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The project is funded by the European Union via the Technical Support Instrument, managed by the European Commission Directorate-General for Structural Reform Support.

This report has been delivered in January 2025, under the EC Contract No. SRSS/2018/01/FWC/002. It has been delivered as part of the project “ICT Strategy of the state administration and modernisation plan for the public administration”.

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Directorate-General for Structural Reform Support

REFORM@ec.europa.eu
+32 2 299 11 11 (Commission switchboard)
European Commission
Rue de la Loi 170 / Wetstraat 170
1049 Brussels, Belgium

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ABBREVIATIONS

Acronym	Description
SGAD	Secretaría General De Administración Digital
SEDIA	Secretaría de Estado de Digitalización e Inteligencia Artificial
CEO	Chief Executive Officer
CVs	Curriculum Vitae
EC	European Commission
EU	European Union
HQ	High-Quality
HR	Human Resources
ICT	Information and Communication Technology
INE	<i>Instituto Nacional de Estadística</i> (National Institute of Statistics)
IT	Information Technology
ICTS	Singular Scientific and Technical Infrastructures
AI	Artificial Intelligence
KoM	Kick-off Meeting
JE	Junior Expert
OCG	Operational Coordination Group
OWG	Operational Working Group
PERT	Project Evaluation and Review Techniques
PM	Project Manager
PADP	Public Administration Digitalization Plan
QM	Quality Manager
REFORM	Structural Reform Support Service of the European Commission
RSWG	Regional Stakeholders Working Groups
SC	Steering Committee
SE	Senior Expert
SRSS	Structural Reform Support Service
TC	The Consortium
TL	Team Leader
TSI	Technical Support Instrument
TWG	Technical Working Group
UK	United Kingdom
USA	United States of America
WG	Working Group
DG REFORM	Directorate General for Structural Reform Support
BI	Business Intelligence
RRP	Spain's Recovery and Resilience Plan
DGCONNECT	DG for Communications Networks, Content and Technology
DG DIGIT	DG for Informatics
DGRTD	DG for Research and Innovation
DGGROW	DG for Internal Market, Industry, Entrepreneurship and SMEs
CSR	Country Specific Recommendations
BPMN	Business Process Model and Notation
PoC	Proof of concept
PIU	Unique information point
OECD	Organisation for Economic Co-operation and Development

1 About the Project

1.1 Synopsis

Project Title	<i>ICT Strategy of the State Administration and Modernization plan for the Public Administrations</i>
Country	Spain
Overall Objective	Define and establish a governance model revised for the implementation of the PDAP (<i>plan de digitalización de administraciones públicas</i>); a holistic management model designed for each axis of the Plan; a scorecard with KPI's implemented both for each line and for the whole Plan; a change management process implemented at the level of the strategy; and a communication plan regarding the implementation of the activities of the project.
Expected Results	<p>The specific outcomes and respective impacts are the following:</p> <ul style="list-style-type: none"> ◆ Outcome 1 (Direct Result): provision of a comprehensive overview of the current governance model, systems and databases and current needs of the stakeholders (various services/departments/ministries) as regards data collection within the project scope ◆ Outcome 2 (Indirect Result): an internal analysis of the framework of the current governance, identifying current processes, strategies and other mechanisms. ◆ Outcome 3 (Indirect Result): to define the TO BE model of governance to be implement for the SGAD, the implementation plan as well as the communication plan.
Project Main Deliverables	<p>The project is composed by the following deliverables:</p> <ol style="list-style-type: none"> 1. Inception report 2. Analysis of the current situation 3. As-is Business process model 4. Digital transformation benchmarking report 5. Business requirements catalogue 6. Communication Plan 7. Business Case 8. Communication material on business case 9. TO-BE situation analysis 10. TO-BE business process model 11. Steering and monitoring mechanisms PoC 12. Communication Plan and materials 13. Final project report 14. Communication materials
Project start and end date	September 2021 - October 2022

1.2 Framework

Summary of Phases, Deliverables, Timeline and Tasks		
Phase	Deliverable (D)	Tasks (T)
Phase 1: Project Inception	D1: 1. Inception report	T1.1: Kick-off meeting with the OWG T1.2: Introduction meetings with the stakeholders of the project T1.3: Draft the inception report (Present document)
Phase 2: Analysis of the current situation	D2: Analysis of the current situation D3: As-is Business process model D4: Digital transformation benchmarking report D5: Business requirements catalogue D6: Communication Plan	T2.1: Elaboration of the current situation analysis T2.2: As-is Business Process T2.3: Benchmarking of digital transformation strategies T2.4: Business requirements catalogue (TO-BE) T2.5: WS to discuss the draft deliverables T2.6: Communication materials on current situation
Phase 3: Elaboration of a business case	D7: Business Case D8: Communication material on business case	T3.1: Define alternative scenarios T3.2: Identify the information needed to produce the business case T3.3: Cost-benefit analysis T3.4: Decision process to choose the preferred solutions T3.5: Produce communication materials
Phase 4: Definition of the TO-BE situation	D9: TO-BE situation analysis D10: TO-BE business process model D11: Steering and monitoring mechanisms PoC D12: Communication Plan and materials	T4.1: Assist SGAD T4.2: Co-design the To-Be T4.3: To-be situation analysis and action plans T4.4: Develop a PoC T4.5: Update the PoC T4.6: Communication Plan for the To-Be T4.7: Communication materials for the To-Be
Phase 5: Project Closing	D13: Final project report D14: Communication materials	T5.1: Design communication material T5.2: Final project meetings to showcase the results of the project T5.3: Final project meetings to showcase the results of the project

2 Project approach and methodological framework

2.1 Phase 1: Project Inception

Kick-off meeting and inception report

Aims

- To define the scope of each project and ensure a common understanding of the goals to be achieved.
- To introduce the project to stakeholders, gather their perspectives and engage them to participate.
- To build a dialogue platform to implement the results of the project at a later stage.
- To set up the activities that will be carried out to ensure the project success.
- To align expectations about deliverables, activities, milestones, methodologies, and timeline.
- To set up the working operating group and the stakeholders and organise a series of initial meetings.

Activities

T1.1: Carry out a kick-off meeting (KoM) with the operational working group (OWG)..

- KoM for each project that includes, setting up two OWG, one per project. Indicate who is part of these OWG and their role throughout the project.
- Prepare a KoM for each beneficiary to present the projects, with the Steering Committee (SC) The SC will be comprised of representatives of the contractor, the Beneficiaries and DG REFORM
- Preparation of the documents to be presented and discussed in the KoM for each project. These documents will include a first approach to the project methodology, the timeline, possible data and information needs, a proposition of the governance model, the working plan, and the risk management organisational chart. Also, the agenda of the KoM and a short report presenting the methodological proposal will be elaborated and circulated before the meeting.

The KoM will have the following objectives: 1) Agree on the project methodology, 2) Agree on the timeline, 3) Discuss possible data and information needs and data protection rules, 4) Presentation of the composition of the Steering Committee (SC) and the OWG, 5) Agree on the working arrangements, 6) Present the list of relevant stakeholders and how to approach them.

- Production of KoM minutes identifying next steps, timeline and owners of tasks and activities.
- Update the methodology of the project according to changes and agreements in the KoM and preparation of a second draft.
- Final review and validation of the project methodology with the OWG.

T.1.2. Organise and carry out introduction meetings with the stakeholders of the project and collect relevant information and data

- Preparation of the agenda and documents to be presented and discussed in the SC meeting.

The SC meeting will have the following objectives: 1) Present the project, 2) Discuss roles and responsibilities of different actors involved, 3) Agree on a collaborative approach with the regions and other key stakeholders.

