Digitalization Plan for Public Administrations 2021 -2025

Strategy in matters of Digital Administration and Digital Public Services
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INTRODUCTION
Spain has a good starting position to promote digital administration. Indeed, over the last decades, there has been a significant investment in the digitization of public administrations that has placed our country in the second place gives the position of the Digitization Index of the Economy and Society (DESI) in 2019. The important regulatory reforms, and in particular, Law 39/2015, of October 1, on the Common Administrative Procedure of Public Administrations and the Law 40/2015, of October 1, on the Legal Regime of the Public Sector, has been a boost in the adoption of digital processes and media in the Public Administration, advancing in the digitization of the management of public services, reducing unit costs and processing times. At present, this adaptation effort derived from these two standards is being completed.

Despite this legislative and investment impulse, the digital relationship with citizens is currently characterized by being transactional, atomized, generalist and not personalized. This fact makes it difficult for their target groups to access public policies, aid and services, especially the most vulnerable. Also, the access of companies to digital procedures related to the administration (public purchase, subsidies, tax information, etc.) is still fragmented and costly, making access especially difficult for SMEs.

The exceptional situation generated by the Covid-19 pandemic has highlighted the urgency and need to develop a digital Administration that can respond to the needs of citizens in a more agile and effective way. The challenge, therefore, lies in being able to develop more inclusive, efficient, personalized, proactive and quality digital public services for citizens and companies.

In this context, the Digital Spain Agenda 2025 includes the impulse of the digitization of the Public Administration among the ten axes of reform and investment to catalyze a digital transformation that relaunches economic growth, the reduction of inequalities, the increase of productivity and the use of all the opportunities offered by new technologies. Driven by the synergies of digital and ecological transitions, this transformation must reach the whole of society and make it possible to reconcile the new opportunities offered by the digital world with respect for constitutional and European values, as well as the protection of individual and collective rights.

This Public Administration Digitization Plan represents a decisive leap in improving the effectiveness and efficiency of Public Administration, in transparency and elimination of administrative obstacles through the automation of management, in a greater orientation to the personalization of services and user experience, as well as acting as a catalyst for technological innovation in our country from the field of public. All of this will make it possible to improve the quality of public policies and service to citizens, adapting them to the specific needs of citizens and reaching, thanks to digital services and environments, to guarantee the same quality and offer of services throughout the territory, thus contributing to the territorial development and the fight against depopulation.
Along the same lines, the field of ecological transition is one of the key factors in the recovery from COVID-19 and a determining vector of the National Recovery, Transformation and Resilience Plan. Digitization has enormous potential as a lever for the decarbonization of the Public Administration, which must also assume an exemplary role in the assumption of environmental criteria in all its activity, which contribute to the fulfillment of the commitments established in our regulatory framework, such as the Plan National Integrated of Energy and Climate 2021-2030.

Public Administration it acts, at the same time, as a point of support and as a lever for the great transformations and needs of our country.

This vision of the engine of transformation of the economy as a whole, and of a driving force for growth and innovation, is in line with the recommendations of the European Commission, included in the report "Digital Transformation in Transport, Construction, Energy, Governments and Public Administrations", coordinated by the Joint Research Center of the European Commission¹. Specifically, the Digital axis of the General State Administration of this Plan has been developed jointly with the European Commission through technical assistance² offered by its Structural Reform Support Program (Structural Reform Support Service, SRSS³).

Likewise, the Plan seeks to respond to the challenges of the main driving areas of the Public Administration, such as employment, justice and health. The term tractor refers to those cross-cutting areas whose application to citizens has the greatest impact, and which lead the digital transformation with the main investments both in the con- European text as well as the national one.

In the area of employment, the main challenge lies in being able to respond in time, form and with flexibility to benefits and new public policies.

In relation to the Administration of Justice, there is the challenge of bringing justice closer to the citizenry, as well as improving the attention and effectiveness of justice relations with the rest of the groups with which it has a special exchange of information, such as notaries and registrars, lawyers, attorneys, large companies, administrative managers, and others. At present, relations with the Administration of Justice are seen in many cases as complex, distant and distant by citizens, with slow and ineffective procedures as a consequence of a large number of pending issues, derived from the increase in litigation, but also the lack of high productivity digital devices.

The main challenge in the field of Health is the establishment of efficient information and data management infrastructures and systems to have efficient management and face any new health emergency in the best conditions. Additionally, the Plan contemplates the digitization of the main critical processes of the relationship between companies and

²Support to the ICT strategic plan for the administration during the period 2021-2024 (Request for Service SRSS / SC2019 / 043 Lot 1 under Framework Contract procedure No SRSS / P2017 / FWCO01).
citizens with the Administration, developing automatic and transparent mechanisms for the efficient management of public procurement processes, granting of subsidies, presentation of declarations, etc.

Finally, this Plan aims to improve the efficiency of the Public Administrations as a whole, guaranteeing the sustainability of investments through the reinforcement and reuse of shared resources and services, thus generating a series of very significant synergies and cost savings. In this way, investments will be aimed at expanding the catalog of shared media and services to facilitate the rationalization of spending and sustainability. long-term tenability

Along the same lines, this Plan also includes support for the digitization of the Autonomous Communities and Local Entities and it is, in the same way, a vehicle for its modernization and digital transformation thanks to a co-governance model between the direction of the Ministry of Territorial Policy and Public Function, the technical coordination of the General Secretariat for Digital Administration, and the participation of the Sectorial Commission of Electronic Administration and its working groups.

In this sense, the plan will allow progress towards a 21st Century Administration including reforms and investments that will improve both administrative processes and procedures as well as digital skills and available resources, in order to modernize public administrations in an integrated way so that they can improve the attention to citizenship and actively contribute to the success of public policies aimed at the great transformations of Spain (digital transformation, environmental transformation, social cohesion and territorial cohesion ) relying, among other tools, on teleworking.

In conclusion, this Plan of Digitization of Public Administrations constitutes the global strategic framework to advance in the transformation of the Administration, establishing the objectives and initiatives to achieve them, as well as the milestones for their gradual development during the period 2021 - 2025 to improve the accessibility of digital public services to citizens, citizens and companies, overcome the current digital divide and favor the efficiency and effectiveness of public employees, as well as having more means to achieve the objectives of resilience, climate change, environment, digital transition, public health, cohesion, etc., also pursued by the National Plan for Recovery, Transformation and Resilience.

This Public Administration Digitization Plan has an annual planning until 2025, structured around three strategic axes:

- **Axis 1.** Digital transformation of the General State Administration (AGE)
- **Axis 2.** High impact projects in the digitization of the Public Sector
- **Axis 3.** Digital Transformation and Modernization of the Ministry of Territorial Policy and Public Function, Autonomous Communities and Local Entities
For the deployment of the Plan, financing of 2,600 million euros is foreseen in the period 2021-2023, of which 992 million euros (38.1%) are foreseen in the Budget for 2021, which will be reflected through 17 investment measures or projects:

1.1. SUMMARY OF MEASURES AND INVESTMENT PROJECTS

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<th>Líneas de actuación</th>
<th>Medidas</th>
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<td>Eje 1. Transformación digital de la Administración General del Estado</td>
<td>Administración Orientada a la ciudadanía</td>
<td>Medida 1: App Factory (Servicio de factoría para el desarrollo de App)</td>
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<td>Automatización inteligente de procesos</td>
<td>Medida 2: Mejora de la experiencia de usuario de la ciudadanía</td>
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<td>Entornos digitales líquidos</td>
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<td>Ciberseguridad</td>
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<td>Medida 17: Transformación Digital de las Comunidades Autónomas y Entidades Locales</td>
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In order to obtain the desired result of these investments and ensure the coherence and coordination of the actions carried out, the Governance model will be reformed, to provide the General Secretariat for Digital Administration of flexibility necessary to be the driving actor for the definition, planning, development, execution and monitoring of digital transformation projects. Likewise, the instruments of cooperation between the different levels of Administration.
STRATEGIC CONTEXT: DIGITAL SPAIN 2025 AND PLAN FOR THE RECOVERY, TRANSFORMATION AND RESILIENCE OF THE ECONOMY SPANISH
On July 23, 2020, the Government of Spain adopted the Spain Digital 2025 agenda to promote Digital Transformation as one of the fundamental levers to relaunch economic growth, reduce inequality, increase productivity, and taking advantage of all the opportunities offered by these new technologies. This Agenda includes a set of measures, reforms and investments, articulated in ten strategic axes, aligned with the digital policies established by the European Commission.

The ten lines of action of this Agenda are aimed at promoting more sustainable and inclusive growth, driven by the synergies of the digital and ecological transitions, that reaches society as a whole and reconciles the new opportunities offered by the digital world with respect for constitutional values and the protection of individual and collective rights.

Likewise, on October 7, the Recovery, Transformation and Resilience Plan was presented of the Spanish economy, which includes Lever IV - An administration for the 21st century - among its main levers for transformation, including three elements: digitalization, a program for the rehabilitation of public buildings and reform of the administration.

