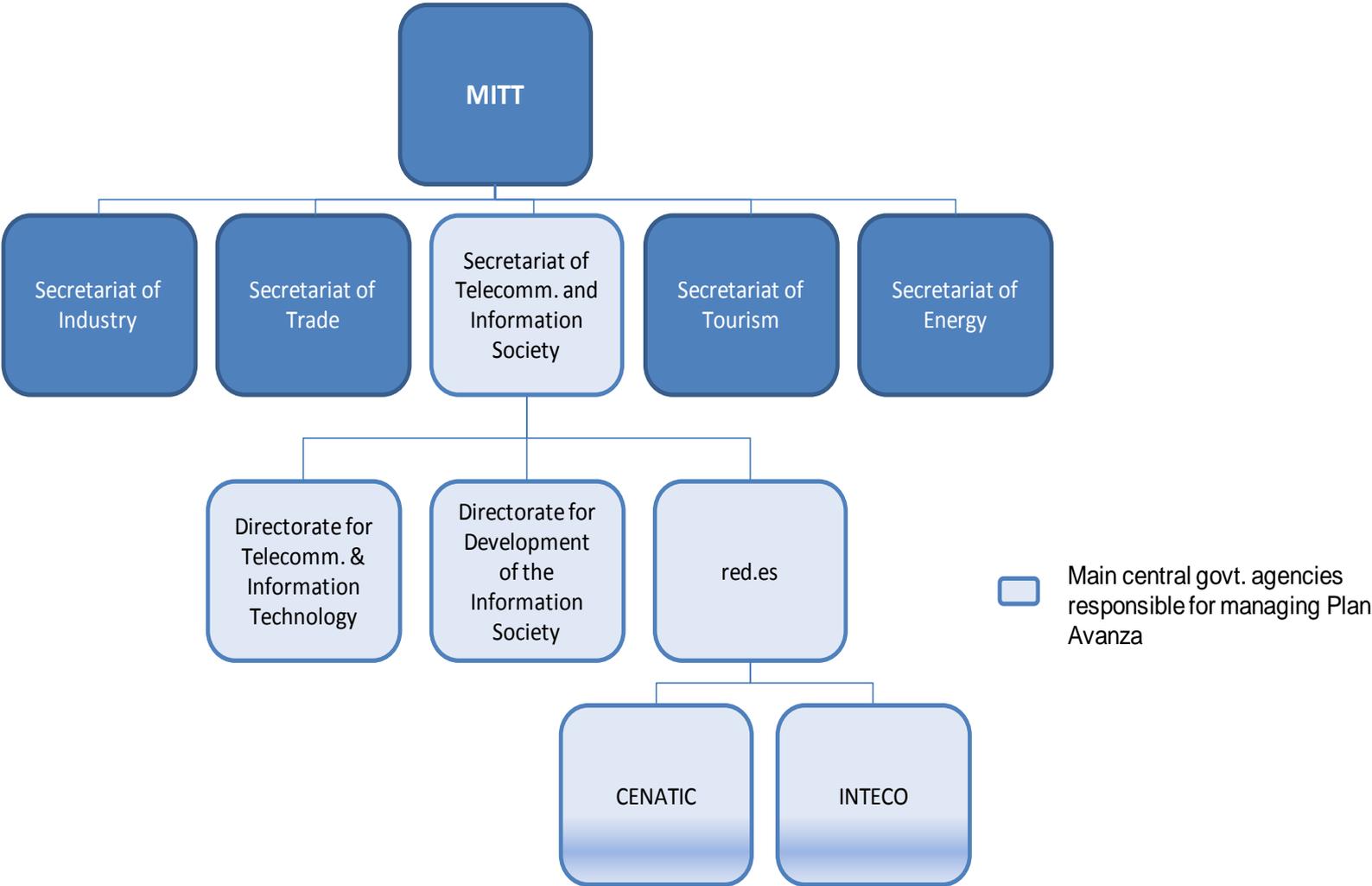
*Dubai*

*Marco Daglio, Project Manager*

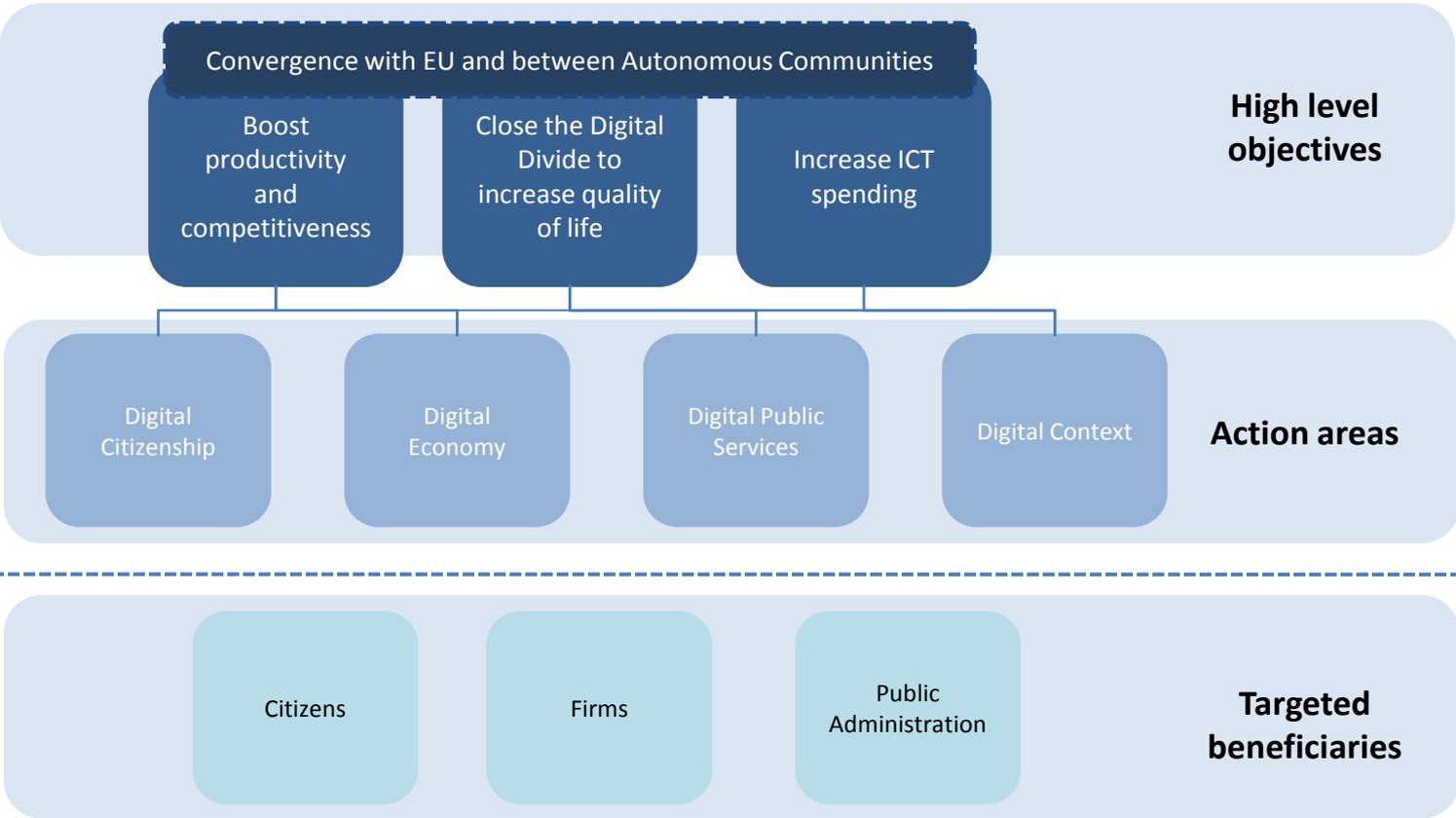
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1. What is the Plan Avanza?
2. What is the Plan AvanzaPeer Review ?
3. Preliminary key findings