- Setting up the operating working group.
- Setting up Technical Stakeholders Working Groups. (TSWG).
- Development of terms of references for each of the established groups.

Terms of references will include (at least) for each group: 1) List of participants of each group; 2) Roles and responsibilities of the participants (a spokesman will be indicated for each group); 3) Collaborative and communicative methodology with the contractor, the SC and the operating working group to gather input, discuss and validate the results of different deliverables; 4) Information management system (e.g., how databases will be identified & processed); 5) Risks and mitigation procedures.

T.1.3. Draft the inception report

- Production of the project inception report (D1) (in Spanish and English) that will present current project context & the agreed project methodology and approach.

The Inception Report (D1), will contain: 1) The complete work-plan and timetable with milestones, that will be a roadmap including the deliverables, and tasks; 2) A description of all deliverables, the methodological approaches, the TWG, others stakeholders, and techniques to be carried out; 3) The project governance model, including description of the mechanisms and the roles and responsibilities of respective interested parties, including for the SC, OWG, TWG, and the terms of references (Task 1.2); 4) A summary of the conclusions gathered in the meetings carried out during the inception phase; 5) The list of relevant data, documents and other information, reviewed during the inception phase; 6) Risk management organizational chart and, 8) The communication, coordination and validation mechanisms between

the beneficiary, DG Reform and the Consortium. The content of the report will be up to date and adapted according to the discussion with counterparts and validated by the SC.

2.2 Phase 2: Analysis of the current situation

Aims:

- Analyse the current situation of the model established in the PADP, understanding the strategic and legal implications, the processes, the existing tools and the budgetary and financial management model, as well as identifying possible risks associated with the governance of the Plan.
- Identify how the governance of this type of plans is carried out in other similar countries, thus identifying good practices that can be applied to the model of the PADP.
- Identify the necessary requirements for the definition of the future governance model.
- Communication and dissemination of the activities carried out within the framework of the project to all the agents directly or indirectly involved.

T2.1 Elaboration of the current situation analysis

Strategy to collect and analyse data for the Deliverable D2:

The strategy aims at collecting all the necessary information and analysing it with a homogeneous criterion, ensuring the participation of all stakeholders involved in the PADP. To this end, in addition to carrying out the necessary desk research, information will be collected directly from all areas of the SGAD, as well as from other agents. The analysis will be performed within the framework of 6 key dimensions:

For each dimension, information will be gathered through different techniques and then structured according to the elements of the final deliverable.

Techniques to collect information:

1) Desk-research.

Desk-research will be conducted to identify the different elements of the current situation. Other elements of the framework will be obtained directly through other techniques such as interviews. A tentative list, non-exhaustive, of information to be reviewed per each element is summarized below:

Strategy & regulation	• Alignment with policies and strategies in which the Plan is framed, adequacy with the reference regulations, the governance model defined in the Plan and with the reforms related to this area.
Processes & management	• Key processes for the development of the Plan, support and management processes, follow-up and monitoring processes.
Organization and people	• Current organizational model, both of the SGAD and of the organizations participating in the Plan: areas involved, people involved and relationship between the internal areas.
Economic and financial management	• Plan's budgetary management model, as well as financial control and follow-up of its execution
Information systems and tools	• Tech support tools for existing business processes and information systems.
Relationship with stakeholders	• Relationship model between the different agents involved in the Plan, associated with each of the business processes.

Element	Data sources
Governance model	Desk-research and analysis of documentation related to the governance of the PADP. Sources of information will include: the Plan itself, chapter 8 of which defines the governance model, the Spanish Recovery, Transformation and Resilience Plan and RRM regulations.
Legal and regulatory framework	Regulations and strategic framework applicable to the Public Administrations Digitalisation Plan will be analysed, both at European and national level. Some of the strategic and regulatory references to be analysed include: <ul style="list-style-type: none"> ◆ Regulation (EU) 2021/241 of the European Parliament and of the Council of 12 February 2021 establishing the Resilience and Recovery Mechanism. ◆ Proposal for a Council Implementing Decision on the approval of the evaluation of the Spanish recovery and resilience plan. ◆ Plan for the Digitalisation of Public Administrations 2021-2025, which already has a defined governance model that will need to be analysed and taken into account. ◆ Recovery, Transformation and Resilience Plan (Spain Can). ◆ Digital Spain Agenda 2025. ◆ Royal Decree-Law 36/2020, of 30 December, approving urgent measures for the modernisation of the Public Administration and for the implementation of the Recovery, Transformation and Resilience Plan. ◆ Royal Decree 203/2021, of 30 March, approving the Regulation on the action and operation of the public sector by electronic means.

	<ul style="list-style-type: none"> ◆ Law 39/2015, of 1 October, on the Common Administrative Procedure of Public Administrations. ◆ Law 40/2015, of 1 October, on the Legal Regime of the Public Sector. <p>Law 9/2017, of 8 November, on Public Sector Contracts, transposing into Spanish law the Directives of the European Parliament and of the Council 2014/23/EU and 2014/24/EU, of 26 February 2014.</p>
Economical and financial management	Desk Research and analysis of the economic and budgetary model proposed, and financial control model proposed both at the European level for the Recovery and Resilience Mechanism, and at the state level in its translation to the Recovery, Transformation and Resilience Plan, in addition to the aforementioned regulations regarding the functioning of Spanish Public Sector.
Processes and management	A first approximation to the Plan's process and management map will be obtained from the aspects defined in the Plan in terms of the relationship with stakeholders, the governance model and the regulations and strategies previously proposed.

2) Semi-structured interviews with areas de la SGAD.

At least one for each of the 5 sub-directorates general and Division of the SGAD, and additional ones to key staff will be identified during the interviews. Interviews will be conducted mainly by videoconference but some of them can be conducted face-to-face. The final number of performed interviews will depend on the availability and interest of each of the areas in participating in the project. The interviews with SGAD will be performed with the aim of obtaining information regarding the different elements of analysis. A preliminary list of topics to be assessed is shown below.

Tasks	Topics to be assessed in the interviews with the SGAD (non-exhaustive list)
1. Internal analysis of the Governance of the PADP	<ul style="list-style-type: none"> ▪ Validate the criteria used to carry out the analysis. ▪ Identify relevant people within the SGAD with whom hold interviews on each of the topics for the different tasks. ▪ Characteristics and criteria defining the current governance model. ▪ Identification of international reference models. ▪ Identification of priorities for the SGAD. ▪ Advantages and disadvantages of the future model & challenges.
2: Identify, classify, and validate relevant organisational entities	<ul style="list-style-type: none"> ▪ Identification and validation of the stakeholders who are part of the Plan, classified by the different areas and axes of the Plan and the typology of measures included in each of the axes, especially from key measures. ▪ Classification of each stakeholder and establishment of criteria for it.
3: Identify the legal and strategic framework	<ul style="list-style-type: none"> ▪ Validation of strategies and regulations to be used in the analysis and the implications they have on the Plan's governance model.
4: Identify current processes	<ul style="list-style-type: none"> ▪ Identification and analysis of each of the business and support processes involved in the governance of the Plan, identifying for each of them process objectives, start, end, input and output elements, responsible parties, intervening parties, quality controls, indicators, sequence of tasks, risks, identification of critical points, etc. ▪ Typification of critical points in each of the map's processes.
5: Identify the technologies and systems supporting the business processes	<ul style="list-style-type: none"> ▪ Characterisation of the technologies supporting the processes involved in the governance of the PADP and identification of those aspects of the processes for which there is currently no suitable support tool.
6: Identify the conditioning factors of the economic-financial management of the Plan	<ul style="list-style-type: none"> ▪ Going deeper, with people responsible for the Plan, into the conditioning factors of its budgetary management, both those set by the MRR & those that form part of the economic-financial management of Spanish Public Sector.
7: Identify the mechanisms of the Plan's internal and external relationship model	<ul style="list-style-type: none"> ▪ Going deeper into the current communication and relationship mechanisms, both internal and with other stakeholders of the Plan, differentiating between the different axes of the Plan and its key measures. Processes, relationship channels, responsibilities, roles, etc. will be identified.
8: Identify the actual key problems and risks of the current situation	<ul style="list-style-type: none"> ▪ For each of the above aspects, the risks and problems existing in the current model will be identified in depth, as well as the most blocking points of the model, to establish mitigation actions for the new model to be defined. ▪ For all above, risks and problems existing in the current model will be identified in depth, as well as most blocking points of the model, in order to establish mitigation actions for the new model to be defined.

