

# 2.4

## Public Administrations Sector

**Isdefe** provides technical support and specialised consultancy services to the agencies of the General State Administration aimed at improving their capacity, efficiency and sustainability, and supports their digital transformation and technological modernisation processes in order to respond to society's demands.

In the field of economic management of the public service, Isdefe provides support in the management of public funds, technical support for the definition and implementation of contracting strategies, price estimation and analysis, and the development of analytical cost accounting models.





## ■ Consultancy for Improvement of the Administration

Isdefe provides engineering and consulting services to improve and modernise public administrations in areas such as strategic consulting, process reengineering and change management. This section presents the activities carried out in this area, both for the Ministry of the Interior and for all other ministries.

### Ministry of the Interior / Directorate General of Traffic (DGT)

Isdefe provides support in various strategic areas of the DGT, including the development of regulatory projects, the preparation of the new national road safety strategy, a study of the transformation of mobility, and the improvement of the management of the Body itself (budgets, analytical accounting, contracting).

Performance of technical support and advice activities to analyse and conform to the regulations on data protection.

### Ministry of Finance / DG to Streamline and Centralise Contracting (DGRCC)

In 2021, Isdefe resumed providing services to the DGRCC, offering technical support in the contracting activities related to the following Framework Agreements (AM) related to Information and Communications Technologies: AM10 (Communications Systems, Equipment and Software), AM13 (Supply of servers, storage systems and infrastructure software), and AM08 (Security elements and system).

### Ministry of Finance / DG of Public Governance (DGGP)

Isdefe participates in the design and implementation of a public innovation laboratory to design public plans and policies in which Public Administrations can collaborate with the most relevant social actors.

### Ministry of Labour and Social Economy / State Public Employment Service (SEPE)

As part of the technological projects and services, within the 2030 Agenda, the implementation of the Portfolio of Services of Public Employment Services and the Recovery, Transformation and Resilience Plan (Strategic Plans 2019-2020 and 2021-2022), aimed at the technological modernisation of information systems to improve the electronic services provided by SEPE to citizens and other public bodies, Isdefe provides Engineering and Consulting services:

- » **Office of Programmes and Services**, support in the planning, management, control and monitoring of all of SEPE's ICT programmes, services and projects.
- » **Office of Safety and Quality**, which provides consultancy support in the field of Safety and Process Engineering, as well as quality assurance of information systems that serve citizens and management units (planning, design, execution of information systems tests, etc.) of the SEPE that are gradually being incorporated.

Through the collaboration of both offices, support is provided to ensure compliance with the interoperability and information exchange needs between the SEPE systems and those of other public administrations and external bodies, by coordinating actions in the field of the Public Employment Services Information System (SISPE).



**Ministry of Transport, Mobility and the Urban Agenda /  
Railway Infrastructure Administrator (ADIF)**

Technical assistance, support and guidance on regulatory compliance with the National Security Scheme and operation of a security office.

Support and consultancy to the Security Operations Department of the Information Security Branch of ADIF, for the direction, control and supervision of the quality and performance of the service provided by the Security Operations and Incident Response Centre (SOC/CERT) of ADIF, and technical assistance in the deployment of new capacities.

**Ministry of the Ecological Transition and Demographic Challenge / Undersecretariat for the  
Ecological Transition and Demographic Challenge / DG of Services**

Technical assistance, support and guidance on the adaptation of regulations to the National Security Scheme and the operation of a security office.

Isdefe aided with the general technological improvement of its ICT infrastructures and services through strategic consultancy and the preparation of records, as well as by monitoring the implementation of IT and communications projects.

Technical assistance in monitoring the implementation of the National Recovery, Transformation and Resilience Plan.



### Ministry of Inclusion, Social Security and Migration / Secretariat of State for Social Security and Pensions / Social Security Computing Office (GISS)

Isdefe provides consultancy services and technical support to the GISS in the preparation of the specifications for its computer equipment and systems, as well as in the contracting process, for all those ICT projects associated with European recovery funds. Additionally, Isdefe provides support in the management of its own ICT Strategic Plan for Social Security.