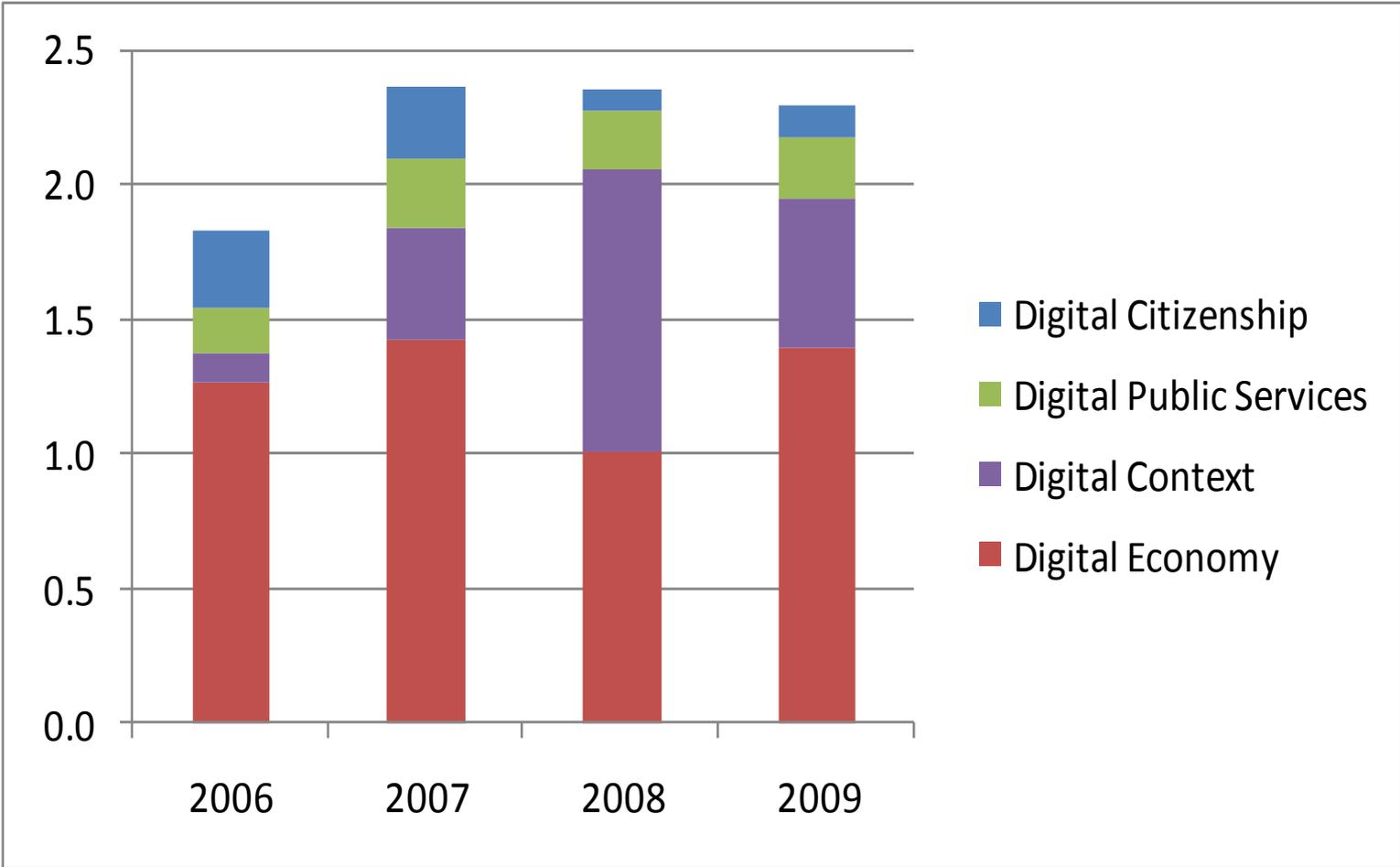
*Plan Avanza: who is responsible?*



*Plan Avanza is Spain's national strategy for the advancement of the Information Society (2005-2009)*



*Evolution of Plan Avanza allocation per pillar  
(billions of euros), 2006-2009*



## Some “divides” in Spain

Population Density	Percentage households having Internet access at home	Percentage households using a broadband connection	Percentage of individuals who accessed Internet, on average, at least once a week
At least 500/km <sup>2</sup>	58	52	56
100-499/km <sup>2</sup>	50	43	47
Less than 100/km <sup>2</sup>	38	31	38

POPULATION DENSITY

Age	Percentage of individuals who have used mobile phone	Percentage of individuals who have used a computer	Percentage of individuals who have used Internet	Percentage of individuals who used Internet, in the last 3 months, for obtaining information from public authorities web
16-24 years	98.0	96.1	95.2	34.6
25-34 years	97.6	90.2	85.7	52.2
35-44 years	96.3	79.3	74.3	52.4
45-54 years	92.0	65.4	60.0	51.5
55-64 years	81.4	38.9	32.9	45.7
65-74 years	64.8	19.6	13.4	32.6

AGE

	Small (10-49 employees)	Medium (50-249 employees)	Large (250 or more employees)	Total in Spanish economy
% of SMEs with ERP applications	19.3	41.9	63.7	23.2
% of SMEs with CRM applications	21.7	33.7	46.3	23.8
% of SMEs who have made online purchases	20.0	27.9	37.1	21.4
% of SMEs who have made online sales	9.7	16.7	27.2	11.0

SMEs

## **Overview of Plan Avanza Beneficiaries and Specific Target Groups**

Beneficiaries	Specific Objectives	Specifically targeted groups
Citizens	<ul style="list-style-type: none"> <li>(i) Increasing inclusion of citizens in the Information society (e.g. accessibility) through deployment of ICT infrastructure</li> <li>(ii) Increasing awareness and take-up of eServices to improve quality of life</li> <li>(iii) Building and improving ICT skills</li> <li>(iv) Building confidence in ICTs</li> </ul>	Older people, disabled persons, women, persons living in rural areas, University students in ICT-related areas of study
SMEs	<ul style="list-style-type: none"> <li>(i) Promoting the adoption of ICTs in business operations (eCommerce, eBilling)</li> <li>(ii) Promoting structural economic change by developing the ICT sector and supporting innovation in the ICT sector</li> <li>(iii) Increasing accessibility of firms to ICT infrastructure</li> <li>(iv) Building ICT skills</li> <li>(v) Building confidence, security in ICTs and awareness of digital public services</li> </ul>	SMEs, firms in ICT sector (specifically in digital contents)
Public administration (specific beneficiaries and objectives vary by Ministry and level of government)	<ul style="list-style-type: none"> <li>(i) Supporting the implementation of projects for development of electronic public services (ICT deployment and infrastructures)</li> <li>(ii) Supporting ICT-enabled modernisation of back-office procedures</li> <li>(iii) Building ICT skills of civil servants</li> <li>(iv) Developing digital content</li> </ul>	Areas of Education (schools and Universities), Health (hospitals and pharmacies), Justice (including registrars offices and justices of the peace) and the Interior (police), Local govts (town halls), rural areas