In this context, this Public Administration Digitization Plan will be the instrument that allows the promotion and development of investments and reforms planned in axis 5 of Digital Transformation of the public sector and, partially, axis 4 of Cybersecurity and axis 9 of the Data Economy and Artificial Intelligence of the Spain 2025 Agenda. Likewise, this Plan is integrated into component 11 of the Recovery Plan, Transformation and Resilience of the Spanish economy.

2.1. MODEL AND PRINCIPLES OF ACTION

The Public Administrations Digitization Plan was created with the aim of being the modernization instrument of the Administrations, but also of serving as an enabling element of public policies and services, especially those that make up the National Recovery, Transformation and Resilience Plan of the Spanish economy to overcome the socioeconomic crisis derived from the COVID 19 pandemic, increase productivity and potential growth as well as improve social and territorial cohesion, and maintain the positive trend of non-existence of gender gap reflected in official statistics.4 and 5

In this sense, the study carried out by the Joint Research Center6 presents the following conclusions in line with the provisions of this Plan:

- Public policies should be established according to a culture directed by data, taking into account data as enablers of processes and instruments at the service of the Public Administration.
The rapid transformations that have been taking place in recent years are modifying the relations between citizens and companies with the Public Administration, according to a digital relationship model.

Disruptive technologies are playing an increasingly important role. In this sense, public policies must adapt technologies to the needs of each group towards which they are directed, particularizing and adapting technological solutions to the recipients of each measure, according to their needs and points.

The relevance of establishing use cases as elements of testing the impact of public policies is taken into consideration.

Thus, improve the accessibility of digital public services to citizens and companies, overcome the current digital divide and favor the efficiency and effectiveness of public employees, It will allow to have more means to achieve the objectives of resilience, climate change, environment, digital transition, public health, cohesion, etc. pursued by the National Recovery, Transformation and Resilience Plan.

The Public Administration Digitization Plan aims to achieve the following objectives:

- **Accessible, efficient, safe and reliable digital services**: Develop more inclusive, efficient, personalized, proactive and quality digital public services to for citizens.

- **Data-driven public policies and modernization of data management**: Transform the Spanish public Administration into a more modern and “data-driven” Administration, where information from citizens, citizens and Public Administrations is used efficiently to design public policies aligned with reality social, economic and territorial of Spain, as well as for the construction of a citizen experience of truly public services innovative.

- **Democratization of access to emerging technologies**: Allow the development of common services, assets and infrastructures that allow all Administrations to join the technological revolution that is leading to the emergence of new technological enablers such as Artificial Intelligence or data analytics technology.
The Public Administration Digitization Plan will be guided by a series of action principles both in its conception phase and in its subsequent development, aimed at maximizing efficiency, reusing already available tools and collaboration between different departments and Administrations, in order to achieve specific short-term objectives, concentrating the efforts on a set of priority projects.

2.2. STRATEGIC AXES

In order to achieve the objectives set, this Plan is structured around the following axes strategic:

▶ Axis 1. Digital transformation of the General State Administration:

This axis aims to develop cross-cutting initiatives for the entire General State Administration (AGE), which allow the agile deployment of efficient, safe and easy-to-use digital public services, the democratization and generalization of access to emerging technologies on a dynamic, flexible Information Technology infrastructure model and the hyperconnection between the information silos existing up to now between the different ministerial departments.

In a transversal way, the digitization of the General State Administration is a key lever to decarbonize its activities and contribute to the country's objectives of achieving a more resilient and climate-neutral economy by 2050.
Axis 2. High impact projects in the digitization of the Public Sector:

This axis seeks to develop specific strategic lines for the digitization of certain functional areas of the General State Administration called tractors, among which health, justice and employment should be highlighted.

Said strategic lines will also make use of the transversal services and infrastructures developed in the first axis, in such a way that the efforts of this axis are focused on the personalization and adaptation of the services for the groups of citizens, citizens and companies specific to which they are directed.

Axis 3. Digital Transformation and Modernization of the Ministry of Policy Territorial and Public Function, Autonomous Communities and Local Entities:

This axis pursues, under the direction of the Ministry of Territorial Policy and Public Function and the technical coordination of the General Secretariat of Digital Administration, the modernization of the Autonomous Communities and Local Entities in a coherent and coordinated manner with the investments made at the level transversal by the General Administration of the State; in accordance with the consistency and impact criteria expected by the European Commission.
03

AXIS 1: DIGITAL TRANSFORMATION OF THE ADMINISTRATION GENERAL OF THE STATE
Axis 1 aims to deploy 9 measures that have a comprehensive approach to the digital transformation process of the public sector. Starting with the development of tools for efficient digital communication with citizens and companies (citizen-oriented administration), continuing with the automation of processes and the use of artificial intelligence for administrative management (intelligent automation of processes), developing public policies based on data, both for greater transparency and to provide knowledge and valuable information, promoting equipment for digital management and developing a public policy for cloud (cloud) and liquid digital environments, and finally reinforcing cybersecurity in all Admi-Public administrations.

This axis corresponds to the measures provided for by the Spain 2025 Agenda: Cybersecurity (Axis 4), Digital Transformation of the public sector (Axis 5) and Data Economy and Artificial (Axis 9).

3.1. CITIZENSHIP ORIENTED ADMINISTRATION

This set of measures is aimed at improving digital public services provided to citizens and companies, improving usability, utility, quality, accessibility, mobility, etc.

In this area, it is worth highlighting the decisive impulse of the Government of Spain for the creation of a factory for the development of mobile applications and services that bring services closer to users. citizens.

Likewise, an operational plan for the digitization of the services provided by the Government Delegations and Sub-delegations will be implemented, which will include different tools for the provision of services related to citizens, as it is the one-stop shop of a very important part of the General Administration of the State in the territory, thus being able to contribute to fight against the challenge of depopulation.

Within this strategic line, the organizational and technological elements necessary to achieve these objectives will be developed:

- Facilitate access to digital public services through the development of a model of attention to citizens personalized, proactive and omnichannel, which also makes it possible to increase the variety of channels (virtual assistants, social networks, mail, etc.) and value-added services in each of them.
Advance towards a model of attention to citizens based on permanent active listening, which allows knowing their experience and needs. To this end, the creation of a citizen innovation laboratory of the General State Administration (GobTechLab) is proposed to improve the experience in the use of digital public services through co-creation and innovation in services.

One of the critical points in accessing digital services is secure authentication. It is worth highlighting the importance of the DNIe project on mobile phones, led by the Ministry of the Interior, which transforms the relationship of citizens with the Public Administration, allowing access, verification and treatment of information that is more accessible, agile and safe.

As a priority, the improvement of the most demanded services will be addressed, less usable and more important for the development of public policies of the General State Administration. For this, the Gobtechlab will be used as a mechanism for the analysis and redesign of digital services.

The digitization of processes relationship with companies through the development of more efficient technological tools and applications (electronic management of contracts and invoicing with the administration, application for grants and scholarships via tele-mathematics, etc.).

In order to achieve these objectives, the following measures will be implemented:

**MEASURE 1. App Factory (Factory service for App development)**

This measure aims to promote the development of quality mobile apps for the main public services offered to citizens, creating around the Administration a community of open source developers that contributes to making a Marketplace of mobile applications available to citizens. the administration.

These Apps should allow the Administration to bring the public closer and facilitate a more fluid and close relationship, maximizing the information collected from them for the development of personalized services or the sending of alerts and notifications, establishing new channels of interaction more proactive.

The goal is for at least 50% of all digital public services to be accessible bles via mobile by the end of 2025.
MEASURE 2. Improvement of the citizen user experience

This measure aims to establish a personalized, proactive and omnichannel service model for citizens, through a single point of access both to obtain information and to carry out the procedures required in its global relationship with the Administration.

One of the main lines of work will be the implementation of chatbots or intelligent virtual assistants for the most impactful use cases, such as: prior appointment, payment of fees, identification and registration.

Additionally, different initiatives will be developed, among which it is worth highlighting the elaboration of policies that allow ordering and simplifying the presence on the internet and social networks of the General State Administration, around the General Access Point, avoiding the dispersion and heterogeneity of information, as well as reducing barriers to the consultation of information and the use of services, always safeguarding the functional independence of certain public bodies as established in national legislation and applicable European.

Lastly, it will be necessary to correctly communicate and disseminate the new channels in order to encourage their use and that the public can extract the maximum value from them.
MEASURE 3. GobTechLab (Laboratory citizen from innovation technology in the Administration)

This measure has the objective of setting up an innovation laboratory of the General State Administration that allows improving the experience in the use of digital public services through citizen participation, co-creation and innovation in services public.

Likewise, the development of an open space for collaboration is proposed where they can experiment with public services with citizens and companies, where they can collect their opinions, receive suggestions, etc. The main areas of application will be emerging technologies such as AI, data analytics and blockchain.