### State Agencies / National Aviation Safety Agency (AESA) / Spanish Agency for Medicines and Medical Devices (AEMPS)

Consultancy and technical assistance services, for more than 10 years, aimed at defining and establishing the requirements of the goals-based management model, the implementation of the complete planning cycle, and the optimisation of management through the reengineering and automation of processes and procedures, for different public agencies of the Spanish Administration.

Isdefe helped AESA to:

- » Preparation and implementation of the 2021-2023 Multiannual Strategic Plan.
- » Design and implementation of monitoring indicators.
- » Review and update of its processes and procedures.

Isdefe has provided technical support to the AEMPS by:

- » Preparing the Agency's strategic plan and its deployment through annual plans.
- » Preparing specific Transformation Plans and reengineering its most critical processes, by tracking and monitoring all the plans and programmes through a Comprehensive Scorecard.
- » Designing and adapting the AEMPS to the Common Assessment Framework as a total quality management tool, developed by and for the public sector and inspired by the European Foundation for Quality Management (EFQM) Model of Excellence.
- » Improving the life cycle of information systems and technologies as part of the Agency's digital transformation.



## ■ Technological Modernisation and Digital Transformation

Isdefe provides support to public administrations with their digital transformation, offering solutions that help to improve and enhance their services and their technological modernisation.

This area of activity includes the activities provided in this field to both the Ministry of Defence and all other Ministries.

**Ministry of Defence / Secretariat of State for Defence (SEDEF) / Directorate General of Armament and Matériel (DGAM) / Governing Body (ODIR)**

Assistance with the definition and optimisation of management processes of the Directorate General of Armament and Matériel (DGAM), with a view to digitising them.

**Ministry of Defence / Undersecretariat of Defence / General Technical Secretariat**

Assistance with the definition and optimisation of management processes of the Undersecretariat of Defence (DGAM), with a view to digitising them.

**Ministry of Defence / Air Force (AF) / Headquarters / General Staff of the AF (EMA)**

Assistance with the definition and optimisation of AF management processes with a view to digitising them.

**Ministry of Defence / Army (ET) / Headquarters / General Staff of the Army (EME)**

Collaboration in the project to leads the digital transformation of the Army:

- » Assistance with organising the 1st Digital Transformation Workshop of the Army, which took place in the War College.
- » Development of the Army's high-level process map. Including the first catalogue of processes, which had more than 300.
- » Support with modelling the processes and sub-processes of different Divisions of the EME, 1st Level Controls and units: DIVPLA, CGTAD, MAPER, JCISAT, MALE.
- » Modelling of processes to be implemented in the ARGO platform, defining criteria to be used in CESTIC and proposing a total of 16.

Isdefe also provided support to define the governance processes for Army data, with products such as the Army Data Roadmap and the Army Data Maturity Test.

**Ministry of the Interior / Directorate General of the Police (DGP)**

In 2021, Isdefe's began to provide support to the IT department of the Directorate General of the Police (DGP) in the field of projects related to Digital Identity and the evolution of DNI 4.0.

These tasks included the specification of a new system for issuing electronic documentation, as well as support to define the Public Key Infrastructure (PKI) of the DGP.

**Ministry of Transport, Mobility and the Urban Agenda / National Aviation Safety Agency (AESA)**

Technical support services in the planning and supervision cycle of the Information Systems and Technologies function, through the design, execution and monitoring of the Agency's **Multi-Year ICT Action Plan** for Digital Transformation 2021-2023.

The plan focuses on strategic areas related to improving the digital relationship with citizens, strengthening the digital skills of EASA's public employees to increase productivity, boosting the digitisation and provision of ICT services to increase the effectiveness and efficiency of administrative action, the smart management of knowledge, information and data, and the strengthening and consolidation of EASA's technological infrastructures in a secure manner.

In 2021, Isdefe supported the Agency in the implementation of its new e-Office, the new corporate website and the citizen folder, as well as in the consolidation of the online filing of unregulated procedures, keys to the effective implementation of a paperless digital administration.

Participation in the implementation of European Regulation 2019/947 on the use of drones (UAS), through electronic means.

Support in the operation of the Data Processing Centre of the new headquarters at Castellana 112, as well as the deployment of the technical and security conditions necessary for teleworking and the 365 governance model. Finally, Isdefe contributed with its support to the implementation of business intelligence throughout the organisation through the creation of scorecards for strategic monitoring by management.