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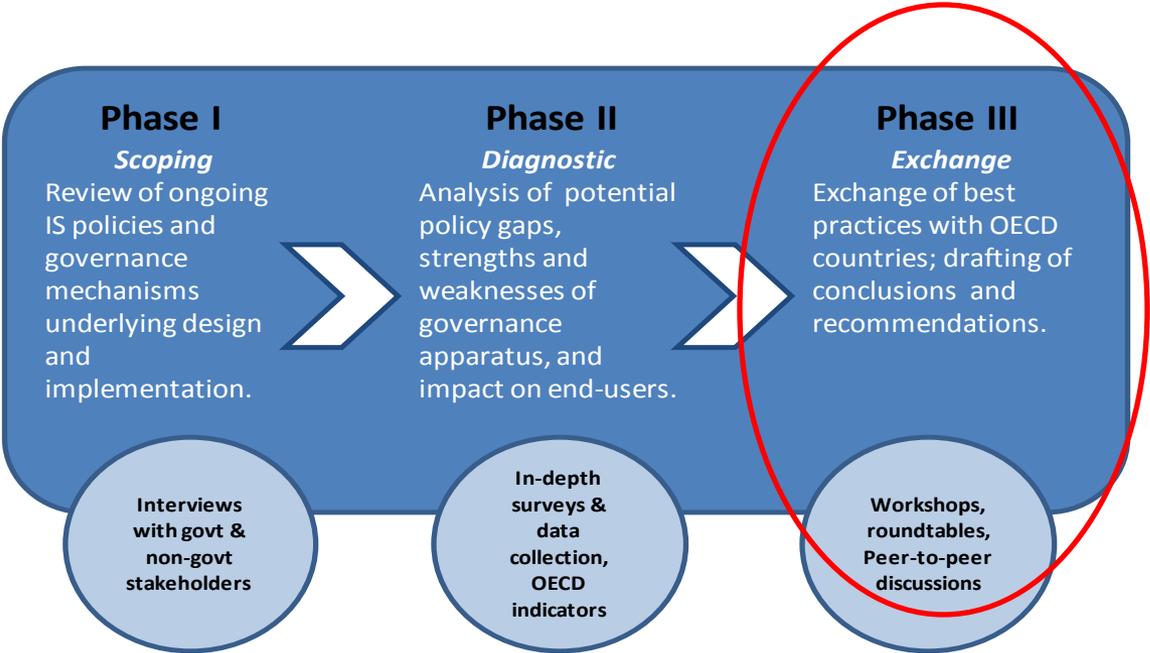
***What is a Peer Review? And why do OECD member countries embark on them?***

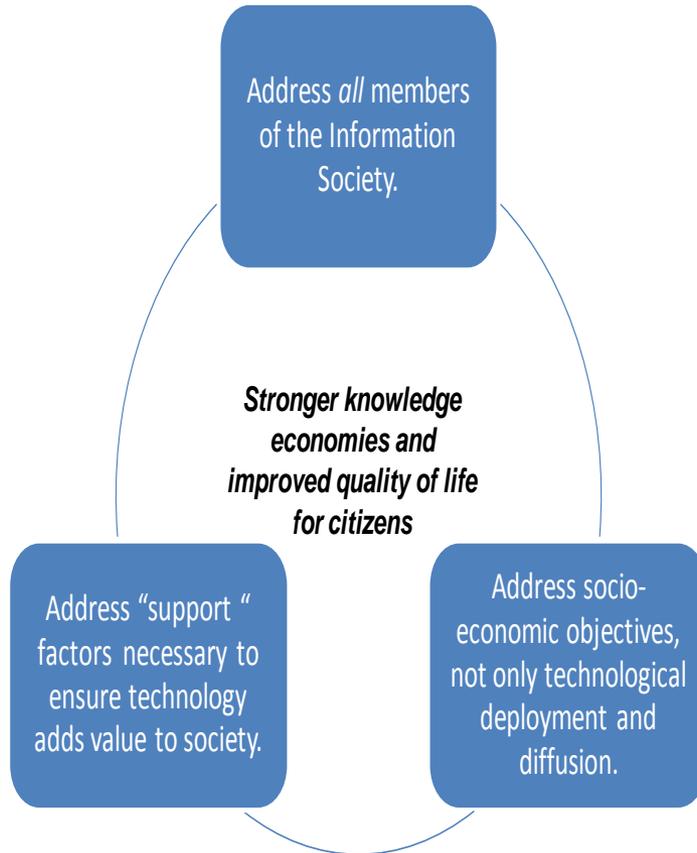
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- **Peer Reviews** are the examination of one country's performance or practices in a particular policy-area by other countries. They are collaborative and consultative tools, based on open dialogue with stakeholders from the participating country.
- Specifically, the objectives of Peer Reviews are:
  - To assist the country under review to identify the **strengths and weaknesses** of its approach in a particular policy domain.
  - To learn from **other countries' experiences** in order to identify best practices.
  - To assist the country under review to comply with best practices and standards and **improve** its policy-making.
- The OECD provides value-added in these kinds of reviews through its: objectivity, multidisciplinary teams and subject-matter experts, methodologies, and access to comparative information and standardized indicators.

