

13 October 2020

CDL-UD(2020)004

Or. Engl.

**EUROPEAN COMMISSION FOR DEMOCRACY THROUGH LAW
(VENICE COMMISSION)**

in co-operation with

**THE MINISTRY OF THE ECONOMY, FINANCES AND REFORM OF
THE ADMINISTRATION OF THE KINGDOM OF MOROCCO**

**11th UniDem Med Regional Seminar
for senior public officials**

“TOWARDS A USER-ORIENTED ADMINISTRATION”

Morocco (Video conference)

13-15 October 2020

**Reforming public administration
in Spain with E-government and digital transformation
(overcoming economic & health crisis)
by
Mr Fernando de Pablo Martín
Digital Office Director – Madrid City Hall (2020)
CIO Central Administration (2018-2020)
Office to Reform Public Administration in Spain (2013-2017)**



REFORMING PUBLIC ADMINISTRATION IN SPAIN WITH e-GOVERNMENT AND DIGITAL TRANSFORMATION (overcoming economic&health crisis)

11th UniDem Med Regional Seminar

"TOWARDS A USER-ORIENTED ADMINISTRATION "

Ministry of the Economy, Finances and Public Administration Reform of the Kingdom of Morocco.
13 to 15 October 2020.



Fernando de Pablo Martín
Digital Office Director – Madrid City Hall (2020)
CIO Central Administration (2018-2020)
Office to Reform Public Administration in Spain (2013-2017)





- **Public administration in Spain**
- **Economic crisis, Health crisis & backgrounds**
- **From efficiency to better government**
- **eGovernment and Administrative Procedure Regulation**
- **Commission to reform public administration (CORA)**
- **Fostering eGov in COVID time - outcomes**
- **Cooperation & ICT as key enablers to reform**
- **Learning points and conclusions**

- **Annexes: Some best practice cases and outcomes**



EUROPE- SPAIN CONTEXT DECENTRALIZATION

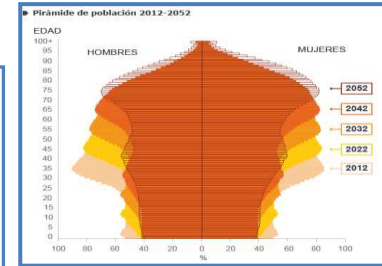
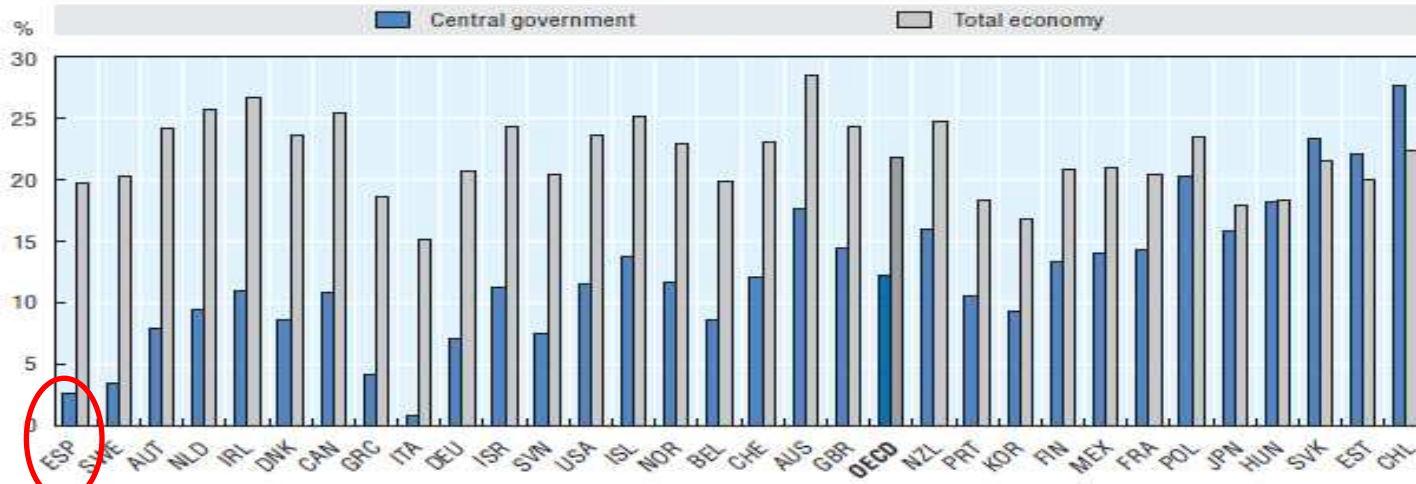
- Country
- Ministry
- Region
- Municipality



SPAIN: 3 LEVELS :
CENTRAL, REGIONAL, LOCAL
WITH ADMINISTRATIVE COMPETENCES
COMPLEXITY
COOPERATION
INTEROPERABILITY



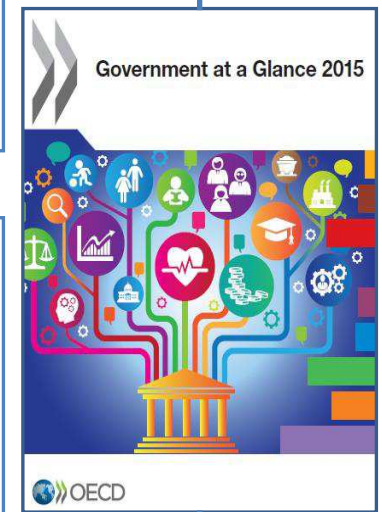
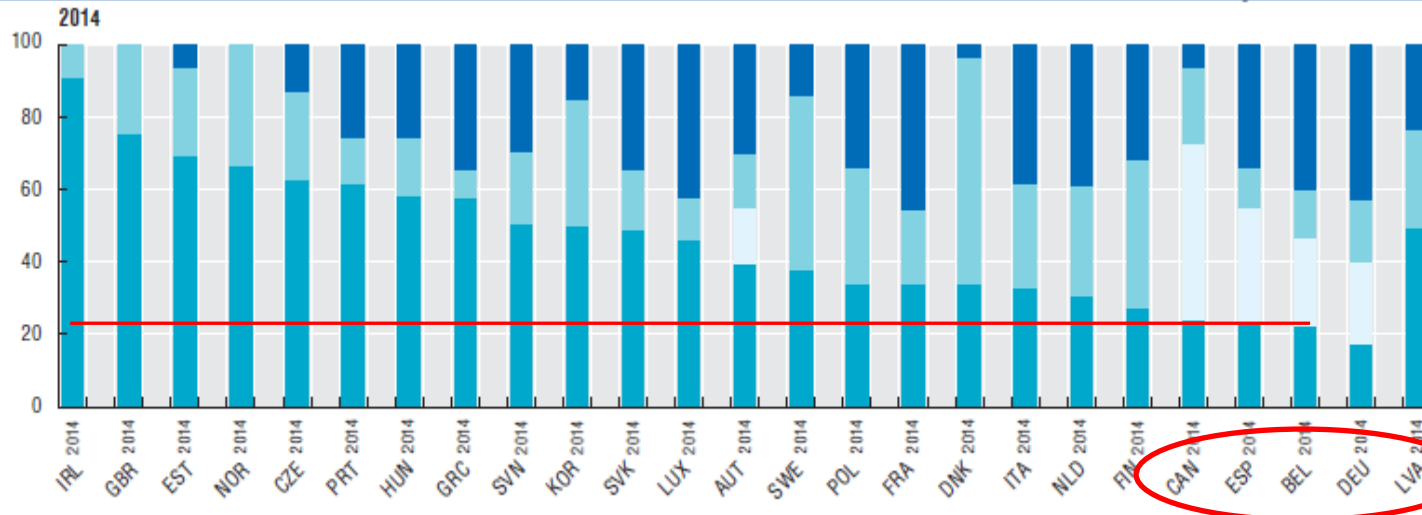
Figure 1.5. Percentage of workers 30 years or younger in central government and the total economy, 2009



AGED ADM.



2.41. Distribution of general government expenditures across levels of government, 2007, 2013 and 2014



HIGHTLY DECENTRALIZED COUNTRY

Source: OECD National Accounts Statistics (database).



CHALLENGES: DEPOPULATION AND AGING - DIGITAL DIVIDE



EL ACENTO

La banda ancha en la España dispersa



ROSARIO G. GÓMEZ
El Gobierno se propone garantizar una cobertura de Internet a alta velocidad y de telefonía móvil en todos los territorios

0 100 200 km

Next Generation Access broadband coverage in the EU



% of households covered

#Broadband #DESleu





E-Government (European Commission 2001):

“E-Government is the use of ICT in public administrations combined with organizational changes and new skills in order to improve public services and democratic processes and strengthen support to public policies”

O-GOV

E-GOV



*(more than efficiency: open gov)
(Erkki Liikanen – Lake Como 2003)*



NOT JUST ICT ...