It will also pursue the creation of personalized and innovative public services that can be framed in European actions, participating with the Member States of the European Union in projects such as the European Blockchain Services Infrastructure (EBSI, a blockchain network that will provide public services to throughout the European Union safely), or proposals related to data and Artificial Intelligence.

Finally, and through a startup shuttle, this Laboratory will promote a response to the modernization challenges of the General State Administration.

MEASURE 4. New model of digital identity

It is a challenge to improve how citizens and companies identify themselves in a sensible way. cilla and effective before the Administrations.

The objective of this measure is twofold. On the one hand, systems and services will be developed that allow citizens and companies to be digitally accredited 100% electronically using technologies such as biometrics, imaging, etc., in a secure way and, on the other, the development of new identification systems and sign simple, safe and usable by citizens, in line with the applicable regulations in this matter.

Likewise, the existing mechanisms (electronic certificates and Cl @ ve ) will be evolved to adapt them to the European context and facilitate their reuse and interoperability by all Spanish Public Administrations. In this sense, the DNIe project on the mobile phone, led by the Ministry of the Interior, is very relevant, transforming the relationship of citizens with the Public Administration, allowing more accessible, agile and secure access, verification and processing of information.
This set of measures seeks to improve the quality, quantity and efficiency of the services and management and processing processes of the General State Administration, through the use of intelligent automation technologies such as robotization or Intelligence Artificial.

Complementarily, tools will be developed for the digitization of the relationship processes of citizens, citizens and companies with the Administration in the main areas of relationship.

The corresponding measure is detailed below:

**MEASURE 5. Smart automation service**

Through this service, a common intelligent automation service of the General State Administration will be promoted, which will facilitate the different ministerial departments adoption of these technologies.

For this, a corporate platform will be designed and implemented that allows the automation of administrative actions and tasks of the different ministerial departments, incorporating reusable components for data processing, documents, images, videos, audios, etc. based on robotization and Artificial Intelligence.

This platform will support the entire State General Administration, generating synergies, reducing processing times for tasks and saving development and operating costs. tion of it.

On the other hand, the creation of a platform for the processing of common administrative procedures will be promoted, which will make it possible to reduce time in the management of procedures and improve the efficiency in the provision of services.

This platform will be integrated with the catalog of digital Administration services (see Annex I) and may also have artificial intelligence capabilities to carry out highly complex actions, such as the identification of fraud patterns, the intelligent search of information from interest and regulations, etc.

In particular, it is worth highlighting two unique initiatives that will be addressed within this platform. shape:
3.3. TRANSPARENCY AND DATA-BASED POLICIES

This set of measures aims at the efficient and transparent management of data by citizens and companies, as well as the development of public services data driven.

Based on the open data work of the APORTA initiative developed by RED.ES, it is about developing a secure model of transparent information management that allows free and agile access to public and private information to facilitate the development of services high added value digital services aimed at citizens, the agile exchange of information between companies and the Administration, the development of new business models by companies or the definition and evaluation of public policies.

In this sense, this initiative will contribute substantially to developing the data economy and artificial intelligence in Spain (axis 9 of the Spain Digital 2025 agenda).

This model will be based on the guidelines defined by the Data Office belonging to the Secretary of State for Digitalization and Artificial Intelligence, without prejudice to the powers and functions that national and European legislation attribute to the National Institute of Statistics and will take into account the recommendations of the Spanish Agency for Data Protection.

Within this measure, the organizational and technological elements necessary to achieve the following objectives will be developed:

- **Have quality data**, safe, that complies with the standards of protection of data and promote transparency.

- **Encourage innovation and experimentation in the use of data in the Administration** through the development of an action framework to implement models of sharing and transfer of data.
Promote and facilitate the creation of accessible data repositories that facilitate the creation of new value-added services based on data from the public and potentially private sectors through the creation of a transversal platform of shared data between companies and the Administration, and between Administrations.

The corresponding measure is detailed below:

**MEASURE 6. Transparent data management and exchange**

This measure will promote and evolve the concept of reuse of public sector information by citizens and companies, increasing the level of transparency of the AGE to place it at the international forefront, will promote the development of high-end services added value to citizens and companies (G2B), with a special impact on SMEs, and will facilitate interoperability with them (B2G).

From the conception of the data and service models to their implementation, the information security regulations will be taken into consideration, especially those of special protection, as well as the reports and action guides established by the Spanish Agency for Data Protection.

Among other actions, a large corporate data warehouse of the General State Administration will be implemented, with administrative and potentially external information, which will make it possible to break down the information and knowledge silos between the different ministries.

In any case, the guidelines defined by the Data Office of the Secretary of State for Digitalization and Artificial Intelligence (SEDIA) will be followed.

**3.4. LIQUID DIGITAL ENVIRONMENTS**

This set of measures seeks to provide the General State Administration with flexible technological infrastructures, necessary for its modernization, adapted to the new demands for environmental sustainability that allow a reduction of the energy impact. These measures will also contribute to developing the data economy and Artificial Intelligence in Administrations (Axis 9 of the Spain 2025 Agenda).

Within this investment, the necessary organizational and technological elements will be developed to achieve the following objectives:
AXIS 1: DIGITAL TRANSFORMATION

- Improve the productivity of public employees through the implementation of a XXI century job 1 in the Administration, oriented towards mobility and the use of collaborative tools (taking into account the regulations that are approved by such an effect).

- Implementation of state-of-the-art infrastructures as a Service, through a common technology infrastructure service managed centrally for shared use.

- Implementation of digitization measures in Administration buildings to meet energy efficiency and climate targets.

The corresponding measures are detailed below:

**MEASURE 7. Cloud infrastructure service**

This measure will enable infrastructures to house the Data Processing Centers of the different ministerial departments in mutually redundant centers. In this line, it is intended to transform the Data Processing Centers of the General State Administration, promoting their consolidation on internal centers (private cloud) and, where appropriate, external providers (public cloud).

To this end, the NubeSARA hybrid cloud solution will be promoted, enabling the provision of various solutions as a service. In addition, a coherent policy for the use of the cloud (cloud policy) will be developed in order to reinforce efficiency, guaranteeing the integrity, security and control of data at all times.

Finally, and in collaboration with the Secretary of State for Telecommunications and Digital Infrastructure, various actions will be carried out leading to greater participation by Spain in cloud infrastructure initiatives at the European level.

**MEASURE 8. Smart Workstation**

The COVID-19 crisis has highlighted the need for collaborative and mobility solutions in the jobs of public employees. For this, it is essential to undertake a transformative project for the implementation of the new generation job, addressing both the technological components and those linked to the digital capabilities of public employees, or those associated with the management of the change.
The elements of said transformation that are addressed in this measure are related to the infrastructure and technological solutions necessary to make this possible. More concretely:

- **Provision of high productivity tools to public employees** that allow them to carry out their work in a collaborative way and that integrates the automation and artificial intelligence capabilities of the Administration.

- **The provision of devices** according to the needs of each profile and employee.

- **Infrastructures and connectivity solutions** new generation.

### 3.5. Cybersecurity

This initiative seeks to guarantee the security of infrastructures, communications and digital services provided by Public Administrations, in line with the National Cybersecurity Strategy and axis 4 of the Spain 2025 Agenda. Network security depends on the protection of each of its components. Therefore, it is necessary to develop a comprehensive cybersecurity strategy for all public administrations.

Within this investment, the necessary organizational and technological elements will be developed to improve the protection of the General State Administration and improve its capacities for prevention, detection and response to cybersecurity incidents through the promotion of the Cybersecurity Operations Center. This center will have a National Cybersecurity Monitoring System that allows, among other functions, to monitor the main indicators in this area through a Dashboard and will also promote synergies with other European organizations in this area.

#### MEASURE 9. Cybersecurity Operations Center

The objective of this measure is to establish the Cybersecurity Operations Center for the entire AGE and its Public Bodies, to protect against cybersecurity threats. The aim is to strengthen the capacities for prevention and reaction to security incidents and to increase the capacity for surveillance and detection of cyber threats in a more efficient centralized way that implies a significant saving of money, effort and time.

This center will help improve the security of all entities and will also facilitate compliance with the National Security Scheme (ENS) by managing the security of all entities centrally.
This measure and the investments contemplated respond to the European Union’s conception that cybersecurity is an essential issue in digital transformation; This conception is manifested in the Commission Communication (COM (2020) 605 final) on the EU Strategy for a Security Union, according to which European cybersecurity capabilities have to keep pace with reality. The initiative is therefore located in the context of both legislative measures (eg NIS Directive, Cybersecurity Regulation, etc.), as well as operational measures aimed at facilitating the availability of prevention, detection and response capacities by the Administration. In particular, it is aligned with the Digital Europe Program,
Axis 2: High Impact Projects in Digitalization of the Public Sector
**AXIS 2: HIGH IMPACT PROJECTS**

Axis 2 picks up a set of high impact projects or tractors for the digital transformation of central services of the General State Administration, in order to automate processes, use Artificial Intelligence tools for policies public houses and provide an efficient and personalized service to each group (citizens, companies, employees and public employees) and functional context, based on the common services and infrastructures of axis 1.