**Ministry of Foreign Affairs, European Union and Cooperation / Sub-Directorate General of IT, Communications and Networks (SUGICYR)**

Provision of consultancy services to the Sub-Directorate General of IT, Communications and Networks (SUGICYR) in the digital transformation of the Ministry of Foreign Affairs, European Union and Cooperation, in particular in the activities to define, execute, manage and control the Consular Digitisation Plan (PDC). Isdefe also provided assistance in carrying out activities in support of engineering in the specification, management and monitoring of ICT projects.



### Ministry of Foreign Affairs, European Union and Cooperation / Sub-Directorate General for Immigration Affairs (SUGAE)

Isdefe provides a specialised technical consultancy service to the Sub-Directorate General for Immigration Affairs (SUGAE), specifically in consultancy activities to support the coordination, control and monitoring of consular offices in terms of compliance with Schengen regulations, as well as the monitoring of anti-fraud control measures.

### Ministry of Foreign Affairs, European Union and Cooperation / Under-Secretariat of Foreign Affairs, European Union and Cooperation / Budget Office

Technical support to the Budget Office, organically under the Under-Secretariat of Foreign Affairs, European Union and Cooperation of the Ministry, in carrying out technical support activities in the control functions of projects financed by the new financial support instrument for border management and visas, as part of the Fund for Integrated Border Management 2021-2027.

### Ministry of Justice / Secretariat of State for Justice / Directorate General for the Digital Transformation of the Administration of Justice

Technical support in the programme to modernise the administration of justice in various fields:

Planning, design, execution and automation of tests of judicial information systems, as per ISO 29119 (Software and Systems Engineering – Software Testing).

- » Lifecycle management and configuration of these applications.
- » Technological modernisation projects of the MINERVA Process Management System and the LexNET Electronic Communications System.
- » Evolutionary maintenance of the Scorecards for monitoring the Administration of Justice.
- » Participation of the Ministry of Justice in European Union projects for the interconnection and interoperability of the Administrations of Justice such as: eCODEX, EXEC and the e-EDES Portal.

These services are included in the actions to develop and implement the digital services that are being undertaken by the Secretariat of State for Justice and that aim to achieve an effective, efficient, innovative administration focused on citizens and professionals.

In addition, Isdefe supported the Ministry of Justice in its activities as the General Secretariat of the State Technical Committee for the Electronic Administration of Judicial (CTEAJE).



**Ministry of Justice / SDG of Planning and Digital Transformation**

Isdefe participates in the digital evolution of Justice, helping to define and monitor the Country Technology Projects of the 2030 Justice Agenda, in collaboration with the Secretariat of the State Technical Committee of the Electronic Administration of Justice (CTEAJE). Engineering and management support for the ongoing projects to modernise the technology of Minerva and LexNET. Through scorecards, we facilitate the monitoring of the Administration of Justice. We have also supported the Ministry's participation in various European Union projects for the interconnection and interoperability of justice administrations.

**Ministry of Justice / SDG of Innovation and Quality of the Judicial and Fiscal Office**

We collaborate with the Ministry in the deployment of the Judicial Offices and the Fiscal Offices, as per the new shared services model. We also support the definition of the objectives and plans of the Justice 2030 programme, to establish the strategies and area of action to modernise the Administration of Justice, and their application to the Next Generation EU Funds, of the Recovery, Transformation and Resilience Plan.



**Ministry of Justice / Under-Secretariat of State for Justice / DG of Legal Security and Certification (DGSJFP)**

Isdefe provided guidance to the Directorate General for Legal Security and Certification in matters of system security, interoperability, efficiency and engineering, especially in everything related to the implementation and deployment of the New Civil Registry Model.

Advice on the application of and compliance with the European Data Protection Regulation and on the adaptation to the National Security Scheme (ENS) in all services under the purview of the Directorate General, such as the Office of Asset Recovery and Management (ORGA).

### Ministry of Economic Affairs and Digital Transformation / Institute of Accounting and Auditing ICAC

Isdefe provided technical support to the Institute of Accounting and Auditing (ICAC), an autonomous body under the Ministry of Economic Affairs and Digital Transformation, in activities intended at the comprehensive technological modernisation of current software and hardware infrastructures.

Several high-impact information system projects were undertaken, both in the organisation of the ICAC itself and in the services provided to citizens.