Organizational changes

New skills

Process Simplification

Interadministrative
Cooperation

**STRATEGY
LEADERSHIP
PLANNING
BUDGET
AMBITION
WILL**

Regulatory framework

Cultural changes


OUTCOMES

- Improving public services
- Simplifying procedures
- Citizen-centric vision
- More efficient use of resources
- Environmental care
- Strengthening public policy



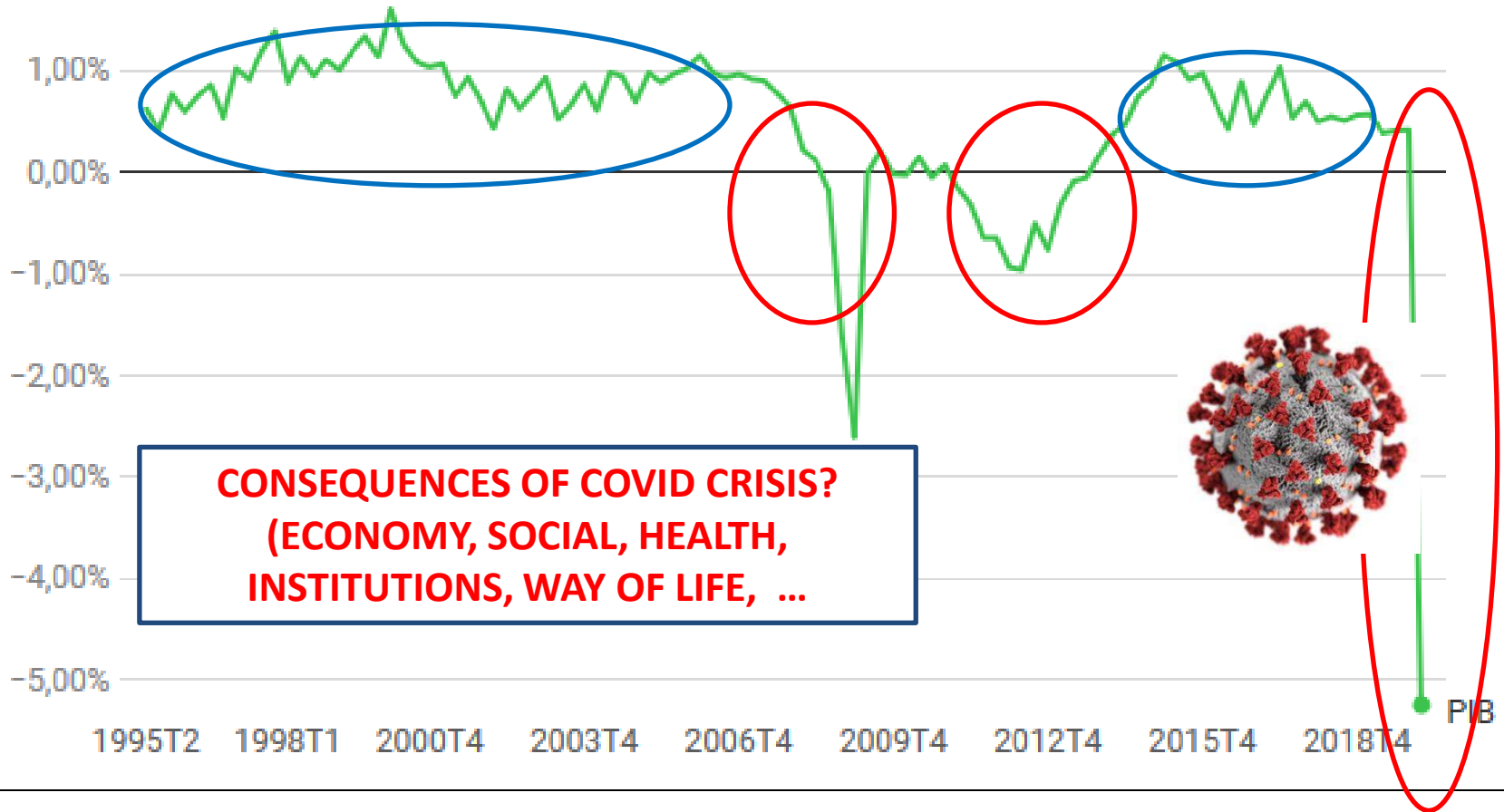
Evolución trimestral del PIB de España

En % de variación intertrimestral

1

2

3

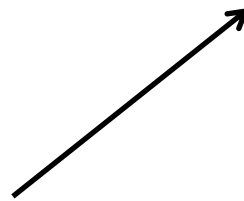
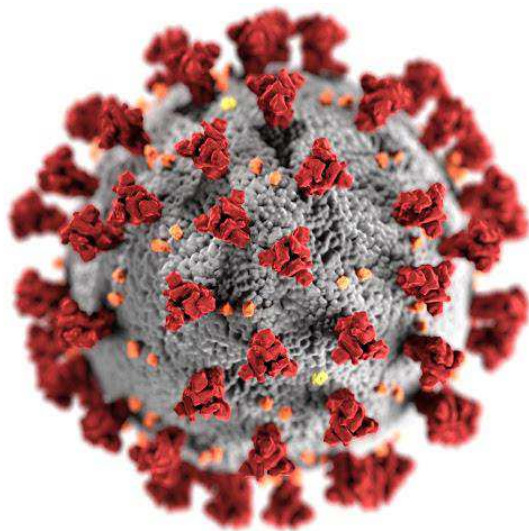


ECONOMIC, SOCIAL, AND HEALTH CRISIS DRIVES CHANGES:

REFORMS, ADMINISTRATIVE REGULATIONS, TECHNICAL IMPROVEMENTS, ...



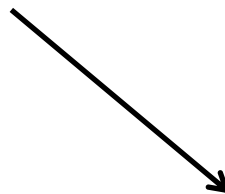
COVID-19 – AN INFLECTION POINT?



PRE COVID - 19



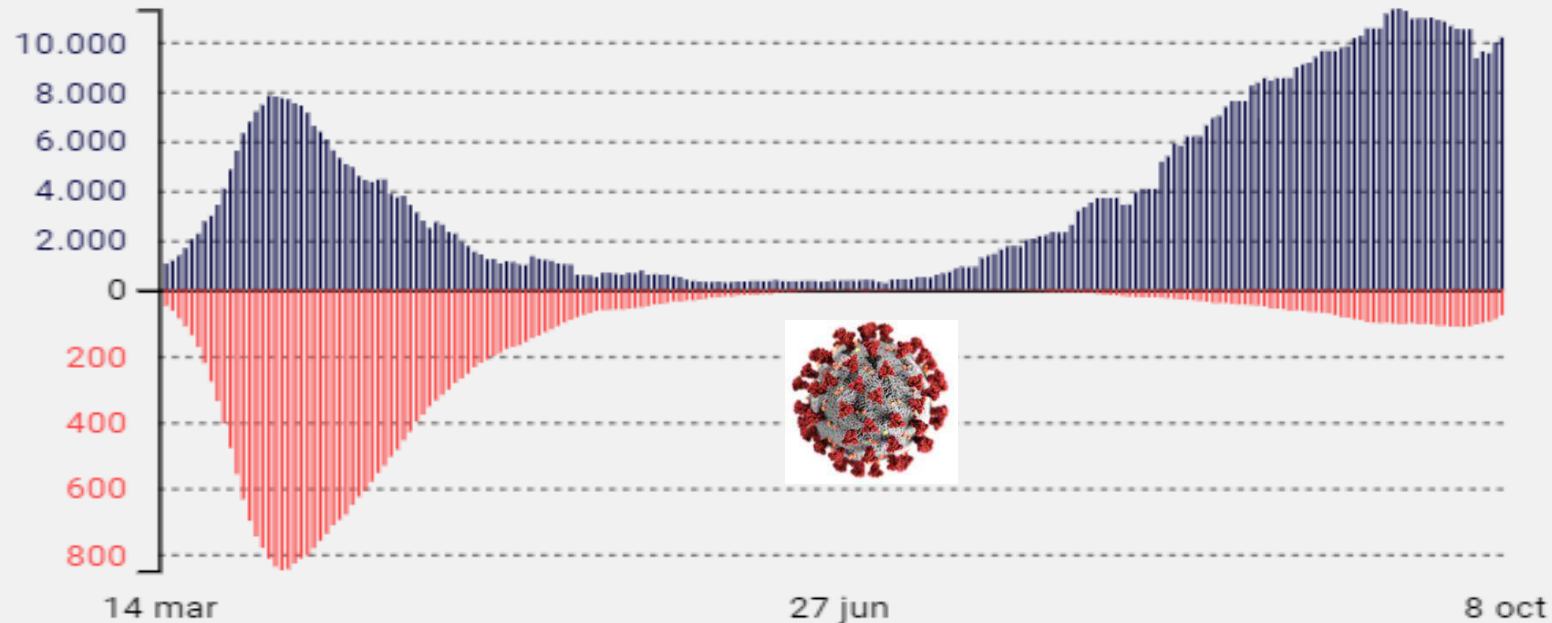
CRISIS COVID - 19



SOCIEDAD POST COVID-19



Evolución de **casos diagnosticados** y **muerres** (media 7 días)



Fuente: Ministerio de Sanidad e ISCIII

* Últimos datos: 08/10/2020

- Public administration in a context of closed offices and internet public services
- Telework, videoconferences, lockdown, health crisis, social distance, self-assessments and tracking Apps, economic crisis, Telecom infrastructures, ...
- Skills, IT equipment, **digital identity**/signature, e-commerce, ...
- Education, Health, Justice, Taxes, Social Helps, Public Services
- Mobility, Sustainability, Security, Tourism, Urbanism, ...



The starting point:

LAW 11/2007

**Electronic acces to public services
A strategic Law with an Accion Plan,
all procedures and services in internet**

**A fundamental right for citizens and a duty
for public administrations.**

(IMPROVEMENTS RESULTS OF A MEDIUM-TERM PROCESS NOT A SINGLE ACTION)



LAW 11/2007 – A BROAD SET OF DIGITAL RIGHTS

Main goal LAW 11/2007: To recognise citizens' right to relate to Public Administration by electronic means.