This axis is made up of 5 transformation lines for the sectors with the greatest impact of the Administration, such as health, justice, employment, inclusion, Social Security and migration, and a Consular Digitization Plan. In addition, it includes a line that brings together the tractor fields of agriculture, defense and other sectors.

Each of the strategic lines of this axis will be executed by the competent Ministry in each area, under the overall coordination and monitoring of the General Secretary for Digital Administration according to the government model of Digital Administration described in section 8 of this document.

Next, the lines of action and their most relevant projects are defined.

**MEASURE 10. Digital transformation of the healthcare field**

The objective is to reinforce the systems of the National Health System through interoperable systems for the management of the information of the different Autonomous Communities that make it possible to improve the service, apply artificial intelligence to data analysis and face health emergencies. To do this, work will be carried out in three fundamental areas:

- **Improved Interoperability**: The National Health System is characterized by the need for cooperation between the Autonomous Communities and INGESA, in charge of providing the services, MUFACE, ISFAS and MUGEJU, as managing entities, respectively, of the Special Security Regimes. Social (including health care) of civil servants of the State, the Armed Forces and personnel at the service of the administration of Justice, and the Ministry of Health, responsible for coordination in this area. That is why interoperability is one of the priorities to facilitate collaboration, establishing organizational, technical and semantic coordination mechanisms for this. Within the framework of this area, various initiatives will be addressed, including the implementation of collaboration tools,

- **Development of new services**: This scope of action is aimed at developing new digital services and enabling all rights in this field that the legislative reform introduced by Law 39/2015 incorporates. For this, the portfolio of services of the Ministry of Health will be evolved and new
digital channels through application development.

- **Management improvement**: It is just as important to have good digital services available to citizens and companies as it is to have management tools that favor agility and reduce deadlines. In this sense, different initiatives for the comprehensive digital management of all the services and procedures of the Ministry will be addressed.

### MEASURE 11. Digital transformation of the Administration of Justice

Digital Transformation is a fundamental lever to achieve a close, agile and effective Administration of Justice. That is why the Ministry of Justice has prepared the 2030 Justice Plan that will develop the following actions and projects:

- **Improve Digital services for citizens, companies and groups**. This project seeks to transform and improve the digital experience of citizens and legal operators in their relationship with the Administration of Justice, building inclusive, personalized, proactive and quality public services.

- **Have a Sustainable Electronic Judicial File** that allows the different Public Administrations with jurisdiction in justice to advance to a sustainable judicial management over time, adapting the forecast of resources to the pertinent needs and guaranteeing a technological, agile, interconnected and ecological digital justice, as well as if it does not represent a brake on access to justice for the achievement of Sustainable Development Goal 16 “Peace, Justice and Solid Institutions”.

- **Facilitate digital immediacy, digital public faith and telework**: Enable the provision of telematic services by the Administration of Justice, including digital mediation, the telematic public faith for registrars, notaries and notaries, and lawyers of the Administration of Justice, as well as reinforcing the telecommuting cash.

- **Artificial Intelligence and Data-oriented Administration of Justice**: through the development of different use cases (for example: documentation classification, information exploitation, translation, etc.) that make it possible to streamline and automate the management of judicial matters, without diminishing the guarantees regarding the protection of data and cybersecurity.

- **Infrastructure modernization of systems, networks and user stations and the promotion of interoperability and cybersecurity mechanisms** in them within the structure of the Ministry of Justice and the Administration of Justice.
MEASURE 12. Digital transformation in employment matters

This initiative aims to improve the public services offered to citizens and companies in all areas related to employment. through their transformation from a holistic vision. For this, the following projects:

- **Benefits and Activation for Employment**: Improvement of the information systems that support the unemployment benefits system, and of those that support the activation policies for employment, such as outlining of the employment orientation, management for the intermediation of employment, information and advice for workers and companies, the management of aid for job creation, training resources to support training and guidance for the unemployed.

- **Digital public employment services**: Digitization of all those public services that are provided to citizens and companies, seeking the efficiency of the Administration and the satisfaction of citizens.

  Within the framework of this project, mobile applications will be developed, aligned with the App Factory, to bring, simplify and personalize public services to citizens. Likewise, the intelligent automation of processes will be carried out, improving the efficiency of the procedures.

- **Studies and data management**: Development of services that allow a more efficient and adequate data management in the field of employment, and that allow a more efficient decision-making, as well as the publication of information of high added value for the society.

- **Fight against fraud**: Improvement of anti-fraud systems, taking advantage of the advantages offered by Artificial Intelligence systems and data analysis to automate the detection of irregular employment situations and fraud on the one hand and to improve the effectiveness of this detection on the other.

MEASURE 13. Digital transformation in terms of Inclusion, Security Social and Migration

This initiative seeks to modernize the public services of the Ministry of Inclusion, Social Security and Migrations with the aim of improving their usability, usefulness, quality, accessibility, etc.; also enabling new channels and services more adapted to the needs to the companies.
Among other issues, progress will be made in the development of the Ministry’s information governance model, aligned with the set of measures related to the Government of Data, which will allow the development of a national model, focused on developing new policies in the field of Inclusion, Social Security and Migrations, as well as new personalized and proactive services for citizens and companies.

Internally, it has been defined the objective of advancing in the automation and improvement of the systems that support the processes of service provision and exercise of competences of the Ministry, especially those related to affiliation, collection and contribution, maximizing the use of services and Common Administration tools.

**MEASURE 14. Consular Digitization Plan**

This initiative aims to facilitate and enhance access to digital services of the Spanish Public Administration by both Spanish residents abroad and foreign citizens and, especially for those of the rest of the Member States of the European Union.

One of the main aspects to take into consideration due to its special relevance will be the deployment and management of change, being necessary to have a support service for all Spain’s network abroad.

**MEASURE 15. Digital transformation in other areas of the Administration State General**

In addition to the five high-impact projects, work will be done on digital transformation in other relevant areas such as security, agriculture, consumption and the economy.

a) **Safety.** In the field of security, the objective of the Plan is to reinforce the capacities of public bodies in the provision of their services. To this end, various actions will be developed that allow us to have digital public services usable by citizens, interoperable and accessible information systems and solid infrastructures that allow us to face new catastrophes or pandemics with guarantees in the coming years. These actions include:

- Deployment and improvement of networks.
- Updating of communications infrastructures.
Development of digital public services.

Improvement of information systems.

Complementarily and in a transversal way to all the investments of this component, it will collaborate in the improvement of the usability of the identification systems and digital signature of the citizens, previously mentioned, through the evolution of the DNIe including, among others, the development of the APP "DNIe in the mobile".

Likewise, this investment should lead to better prevention of future emergencies, especially related to events related to safety. That is why different initiatives will be developed in the field of defense and intelligence that allow increasing the anticipation of these services, through the use of artificial intelligence technologies, cryptography and data analytics, and of the latest infrastructures. generation, as well as increase its operability.

b) Farming. On the other hand, this initiative should make it possible to increase the competitiveness of the agricultural sector through systems that allow the deployment of digital public services, fundamentally linked to the Common Agricultural Policy, as well as the automation of internal management. Among other actions, it is planned to develop a farm information system that allows the Ministry of Agriculture, Fisheries and Food to manage all its agricultural and livestock sector policies, as well as the farmers and ranchers themselves, who will see their relationship simplified with the administration and they will be able to reuse for their business management all the information that the system has on their farms.

c) Consumption. Measures aimed at improving the public services of the Ministry available in its electronic headquarters and their promotion and dissemination will be addressed to increase their use by part of consumers.

Complementarily and from an internal perspective, work will be done on the digitization and updating of information systems on consumer protection and consumer protection and gaming, as well as on the automation of complaint resolution procedures. consumption in order to streamline consumer protection processes.

Finally, this initiative will also make it possible to modernize the instruments for analyzing products that pose a risk to consumers, anticipating and speeding up their withdrawal.

From the market.

d) Care economy. Measures to facilitate interoperability in the field of care will be addressed, as well as technological components and good practices that allow harmonizing the provision of social services. These measures are mainly competences of the Autonomous Communities and Local Corporations.
AXIS 3: DIGITAL TRANSFORMATION AND MODERNIZATION OF THE MINISTRY OF TERRITORIAL POLICY AND PUBLIC FUNCTION, AUTONOMOUS COMMUNITIES AND LOCAL ENTITIES
The digital transformation must reach all public administrations. In this sense, this axis pursues the generalization of digital public services throughout the Spanish territory, under the leadership of the Ministry of Territorial Policy and Public Function by modernizing the central services of the General State Administration (registry, personnel management, other Ministry services) and supporting the transformation of territorial administrations.