3) Workshops

In addition to the interviews, workshops may be held, if necessary, to gather information related to some of the areas of the framework, in which both the areas of the SGAD responsible for the Plan and the different stakeholders will participate.

Element	Topics to be assessed in the workshops (non-exhaustive list)
4: Identify current processes	<ul style="list-style-type: none"> ◆ The information gathered in the interviews and desk research regarding the current processes will be validated and completed in a workshop for each of the Plan's axes in which the stakeholders involved in each of these axes will participate. ◆ Each of these workshops, online or in person, will last approximately 2 hours and will review the processes identified in the interviews, going in depth into aspects such as current problems and risks, critical points and the validation of process elements (tasks, KPIs, controls, etc.).

Elements of analysis to be included in D2:

1: Definition of the framework for the internal analysis of the Governance of the PADP.

Preparation of a document summarizing the aspects to be analysed in the framework: areas of analysis and characterisation of each of these areas, identifying the methodology to be followed for the analysis of each of them.

2: Identify, classify and record the relevant organisational entities.

A map with the agents involved in the governance of the PADP will be drawn based on the information obtained during the desk research and interviewing phases. An initial list, non-exhaustive, of stakeholders has already been identified, for each of the axes in the Plan:

Key stakeholders	<ul style="list-style-type: none"> ◆ SEDIA and the various SGs of the SGAD: global coordinating bodies of the Digitisation Plan that hold the presidency and Secretariat of the Steering and Executive Committees for the Digitisation of the Administration
Axis 1. Digital Transformation of the General State Administration (GSA)	<ul style="list-style-type: none"> ◆ ICT units in each of the ministries of the GSA, which participate in this axis as those responsible for managing the demand, requirements and needs of each of the ministerial departments, especially in the case of strategic cross-cutting projects. Likewise, in the case of ad-hoc projects, these ministerial departments are responsible for their execution and therefore play a key role in the Plan's governance, also forming part of both the SC and the Executive Committee for the digitisation of the Administration. ◆ Other public bodies collaborating with SGAD, such as INECO or ISDEFE, which are entrusted with part of the management and control of the Public Administrations' Digitalisation Plan and are therefore key players in the governance of the Plan and the measures it includes.
Axis 2. Projects with a high impact on the Digitalisation of Public Sector	<ul style="list-style-type: none"> ◆ ICT bodies of the Ministries involved in high-impact projects (tractors), with high strategic relevance and an impact limited to a territorial or functional scope, as executors of these projects, with the SGAD playing a supervisory and coordinating role. ◆ Other Public Bodies collaborating with SGAD, as in axis 1.
Axis 3. Digital Transformation and Modernisation of the Ministry of Territorial Policy and Public Function, Autonomous Communities and Local authorities	<ul style="list-style-type: none"> ◆ Ministry of Territorial Policy and Public Function as the lead agency for this axis. ◆ Digital Agencies of the Devolved Regions, which play the role of executors of each of the projects submitted under Measure 17 of the Plan, as well as potential beneficiaries of the cross-cutting projects to be implemented under this axis. ◆ Local authorities, which, like the devolved regions, will be responsible for defining and executing the projects under Measure 17 of the Plan. ◆ FEMP: it plays a particularly relevant role in the case of representation and support for smaller local entities, and its role is key in this axis 3. ◆ Other public bodies collaborating with SGAD, as in the previous axes.
For each of the agents identified in this task, a characterisation of their role in the governance of the Plan will be carried out, identifying in particular: processes they carry out or those in which they intervene, and contact persons, in order to involve them in the whole project.	

3: Identify legal and strategic framework

- Based on the desk research and interviewing phases, we will identify how it affects the current situation of the governance model, establishing any possible legal limitations or conditioning factors for each of the points of analysis.
- We will identify how it affects the current situation of the governance model, establishing any possible legal limitations or conditioning factors for each of the points of analysis.

4: Identify current processes

- Drawing from the information obtained from the Desk Research and the interviews, the processes that are carried out in the current situation of the Plan's governance model will be identified, differentiated by areas and types of processes: strategic, key and support.
- For each of the processes identified, the necessary information will be collected to carry out activity 2.2. relating to their modelling: process objectives, start, end, input and output elements, responsible parties, intervening parties, quality controls, indicators, sequence of tasks, risks, identification of critical points, etc.

5: Identify the technologies and systems supporting the business processes

- Identify the technology and tools supporting each defined task, including the current Spain Digital 2025 scorecard.

6: Identify the constraints on the economic and financial management of the Plan.

- In addition to the regulatory analysis, possible budgetary and economic-financial management conditioning factors that could affect the Plan's governance model will be identified.

7: Identify mechanisms of Plan's internal and external relationship model

- In the interviews defined above, information will be extracted about the current relationship model, both between the different areas of the SGAD involved and with the different stakeholders, identifying the different communication and relationship processes, their objective, channels, people in charge, etc. These processes will be incorporated into the modelling of the activity 2.2.

8: Identify the actual key problems and risks of the current situation

- From the interviews and the analysis carried out in each of the previous areas, the main problems of the current model will be identified, as well as the associated risks, for each of the aspects analysed in the framework.

Elaboration of the D2 report:

- The report will be drafted by incorporating all the elements analysed. The tentative structure is presented below:

The Report (D2) 'Analysis of the current situation' will contain the following sections: 1) **Executive summary**, 2) **Introduction**, 3) **Goals of the study**, 4) **Methodology**: including the documentation sources, participants from interviews or workshops, 5) **Analysis of the current situation** from each of the areas of the framework (differentiating the specific situation of each axis of the Plan) strategy and regulations, processes and management, organisation and people, economic-financial management, information tools and systems, stakeholder relationship model, 6) **Problems and risks identified in each area**; 7) **Conclusions**, 8) **Bibliography**.

- Review and validate the document with those responsible for the project at the SGAD and in workshops with stakeholders (see T2.6).

Techniques:

1) Desk research development, 2) Structured information analysis, 3) Investigation protocol, 4) Semi-structured interviews, 5) Workshops and focus groups (All in T 2.1)

T 2.2: AS - IS Business process

- With all the information gathered in D2 about the current situation, the Plan's governance processes will be modelled in BPMN format, including process objectives, start, end, input and output elements, responsible parties, intervening parties, quality controls, indicators, sequence of tasks, risks, identification of critical points, support tools for the tasks and processes, etc.