“Citizens” have the following RIGHTS:

- To choose the channel to interact
- To submit forms and documents
- To make claims
- To make payments and transactions
- To get electronic copies of documents
- To not provide data and documents in the possession of Public Administration
- To choose the applications to communicate with Administration

Law “On electronic access to Public Services

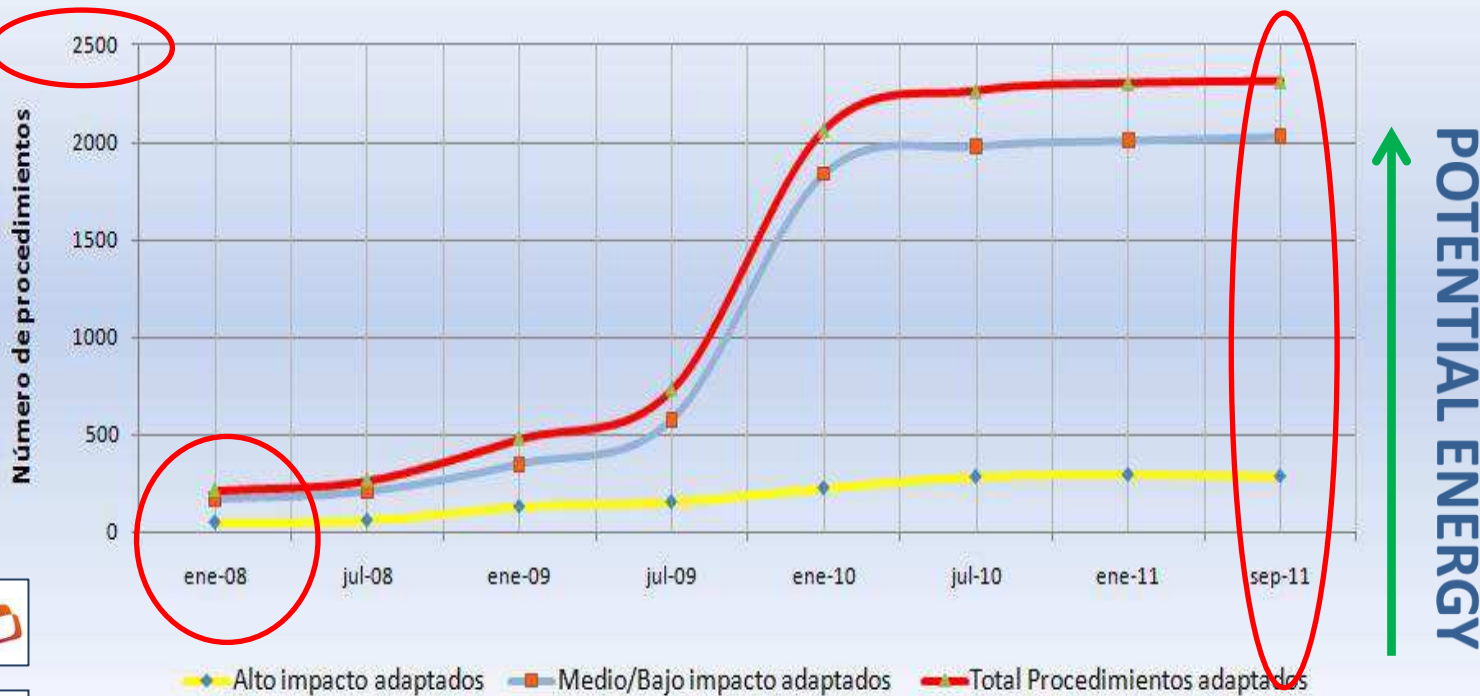
All Public Administration agencies have to provide electronic access to services (records, payments, certificates, notifications, and others).



datos.gob.es
reutiliza la información pública

Seguimiento procedimientos adaptados
Plan de Actuación de la Ley 11/2007

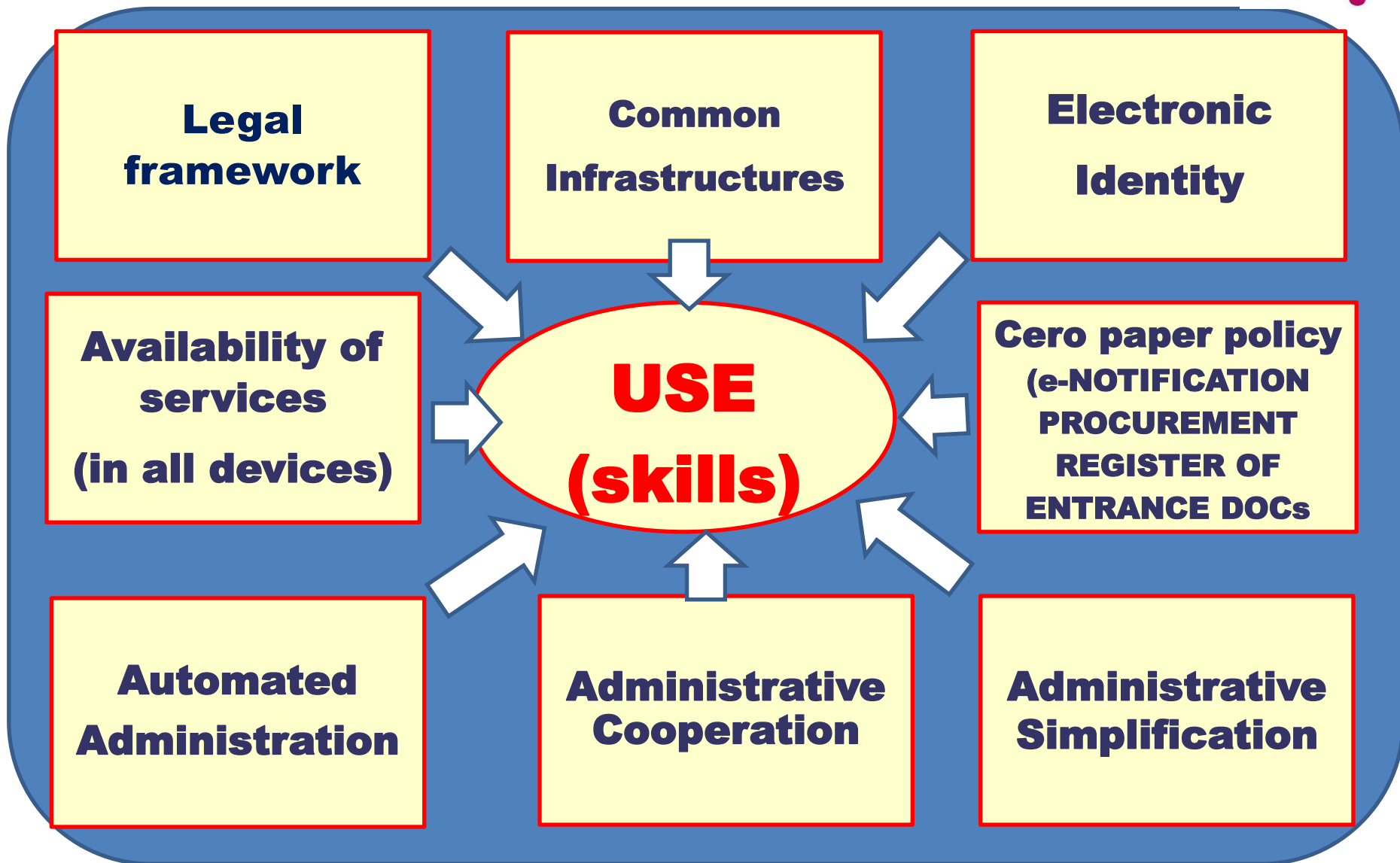
**OFFER VS
DEMAND**



**E-GOV RIGHTS – MORE THAN 2.500 PROCESS AND SERVICES ON INTERNET
MORE OFFER THAN DEMAND OF EGOV SERVICES
A GOOD STARTING POINT TO FIGHT THE ECONOMIC CRISIS**



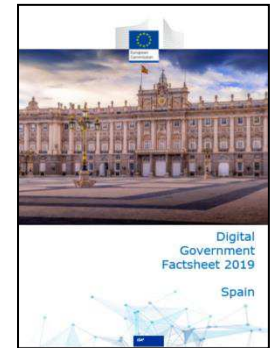
STRATEGY - MAIN BUILDING BLOCKS



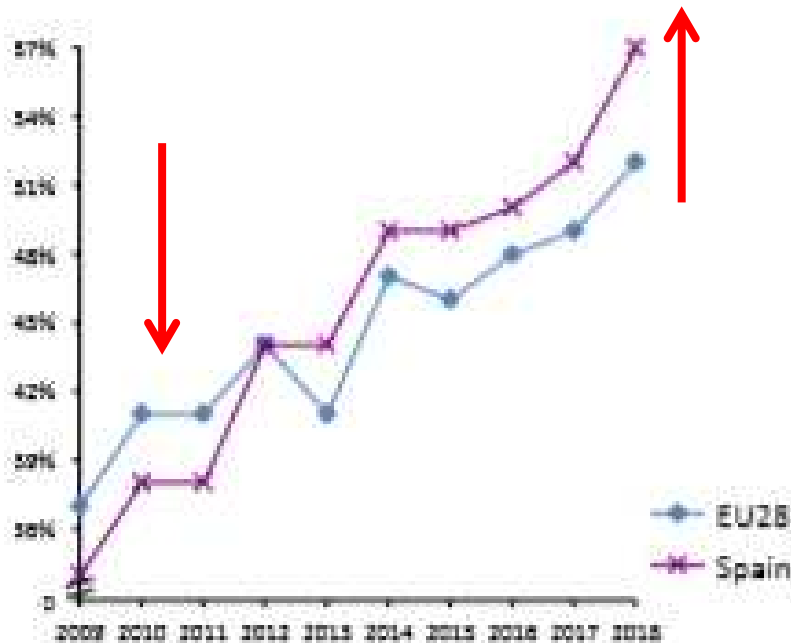


OUTCOMES:

SPAIN EVOLUTION - EUROSTAT

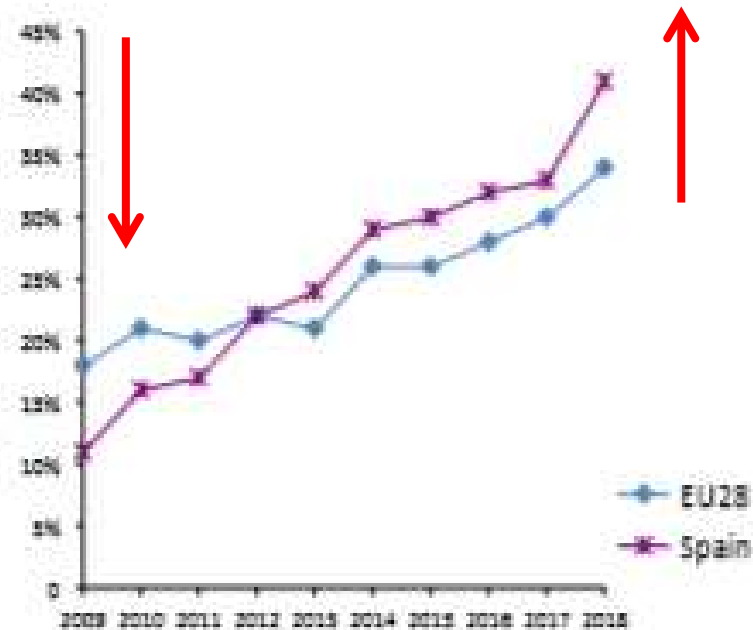


Percentage of individuals using the internet for interacting with public authorities in Spain



Source: Eurostat Information Society Indicators

Percentage of individuals using the internet for sending filled forms to public authorities in Spain



Source: Eurostat Information Society Indicators



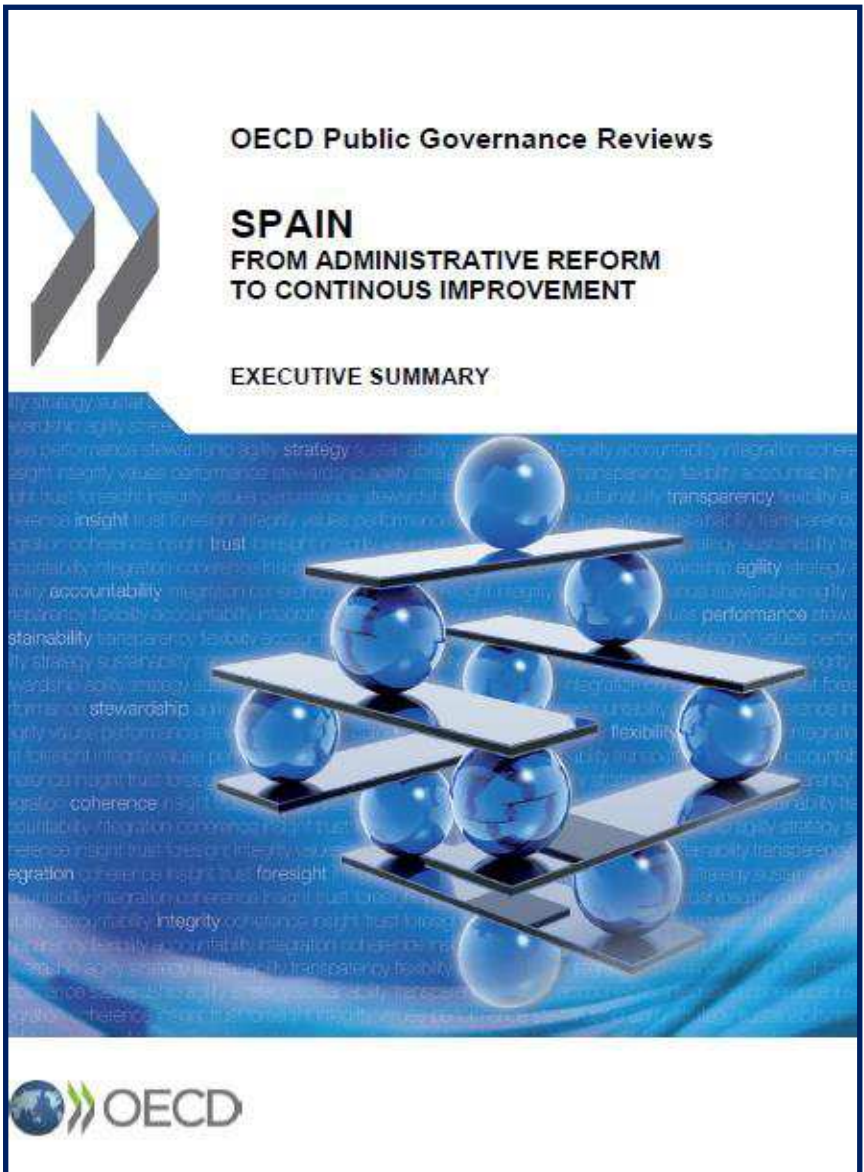
CORA REFORM TO FIGHT ECONOMIC CRISIS

- Published in **June 2013**
- Originally contained 217 measures (nowadays 222), with savings and schedules for implementation.
- **The first measure was the creation of the Implementation Office (OPERA)**
- It defines **a new model of ICT governance at the Central Gov (CIO)**.
- Creates other horizontal units (Procurement, Information, etc..).
- Coordinated with other government actions (Transparency, Local Reform, etc.).
- Boosting sectorial coordination and cooperation through conferences and coordinated planning.
- **Focused on intensive use of ICT`s**.



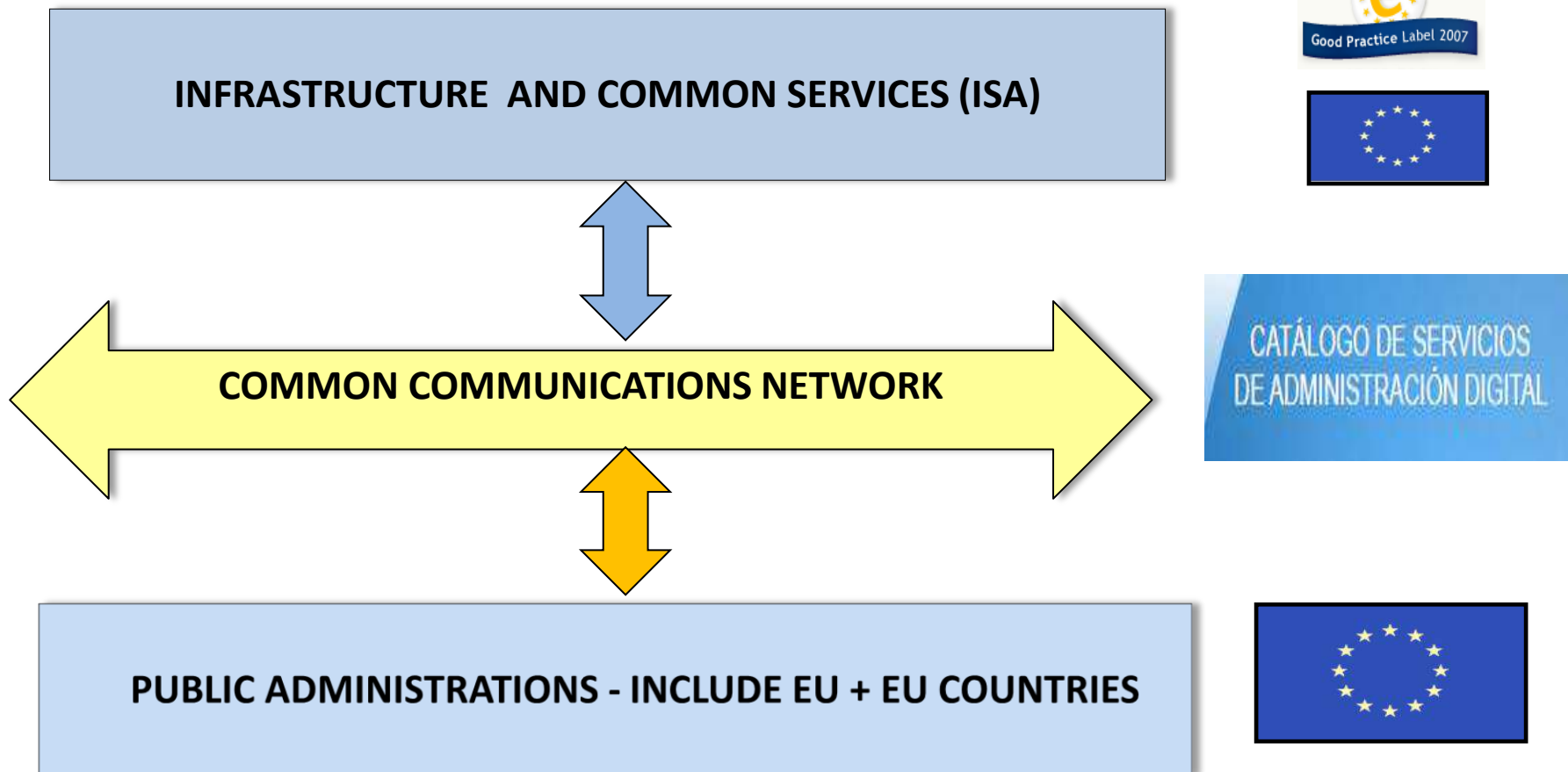


- Commissioned by the Vicepresidency of the government as an external and independent analysis.
- A very important process of assessment (over 8 months).
- Insights CORA and other public policies.
- A positive report about the process of reform with some recommendations.
- **Special emphasis on the use of ICT to transform the AAPP (CORA measures)**
- **ICT Governance and digitized society.**
- Main recommendations: prioritization, communication, continuous process in time, comprehensive approach, a whole government view (decentralization).