Depending on their capacity and use, cross-cutting projects may also be used to serve Autonomous Communities and Local Entities. The demand management will be carried out based on parameters set by the General Secretariat for Digital Administration and based on the eligibility criteria established by the Ministry of Territorial Policy and Function.

**MEASURE 16. Digital Transformation and Modernization of the Ministry of Territorial Policy and Public Function**

The digital transformation of public administrations foreseen in the Spain 2025 Agenda requires that it reaches all levels of the Administration, including investments at the national, regional and local.

In the scope of the Ministry of Territorial Policy and Public Function, and through this measure, modernization projects are addressed that will improve both administrative processes and procedures as well as digital skills and available resources, to improve care for citizens and actively contribute to the success of public policies aimed at major transformations in Spain (digital transformation, environmental transformation, social cohesion and territorial cohesion).

**MEASURE 17. Digital Transformation of the Autonomous Communities and Local Entities**

Support to the Autonomous Communities and Local Entities will focus on financial assistance for carrying out projects related to digital transformation (automation of processes, digital public services, etc.), open government, the implementation of teleworking or innovation in services and technology.

The Ministry of Territorial Policy and the Public Function will establish the general and specific conditions for access to this financial support, including a guide with the guidelines and technical specifications so that the financed projects are carried out in a coherent and coordinated manner with the General State Administration; according to the criteria of
consistency and impact expected by the European Commission. To do this, these projects must have the following characteristics:

- **Alignment with the objectives and actions of the Spain Digital 2025 agenda**, the Resilience and Recovery Plan of the Government of Spain and the Digitalization Plan of the Public Administration. The alignment that is essential to obtain the desired result of ensuring the coherence of the actions carried out, in such a way that a multiplier effect of the effects of the investment is obtained.

- **Alignment with the framework of action included in the institutional cooperation program** and that will be defined by the Ministry of Territorial Policy and Public Function in collaboration with the rest of the Public Administrations.

- **Reuse** It is essential to ensure the reuse of services and digital solutions built with the aim of maximizing the return on investment and democratizing access to technology throughout the national territory. Depending on their capacity and use, cross-cutting projects may also be used to serve Autonomous Communities and Local Entities. Demand management will be carried out based on parameters set by the General Secretariat for Digital Administration and based on the eligibility criteria established by the Ministry of Territorial Policy and Public Function.
STARATEGIC OBJECTIVES
This section presents the main objectives that will be the object of temporary planning in each of the strategic lines, contemplated in the Spain Digital Agenda 2025 and in the Recovery, Transformation and Resilience Plan. For each indicator, the main milestones are presented. However, each project may have its own battery of indicators according to its specific characteristics.

**Axis 1. Digital transformation of the General State Administration**
Axis 2. High impact projects in the digitization of the Public Sector (*)

(*) For Axis 2, a first list of indicators is presented, which will be broken down in subsequent detailed operational documents.

Axis 3. Digital Transformation and Modernization of the Ministry of Territorial Policy and Public Function, Autonomous Communities and Entities Local (**)

(**) For Axis 3, a first list of indicators is presented, which will be broken down in the detailed operational documents.
07
BUDGET
Next, the budget structure of the Digitalization Plan of the Public administrations.

<table>
<thead>
<tr>
<th>EJES</th>
<th>INVERSIÓN TOTAL ESTIMADA (M€)</th>
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<tbody>
<tr>
<td>E1. TRANSFORMACIÓN DIGITAL DE LA ADMINISTRACIÓN GENERAL DEL ESTADO</td>
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<tr>
<td>E2. PROYECTOS DE ALTO IMPACTO EN LA DIGITALIZACIÓN DEL SECTOR PÚBLICO</td>
<td>1.040</td>
</tr>
<tr>
<td>E3. TRANSFORMACIÓN DIGITAL Y MODERNIZACIÓN DEL MINISTERIO DE POLÍTICA TERRITORIAL Y FUNCIÓN PÚBLICA, COMUNIDADES AUTÓNOMAS Y ENTIDADES LOCALES</td>
<td>600</td>
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<td></td>
<td>2.600</td>
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08
GOVERNANCE
In order to achieve the objectives of the Digitalization Plan of the Public Administration included in the National Plan for Resilience, Transformation and Recovery of the Government of Spain, it is necessary to establish a governance model that allows to join the efforts of each Administration and public administration body in a coordinated and collaborative way to maximize results for citizens, companies and public employees.

This Governance Model in itself constitutes a reform of the Public Administration, since it seeks to improve the efficiency and effectiveness of the actions in digital matters of the different Administrations, the State, Autonomous Communities and Local Corporations, speed up decision-making, favor the generation of synergies and inter-administrative collaboration, and guaranteeing the sustainability over time of the heavy investments made will perform in the coming years.

8.1. ORGANIZATIONAL MODEL

In the General State Administration, ICT management is distributed among the different agencies and ministerial departments, and more specifically in its ICT units. However, an increasing number of functions and services are provided centrally in order to reduce costs and streamline management. In this sense, the SGAD plays a key role as the body in charge of promoting the process of rationalization of information and communication technologies in the field of General Administration of the State and its Public Bodies.

The use of common tools and systems also facilitates the mobility of public employees between different destinations, reducing transition periods and change management in each position. This is especially relevant in bodies with a high mobility within the Administration.

Likewise, this distributed model makes it difficult to have a comprehensive vision of the current situation of the digitization of the Administration and, in particular, of compliance with Laws 39/2015 and 40/2015.

TRANSFORMATION OF THE SGAD

In order to adequately face the digital transformation process, the necessary regulatory and organizational reforms will be carried out in order to provide the SGAD with sufficient capacity and flexibility to comply with the strategic and operational planning of projects with agility, efficiency and legal certainty. and guarantee the direct and indirect execution of the funds received, as well as their subsequent evaluation.
RELATIONSHIP WITH ICT UNITS

In order to maximize the transversality of the initiatives of the Public Administration Digitalization Plan and the available resources, it is desired to establish a federated organizational model, where the ICT units continue to depend on the corresponding Ministry but are incorporated into the transversal digital services, a functional dependency with the SGAD that allows defining and implementing corporate ICT guidelines as well as guaranteeing the efficiency, effectiveness and reuse of digital solutions and infrastructures, while taking advantage of their potential to contribute to the objectives in terms of ecological transition and its environmental impact is minimized.

This model will allow the SGAD to be established as the body responsible for monitoring, controlling and coordinating the deployment of the Plan, thus allowing a complete vision of the modernization process of the General State Administration. This model will also make it possible to identify good practices or tools that can be disseminated or replicated for use in other ministries or public administrations. Notwithstanding this, the model will be adapted to the needs and typology of each project:

- **Cross-cutting projects**: Cross-cutting projects will be executed by SGAD with the collaboration of the Ministerial ICT units for the management of the demand, requirements and needs of the Ministerial departments.

- **Tractor Projects**: These projects will be executed by the ICT units that provide service to each tractor area, under the technological guidelines of the SGAD.

Complementarily, the projects of the Public Administrations Digitization Plan will be classified according to their strategic relevance and contribution to the fulfillment of its objectives, establishing the following matrix:
This classification of projects will make it possible to establish the level of intensity of the direction, follow-up and control of the projects of the Digitalization Plan of Public Administrations. Finally, and as a summary of the above, the main responsibilities of the SGADs and the ICT units of the Ministerial departments are listed.

8.2. GOVERNING BODIES

The deployment of the Plan requires a governance model that guarantees efficiency in control, direction, adjustment and decision-making so that it advances in line with the defined objectives and with the strategic model of the Administration, raised digital traction.

Governance will take place at two levels.

**Plan:** This first level aims to monitor, control and direct the strategic lines of the General State Administration of the Digitalization Plan for Public Administrations (axes 1 and 2).
Projects: Each project will have a specific governance model based on its characteristics. This model will be defined during the selection process of projects.

This governance model will be regulated in a Royal Decree that will replace Royal Decree 806/2014 on Organization and Operational Instruments of Information Technologies and Communications in the General Administration of the State and its Public Bodies.

Next, the governance model is described at the level of the Digitalization Plan of the Public administrations:

**COMITÉ DE DIRECCIÓN PARA LA DIGITALIZACIÓN DE LA ADMINISTRACIÓN**

**ORGANISMOS PARTICIPANTES**
- Ministerio de Asuntos Económicos y Transformación Digital
  - SEDIA (Presidencial)
  - SGAD (Secretaría)
- Resto de Ministerios
  - La persona titular de la Subsecretaría de cada ministerio como órgano directivo ministerial competente sobre Tecnologías de la Información y Comunicaciones o, en su caso, la persona titular del órgano superior ministerial que tenga atribuidas las competencias ministeriales sobre Tecnologías de la Información y Comunicaciones.
  - El Presidente podrá invitar a incorporarse a las sesiones, con voz pero sin voto, a representantes de otros centros directivos e instituciones públicas.