# Overview of Peer Review approach (ii)

*Though there is no single peer review approach at the OECD, all reviews do share certain structural elements in their methodology: preparation, consultation and evaluation.*





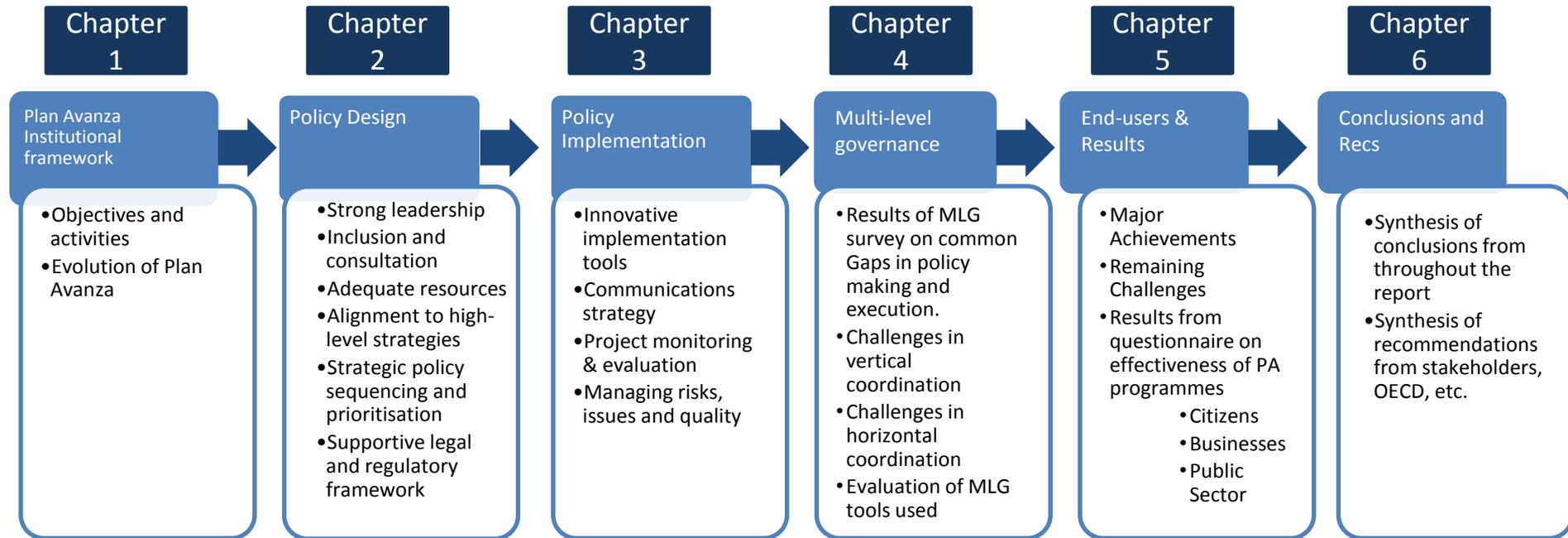
## **Governance** lens to IS strategies: Why?

- Nature of IS strategies: transversal, multidimensional
- New approach: working at the nexus of technology and society

## **Governance of IS -> Performance**

# Structure and rationale of the final report

*The Plan's governance apparatus can be broken down into three parts: (i) selection of high level objectives (ii) translating these objectives into a coherent policy, and (iii) implementing this policy effectively and efficiently.*