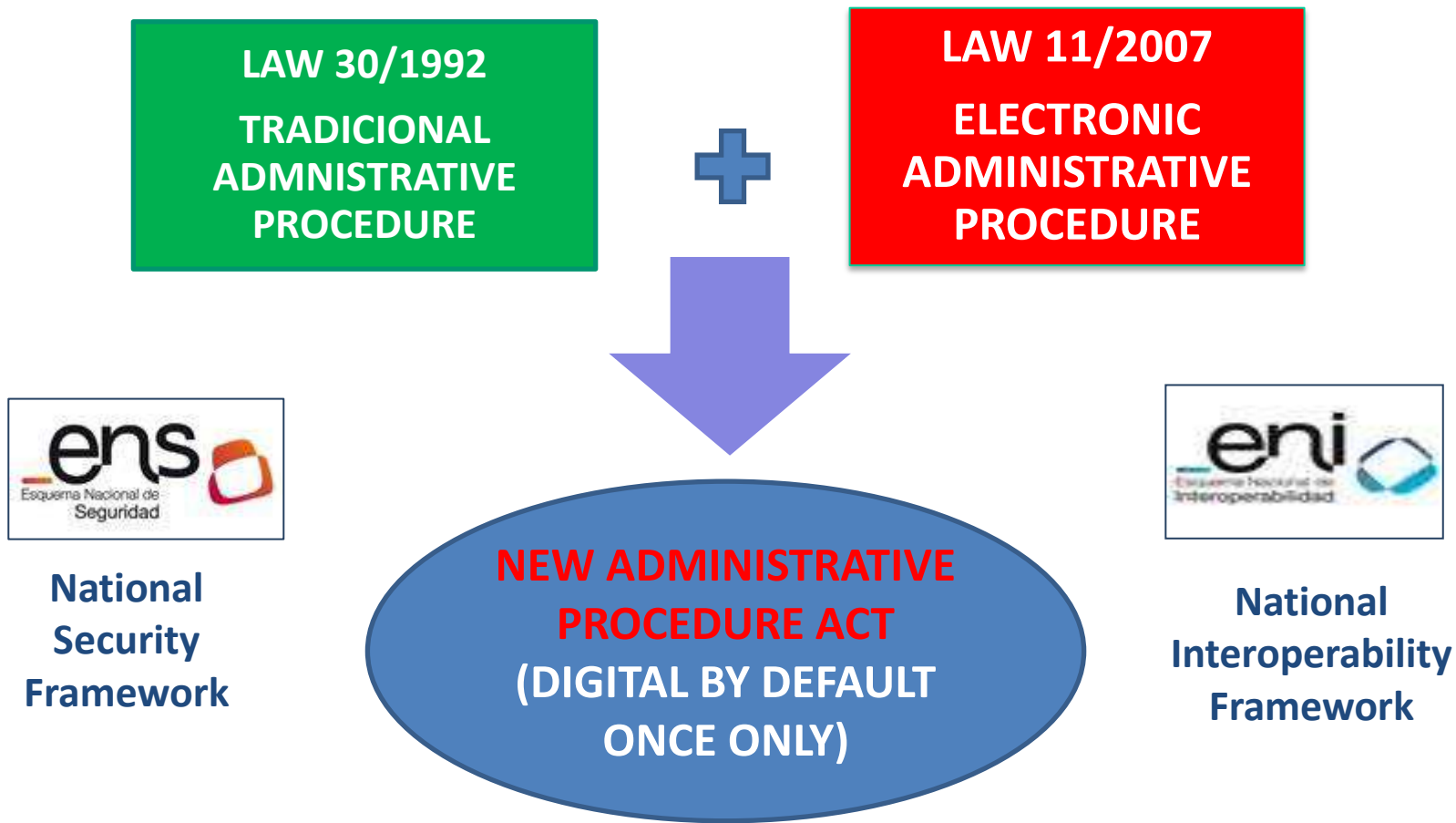


COMMON INFRASTRUCTURES AND SERVICES IN SPAIN
A CATALOG WITH 40 COMMON INFRASTRUCTURES FREE TO USE
ALL PUBLIC ADMINISTRATION LEVELS
INTEROPERABLE WITH EU PROJECTS AND STANDARDS





TRADITIONAL & ELECTRONIC PROCEDURES INTEGRATION



DISAPPEARING “eGOV”. CULTURAL CHANGE FOR PUBLIC EMPLOYEES / SKILLS



Identificación y firma



Codificación



**COMMON INFRASTRUCTURES
INTEROPERABLES
REUSE OF DATA AND SW**

Representación



Registros



Principio Only one

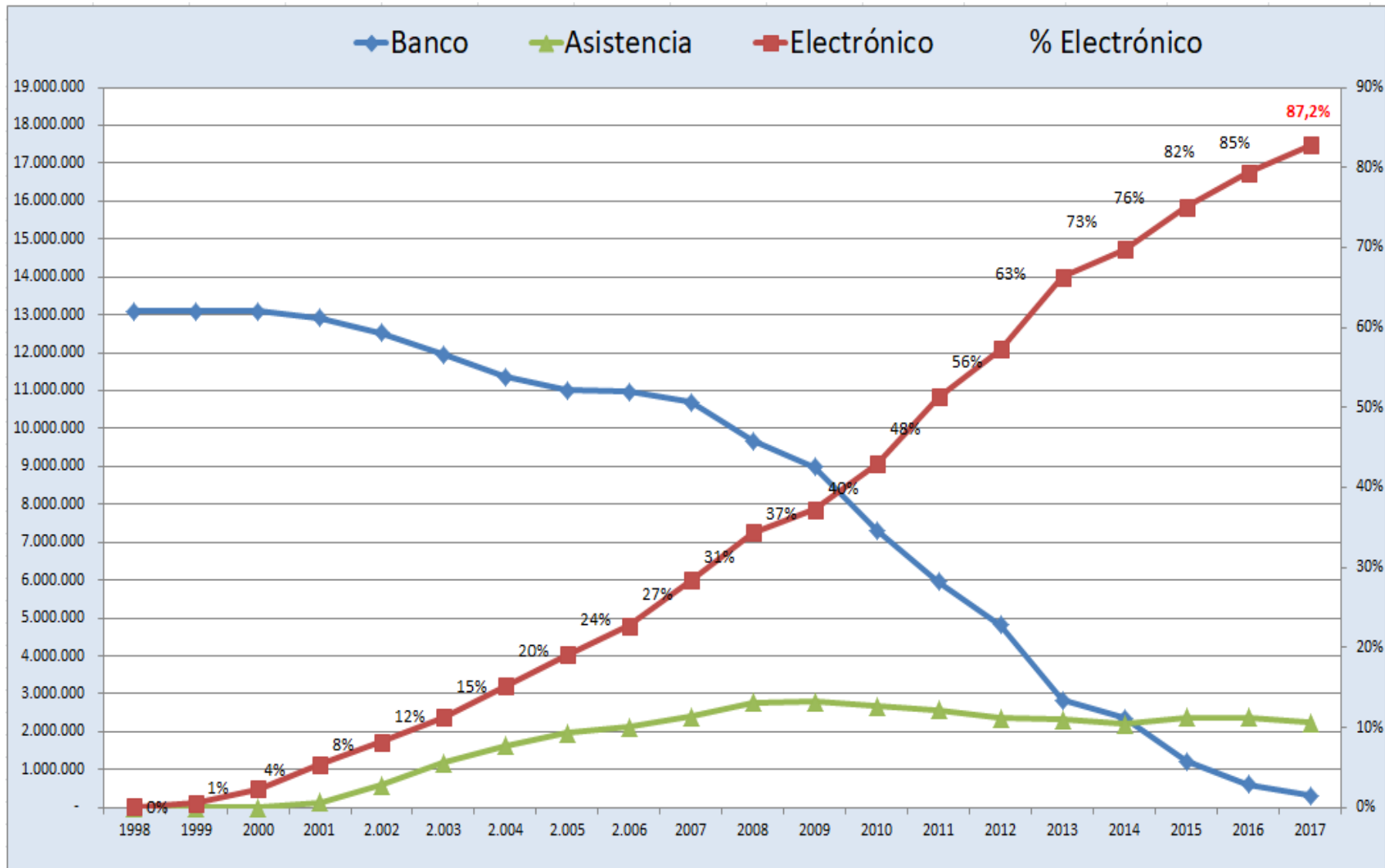


Gestión Documental



Mas ...





The result of a log-term process starting in 1998.