**HERRAMIENTAS**
- Cuadro de Mando del Plan de Digitalización de las Administraciones Públicas
- Informe ejecutivo de seguimiento

**PERIODICIDAD**
- Anual (periodicidad mínima necesaria)

**FUNCIONES**
- Impulsar y coordinar la ejecución de la transformación digital de la Administración en el marco de los planes e iniciativas desarrollados.
- Asesorar a la persona titular del Ministerio de Asuntos Económicos y Transformación Digital en relación con los procesos de transformación digital de la Administración.
- Efectuar el seguimiento de la evolución de la transformación digital de la Administración, para lo que podrá recabar la información que resulte precisa.
- Elevar un informe anual a la persona titular del Ministerio de Asuntos Económicos y Transformación Digital, a través de la persona que ostente la Presidencia del Comité, sobre la ejecución de la transformación digital de la Administración.
Therefore, the Steering Committee for the Digitalization of the Administration will be the body in charge of the strategic monitoring of the Digitalization Plan of the Public Administrations and its main projects, complementing the coordination with the ICT units of the ministerial departments and Autonomous Communities. And for its part, at the operational level, the Executive Committee for the Digitalization of the Administration, is structured as a key actor in the interrelation with all the ICT units of the competent ministerial departments in the matter.
09
REFORM
REGULATIONS
The deployment of the Public Administration Digitization Plan requires a series of normative developments:

### 9.1. REFORM OF THE GOVERNANCE MODEL

This reform aims to transfer the governance model for the supervision, management and coordination of the Digitalization Plan of the Public Administrations through the Steering Committee for the Digitalization of the Administration, the Executive Committee for Digital Administration, the Ministerial Commissions of Digital Administration and the General Secretariat for Digital Administration, which are the bodies with powers in matters of digital Administration and, therefore, are responsible for the digitization and digital transformation of the Administration Public within the scope of the AGE.

### 9.2. REFORM OF INTERADMINISTRATIVE COOPERATION

This reform aims to evolve the organizational, semantic and technical framework of interoperability between Public Administrations and with and with the citizen, following the legislative reform initiated by Law 40/2015, of October 1, of Regime Public Sector Legal.

- Promotion of organizational interoperability, including all elements of cooperation, maintenance of national administrative information inventories and promotion of common services and the reuse of infrastructures and products technological.

- Evolution of semantic interoperability, through the publication and application of new horizontal and sectoral information exchange data models, as well as those related to common infrastructures, services and tools.

- Development of technical interoperability, evolving technological standards to the use of new technologies and digital services.

The implementation of this legislative reform will allow updating, almost 10 years after its launch, the National Interoperability Scheme approved by Royal Decree 4/2010, and a large part of the Technical Standards that develop it.

This regulatory reform will make it possible to provide the necessary legal support for the deployment of the different investments in this Plan, as well as other technological initiatives financed through the current expenditure of each Administration.

The preparation of the reform will be carried out in collaboration with the Sectorial Admi-Electronic Administration (CSAE).
Likewise, it will work jointly through the working groups established with the Spanish Confederation of Business Organizations (CEOE) and CEPYME for issues related to interoperability with the business environment.

9.3. REFORM FOR A CYBERSECURITY ADMINISTRATION

As in the previous case, the National Security Scheme, approved through Royal Decree 3/2010, of January 8, which regulates the National Security Scheme in the field of Electronic Administration, has almost 10 years of life being necessary adapt it to the new context.

Through this regulatory reform, the aim is to support the deployment of the cybersecurity strategic line foreseen in the Digitization Plan, evolving the security policy of the Spanish public Administrations (which reaches all entities of the Public Sector), establishing the principles and minimum requirements that adequately guarantee the security of the information processed, and updating the technical security instructions to achieve an adequate, homogeneous and coherent implementation of the security requirements and measures.

The updating of the National Security Scheme must take into account the European Union regulations aimed at increasing the level of cybersecurity of information systems, such as Directive (EU) 2016/1148 of the European Parliament and of the Council, of July 6, 2016, relating to the measures aimed at guaranteeing a high common level of security for networks and information systems in the Union, transposed by means of Royal Decree-Law 12/2018, of September 7, which states the need to take into account the National Security Scheme; Regulation (EU) 2019/881 of the European Parliament and of the Council, of April 17, 2019, regarding ENISA and the certification of cybersecurity of information and communication technologies and repealing Regulation (EU) No. 526/2013 (“Regulation on Cybersecurity”). And also at the national level, such as Royal Decree-Law Royal Decree-Law 14/2019, of October 31, which adopts urgent measures for reasons of public security in matters of digital administration, contracting of the public sector and telecommunications.

The preparation of the reform will be carried out in collaboration with the Sectorial Admi-
Electronic Administration (CSAE).
As indicated above, in order to deal with the execution of the measures with guarantees and to adequately face the digital transformation process that is to be faced with the implementation of this plan, the necessary regulatory and organizational reforms will be developed with the The objective is to provide the SGAD with sufficient capacity and flexibility to guarantee the execution of the funds received.
The Digital Administration Catalog aims to facilitate the implementation of Laws 39/2015 and 40/2015 that configure a scenario in which, on the one hand, electronic processing must constitute the usual action of Public Administrations in their internal management, both in their relationship with citizens and in their relationship with each other; and, on the other hand, common services, infrastructures and other technological solutions are necessary that respond to the multiple forecasts made in them about the use of electronic media.

These services should be used by public employees and ICT units of ministerial departments to address the digitization of public services and administrative procedures. Throughout the execution of the Plan, the SGAD will evolve these services, providing them with new functionalities and capabilities using the advanced digitization services described in the document (virtual assistants platform for point general access and 060, etc.).

These services are listed below:

<table>
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<th>TIPO</th>
<th>NOMBRE</th>
<th>DESTINATARIO</th>
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<td>IDENTIDAD DIGITAL Y FIRMA ELECTRÓNICA</td>
<td>Clave Identidad electrónica para las Administraciones.</td>
<td>Administraciones Públicas (AAPP)</td>
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<td>Clave Firma. Firma electrónica basada en servicios centralizados.</td>
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<td>QFirma. Plataforma de validación de certificados y firmas.</td>
<td>AAPP</td>
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<tr>
<td></td>
<td>TS@. Plataforma de sellado de tiempo.</td>
<td>AAPP</td>
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<tr>
<td></td>
<td>Valide. Validación de firmas y certificados electrónicos.</td>
<td>Ciudadanos, empresas y empleados de AAPP</td>
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<td>Cliente. Cliente de firma electrónica</td>
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<td>Portafirma. Firma electrónica de empleado público.</td>
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<td>AutenticA. Autenticación de empleado público.</td>
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<td>eIDAS. Sistema europeo de reconocimiento de identidades electrónicas.</td>
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<td>SIR. Sistema de Interconexión de Registros</td>
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<td>Registro electrónico común.</td>
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<td>Geiser. Gestión Integral de Servicios de Registro.</td>
<td>AGE, Administración Autonómica, Diputaciones y ayuntamientos</td>
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<td>ORVE. Oficina de Registro Virtual</td>
<td>Administración Autonómica y Local</td>
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<td>AGE</td>
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<td>Habilit@. Registro de funcionarios habilitados.</td>
<td>AGE y sus OOPP</td>
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<td>Representa. Punto común para la validación de la habilitación y representación de personas físicas o jurídicas.</td>
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<td>Notaría. Consulta de poderes notariales.</td>
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<td>PAG. Punto de Acceso General.</td>
<td>Ciudadanos y ciudadanas, empresas y AAPP</td>
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<td>Teléfono 060. Punto de acceso telefónico de las AAPP.</td>
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<td>FAC-e. Punto general de entrada de facturas electrónicas.</td>
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<tr>
<td>INTERCAMBIO DE INFORMACIÓN ENTRE AAPP</td>
<td>SIA. Sistema de Información Administrativa.</td>
<td>AAPP</td>
</tr>
<tr>
<td></td>
<td>DIR3. Directorio Común de Unidades que contiene un inventario de los organismos administrativos de las AAPP y de sus organismos dependientes.</td>
<td>AAPP</td>
</tr>
<tr>
<td>SISTEMAS DE INFORMACIÓN TRANSVERSALES</td>
<td>DEHÚ. Dirección Electrónica Habilitada Única o Punto Único de Notificaciones para todas las AAPP.</td>
<td>Ciudadanos y ciudadanas</td>
</tr>
<tr>
<td></td>
<td>Notific@. Gestión de notificaciones.</td>
<td>AAPP</td>
</tr>
<tr>
<td></td>
<td>SNE. Servicio de Notificaciones electrónicas.</td>
<td>Ciudadanos, ciudadanas y AAPP</td>
</tr>
<tr>
<td></td>
<td>SIM. Plataforma de Mensajería por diferentes canales.</td>
<td>AAPP</td>
</tr>
<tr>
<td>COMUNICACIONES Y NOTIFICACIONES A LA CIUDADANIA</td>
<td>InSIDe. Infraestructuras y Sistemas de Documentación Electrónica.</td>
<td>AAPP</td>
</tr>
<tr>
<td></td>
<td>Archive. Archivo definitivo de expedientes y documentos.</td>
<td>AAPP</td>
</tr>
<tr>
<td>EXPEDIENTE, DOCUMENTO Y ARCHIVO ELECTRÓNICO</td>
<td>Acceda. Sede y gestión electrónica de procedimientos.</td>
<td>AAPP</td>
</tr>
<tr>
<td>APOYO A LA TRAMITACIÓN ADMINISTRATIVA</td>
<td>PAGOS. Pasarela de pagos.</td>
<td>AGE</td>
</tr>
<tr>
<td></td>
<td>PAe. Portal de administración electrónica.</td>
<td>Empleados públicos, empresas, ciudadanía</td>
</tr>
<tr>
<td></td>
<td>OBSAE. Observatorio de Administración Electrónica.</td>
<td>Empleados públicos, empresas, ciudadanía</td>
</tr>
</tbody>
</table>
## ADMIN SERVICES CATALOG. DIGITAL ANNEX 01