The Deliverable (D3) 'As-is Business process model' will contain the following sections: 1) **Executive summary**, 2) **Introduction**, 3) **Goals of the deliverable**, 4) **Methodology**, 5) **Process mapping**, 6) **Processes modelling in BPMN format**

Techniques:

1) Processes modelling (in T 2.2)

T 2.3. Benchmarking of digital transformation strategies implementation in other countries

- A series of countries with pre-existing digitisation strategies will be selected, in order to analyse their governance model, based on two main criteria: being countries with a level of digital development comparable to Spain and that, as far as possible, being countries with decentralised competences or with a high degree of collaboration between administrations, making the governance model comparable to that of the Public Administrations' Digitalisation Plan. In addition, European strategies such as "Shaping digitalisation" and the Digital Strategy 2025 will be analysed. Examples of potential digitisation strategies to be analysed are: Germany, Belgium, the Netherlands, Switzerland, Sweden and Denmark, among others. The

selection of countries as well as the aspects to be analysed will be validated with the SGAD in the interviews that will be carried out for the tasks corresponding to the analysis of the current situation.

- Desk Research will be carried out to obtain information and representatives of these countries will be contacted in order to obtain valuable information on their strategies and governance models.
- The criteria to be analysed for these strategies will follow the same framework as that indicated for the analysis of the current situation.

The Deliverable (D4) '**Digital transformation benchmarking report**' will contain the following sections: 1) **Executive summary**, 2) **Introduction**, 3) **Goals of the deliverable**, 4) **Methodology**, 5) **Analysis of each of the strategies, with a descriptive sheet including aspects related to the framework (strategy, processes, relationship model, technologies, etc.)**, 6) **Comparative matrix**, 7) **Conclusions**, 8) **Bibliography**.

T 2.4: *Business requirements catalogue*

- For each of the areas of the framework defined above, the business requirements that will be the basis for subsequently establishing the to-be model will be identified through semi-structured interviews, both with SEDIA and SGAD and with the other stakeholders involved.
- In this sense, according to the key dimensions' framework, possible requirements will be identified with respect to regulatory or strategic developments, support tools needed for the processes, requirements in terms of the modelled processes, etc.
- The results will be validated in a workshop for each of the **Plan's axes**, in order to adapt the requirements to each of the needs of the stakeholders involved.
- An online/offline workshop, lasting around 2 hours, will be held for each of **the Plan's axes**, with the corresponding TSWG, that will participate to validate the requirements identified.

The Deliverable (D5) '**Business requirements catalogue**' will contain the following sections: 1) **Executive summary**, 2) **Introduction**, 3) **Goals of the deliverable**, 4) **Methodology**, 5) **Global business requirements of the Plan**, 6) **Specific business requirements for each axis of the Plan**, 7) **Conclusions**.

T 2.5: *Workshops to discuss the draft deliverables*

- Workshops will be held for the validation of each of the deliverables, in order to complete and validate the draft deliverables that will include the information obtained through the interviews and the research work.

Outline of the workshops	
Attendees	The stakeholders of each of the axes (TSWG), as well as the SGAD units involved in the Plan at the global level (approximately 60 people-15 per workshop)
Duration	2-3 hours (indicative)
Location	On site – online
Objective	Present the early draft deliverables in order to discuss them and receive stakeholders' contribution and opinion, with the aim of making final versions of all of them. These workshops are crucial for the success of the final versions of all the deliverables. Participants will receive previously the documents and a list of topics to be discussed and validate. The workshops involving different stakeholders with different roles will allow to raise needs and opinions that inquiring a single stakeholder will not be possible.
Methodology	The methodology proposed for these types of workshops is based on the 'Customer journey' approach, as a powerful tool to guide the stakeholders through the path of activities related to the governance of the Plan, identify issues and propose alternatives or solutions for each of the deliverables. Also, brainstorming techniques will be used.
Proposed agenda	<ul style="list-style-type: none"> • Presentation of the analysis of each of the deliverables; • Working groups of stakeholders to build a journey of their actions in the governance model • Presentation of the journey for each stakeholder; • Identification of needs for each deliverable through brainstorming techniques.

T 2.6: *Communication materials on current situation analysis and project next steps*

- A Communication Plan for the project will be drawn up, identifying the actions to be developed in each phase of the project. The Plan will specify objectives and needs, elements of the Plan (issuers -of internal and external actions-, audience -stakeholders, citizens, others-, roles of each of the stakeholders in the Communication Plan, messages -of the evolution of the project or of the dissemination of results- and channels), specific communication actions and their planning. This plan will be used throughout the project.
- In addition to the Plan, the necessary documentation will be prepared to carry out the communication actions defined in the Plan for the current situation analysis phase. Specifically, in this deliverable, materials will be prepared to support the communication actions related to the analysis of the current situation and next steps. It is foreseen that at least there will be communication through collaborative channels with stakeholders, in

which the documentation generated thus far will become available, as well as an infographic summarising the current situation, the results of the benchmark and the defined business requirements. Likewise, materials will be prepared to enable communication through social networks/web with the general public, providing information related to the results and the next steps of the project.

- Communication plan and final communication materials related to it will be agreed upon with SGAD.

The Deliverable (D6) '**Communication materials on current situation analysis and project next steps**' will be divided into a 1st deliverable with the Communication Plan that will contain the following sections: 1) **Executive summary**, 2) **Introduction**, 3) **Goals of the deliverable**, 4) **Objectives and needs of the Communication Plan**, 5) **Elements of the Plan**, 6) **Communication actions segmented by target audience**, 7) **Actions planning**.

On the other hand, the material supporting the defined actions will be prepared, which can include: establishment of a collaborative communication channel with stakeholders, infographics, actions in social networks, dissemination events, press releases, etc.

2.3 Phase 3: Elaboration of a business case

Aims:

- Identify alternative solutions to achieve the proposed objectives, such as obtaining a revised governance and management model, at a global level and for each of the axes of Public Administrations' Digitalisation Plan.
- Establish a balance scorecard with the KPIs associated with the Plan and the measures it contains.
- Carry out a cost-benefit analysis and the implications of the alternatives proposed, thus facilitating decision-making.

Specific Activities for each task of D7:

T3.1. Define alternative scenarios

- **Identification of alternative scenarios.** For this assessment, the team will identify two alternative scenarios that give a complete or partial response to the different business requirements identified on the previous deliverable. A third scenario will be considered in the analysis, which is to maintain the current structure. To facilitate the characterisation of each scenario, we will analyse firstly the requirements from a technology perspective and the technical architecture supporting the execution of the processes (e.g. functional coverage needs in applications, requirements for new systems, efficiency improvements based on new techniques with Robotic Process Automation, etc.), going on to identify the implications and needs in the other six areas of our framework (stakeholders identification of synergies and relationship model, economic and financial management, organization & people, processes & management –steering and monitoring mechanisms, including KPIs and management dashboards-, and strategy & regulation). In this respect, the good practices identified in the benchmark carried out in the first phase will be taken into account. Each scenario may have different projects for each of the axis of the plan. This exercise will be first done by the TC team and will take into account the inputs from D4 and D5.
- **Discussion of alternative scenarios.** The draft scenarios will be shared in working groups with the SGAD team and key actors for further refinement and validation.

T.3.2 Identify the extra information needed to produce the business case

- In order to carry out the business case, it may be necessary to identify additional information to that established in the previous phase. Support will be given to this identification through desk research, additional interviews or by contacting national or international agents that may have this information, which may be initiatives identified in the benchmark carried out previously.

T 3.3: Carry out a cost-benefit analysis of each of the alternatives

- **Cost-benefit matrix:** Position each scenario according to its quantitative and qualitative assessment for the selection of the alternatives that will form part of the governance model of the Public Administrations' Digitalisation Plan, in a workshop with different stakeholders with the following tentative structure:
 - Describe the main characteristics of each project in relation to the framework of the 6 key dimensions of the management and governance model applied above: Strategy and Regulation, Processes and Management, Organisation and People, ECO-FIN Management, Tools and Systems, and Stakeholder Relationship.
 - Estimate the expected benefits: in quantitative savings and qualitative impact (business, reputation, efficiency, etc.). To analyse the cost-benefit of each alternative, a market analysis of the costs of each of the proposed solutions will be carried out, as well as the needs that would be covered and their

implementation times. This information will be contrasted in a workshop with the key agents identified, in order to complete and validate the possible benefits of each of these alternatives.