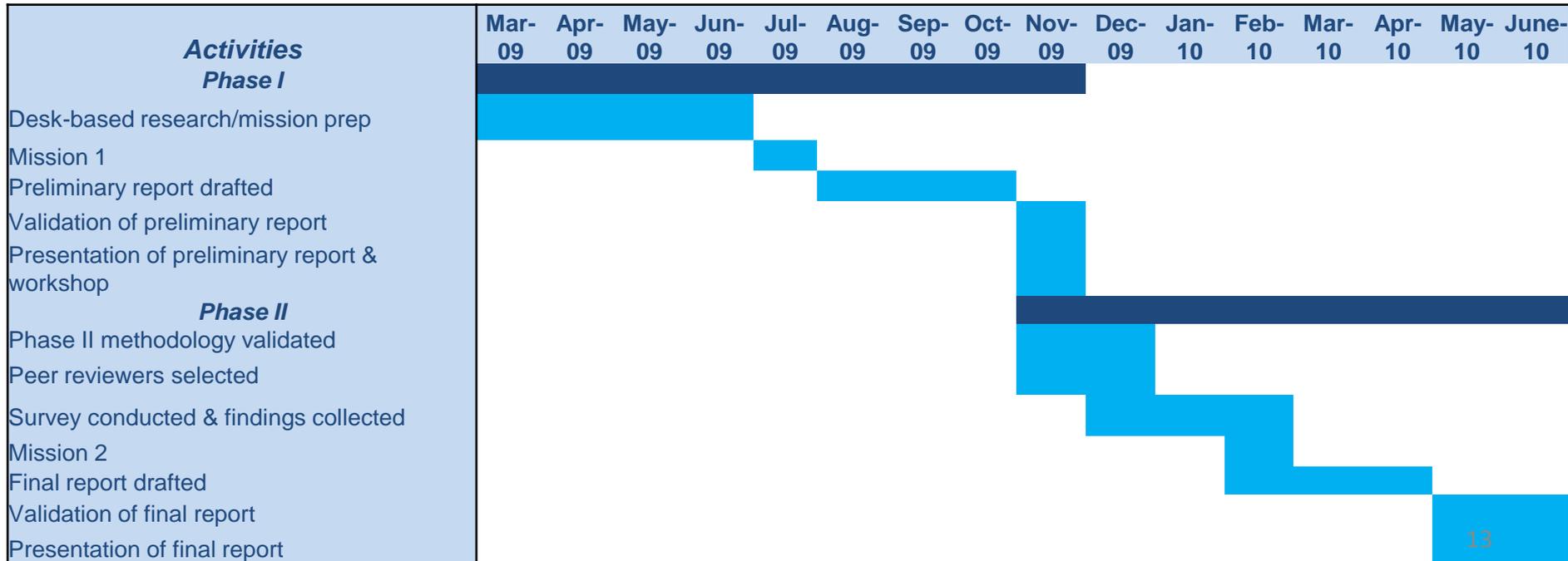


# Overview of Peer Review approach (iii)

## Current status of project deliverables and milestones

- ✓ Desk-based research
- ✓ Mission 1
- ✓ Preliminary report
- ✓ Workshop & press conference
- ✓ Mission 2
- ✓ Analysis of key programmes/Survey of beneficiaries
- ✗ Final Report

## Overview of Project Calendar



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*Methodology overview*

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- Collaborative:** GOV/STI Directorates have worked together from the analytical framework to drafting , integrating analysis (For instance 2008 TO survey results).
- Comprehensive:** Interviews/meetings with both SETSI and red.es, from policy-makers to project managers; both internal and external sources have been utilised.
- Consultative:** Draft report has been circulated internally and comments and views incorporated.

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*Desk research*

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Desk-based research has been a key input to the report and has included both ‘internal’ and ‘external’ sources:

- **Internal:**

- Extensive compilation of **Plan Avanza** strategy documents, project descriptions, progress reports, thematic papers, budgetary data, etc. Main sources have been the **SSTIS**, **red.es**, **ONTSI** and the **Plan Avanza Technical Office**.
- Review of internal **OECD** documents regarding: regulatory environment in Spain, mechanisms for government coordination in Spain, the Spanish Rural Review, Innovation and Green Growth, and the latest Technology and Communications Outlook reports.

- **External:**

- Review of other Spanish policies in the areas of: innovation, e-government and economic recovery.
- External thematic documents on ICT/IS tendencies (**World Economic Forum, European Commission, research institutes/think tanks.**)
- Review of selected **OECD members’ IS Strategies**: Action Plans for Digital Britain; Digital Austria; u-Japan; Finland’s Ubiquitous IS Strategy; Germany’s High Tech Strategy, iD2010, Federal Broadband Strategy and Green ICT Action Plan; Greece Operational Programme for the Information Society; France Numerique 2012; and Connecting Portugal.

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*Analytical framework*

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Desk Research &  
Mission 1

Development of  
Analytical Framework

Presentation of  
Preliminary Report @  
Workshop

Mission 2 & Report  
Drafting

- The analytical framework has applied a **governance lens**. The focus has been on examining **which factors/elements in the Plan Avanza's governance apparatus can contribute to the performance of the Plan**.

- **Given the complexity and transversal nature of IS strategies, a governance perspective can add value to the Plan's policy-makers. IS strategies have particular challenges and opportunities that distinguish them from other policies; they are also complex and multi-dimensional. Identifying the critical governance mechanisms for their success is important.**

- **Looking at the general performance of IS strategies is a relatively new approach in the information society field. While there is much information available regarding Plan Avanza's objectives, projects, and beneficiaries, there is less analysis on how these are managed to achieve results.**

## Report Drafting



The preliminary report was presented at the FICOD workshop in November, with participants from Spain (STIS and red.es), Korea, UK, Canada, United States and Germany.



To review presentations visit:  
[http://www.oecd.org/document/27/0,3343,en\\_2649\\_33735\\_44242395\\_1\\_1\\_1\\_1,00.html](http://www.oecd.org/document/27/0,3343,en_2649_33735_44242395_1_1_1_1,00.html)

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*Internal OECD review*

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Desk Research &  
Mission 1

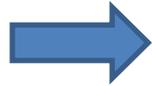
Development of  
Analytical Framework

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Mission 2 & Report  
Drafting

- Mission 2 was structured along two dimensions: (i) sectors (**Education, Health, Justice**) and (ii) territories (**regional and local**).
- OECD staff were joined by Peer reviewers from **Canada** (Industry Canada), the **United States** (FCC), and the **United Nations** (CEPAL, eLAC programme).

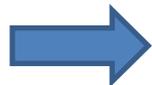
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Information Society policies could support similar objectives of crisis responses of OECD countries and Spain – OECD **Green Growth** strategy and Spain's **Plan E**.

- sustainable low-carbon economies
- green investment
- sustainable management of natural resources
- clean technologies
- pro-green growth policies
- green jobs
- international co-operation

- Modernisation of the Spanish Economy
- Reducing energy consumption equal to 10% of Spain's annual oil imports
- 20% renewable energy sources
- Create 300,000 jobs in Spain
- Improved transport infrastructures



Green ICT application areas: energy-efficiency in buildings (retro-fitting), “smart” electricity networks, reduce household energy consumption, improve transport efficiency.