<table>
<thead>
<tr>
<th>TIPO</th>
<th>NOMBRE</th>
<th>DESTINATARIO</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REUTILIZACIÓN</strong></td>
<td>CTT: Centro de Transferencia Tecnológica.</td>
<td>Empleados públicos, empresas, ciudadanos y ciudadanas.</td>
</tr>
<tr>
<td></td>
<td>CISE. Centro de Interoperabilidad Semántica.</td>
<td>AAPP</td>
</tr>
<tr>
<td></td>
<td>Portal datos.gob.es. Contiene el catálogo nacional de datos abiertos.</td>
<td>Empresas, ciudadanos, ciudadanas y AAPP.</td>
</tr>
<tr>
<td><strong>UTILIDADES PARA PORTALES Y SERVICIOS PÚBLICOS</strong></td>
<td>Plata. Plataforma de Traducción Automática.</td>
<td>AAPP</td>
</tr>
<tr>
<td></td>
<td>EGEO. España en Georreferenciación.</td>
<td>AAPP</td>
</tr>
<tr>
<td></td>
<td>OAW. Observatorio de accesibilidad, servicio de diagnóstico en línea.</td>
<td>AAPP</td>
</tr>
<tr>
<td><strong>COMUNICACIÓN Y MENSAJERÍA</strong></td>
<td>FORMA: Formularios para Publicación Web.</td>
<td>AAPP</td>
</tr>
<tr>
<td></td>
<td>Correo multidominio correo.gob.es.</td>
<td>AAPP</td>
</tr>
<tr>
<td></td>
<td>Reúnete. Servicio Común de reuniones virtuales.</td>
<td>AAPP</td>
</tr>
<tr>
<td></td>
<td>Almacén. Envío y recepción de ficheros de gran tamaño.</td>
<td>Empleados de las AAPP</td>
</tr>
<tr>
<td><strong>RECURSOS HUMANOS</strong></td>
<td>NEDAES – Nómina Estándar de la Administración del Estado.</td>
<td>AGE</td>
</tr>
<tr>
<td></td>
<td>SIGP. Sistema Integrado de Gestión de Personal.</td>
<td>AGE</td>
</tr>
<tr>
<td></td>
<td>FUNCIONA. Portal del Empleado Público.</td>
<td>AGE</td>
</tr>
<tr>
<td></td>
<td>Registro Central de Personal (RCP) y Portal CECIR.</td>
<td>AGE y Universidades</td>
</tr>
<tr>
<td><strong>COLABORACIÓN</strong></td>
<td>TRAMA. Tramitación de permisos e incidencias de empleados públicos.</td>
<td>AAPP</td>
</tr>
<tr>
<td></td>
<td>CIRCABC. Intercambio de información y trabajo colaborativo entre equipos</td>
<td>AAPP</td>
</tr>
</tbody>
</table>
Throughout the execution of the Plan, the SGAD will approve the necessary resolutions to declare these services as digital transversal.

These services will be added to those currently included in the catalog, which have a different level of implementation:

<table>
<thead>
<tr>
<th>SERVICIO</th>
<th>ESTADO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Servicio Unificado de Telecomunicaciones</td>
<td>Implantado</td>
</tr>
<tr>
<td>Servicio de nube híbrida (Nube SARA)</td>
<td>Implantación en curso</td>
</tr>
<tr>
<td>Servicio de correo electrónico unificado</td>
<td>Implantación en curso</td>
</tr>
<tr>
<td>Servicio multicanal de atención a la ciudadanía</td>
<td>Evolución</td>
</tr>
<tr>
<td>Servicio de gestión del registro</td>
<td>Implantado</td>
</tr>
<tr>
<td>Servicio de gestión de notificaciones</td>
<td>Implantado</td>
</tr>
<tr>
<td>Servicio de gestión de nómina</td>
<td>Implantado</td>
</tr>
<tr>
<td>Servicio integrado de gestión de personal</td>
<td>Implantación en curso</td>
</tr>
<tr>
<td>Servicio común de gestión económico-presupuestaria</td>
<td>Implantado</td>
</tr>
<tr>
<td>Servicio común de generación y validación de firmas electrónicas</td>
<td>Implantación en curso</td>
</tr>
<tr>
<td>Servicio de gestión de expediente y documento electrónico</td>
<td>Implantación en curso</td>
</tr>
<tr>
<td>Servicio de gestión de archivo electrónico</td>
<td>Implantación en curso</td>
</tr>
</tbody>
</table>

The ministerial ICT units should use all these services and infrastructures for the development of the projects of the Digitalization Plan of the Public Administration and progressively for the already existing services and applications.
Over the last few years, plans and strategies have been launched with the aim of advancing in the digitization of the Administration, establishing its guiding principles, objectives and actions to achieve them, as well as milestones for development. The gradual process of Digital Administration with a time horizon until 2020. In this framework, laws 39/2015, of October 1, and 40/2015, of October 1, have been applied.

**SWOT diagnosis**

The diagnosis of this context makes it possible to highlight certain characteristics that have been taken into account for the development of this Digitalization Plan for Public Administrations. On concrete:

- **D1**: Función TIC distribuida entre los diferentes departamentos ministeriales que podría dificultar una visión de la transformación y la aplicación de synergies.
- **D2**: Elevado número de centros de procesamiento de datos en la Administración General del Estado.
- **D3**: Necesidad de revisión de los modelos de gobernanza TIC actuales para mejorar su efectividad.
- **D4**: Procesos de gestión y servicios con alta carga y complejidad.
- **A1**: Posible reticencia de algunos centros a adoptar determinados servicios transversales digitales.
- **A2**: Impacto de la situación sanitaria y económica en los recursos destinados a la transformación digital.
- **A3**: Incremento de las amenazas de la ciberseguridad y ataques informáticos a las Administraciones Públicas.
- **A4**: Procesos de tramitación y de contratación lentos que puedan retrasar la ejecución, a la cesión de ayudas y subvenciones en un contexto de urgencia.
- **F1**: Impulso estratégico y político de la transformación digital y el desarrollo de la Administración Digital.
- **F2**: Ahorro de costes y mejora de la eficiencia derivado de la mejora tecnológica de determinados servicios públicos transversales digitales.
- **F3**: Infraestructura tecnológica con capacidad suficiente para soportar la demanda de la AGE y ofrecer servicios públicos transversales digitales.
- **F4**: Tecnologías adecuadas que garantizan el correcto funcionamiento de redes y servicios.
- **O1**: Una administración integrada y sólida con capacidad de llevar a cabo la transformación digital.
- **O2**: Fondos europeos para la mejora de la prestación de servicios públicos.
- **O3**: Potenciación de nueva infraestructura y tecnologías emergentes.
- **O4**: Una administración digital avanzada que ofrece soluciones demandadas por la ciudadanía y las empresas.
CAME diagnosis

For each of the elements analyzed in the SWOT diagnosis, a series of measures are defined to correct, confront, maintain and exploit, with the aim of addressing an executive and effective Public Administration DIGITALization Plan, with clear results for the citizenship and companies.