- Propose alternative solutions for each key dimension, for example: one Plan’s Scorecard vs one Scorecard per Axis; or a relationship model per Axis, compared to a global model for Plan.
- Identification of advantages and disadvantages of each of the alternative solutions, based on the cost benefit for SGAD and for the stakeholders.
- Identification of synergies between the alternatives, and consideration of good practices benchmark.

T 3.4: Support the decision process to choose the preferred solutions

- For the evaluation and selection of the solutions, the complete business case will be elaborated, including: the alternatives of the Plan's governance model and their advantages and disadvantages; the cost-benefit analysis and the implications that each of them may have for each of the different stakeholders, and the proposed model detailing each of its 6 key dimensions.
- Final selection of the model alternatives, and incorporation of the improvements collected in the solution validation workshops carried out in task 3.1.

The Deliverable (D7) ‘Business case’ will include the following: 1) Executive summary, 2) Introduction, 3) Goals of the deliverable, 4) Methodology, 5) Scenarios proposed at the beginning, 6) Regulatory, legal, labour, organisational, internal control, technical architecture, relationships and synergies between the different stakeholders, communication and change management implications of the proposed scenarios, 7) Alternatives classified by framework’s areas, 8) Cost-benefit matrix and economic estimation, 9) Selection of global actions and by axis, 10) Steering and monitoring mechanisms, including KPIs and management dashboards, 11) Conclusions, 12) Bibliography.

Techniques:

- 1) Desk research, 2) Workshop (All in T3.4)

T 3.5. Produce communication materials

- The Communication Plan will be followed as defined in the previous phase and the necessary materials will be prepared for the communication of the results of this phase, at least a document summarising the business case that will be distributed through the communication channels to the different stakeholders.

2.4 Phase 4. Definition of TO-BE situation

Aims:

- Develop a proposal for the governance and management model of Public Administrations' Digitalisation Plan, which also includes the model defined for each of the Plan's axes, with all the processes involved properly defined.
- Identify and develop a proof of concept that includes the follow-up and monitoring mechanisms and procedures, necessary tools and associated KPIs.

Specific Activities for each task of D9 y D10:

T 4.1: Assist SGAD to assess its legal, operational, organisational and technical implications

- From the information collected and analyzed for the definition of the Business Case, the conditions that affect the implementation of the to-be model in relation to each of the areas of the framework proposed from the beginning will be extracted. In this sense, meetings will be held with those responsible for the SGAD to advise them on the implications of the selected model.

T 4.2: Co-design the To-Be situation and business process model with SGAD.

- A 2-day workshop with the participation of those responsible for the Plan on the part of SEDIA and SGAD, the SGAD areas involved and each of the stakeholders identified for each of the Plan's axes.
- The workshop will address the definition of the to-be model and the necessary details for process modelling, organised as follows:

Workshops Organization	
Attendees	The stakeholders of each of the axes, as well as the SGAD units involved in the Plan at the global level (approximately 35 people)
Duration	2 days
Location	On site – online
Proposed agenda	<p>Day 1:</p> <ul style="list-style-type: none"> ◆ Presentation of the session (20 min) ◆ Parallel working groups for the global ideation of the Plan for each area of the Framework using techniques such as brainstorming or brainwriting (1 hour). Seven parallel working tables will be

	<p>set up, each consisting of 5 people, to discuss ideas for the different areas at the global level of the Plan:</p> <ul style="list-style-type: none"> • Strategy and regulation: roundtables 1 and 2 • Processes and management: roundtables 2, 3 and 7. • Organisation and people: roundtables 1 and 3 • Financial and economic: roundtables 4 and 5 • Information systems and technologies: roundtables 5 and 6 • Stakeholder relations: roundtables 4 and 7 <p>◆ Presentation of the conclusions of each roundtable (1 hour)</p> <p>Day 2:</p> <ul style="list-style-type: none"> ◆ Presentation of the session (20 min) ◆ Participants will be divided into tables of 10-15 people according to 3 axes of the Plan. ◆ Parallel ideation worktables for each axis of the Plan using techniques such as brainstorming or answering questions such as "how can we...? (2 hours). Three parallel working tables will be set up, in which ideas for the different areas in each of the axes will be discussed. ◆ Presentation of the conclusions of each working group (1.5 hours). ◆ Working tables to conceptualise the ideas proposed for each of the axes. A redistribution of the components of the tables (5 per table) will be carried out, based on the ideas put forward the previous day for each of the axes, and the conceptualisation of these ideas in a business canvas model will be carried out (2 hours in parallel for the 3 axes). ◆ Presentation of conclusions (1 hour). ◆ Closing of the day
Methodology	<p>Prior to the day, the documentation generated so far and, in particular, the business case will be distributed to the participants.</p> <p>Working groups to answer pre-defined questions based on design thinking techniques (inspiration, ideation and conceptualisation).</p>

- Once the To-Be model has been defined for each of the framework areas, each of the processes will be modelled, as was done in the current situation phase, in a BPMN format, identifying the same aspects for each process as those defined in D3.

T 4.3. Draft the To-be situation analysis and action plans

- In addition to defining the overall To-Be model, an action plan for its implementation will be developed.
- The action plan will include at least the following aspects: stakeholders involved in its implementation, roles and responsibilities matrix, roadmap and planning, risk and mitigation plan, communication plan and change management.
- The defined plan will be shared with stakeholders, firstly with the participants in the workshop of the previous activity, in order to obtain their possible comments or clarifications, and subsequently with the entire map of actors involved, through the collaboration channels mentioned above.

The **Report (D9) 'To-be situation analysis'** will contain the following sections: 1) Executive summary, 2) Introduction, 3) Goals of the study, 4) Methodology: including the documentation sources, participants from interviews & workshops, 5) To-Be model regarding each area of the framework and each axis: strategy and regulations, processes and management, organisation and people, economic-financial management, tools and information systems, stakeholder relations model, 6) Action plan; 7) Conclusions, 8) Bibliography.

The **Deliverable (D10) 'To-be business process model'** will contain the following sections: 1) Executive summary, 2) Introduction, 3) Goals of the deliverable, 4) Methodology, 5) To-Be process map, 6) To-Be processes modelled in BPMN format.

Techniques:

1) Working meetings (in T 4.1), 2) Workshops (in T 4.2) , 3) Process modelling (T 4.2 & T 4.3)

Specific Activities for each task of D11:

T 4.4: Develop a PoC

- Two measures will be selected from each axis and one measure applicable to the entire plan, to develop, based on these, a proof of concept of the proposed solutions of the proposed tracking and monitoring mechanisms, with the proposed management dashboards and KPIs, as well as the tools and procedures will be relevant at this time.
- To carry out the PoC, Datalaia, an everis-owned asset with public sector data management capabilities for evidence-based decision making, will be used, with metrics and reference indicators available for the analysis of the impact of the use cases to be defined.

- To define the PoC, direct interviews will be conducted with those responsible for the affected lines of action, and with those responsible for the Plan and each line of action.

T 4.5: Update the PoC

- With the results obtained in the previous workshops (T4.2), an update of the PoC will be carried out, including the mechanisms and tools identified by the stakeholders and agreed upon in these workshops.