*Examples in Germany, Denmark, UK, (France), Australia, Korea.*

## Digital Context – Telecoms Infrastructure Deployment



3 FOCUS AREAS: Mobile telephony (E-GSM), Broadband deployment (PEBA) and DTT infrastructure



- Very important in terms of public visibility (mobile phone service, TV, broadband)
- Addresses digital divide and rural and regional policy (E-GSM and PEBA focus on rural areas)
- Stakeholders coordination (central, regional and local governments, industry, permits, etc)
- Innovative instruments: investment requirements for spectrum licensing
- Technology neutrality/soundness/evolution and impact on competition have been taken into account
- Considerable legislative effort (specifically for DTT infrastructure)



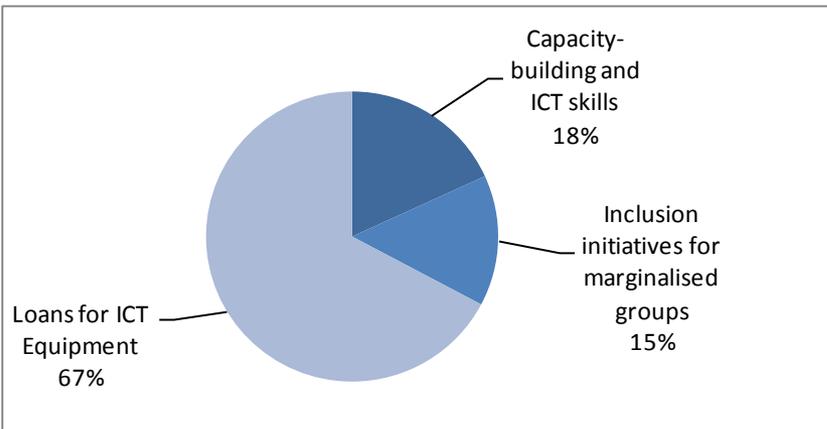
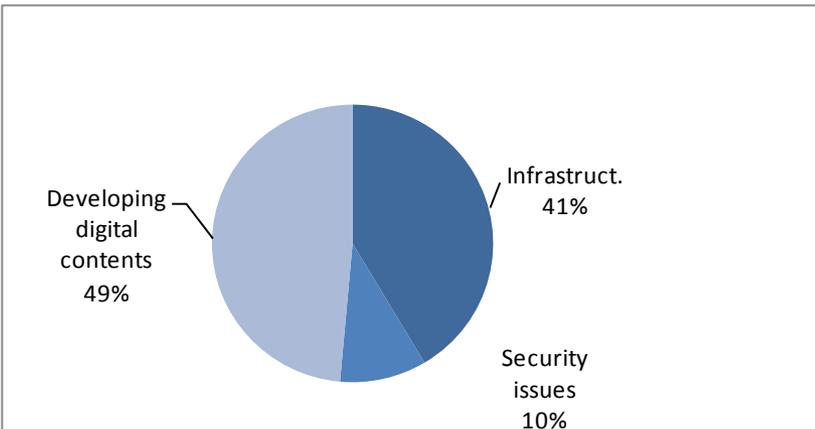
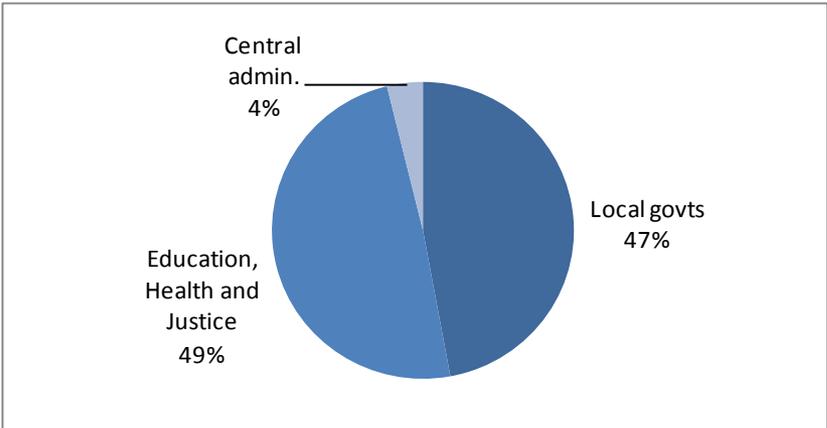
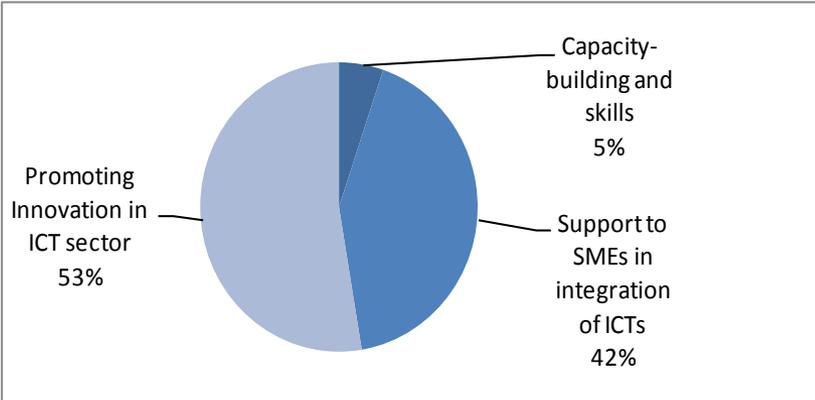
### MAIN IMPACTS:

- **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



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.