<table>
<thead>
<tr>
<th>ID</th>
<th>DAFO</th>
<th>ID</th>
<th>ACTUACIÓN CAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>D1</td>
<td>Debilidad - Función TIC de la AGE distribuida entre los diferentes departamentos ministeriales que podría dificultar una visión global de la transformación y la aplicación de sinergias</td>
<td>C1</td>
<td>Corregir - Liderazgo y coordinación por la Secretaría General de Administración Digital</td>
</tr>
<tr>
<td>D2</td>
<td>Debilidad - Elevado número de centros de procesamiento de datos en la AGE</td>
<td>C2</td>
<td>Corregir - Aumento significativo de las capacidades de los Centros de Procesamiento de Datos de referencia y mejora de su huella ambiental</td>
</tr>
<tr>
<td>D3</td>
<td>Debilidad - Necesidad de revisión de los modelos de gobernanza TIC actuales para mejorar su efectividad</td>
<td>C3</td>
<td>Corregir - Definición de un Modelo de Gobernanza del Plan con la interrelación de todos los actores clave para el buen funcionamiento y éxito del Plan de Digitalización de las Administraciones Públicas</td>
</tr>
<tr>
<td>D4</td>
<td>Debilidad - Procesos de gestión y servicios con alta carga y complejidad</td>
<td>C4</td>
<td>Corregir - Impulso de sistemas de operaciones inteligentes que automacicen procesos</td>
</tr>
<tr>
<td>A1</td>
<td>Amenaza - Posible reticencia de algunos centros a adoptar determinados servicios transversales digitales</td>
<td>A1</td>
<td>Afrontar - Impulso de la Transformación Digital y Modernización homogénea en la AGE</td>
</tr>
<tr>
<td>A2</td>
<td>Amenaza - Impacto de la situación sanitaria y económica en los recursos destinados a la transformación digital</td>
<td>A2</td>
<td>Afrontar - Establecimiento de unos sectores tractores clave (empleo, justicia y sanidad)</td>
</tr>
<tr>
<td>A3</td>
<td>Amenaza - Incremento de las amenazas de ciberseguridad y ataques informáticos a las Administraciones Públicas</td>
<td>A3</td>
<td>Afrontar - Desarrollo del Centro de Operaciones de Ciberseguridad de la AGE y sus Organismos Públicos</td>
</tr>
<tr>
<td>A4</td>
<td>Amenaza - Procesos de tramitación y de contratación tentos que puedan retrasar la ejecución, o la concesión de ayudas y subvenciones en un contexto de urgencia</td>
<td>A4</td>
<td>Afrontar - Impulso de procesos ágiles de contratación y desarrollo de iniciativas singulares como la mejora de herramientas para la tramitación de expedientes (eProcurement)</td>
</tr>
<tr>
<td>ID</td>
<td>DAFO</td>
<td>ID</td>
<td>ACTUACIÓN CAME</td>
</tr>
<tr>
<td>----</td>
<td>------</td>
<td>----</td>
<td>----------------</td>
</tr>
<tr>
<td>F1</td>
<td>Fortaleza - Impulso estratégico y político de la transformación digital y del desarrollo de la Administración Digital</td>
<td>M1</td>
<td>Mantener - Desarrollo de un Plan de Digitalización de las Administraciones Públicas con una visión transversal</td>
</tr>
<tr>
<td>F2</td>
<td>Fortaleza - Ahorro de costes y mejora de la eficiencia y de la huella ambiental derivado de la mejora tecnológica de determinados servicios públicos transversales digitales en la AGE</td>
<td>M2</td>
<td>Mantener - Impulso de los servicios públicos transversales digitales y ecológicos y desarrollo de una Plataforma tecnológica de automatización inteligente</td>
</tr>
<tr>
<td>F3</td>
<td>Fortaleza - Infraestructuras tecnológicas con capacidad suficiente para soportar la demanda de la AGE y ofrecer servicios públicos transversales digitales</td>
<td>M3</td>
<td>Mantener - Desarrollo de un modelo de Infraestructura como Servicio (IaaS) cuyos recursos puedan ser usados de forma transversal.</td>
</tr>
<tr>
<td>F4</td>
<td>Fortaleza - Tecnologías adecuadas que garantizan el correcto funcionamiento de redes y servicios</td>
<td>M4</td>
<td>Mantener - Desarrollo y seguimiento de nuevos sistemas e infraestructuras para adecuarlos al nuevo contexto en materia de ciberseguridad y tecnologías emergentes</td>
</tr>
<tr>
<td>01</td>
<td>Oportunidad - Una Administración integrada y sólida con capacidad de llevar a cabo la Transformación Digital</td>
<td>E1</td>
<td>Expotar - Mejora de la interoperabilidad de información entre los distintos niveles (G2G) e impulso de la Comisión Sectorial de Administración Electrónica (CSAFE)</td>
</tr>
<tr>
<td>02</td>
<td>Oportunidad - Fondos europeos para la mejora de la prestación de servicios públicos</td>
<td>E2</td>
<td>Expotar - Incorporación de este Plan como uno de los componentes del Plan Nacional de Recuperación, Transformación y Resiliencia</td>
</tr>
<tr>
<td>03</td>
<td>Oportunidad - Potenciación de nueva infraestructura y tecnologías emergentes</td>
<td>E3</td>
<td>Expotar – Impulso de infraestructura de nueva generación que permita abordar soluciones basadas en tecnologías emergentes. Transformación del puesto de trabajo del empleado público</td>
</tr>
<tr>
<td>04</td>
<td>Oportunidad - Una Administración digital avanzada que ofrece soluciones demandadas por la ciudadanía y las empresas</td>
<td>E4</td>
<td>Expotar - Desarrollo y puesta en marcha del Laboratorio de la AGE para la ciudadanía y la empresa</td>
</tr>
</tbody>
</table>
Risk or opportunity is understood as any uncertain event or condition that, if it occurs, has a negative or positive effect on one or more objectives of the Digitalization Plan of the Public Administrations and their projects, such as the scope, schedule, cost and quality.

In this sense, it is essential to carry out risk and opportunity management of the Plan that allows establishing a standardized process to increase the probability and impact of opportunities and reduce the probability and impact of negative risks in a draft.

The SGAD as the competent body for the direction, monitoring and control of the execution will have an updated inventory of risks of the Plan and its projects, which will be available in the Control Panel. The initial risk inventory of the Plan is presented below:

<table>
<thead>
<tr>
<th>CATEGORÍA: GESTIÓN DEL PLAN</th>
<th>Riesgo: Inexistencia de Modelo de Gobernanza</th>
</tr>
</thead>
<tbody>
<tr>
<td>PREVENCIÓN</td>
<td>1. Desarrollo de un modelo de gobernanza global del Plan</td>
</tr>
<tr>
<td></td>
<td>2. Definición de roles y responsabilidades de cada uno de los órganos que participan en la ejecución del Plan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Riesgo: Resistencia al nuevo Modelo de Gobernanza</th>
</tr>
</thead>
<tbody>
<tr>
<td>PREVENCIÓN</td>
</tr>
<tr>
<td>1. Aprobación del modelo de gobernanza por el Consejo de Ministros</td>
</tr>
<tr>
<td>2. Sustitución del Real Decreto 806/2014</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Riesgo: Incumplimiento de los plazos de ejecución de Proyectos</th>
</tr>
</thead>
<tbody>
<tr>
<td>PREVENCIÓN</td>
</tr>
<tr>
<td>1. Establecimiento de órganos de gobierno a nivel AGE y nacional para el seguimiento y control de los proyectos</td>
</tr>
<tr>
<td>2. Asegurar la participación activa de unidades TIC, poniendo a disposición del Plan recursos humanos especializados en cada ámbito tractor</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Riesgo: Recursos humanos reducidos de la SGAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>PREVENCIÓN</td>
</tr>
<tr>
<td>1. Dotación de nuevas plazas de empleados públicos. Atraer talento de otras Administraciones públicas a la SGAD.</td>
</tr>
<tr>
<td>2. Licitación de asistencias técnicas a la SGAD para la dirección, seguimiento y control del Plan y sus proyectos</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Riesgo: Sostenibilidad Técnico-Financiera y ambiental del Programa</th>
</tr>
</thead>
<tbody>
<tr>
<td>PREVENCIÓN</td>
</tr>
<tr>
<td>1. Establecimiento de un conjunto de servicios comunes que permitan aunar esfuerzos y obtener economías de escala</td>
</tr>
</tbody>
</table>
## CATEGORÍA: GESTIÓN DE PROYECTOS

### Riesgo: Reducida implicación de los departamentos ministeriales

**PREVENCIÓN**

1. Involucrar a los órganos superiores y directivos de los departamentos ministeriales.
2. Desarrollar un Plan de Gestión del Cambio y capacitación por parte del Ministerio de Política Territorial y Función Pública.
3. Habilitar canal de escucha activa, para la recepción de comentarios y sugerencias.

### Riesgo: Amplitud de agentes involucrados. Errores de coordinación e interlocución

**PREVENCIÓN**

1. Establecer un modelo de seguimiento y control, que faciliten la coordinación y comunicación entre todos los agentes.
2. Definir la matriz de roles y responsabilidades del proyecto (Matriz RACI).

## CATEGORÍA: NORMATIVA

### Riesgo: No incorporar la vertiente jurídica de la transformación

**PREVENCIÓN**

1. Identificación de las reformas normativas necesarias para el despliegue del Plan.
2. Aprobar las reformas normativas necesarias.