The Digital Economy and Society Index (DESI)

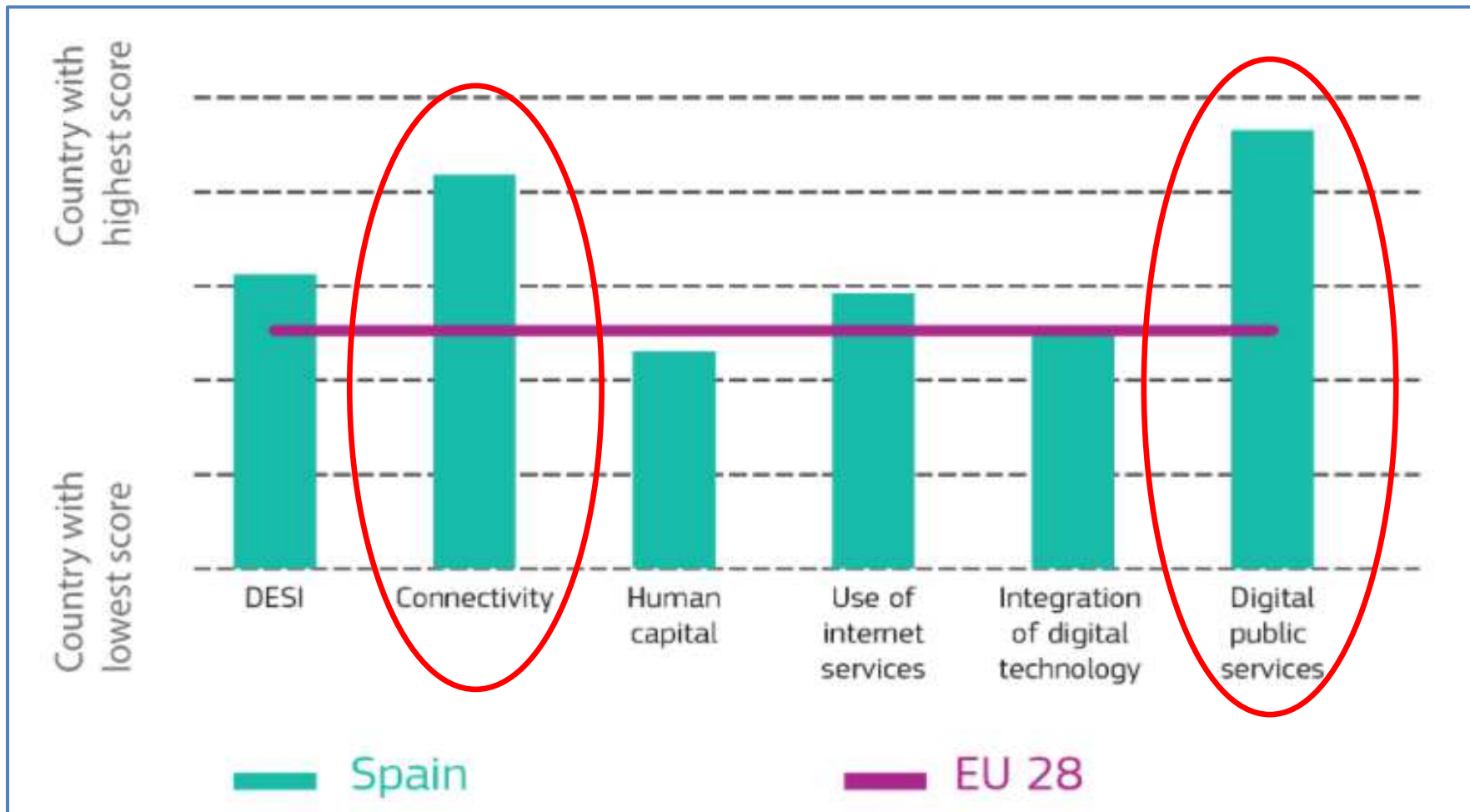
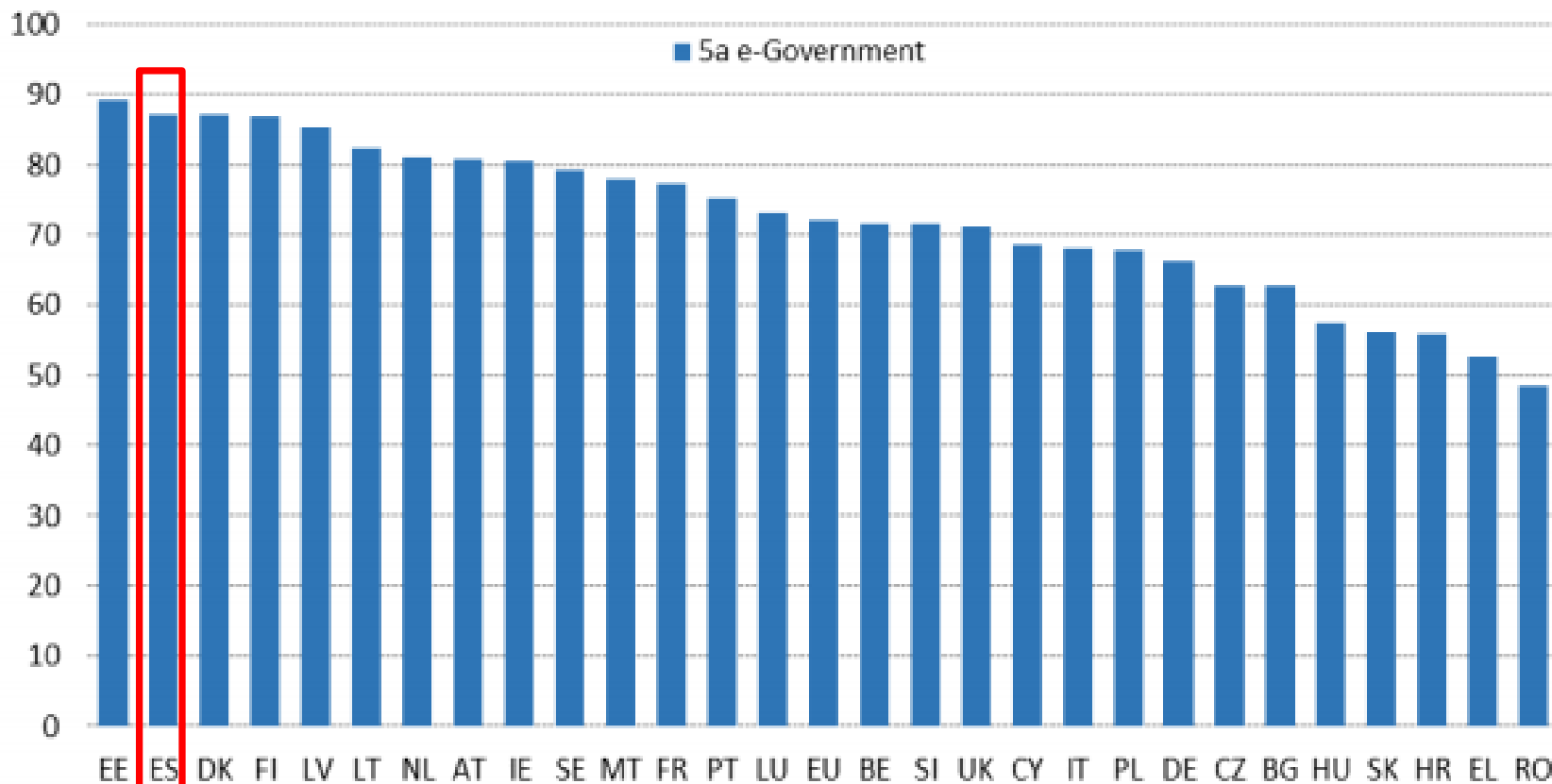
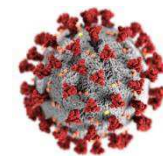




Figure 1 Digital Economy and Society Index (DESI) 2020, digital public services



Source: DESI 2020, European Commission.



**ADMINISTRATION
ON PAPER**

**COMPUTERIZED
ADMINISTRATION**

eGOVERNMENT

**ANALYTICS, BIG
DATA, MACHINE AND
DEEP LEARNING,
BLOCKCHAIN, ...**

**NEW DIGITAL
ACTORS (xTECH,
GAFA, ...)
ePLATTFORMS**

**SOSTENIBILITY,
TRASPARENCY, CSR,
SOCIAL NETWORKS**

**ROBOTS (IA, M2M, IoT, 5G,
AUTOMATIZACIÓN)
CIBERSECURITY**

**MULTICHANEL
SMARTPHONE
CLOUD/EDGE COMPUTING**

**WHOLE eGOV APPROACH
(PROCESS INNOVATION)**



There is no standard “magic” way

We must leverage the capabilities and strengths of our country and our public administrations. Countries are not standards, neither are the solutions ...

(eg. decentralization makes Spain a best case in Europe in some areas as e-health, Interoperability and Security national frameworks).

We must try to overcome barriers and to reduce weaknesses of our public administrations (a simple SWOT analysis is enough to identify).