### Ministry of Economic Affairs and Digital Transformation / Secretariat of State for Digitisation and Artificial Intelligence / General Secretariat of Digital Administration (SGAD)

Performance of technical activities in support of the SGAD in the field of digital administration, collaborating in the progress and monitoring of actions in the areas of security, interoperability, planning and reporting of results, both nationally and internationally.

Advice to the SGAD to adapt it to the National Security Scheme (ENS), both in the evolution of the National Interoperability Scheme, and in the definition and implementation of the next cybersecurity operations centre.

### Ministry of Health / DG of Public Health, Quality and Innovation

Isdefe provides its experience and capacity to update the Health Information System, including the continuous progress and improvement of interoperability between the Ministry and the Autonomous Communities.

Participation in the standardisation of the medical nomenclature of the National Health System, for the purpose of statistical consolidation and to improve the interoperability of clinical information at European level.

### Ministry of Inclusion, Social Security and Migration / Sub-Directorate General of Technology and Communications (SGTIC)

In 2021, Isdefe provided support services to the SGTIC to help it create a Digital Office of ICT Infrastructures, providing support in the:

- » Design, planning and implementation of the Ministry's new ICT infrastructure framework.
- » Operation, maintenance and operation of these infrastructures, and in the process of migrating the systems of the previous Ministry of Labour and in the development of new processes and working methods.

### Prado National Museum

Isdefe provides services to the Museo Nacional del Prado (MNP) through technical support activities aimed at improving the management and digital transformation of the Museum within the framework of the Recovery, Transformation and Resilience Plan.

In particular, Isdefe supported the MNP in:

- » The creation of the Programme Office for the general coordination and management of the Museum's Digital Transformation, providing support, for example, in the planning, organisation and coordination of the implementation of the "Prado Digital Training Campus" Programme, and in the control and monitoring of the projects assigned by the Museum's Digital Development Department.
- » The modernisation of the management and development of the Museum's electronic administration.





## ■ Assistance with the Financial Management of the Civil Service

Isdefe provides support to the General State Administration with the management, evaluation, monitoring and continuous audit of publicly-funded programmes, both national and European. It also carries out activities related to analytical accounting through the calculation of rates and their structure, and it provides consulting services to design strategies, policies and analyses of technical-economic information for regulatory bodies and supervisors of services in regulated markets.

This section groups the activities carried out within this area, both for the Ministry of Defence and for all other ministries.

### **Ministry of Defence / Secretariat of State for Defence (SEDEF) / Directorate General of Economic Affairs (DIGENECO)**

Isdefe provided technical support services to various departments and areas of activity of the Ministry of Defence.

#### **Sub-Directorate General of Contracting**

- » Implementation of the Model of Excellence in Public Sector Procurement Management, and evaluation of agencies within the Ministry of Defence.
- » Development of measures to help improve purchases and achieve the recognition of excellence in the management of public purchases.

- » Design of a risk management methodology for contracts.
- » Development of a socially responsible procurement policy and development of a guide to include social criteria in Ministry of Defence contracts.
- » Support in the design of the Strategic Concept of the procurement function of the Ministry of Defence (procurement policy and objectives).
- » Support with the presentation of the project to develop and implement the Model of Excellence for the 15th Awards for Innovation in Public Management.
- » Preparation of the Ministry of Defence's Annual Procurement Report.
- » Preparation of the Annual Procurement Plan of the Ministry of Defence (PACDEF) for the year 2022, and evaluation of the PACDEF from the previous year (2020).
- » Development and monitoring of purchasing strategies for the centralised categories of the Ministry of Defence.
- » Support in the development and processing of procurement regulations.

#### Cost Assessment Group (CGE)

Support throughout the procurement process, from estimating the full life-cycle cost and determining budget ceilings, to the cost analysis that allows setting the price in systems whose price is not regulated by the market. This allows analysing the viability of a programme and provides valuable decision-making information to planning authorities.

#### Procurement Board

Technical and legal assistance for processing and executing the files of the Ministry of Defence's Procurement Board .