The Deliverable (D11) ‘Steering and monitoring mechanisms PoC’ will contain the following sections: 1) **Executive summary**, 2) **Introduction**, 3) **Goals of the deliverable**, 4) **Methodology**, 5) **Definition of the PoC** according to each area of the framework for each of the selected measures, for each axis and for the global follow-up and monitoring of the Plan, 6) **Follow-up and monitoring plan** of the PoC.

Techniques:

- 1) Working meetings (in T4.4 & T4.5), 2) Interviews (in T4.4 & T4.5)

Specific Activities for each task of D12:

T 4.6: Produce a first version of the Communication Plan for the To-Be implementation

- A Communication Plan to foster implementation of the actions planned for the To-Be model will be elaborated. It will allow internal and external communication to be carried out once the implementation phase begins.

The Deliverable (D12) ‘Communication Plan and materials’ will be divided into a first deliverable with the Communication Plan for the To-be implementation and will contain the following sections: 1) Executive summary, 2) Introduction, 3) Goals of the deliverable, 4) Objectives and needs of the Communication Plan, 5) Elements of the Plan, 6) Communication actions segmented by target, 7) Actions planning, 8) Support materials. The support materials will be aimed at different stakeholders and can include: infographics, material for social networks, dissemination events, press releases, etc.

T 4.7: Communication materials for the To-Be model

- The Communication Plan defined in the previous phase will be followed and the necessary materials for the communication of the results of this phase will be prepared, at least a document explaining the To-be analysis and the PoC, which will be distributed through the communication channels to the different stakeholders.

Techniques:

- 1) Communication Plan (in T 4.6)

2.5 Phase 5. Project closing

Aims

- To generate engagement among all the stakeholders involved.
- To deliver key messages and the project’s results to the key stakeholders.
- The acceptance of all the deliverables and the completion of each project.
- That the lessons learned are recorded and compile in a single document all products developed within the scope of each project.
- Identify the lessons learnt within each project execution that are related to the project management and that could be applied/ avoid in other similar contexts.

Activities

T.5.1. Design communication material

- Elaboration of a project presentation in Power Point format to share with the different EU members, to present the state of play and key results achieved.
- Definition of a presentation with infographics to present the project (in Spanish & English).

The factsheets will provide a technical overview of the project and define context, approach, deliverables, activities, key findings, and lessons learned. This presentation will be used for communication purposes to other Member States and as a blueprint to replicate such project and lead similar reforms.

- Elaboration of a document in Word summarising the project’s results (in Spanish and English) following the DG REFORM template.
- Draft of the Deliverable 14: Communication material.
- Preparation of extra materials like social media texts defined in the context of the project.

T.5.2. Organise the final project meetings to showcase the results of the project.

- Organisation of a final half – day closing meeting for each beneficiary and the relevant stakeholders to present the project’s conclusions and results.

The conference will follow the tentative agenda: 15' Welcome and opening session, 15' Plenary session: Overview of the project, 40' Plenary session: Main findings obtained in the situation analysis, 60' Plenary session: Results of the best practices of four EU Member States, 20' Coffee break, 30' Roundtables focused on main recommendations, 30' Plenary session: sharing of debate at the round tables and closing

T.5.3. Draft the final project report

• Deliver the final project report D13 SGAD

The final project report (**D13**) will include: 1) Key results and lessons of each deliverable; 2) Main conclusions and elements that could be replicated; 3) Lessons learned from the project implementation, including success factors, problems encountered and strategies to overcome them; 4) **Post-project** recommendations; and 5) Annex of the final deliverables

3 Work Plan & Allocation of Resources

Work plan	Working days (n)												% Phase	Months (M)													
	PROJECT COORDINATOR	PM	SE 1 (Government and strategy model)	SE 2 (Management and processes model)	SE 3 (KPIs and Dashboard)	SE 4	SE 1 CROSS (Change management)	SE 2 CROSS (Legal)	JE 1 (Axis 1&2)	JE 2 (Axis 3)	Total	M1		M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	
Phase 1	Project inception.	2	6	3	0	0	0	0	0	3	3	17	3%														
Task 1.1	Organize a kick - off meeting	1	2	1						1	1	6															
Task 1.2	Organize and carry out introduction meetings with the stakeholders of the project	1	2	1						1	1	6															
Task 1.3	Produce an inception report	2	2	1						1	1	5		D1★													
Phase 2	Analysis of the current situation	10	28	27	21	12	8	8	10	37	37	198	34%														
Task 2.1	Elaboration of the current situation analysis	3	12	12	7	6	3	4	8	21	21	97			D2★												
Task 2.2	AS-IS Business process model	2	4	3	6	1	2			3	3	24			D3★												
Task 2.3	Benchmarking of digital transformation strategies implementation in other countries	2	3	3	2	1	1	1	1	3	3	20			D4★												
Task 2.4	Business requirements catalogue	1	3	3	4	2			1	3	3	20			D5★												
Task 2.5	Workshops to discuss the draft deliverables	1	4	3	1	1	2	2		4	4	22															
Task 2.6	Communication materials on current situation analysis and project next steps	1	2	3	1	1		1		3	3	15			D6★												
Phase 3	Elaboration of a business case	3	12	16	8	4	4	4	3	31	31	116	20%														
Task 3.1	Define alternative scenarios		3	5	2	2	1		1	7	7	28															
Task 3.2	Identify the extra information needed to produce the business case	1	3	2	2	2	1		1	7	7	26															
Task 3.3	Carry out a cost-benefit analysis of each of the alternatives	1	2	3	1		1			2	2	12															
Task 3.4	Support the decision process to choose the preferred solutions	1	2	3	2		1		1	8	8	26															
Task 3.5	Produce communication materials		2	3	1			4		7	7	24															
Phase 4	Definition of the TO-BE situation	5	22	20	13	9	6	7	4	34	34	154	27%														
Task 4.1	Assist SGAD to assess its legal, operational, organisational and technical implications	2	4	4	2	2	2	1	2	5	5	29															
Task 4.2	Co-design the To-Be situation and business process model with SGAD.	2	6	5	5	2	1	1		10	10	42															
Task 4.3	Draft the To-be situation analysis and action plans		3	3	2	2	2	1	2	4	5	24															
Task 4.4	Develop a PoC	1	4	2	2	2	1	1		5	5	23															
Task 4.5	Update the PoC		2	3	2	1				4	4	16															
Task 4.6	Produce a first version of the communication plan.		1	1				2		3	2	9															
Task 4.7	Communication materials for the To-Be model		2	2				1		3	3	11															
Phase 5	Project end and communication plan	4	12	11	2	2	4	14	0	22	22	93	16%														
Task 5.1	Design communication material	2	8	6	1	1	3	8		14	14	57															
Task 5.2	Organise the final project meetings to showcase the results of the project	1	2	2			6			4	4	19															
Task 5.3	Draft the final project report	1	2	3	1	1	1			4	4	17															
Working Days		24	80	77	44	27	22	33	17	127	127	578	100%	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14

★ Deliverables

4.2 Technical Experts

The following is a summary of the profiles of the team.