LEARNING POINTS IN A LONG-TERM PROCESS

- Innovation (ICT) and **cooperation** (HR) basic pillars.
- Organizational **commitment** is needed. WILL.
- E-government services **availability** is a must, but it is not enough.
- An intensive **use of E-Gov** is essential (both external and internal)
- Cooperation among public administration is the only way to provide joined-up services to citizens and enterprises.
- Where possible: use of **common systems** (structural reforms).
- **Coordination in planning** and interoperability among information systems (eg. health, justice).
- **Balancing** (voluntary/obligatory, usability/security, etc)
- **Collect data** as much as you can. Take data to decide strategies.
- Sensitivity towards specific sectors (**not more digital divide**).
- **HHRR**: New skills, motivation, commitment, evaluation, flexibility.
- **Accelerate** the process of society's digitalization (and Open gov)
- **Ambitious but with common sense.**



REFORMING PUBLIC ADMINISTRATION IN SPAIN WITH E-GOVERNMENT AND DIGITAL TRANSFORMATION

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ANNEXES

(ONLY FOR DOCUMENTATION)



Castellano | Català | Euskara | Galego | Valencià | English

GOBIERNO DE ESPAÑA **PAES** portal administración electrónica

Listen Identify Register

News Strategies Solutions - CTT **Observatory OBSAE** Documentation Organisation

You are here: Home

Subscribe to newsletter | Receives weekly in your email the news and initiatives of e-government in Spain.

administracion.gob.es punto de acceso general

Indicators

DATAOBSAE is a tool that makes the interactive information indicators of eadministración

CTT

CTT the favours the re-use of solutions by public administrations

Electronic signature

Electronic Signatures allows citizens and companies make at any time secure procedures

Interoperability

Interoperability means cooperation, development, integration and provision of services between different information systems

FACe Dissemination

General Point of Entry of Electronic Invoices

OBSAE

The observatory of Electronic Adminis monitors the state e-administration

E-GOVERNMENT WEBSITE – ALL THE INFORMATION AVAILABLE. HUB OF EGOV STRATEGY, INFRASTRUCTURES AND INNOVATION.



INNOVATION AND COOPERATION:

- **NEW ADMINISTRATIVE PROCEDURE ACT**
- **NEW ELECTRONIC IDENTITY INFRASTRUCTURE**
- **INTERMEDIATION PLATFORM TO INTERCHANGE DATA**
 - **E-NOTIFICATIONS SYSTEM**

...

(SOME BEST PRACTICES)

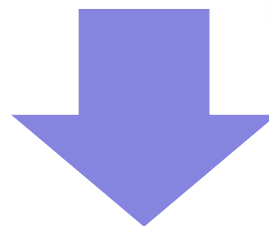


TRADITIONAL & ELECTRONIC PROCEDURES INTEGRATION

LAW 30/1992
TRADICIONAL
ADMINISTRATIVE
PROCEDURE



LAW 11/2007
ELECTRONIC
ADMINISTRATIVE
PROCEDURE



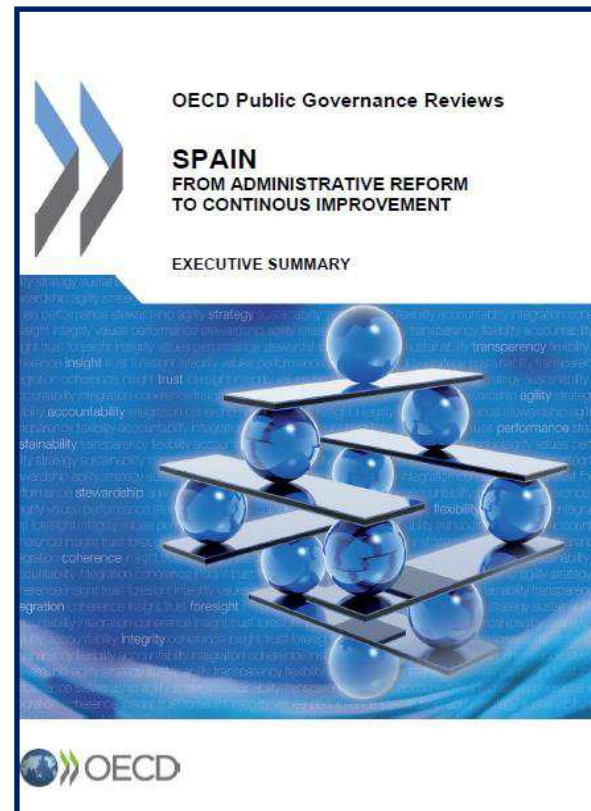
**National
Security
Framework**



**National
Interoperability
Framework**

**NEW ADMINISTRATIVE
PROCEDURE ACT
(LAWS 39-40/2015)
(DIGITAL BY DEFAULT
ONCE ONLY)**

DISAPPEARING “eGOV”. CULTURAL CHANGE FOR PUBLIC EMPLOYEES / SKILLS



**CORA REPORT / OECD REPORT
223 REFORM MEASURES / INDEPENDENT OVERSIGHT
FOCUSED ON COOPERATION & ICT / ANALYSIS AND RECOMMENDATIONS**



COMMISSION TO REFORM PUBLIC ADMINISTRATION (CORA) SUB-COMMISSIONS ORGANIZATION:

- **Administrative overlaps**, to identify and eliminate overlaps and strengthen cooperation mechanisms between administrations (sectorial conferences)
- **Administrative simplification** to review bureaucratic barriers, eliminate red tape and simplify administrative procedures for the benefit of citizens and enterprises.
- **Common services and resources** to centralize management processes that could be unified or coordinated to maximize public resources.
- **Institutional Administration**, it analyzed the different types of public entities that compose it and reviewed the regulatory framework, proposing general changes and integrations.



AUTHENTICATION & DIGITAL SIGNATURE COMMON INFRASTRUCTURES

AVANCED



**TOP LEVEL
SECURITY**

National
eID card



Card or SW
certificates



**NOT AVANCED
(SIMPLIFIED)**



**PROPORCIONALITY
(SECURITY vs RISK)**



An advanced electronic signature is a barrier to some citizens. Many electronic services does not need that level of security. We need use. Savings with use not with availability of eGov.





FOUR ELECTRONIC IDENTITY SECURITY LEVELS SAME eID SYSTEM FOR ALL PUBLIC BODIES (selected level PROPORCIONAL to eSERVICE RISK)