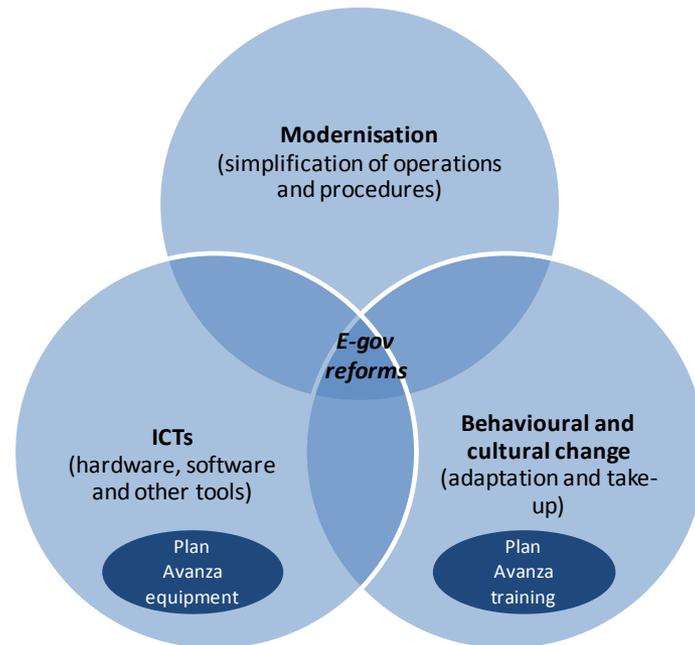


 **Centralised leadership** have facilitated more concerted action but requires greater efforts in forming high-level synergies with other ministries.

 **Open consultation** has been important for consolidating the IS agenda in Spain with other ministries, regional and local governments, and other essential stakeholders.

 **IS strategies require a specialised and multidisciplinary skill-set**, and in this regard, red.es (execution agency) has been an invaluable resource to the Plan.

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**.



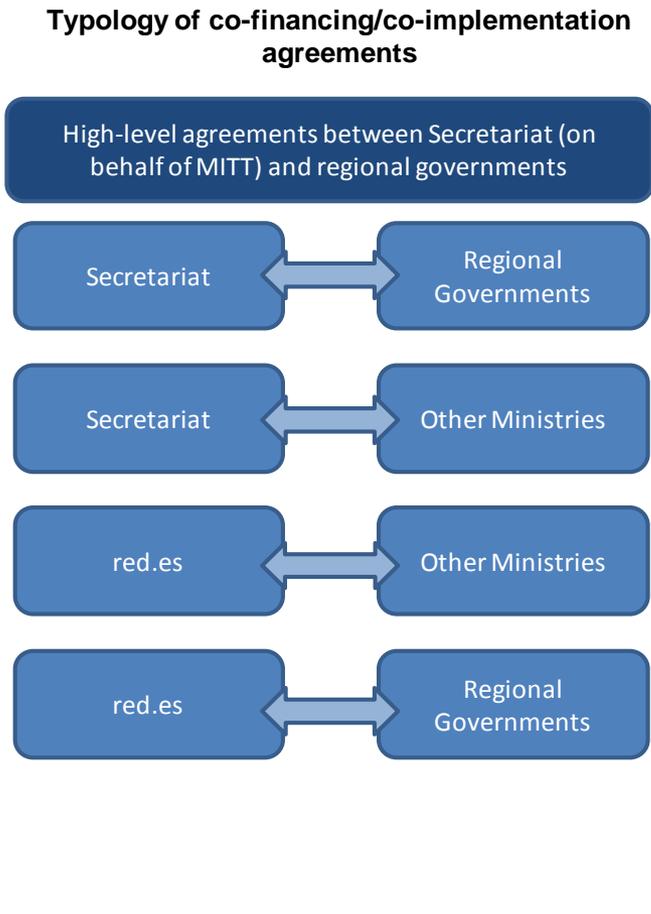
This example could be extended to other policy-areas as well. As economic policy and innovation policy are ever more intertwined in the knowledge economy, **alignment of Plan Avanza with the Ministry of Science and Innovation** will become increasingly important.

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

- Provides a **formal mechanisms** 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

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

# Co-implementation agreements



**Description**

“Umbrella agreement” necessary for **any** Plan Avanza project to be implemented. Most span the length of the action plan.

Via addendums to high-level agreements. Utilised for SSTIS-run programmes that do not require intervention from other ministries. Tend to be drafted on a yearly basis.

High-level agreements between the SSTIS and other ministries. Utilised for Plan Avanza interventions in e-government and/or digital public services initiatives. Tend to span several years.

Via addendums to high-level agreements between the SSTIS and other ministries. Utilised for red.es- run programmes in the area of e-gov and digital public services. Tend to span several years.

Via addendums to high-level agreements between the SSTIS and regional governments. Utilised only for red.es programmes, and cannot be completed without both (i) a high-level agreement between the SSTIS and the region in question and (ii) agreement between the SSTIS and the related ministry. May span several years though depends on project.