Mr Pablo Rodríguez Maroto Director - Senior Expert Added value for the assignment: Extensive knowledge in coordination teams working in public services improvements, public administration, public policies.	
Main responsibilities: Responsible for managing and monitoring the whole project (both SGAD and SETELECO), ensuring a successful project.	
Deliverables SGAD D1 - Prepare and organize the KoM D2 to D14: Advise and recommend best practices based on their experience in the preparation of deliverables	
Mr Carlos Taberno Quality -Senior Expert Added value for the assignment More than 20 years of experience and +10 working with both of beneficiaries and wide knowledge in quality control	
Main responsibilities Conduct quality review before the delivery of reports (Language, coherence, logic, structure and goals) Conduct quality review before the submission of presentation	
Deliverables D1 – Help in the preparation of the KoM and organise with it the different teams D2 - D14 – Review and guarantee the quality of the deliverables	
Ms Paloma Baena Senior Expert 7– External Advisor Added value for the assignment Extensive experience in international relations, public affairs and institutional partnerships for sustainable change with governments, private sector and civil society.	
Main responsibilities Responsible for providing the internal knowledge they have of SGAD and Ministry of Economic Affairs and Digital Transformation in Spain, adding value to the whole project.	
Ms Maria Rosa Martínez Fuentes Project Manager Added value for the assignment More than 20 years of experience and +15 years in Project Management in multicultural environments designing policies at local, regional, national and European level.	
Main responsibilities 1) Organization and management of the resources associated with the project; 2) Interlocution with the direction of the project for the strategic decision making; 3) Definition of the methodological framework and advice to the team; 4) Coordinate of the risks assessment, mitigation /preventive measures preparation (internally)	
Deliverables D1: participate to the KoM, initial contact with DG REFORM, lead the project planning activities and identify needs and risks. D2 - D6: 1) Definition of the analysis approach, identifying different points of the plan with the objective of build the AS – IS business model; 2) Advisory on the research protocol, results, presentation, and identification of the key conclusions; 3) Define and lead the workshops. D7 – D8: 1) Support and advice in the production of alternative solutions to achieve the expected result; 2) Advice in the support decision process of the preferred solution. D9 - D12: 1) Advice and participation to the elaboration of the To-be model; 2) Organize and participate in the co – design process.	
Ms Raquel Muñoz Moliner Senior Expert 1 (SE1) - Government and strategy model Added value for the assignment Extensive experience in strategic plans definition at local, regional, national, and European level.	
Main responsibilities Responsible for ensuring the correct strategy and government model for SGAD by executing part of almost all of the Ds.	
Deliverables D1: participate to the KoM D2 - D6: 1) Coordination of the team in the definition of the deliverables; 2) Support and advice in the different activities of the phase 2; 3) Advisory on the research protocol, results, presentation, and identification of the key conclusions; 4) Technical support to the report elaboration D7 – D8: 1) Support and advice in the production of alternative solutions to achieve the expected result; 2) Advice in the support decision process of the preferred solution.	
D9 - D12: 1) Lead the definition off the to -be situation; 2) Advisor and assist the SGAD in the design of the business process; 3) Review and approve the production of the PoC D13: 1) Participation in the identification of the lessons learned and improvement areas. D14: 1) Support in the coordination of the report, materials, and conference; Participation on the meetings with high level (political, technical) speaker. Transversal: 1) Review and approve final reports, ensuring that they meet and incorporate the requires elements and are delivered in required timeframes.	
Ms Cristina Blasco Latorre Senior Expert 2 (SE2) - Management and process model Added value for the assignment Expert in managing and developing projects in the fields of organisation and promotion of effective Public Administration Reform. Expert in Management and process model.	
Main responsibilities Responsible for ensuring a successful process model, by analysing AS IS and defining TO BE processes & business case	
Deliverables D2 - D6: 1) Given an expert point of view in the identification of the current process and business requirements; 2) Prepare the AS-IS business model. D7 – D8: 1) Support and advice in the elaboration of the business case	
D9 - D12: 1) Participate in the co- design the to-be situation and business process with the SGAD.	
Mr Adrian Calderón Ortiz Senior Expert 3 (SE3) - KPIs and Dashboard Added value for the assignment Extensive experience in dashboard and KPIs definitions and projects controlling.	
Main responsibilities Responsible for designing and defining SGAD BSC, through KPIs identification and measures	
Deliverables: D2 - D6: 1) Coordination with the junior expert to identify the different important parts to build the as-is model. D7 – D8: 1) Support in the identification of extra information; 2) Support in the production of alternative solutions	
D9 - D12: 1) Participate in the co- design the to-be situation and business process with the SGAD; 2) Advisor in the production and update of the PoC	
Ms Marina Polo González Junior Expert 1 (JE1) - Axis 1 y 2 of PADD Added value for the assignment Experience in the definition of strategic plans, organizational culture and efficiency and definition of control indicators and in the evaluation of public policies. Experience in diagnosis and human resources management and organisational culture in public administrations	Ms Mª Covadonga Junior Expert 2 (JE2) - Axis 3 of PADD Added value for the assignment Experience in dashboard and KPIs definitions and projects controlling. Experience in tool definition for public administrations, identification of best practices and implementation of e-government services.
Main responsibilities 1) Transversal support to the senior experts in the elaboration of the different activities and reports previewed in the project – JE1, JE2; 2) Desk research and data analysis – JE1, JE2; 3) Identify and anticipate the risks and coordination with the SEs of the ways to prevent /mitigate them – JE1, JE2; 4) Participation on the techniques and activities to be developed with the stakeholders – JE1; 5) Carry out of the stakeholders engagement strategy according to the aims, goals and timeframe defined – JE1; 6) Elaboration of the minutes of the meetings- JE2; 7) Assure the logistic coordination of al the participatory activities to be held with stakeholders within all project and regarding the conference preparation and development – JE2 8) Progress report elaboration – JE1, JE2	

5 Project Management Procedures

5.1 Proposed governance mechanisms

The Consortium proposes a set of governance mechanisms for the project. The meetings defined will seek for the successful achievement of the desired results for every initiative launched in the project. The set of governance mechanisms, including meetings, reports and other project management tools are presented below.

Table 1. Overview of the proposed Governance mechanisms

Mechanism	Format	Timing	Objectives/ Table of Contents
Inception report	Report	2 weeks after the start of the project	<ul style="list-style-type: none"> ◆ TA project implementation approach. ◆ Roles and responsibilities of stakeholders and a communication management plan. ◆ Make an issue tree outlining issues identified related to the project. ◆ Reviewed work plan for the project and a timetable with milestones. ◆ Deliverables and working methods, including the trainings. ◆ Meetings, counterparts and stakeholders met during the inception phase. ◆ Analysis of existing situation and list of relevant data, documents and other information. ◆ Risk management plan ◆ Make an identification of constraints and assumptions.
Project management follow-up meeting	1-hour Conference call	Every two weeks	<ul style="list-style-type: none"> ◆ Participation from the Consortium, DG REFORM and the General Secretariat for Digital Administration (SGAD) ◆ Review of the project progress in a monthly basis ◆ Analysis of risks and mitigation actions identified. ◆ Decide on actions/ unlock situations to the further advance of the project
Short weekly reports	Report	Every Friday	<ul style="list-style-type: none"> ◆ Summary of the projects progress in a weekly basis via email ◆ Description of the difficulties encountered, results accomplished, resources utilised during the reporting period ◆ Description of recommendations, requests and plans for the project activities for the forthcoming period
Progress reports	Report	Every month	<ul style="list-style-type: none"> ◆ Concise description of progress including problems encountered and recommendations for the possible solution. ◆ Planned worked for the next period. ◆ Risk identification and risk mitigation measures.
Final report	Report	12 months after KoM	<ul style="list-style-type: none"> ◆ Summary of achievements, problems encountered & recommendations. ◆ Revised summary of achievements, problems encountered and recommendations. ◆ Final invoice

These governance mechanisms will be reviewed during the inception phase and agreed upon in the Inception report. As a general rule, 7 days before the day when any meeting takes place, an agenda will be sent to all attendees. After each meeting, the project team will send minutes of the meeting in order to document all related information and reflect the conclusions and agreements achieved. The minutes' content will include the list of attendees and issues discussed; the possible modifications to the Action Plan; pending, approved, and dismissed proposals; and the conclusions, decisions taken, and actions adopted. The minutes will be distributed to the attendees of the corresponding meeting and other stakeholders affected by the decisions adopted in the meeting. All meetings, workshops, and conference arrangements and logistics will be organized and managed by the Consortium.