#### Sub-Directorate General of Accounting

Technical support with the maintenance and evolution of the Analytical Accounting model of the Ministry of Defence's six budget services (SUBDEF, EMAD, SEDEF, ET, AR and EA)

#### Budget Office (OPRE)

Support with the financial management of the Special Modernisation Programmes financed under Chapter 6 (Real Investments), from the approval of the cost by Agreement of the Council of Ministers, to its allocation to National Accounting based on the rate of receipts of the weapons systems and their financial closure.

Isdefe carries out financial and budgetary control tasks by analysing economic and contractual information. In addition, support is provided for managing Chapter 2 (Current expenditure) in the needs analysis of the various budgetary services.

Based on the prioritised list of needs (LIP) and the Operational Programming, Isdefe assists in making the corresponding data entries in SIDAE (SIAPREMF, PROSE, GESOPRE)

#### Sub-Directorate General of Economic Management (SUBGECO)

Assistance in planning, managing, executing, monitoring and controlling projects that are financed with funds from the Recovery, Transformation and Resilience Plan (PRTR), developing procedures that allow the Ministry of Defence to comply with the PRTR regulations and verify compliance.

Technical support to the Sub-Directorate in processing the requests and checks needed to receive other European Union funds in the Ministry of Defence.

**Ministry of Defence / Secretariat of State for Defence (SEDEF) / Directorate General of Infrastructure (DIGENIN)**

**Sub-Directorate General of Planning and the Environment**

Technical support services for the central procurement of energy supplies (electricity, fuels and natural gas), as well as support for their management, monitoring and control.

**Ministry of Defence / Institute for Defence Housing, Infrastructure and Matériel (INVIED)**

**Sub-Directorate General of Management, Asset Management Dept./ Sub-Directorate General of Projects and Works.**

Support services in the following areas:

- » Financial management. Implementation of the CANOE analytical accounting model and support with public procurement processes.
- » Management of eviction cases.

Isdefe provided support with the preparation of specific standard administrative clauses for works contracts.

**Ministry of the Interior / Directorate General of the Civil Guard / Office of Technical Services of the Support Command / Technological Innovation and Information Security Service**

Technical assistance services to manage and support the development of technological procedures and activities of different innovation projects promoted both through Innovative Public Procurement (CPI) and through different national and European innovation programmes, in particular the European Framework Programmes for Research and Innovation.



**Ministry of Foreign Affairs, European Union and Cooperation / DG of Sustainable Development Policies (DGPOLDES)**

Technical consultancy in statistical analysis and evaluation, using Big Data techniques, both to keep track of tallies and to evaluate activities of the Official Development Assistance (ODA), in order to prepare the technical information to be presented at meetings of multilateral development organisations and initiatives, mainly the Development Assistance Committee of the OECD and the United Nations.

Support in the validation and functional verification of the implementation of the Info@OD system (main tool of the Spanish Agency for International Development Cooperation to check Official Development Assistance data).

**Ministry of Economic Affairs and Digital Transformation / Secretariat of State for Energy and Business Support**

Isdefe collaborates with the Ministry as a Technical Engineering Unit in the Debt-to-Investment Conversion Programmes in different countries. This mechanism to recover part of the foreign debt serves to promote the participation of Spanish companies in projects to export technology and capital goods.

In 2021, Isdefe worked on debt cancellation programmes in Jordan, Mauritania, Senegal, Ivory Coast, Honduras and Bolivia.

**Ministry of Industry, Trade and Tourism (MINCOTUR) / Secretariat of State for Commerce**

In 2021, Isdefe provided technical support to:

- » Closeout the project to supervise the construction of a 120 MW wind farm in Egypt.
- » Implement the project to improve security and lighting facilities at certain archaeological sites in Egypt.
- » Support to the Fondos de Internacionalización de la Empresa (FIEM), evaluating projects and conducting ex post investments verifications.





**Ministry of Finance / DG of European Funds (DGFE)**

Isdefe supports the DGFE, as the national managing authority for ERDF funds, both in the multi-regional programme and in the regional programmes, and in particular in:

- » The selection, documentation and processing of COVID-19 operations, eGovernment and technical assistance whose management falls under the Management Authority or the Sub-Directorate General for Urban Development. The corresponding management verification.
- » Support for the operation of the computer applications of the Management Authority.