OUTCOME: INCREASE RATE OF USE OF ELECTRONIC SERVICES

Advanced digital signature

ONLY ONCE PIN

Permanent username&password

SMARTPHONE

GOBIERNO DE ESPAÑA

¿Qu  es Cl@ve? Ayuda

cl@ve IDENTIDAD ELECTR NICA PARA LAS ADMINISTRACIONES

Elige el m todo de identificaci n

DNle / Certificado electr nico

Cl@ve PIN

Cl@ve permanente

Ciudadanos UE

Acceder >

Acceder >

Acceder >

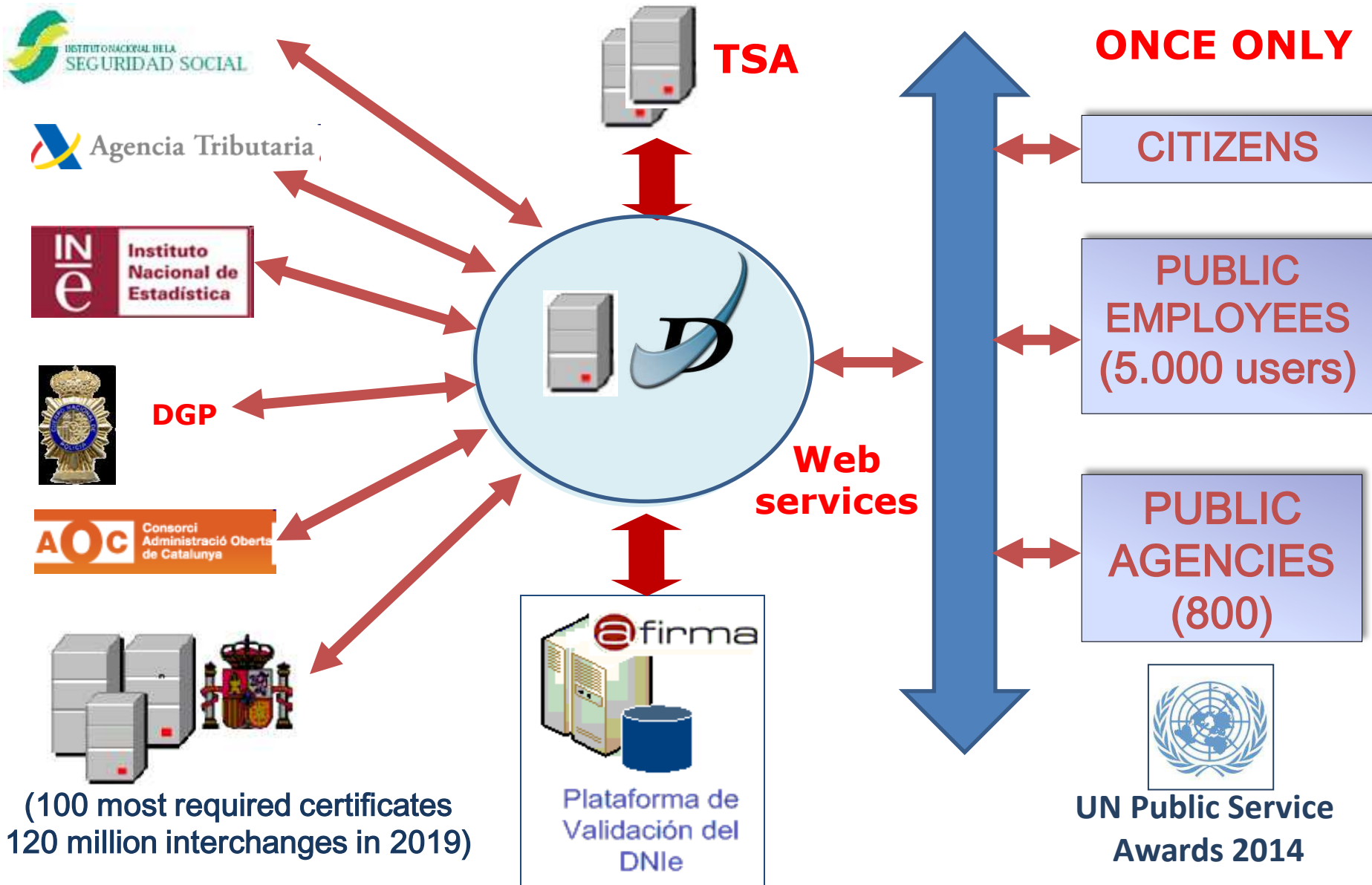
Acceder >

STORK 2.0

ADAPTED TO eIDAS NEW REGLEMENT



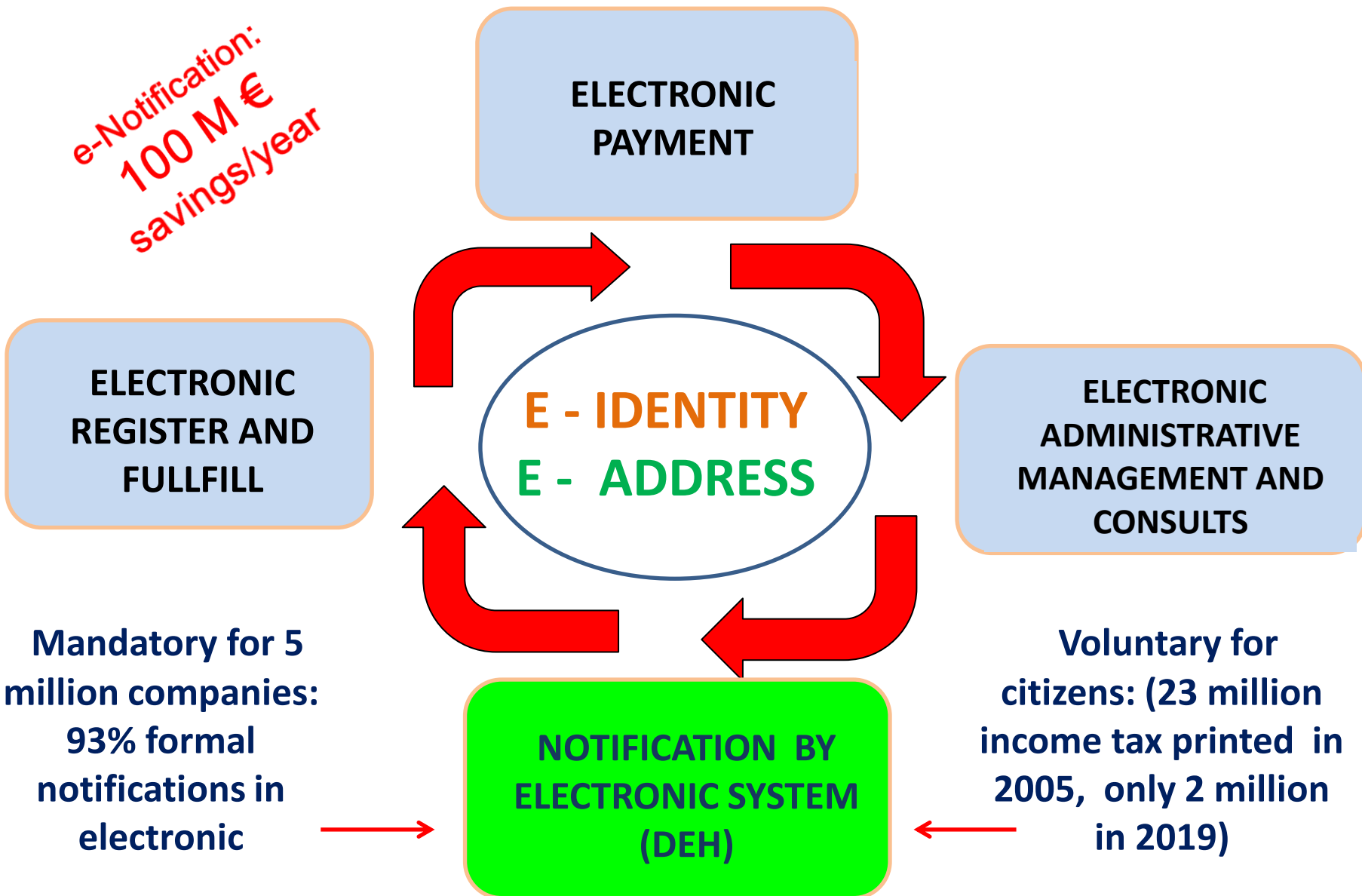
DATA INTERCHANGE PLATFORM – COOPERATION IN PRACTICE





NOTIFICATION CLOSING THE CIRCLE

*e-Notification:
100 M €
savings/year*

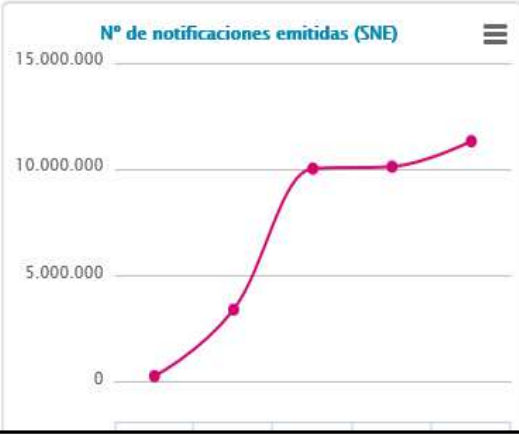
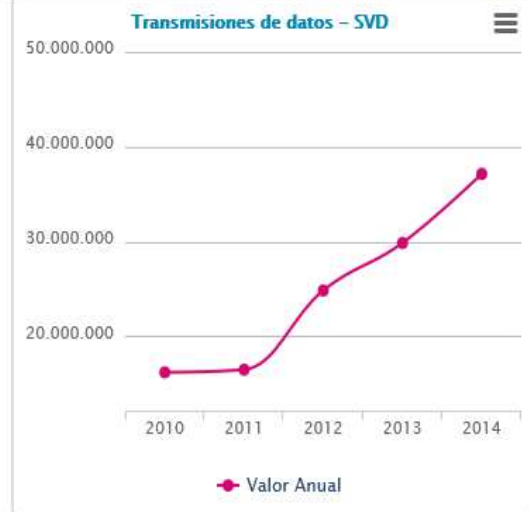
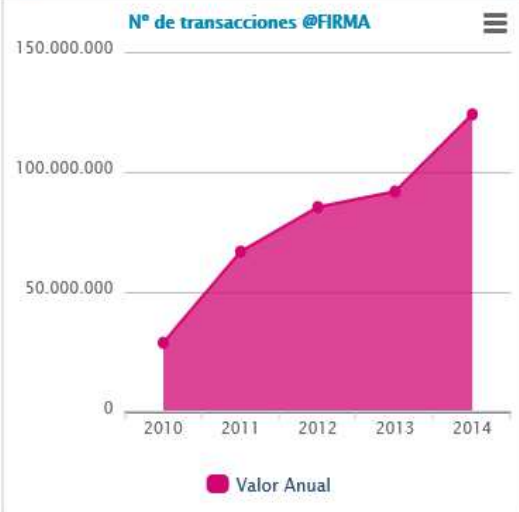


**Mandatory for 5 million companies:
93% formal notifications in electronic**

Voluntary for citizens: (23 million income tax printed in 2005, only 2 million in 2019)



Indicadores	Año	Año Ant	%
@FIRMA			
Nº de transacciones @FIRMA	124.038.310	91.859.080	35,0%
Nº aplicaciones usuarias @FIRMA (acumulado)	1.314	1.237	6,2%
Organismos integrados @FIRMA (acumulado)	762	639	19,2%
CIRCA			
Nº de grupos CIRCA (acumulado)	202	176	14,8%
Nº de usuarios CIRCA (acumulado)	1813	1280	41,6%
CTT - Centro de Transferencia de Tecnología			
Nº de Soluciones en CTT (acumulado)	303	265	14,3%
Nº de usuarios del CTT (acumulado)	4.233	3.640	16,3%
Nº descargas Soluciones CTT	408.550	173.546	135,4%
INSCRIPCIÓN PRUEBAS SELECTIVAS (IPS)			
Convocatorias gestionadas en IPS	100	56	78,6%
Organismos usuarios IPS	24	21	14,3%
INTERMEDIACIÓN DE DATOS (SVD)			
Transmisiones de datos - SVD	37.136.924	29.843.261	24,4%
Servicios intermediados - SVD (acumulado)	49	33	48,5%
Organismos Usuarios Plataforma de Intermediación (en el año en curso)	144	105	37,1%
IPV6			
Portales adaptados a IPV6	37	23	60,9%
NOTIFICACIONES ELECTRÓNICAS (SNE)			
Nº de notificaciones emitidas (SNE)	11.326.105	10.127.845	11,8%
DEH activas en SNE (acumulado)	1.033.846	907.318	13,9%
Nº de organismos notificadores SNE (acumulado)	43	39	10,3%
Nº procedimientos en SNE (acumulado)	273	278	-1,8%
PAE - PORTAL ADMINISTRACION ELECTRONICA			



ON-LINE UPDATED INFORMATION -USE OF INFRASTRUCTURES - REAL TIME OPEN DATA



Thank you for your attention!

(pablomf@madrid.es)

CORA REPORT & TRANSPARENCY

http://www.seap.minhap.gob.es/es/areas/reforma_aapp.html

OECD REPORT

<http://www.oecd.org/newsroom/spains-public-sector-reform-plans-on-the-right-track-says-oecd-report.htm>

EGOVERNMENT STRATEGY INFORMATION WEBSITE

<http://administracionelectronica.gob.es>