

Common Challenges and Shared Solutions: Good Governance in Information Society Strategies. The case study of Spain



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*Implementing Information Society
strategies means confronting some
unique challenges...*

- Large in **scope**
 - Technologically, thematically, demographically, geographically....
- Large number of **implementation stakeholders**
 - Private sector, regional and local governments, NGOs, hospitals, pharmacies, schools, civil registries...
- Fast-paced technological **change**
 - Technological advances are a constant reality...

To be most effective, implementation models need to be cooperative and agile

Cooperative...

- Plan Avanza implemented mostly via a **co-implementation** model through “*convenios and addendums*” with stakeholders (other ministries, regional and local governments)
 - **Co-financing, co-production, co-managing and co-evaluating**
 - Provides a **formal mechanism** for vertical and horizontal coordination
 - **Increases reach** of Plan Avanza
 - Creates positive **incentives** for participation
 - Demand-drive, capitalises on **local knowledge and expertise**
 - Co-implementation as a tool for building **consensus**

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Agile...

- red.es acts as **co-implementer** in many Plan Avanza programmes
 - As a public corporation, benefits from **greater flexibility** and **speed** in contracting
 - Combines project management with technological component to increase responsiveness
 - Acts as **centralised interlocutor**, or even single purchaser (**demand aggregator**)
 - Provides technical assistance and manages quality

Of course this model brings some challenges...

- Co-implementation approach may take more time to implement-but it impacts may be greater
- Maximising the Co-implementation approach as a tool for inter-regional convergence
- Balancing regional particularities with high-level objectives
- Maximising benefits of model for local governments
- Maintaining visibility and ownership of the strategy
- Monitoring stakeholders