In 2021, Isdefe provided support to prepare an administrative training roadmap for 2021-2027, as well as support for the EU Solidarity Fund (EUSF), due to the floods caused by the cold air pool weather phenomenon (isolated depression at high levels) in the regions of Valencia, Murcia, Castilla-La Mancha and Andalusia. All this has allowed the DGFE to achieve its compliance objectives in the period, and resulted in a very significant return on the ERDF funds to Spain to recover the health expenses caused by the pandemic.

**Ministry of Territorial Policy and Civil Servants / DG of Autonomous and Local Cooperation**

Technical support to manage various operational programmes funded by the ERDF and EUSF in the field of territorial policy.

Technical support to oversee projects co-financed through these programmes.

Support in managing grants for the digital transformation and modernisation of local administrations (C11.I3, Recovery, Transformation and Resilience Plan).

**Ministry of Universities / Spanish Service for the Internationalisation of Education (SEPIE)**

Support to SEPIE in the management of the Erasmus+ programme and the procedures associated with the grants provided through this programme.



**Ministry of Science, Innovation and Universities / Secretariat of State for Universities and Innovation / DG of Innovation / SDG to Promote Innovation**

**Sub-Directorate General to Promote Innovation, Secretariat of State for Innovation**

Isdefe continued to support the system of reasoned reports for tax deductions for business investment in innovation.

The continuous optimisation of processes and the support in the evaluation is helping to improve how the nation's industry benefits from this fiscal instrument, thus obtaining legal certainty in the application of deductions and bonuses for Research, Development and/or Technological Innovation (innovation).

In 2021, Isdefe began collaborating with the State Research Agency to assess tenders for innovation projects, Collaboration Challenges, between companies and research organisations.

**State Agencies / AESA / AEMPS / AEMET**

For more than 10 years, Isdefe has been providing consultancy and technical assistance services aimed at complying with the regulatory requirements laid out in the field of economic information - budgetary, analytical and management - making proposals to improve and develop systems that make it possible to analyse and supply economic management information on the activity of Public Bodies that allows for proper and efficient decision-making.

Isdefe has supported:

- » The **National Aviation Safety Agency, AESA**: support with the operation and continuous evolution of the Accounting Information System, providing economic information that yields an accurate image of the assets, the financial status, the results and the execution of the budget; as well as the operation and continuous evolution of the management and income control systems.
- » The **Spanish Agency of Medicines and Health Products, AEMPS**: support with the integration and consolidation of accounting and management systems, as well as the revenue management system, proposing new financing plans for the Agency by designing and establishing fee structures.
- » The **State Meteorological Agency, AEMET**: Isdefe provided support in calculating the actual costs of AEMET by providing economic information to the European Commission and the National Supervisory Authority in its role as reviewer of the Agency's performance plan.

### National Markets and Competition Commission (CNMC)

Isdefe supports the operation and improvement of the Regulatory Information Cost Model (IRC Model), developed in previous years, to oversee regulated activities involving electricity and natural gas transport, and advise on how to calculate the remuneration of said transport activities.

Consultancy services to design strategies, policies or plans, and analyse technical-economic information from the transport, postal and telecommunications sectors.

The specialised analysis that Isdefe carries out in these areas facilitates decision-making at the CNMC, by making it possible to assess potential price regulation scenarios for the supervised sectors, in terms of compliance with regulatory objectives and their impact on the market.

Likewise, Isdefe provides support with the analysis and review of economic information and inventory included in the Commission's different systems, with the preparation and presentation of the annual accounts, and with the accounting and issuance of economic and financial reports.

### Prado National Museum

Isdefe assists with the operation, review and continuous evolution of the analytical accounting system in order to comply with the requirements set out in the General Public Accounting Plan, and with the integration of applications and the optimisation of the Museum's procedures and management tools.

Support with the management and promotion of digital transformation as a means to improve the operation of the museum through a set of information systems and technologies, in an effort to help achieve the milestones and goals set out in the Recovery, Transformation and Resilience Plan.



**Reina Sofía National Art Centre and Museum (MNCARS)**

Support to MNCARS in the field of economic-financial and contractual management.

**Spanish Radio and Television Corporation (CRTVE)**

Support to the CRTVE in the control and monitoring of its centralised electricity supply contract.

Provision of consultancy services to define the strategy and prepare the specifications for the new centralised contract for 2021 to 2023.