5.2 Coordination between DG REFORM and the Consortium

In order to guarantee the coordination between DG REFORM and the Consortium, the Project Manager will: 1) Act as the main contact point for the contract, 2) Play an active role in the design and implementation of the project following the contract, 3) Have access to draft deliverables and provide feedback thereon and, 4) Be invited to all meetings and any major activity.

5.3 Coordination with key Stakeholders

A clear interaction with the main stakeholders is key for the success of our engagement method. Well-defined communication with stakeholders on the need of their involvement in the project will be followed. It is crucial to explain why their participation within the project (via consultations, interviews, surveys, workshops...) is needed and how the project is taking stakeholders' views into account. Giving feedback to stakeholders that participated in the processes in a way that clarifies how the outcome was reached and reporting on the next steps of the process

are key to our approach. Our stakeholders' engagement and participatory approach is based on **five pillars** which work together to ensure the achievement of the objectives of the project: 1) **Engagement strategy**: Set the vision and ambition by group of stakeholders, 2) **Stakeholder mapping**: Define criteria for identifying and prioritising stakeholders and select engagement mechanisms, 3) **Preparation**: Determine details and logistics for the engagement and set the rules, 4) **Engagement**: Conduct the engagement itself, ensuring equitable and relevant stakeholder contribution and, 5) **Action plan**: Identify opportunities from feedback, determine actions, revisit goals and plan next steps for follow-up and ongoing engagement.

We will also focus on continuous communication with stakeholders to build a dialogue platform and understand their needs and expectations, addressing issues as they occur, managing conflicting interests and fostering appropriate stakeholder engagement in project decisions and activities. Involving stakeholders as soon as possible will create a shared understating of success criteria, improve stakeholder buy-in and engagement, reduce the overhead of involvement, and improve deliverable acceptance and stakeholder satisfaction.

6 Project Supervision & Quality Control

6.1 Supervision

The PM will coordinate the Consortium' team, ensuring they are supported, monitor progress and together with the Quality Manager (QM) they will revise the quality of deliverables before their submission, and facilitate the active involvement of DG REFORM managers in project activities. The PM will: 1) Liaise with DG REFORM manager to organise the start of the mission, and be the assignment contact point until mission closure; 2) Ensure expert mobilisation, adequate project preparation and mission kick-off; 3) Facilitate the active involvement of DG REFORM managers in the assignment, 4) Ensure that the experts are supported, 5) Monitor the mission and its deliverables, ensure financial and contractual follow-up of, collect and check supporting documents, issue and follow payments, prepare invoices, archive financial and contractual documents, 6) Make sure, together with the QM that reports and outputs are of appropriate quality in terms of presentation, language, administrative compliance with the RfS, and submitted on-time.

6.2 Quality Control

The QM will control rigorously all the outputs and support the PM. All project outputs will go through:

- **Technical quality**: check that the outputs are technically rigorous and complete. For this purpose, the PM and the QM will appoint a peer reviewer within the Consortium that will conduct a review of all the outputs produced in the project. The peer review will be coordinated internally, and feedback will be distributed with project team.
- **Quality of the deliverables**: systematize an iterative review procedure of all deliverables. All project outputs will be shared with DG REFORM and the SGAD for feedback and all project deliverables will be finalised using the feedback collected. In that way, it will be possible to permanently monitor and manage quality of all project's deliverables. For this process, a Quality Checkpoint Control will be used (previously agreed during the take-over), with five checkpoints:
 - o **Completeness**. Checklist of all elements requested compared with elements included in the report. This is necessary to ensure that all aspects requested have been duly incorporated.
 - o **Logical presentation**. The outputs (reports, presentations, etc.) should follow a logical presentation: Are objectives described? Is the used methodology described? Are the findings related to the objectives?
 - o **Objectivity**. The report should cover the following questions: Do the conclusions derive objectively from the findings? Do the lessons learnt, and the recommendations given derive directly from the conclusions?
 - o **Justification**. The judgment assertions need to be duly justified on the basis of objective indicators and/or information.
 - o **Reader-friendliness**. Review of the report's reader-friendliness. The report must present the essential elements, while details need to be put in annexes; out-of-context sentences should be avoided; excessive abbreviations and jargon should be avoided; and unusual terms included in the report need to be explained in footnotes.
- **Language quality**: a high-level of Spanish and English for all deliverables and a systematic language review process will be executed. Reviewed by technical teams with expertise in Public Administrations. Communication with the operating working group will take place in Spanish and with the SC in English. Meetings and presentations with stakeholders will take place in Spanish and interpretation to and from English will be provided by the Consortium when required for external international experts (all members of the Consortium are proficient in English and almost all native in Spanish). Progress reports will be delivered in English.
- **Continuity of the service** in case of absence of one or more members of the team: set a clear online tool for document repository and recording the project progress. This tool will be shared between the team and the professionals who play the role of backup to guarantee the continuity and quality, in case of absence of one or more members, or of any associated eventuality. In case that a new member joins the team, a period of transfer

and adaptation to the team and the client will be guaranteed. In case of absence of one or more members of the team are, for any reason, not able to continue their services, the Consortium will start replacement procedure by using its pool of available experts. For that reason, the Consortium secured availability of the following replacement experts in case it is needed:

Expert	Added value for the assignment	Main responsibilities
María Rosa Martínez Project Manager	More than 20 years of experience and +15 years in Project Management in multicultural environments	Project Management, SGAD
Carlos Tabernero Quality Manager	More than 20 years of experience and +10 working with both of beneficiaries	Quality Management
Pablo Rodríguez Senior Expert (Director)	Extensive knowledge about public services improvements, public administration, public policies	Senior expert

- ◆ **Compliance with the requirement of the RfS:** there will be a control and a follow-up, both internally and with the project counterparts of the degree of executed activities compared to the activities agreed in the RfS.

6.3 Off-shore service provision

In a contingency situation such as that caused by COVID-19, various measures adopted by the governing authorities have presented associated risks related to continuity and productivity of projects and services, especially in terms of physical engagement. In this scenario, our Consortium has managed to continue with the planned schedule of its projects, adapting the activities to an effective online format. The maturity of our Consortium allows us to guarantee the projects and services of our clients in terms of quality, productivity and security. In the various tasks and coordination mechanisms, digital tools that have been tried and tested by our Consortium **will be used to carry out the different proposed activities of this specific project**, as we believe the conditions of such a situation will prevail during the following months. Some tools that are proposed and will be noted in the tasks or coordination methods: Microsoft Teams, Kahoot, Mentimeter, Miro, etc.

6.4 Issue and Risk Management

Issue and Risk management is a core process within our quality management approach. Through its effective and consistent application, risk management can impact significantly on levels of project success. Our approach comprises the systematic identification and evaluation of risks and implementation of mitigating solutions, and is underpinned by the regular monitoring, reporting and review of risks. A shared Risk Register will be maintained, and the risks will be reviewed frequently by the Project Manager and Team Leader with mitigation actions and identified individual or group in charge of implementing the mitigation measures.

The risks identified at this stage are detailed in section **¡Error! No se encuentra el origen de la referencia. ¡Error! No se encuentra el origen de la referencia.** Following, an initial non-exhaustive list of indicators to be monitored for quality control which TC considers are crucial to ensure successful project development:

Indicator
Compliance with submission dates of deliverables and working documents
Compliance with meetings to be held with the Operating Working Group and the SC, and progress reports to be developed
Compliance with established times for data sources and information availability
Number of regions actively participating in project execution



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