DIGITAL LOCAL AGENDA

DLA GENERAL FORMAT

WG1

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Section 1 (Introduction & Strategy Outline)

This document outlines a template general format which can be used when creating a Digital Local Agenda.

1.1 Introduction

A Digital Local Agenda is a tool used by local governments to plan their participation in the Information Society and eGovernment.

The Plan should be based, where possible, on a 3 year programme

1.1.2 Purpose and content of the document

Here the document should outline the steps to define and implement a Digital Local Agenda. The document should also provide general support templates and samples that can be used.

The document also provides a practical tool based on common methodolgy to evaluate the development level of DLA for a particular region and improve further steps in this development.

1.1.3 Identification of the DLA Implementation Authority

Here the document should identify the DLA cluster i.e. the group of contiguous municipalities, municipal associations and other entities and agent(s) that will undertake the DLA process;

1.1.4 The Project Team

Here the document should define the project team in charge of implementing the DLA

1.1.5 Project Scope

Here the document should establish the scope of the project (multi-sectorial / sectorial focus). The greater the number of areas and sectors covered, the greater the complexity and the need for coordination of resources

1.1.6 Project Management Structure

Here the document should establish the project management structure for the implementation. For example items such as: who coordinates the process and ensures participation and commitment from other areas / agents, establishment of necessary working groups, details of work plans, Identification of phases, outline of participation plan and technical assistance required.

The table below provides an outline structure which all or part can be followed.

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SPACE	FUNCTIONS
Parliament / Government/ Council	DLA Action Plan Approvement DLA Action Plan Control and Evaluation
Steering Committee	To boost the initiatives To approve programs and follow-up reports To approve annual reports on the results of the programs/initiatives and to transfer the proposals to the corresponding institutions or departments.
Technical Committee	To design and/or validate methodologies and work materials. To identify and propose specific projects and work groups. To carry out the follow-up of the projects developed by the work teams. To review / complete the progress reports of the action plans and annual report on the results.
Work groups	To develop specific projects (infrastructures, cooperation, digital services,…) defined in the Action Plan.
Technical Secretariat	To elaborate methodological proposals and work and support documents. To dynamize, support and coordinate the progress degree of the DLA initiative.

1.2 Overview of the current situation (the past and the present)

The cities and regions of Europe in order to form a better Society, directed at the wellbeing and the general welfare for all, have commited to a program for societal change through digitization as declared in the Manifesto on Societal change and development in a Digital Age. The document decalres that it is possible and necessary to foster societal development and wellbeing by accelerating and fuelling the deployment of digitization, creativity and (in-) formal structures in civil society. This can be achieved by connecting the European goals for regions and the goals in the European digital agenda to local programs for societal change through digitization. These 'Local Digital Agendas' are believed play an important role in structuring and binding different ambitions in order to develop pull strategies for social and economic transformations.

Local Digital Agenda's will turn regions and cities into innovation platforms for integral socio-economic development and form a leverage instrument for change.

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Digital Local Agenda (DLA) Project is an Interreg IVC project co-financed by the European Regional Development Fund (ERDF) aimed at improving regional policies on digital strategy through the identification and transfer of best ICT practices and the introduction of a DLA to develop new activities related to the application of Information and Communication Technologies to public services. This is a three year project involving eleven project partners from Portugal, Spain, Italy, Estonia, Latvia, Hungary, Ireland, Germany and Greece. The DLA project intends to improve regional policies for the development of the Information Society bearing in mind socio-economic, cultural and institutional factors. Partners will create a common strategy for Information Society, Common Digital Local Agenda, as well as a common methodology to facilitate its implementation in any region of the EU. The methodology includes a tool for self-evaluation.

We try to answer the following three questions:

> *Q1 Where we are?*
> *Q2 Comparison of the region \ municipality with other regions \ municipalities: Development of Information Society in the territory compared with other areas.*
> *Q3 What have we done recently? Progress achieved and initiatives addressed in recent years.*

The Section will include analysis of the following:

- *E-inclusion: what data is available which helps analyse the groups at risk of **digital exclusion**, specifically in deprived inner city or rural areas?*
- *E-participation: what data is available and what tools are there which encourage and enable citizens' online participation in general decision making processes?*
- *Evaluation of the skills of civil servants: how well trained are they, what additional empowerment do they need to assist them in performing their duties effectively?*
- *The degree of internet accessibility is available in the local area and at what stage is the municipality at in ensuring there are local, secured networks?*
- *What services and processes are available and online?*

1.2.1 Identification and Catalogue of Reference Sources

Here the document should provide a catalogue of reference sources to consider in the analysis of the current situation. The catalogue should be considered a primary source of information (i.e. businesses, citizens and other governments). The document should also consider other sources of secondary information (i.e. studies, reports, statistics, sectoral strategic documents of local government and other documentation on the IS strategic frameworks applicable in the territory as well as laws and regulations)

Tabla. Ficha del Catálogo de Fuentes de Información.

Ficha del Catálogo de Información			
ID Fuente	*[identificador de la fuente]*		
Fuente de Información	*[Título y descripción de la fuente]*		
Área que cubre	*eGobierno / eInfraestructuras / eParticipación / eCiudadanía /*		
Tipo Fuente	Primaria / Secundaria	Fecha Fuente	
….			

1.2.2 Collection and Analysis of Information.

The analysis should pick up the positioning, the degree of progress and comparison with other areas (comparative analysis) and local governments regarding IS and/or eGovernment, framed within the context of socio-economic context and institutional reality.

Particular consideration should be given to the DLA Action Lines Goals, which must be achieved politically and technically.

The following key areas must be carefully analyzed: Political Conditions, Regulatory Framework, Organizational Conditions, Cultural Environment, Human Resources Conditions, Financial Conditions.

1.3 Design and Methodology of the Evaluation Tool

1.3.1. Self-evaluation tool – for whom?

Please refer to Annex A – Priority Description document (***Annex_A__Priority_Description.doc***)

DLA is an instrument used by local governments (PA's) to plan their participation in the Information Society and eGovernment. Self-Evaluation tool (SET) is tool to help the PA's to measure their current level in the context of DLA (Digital Local Agenda). SET is one part of Common methodology towards DLA.
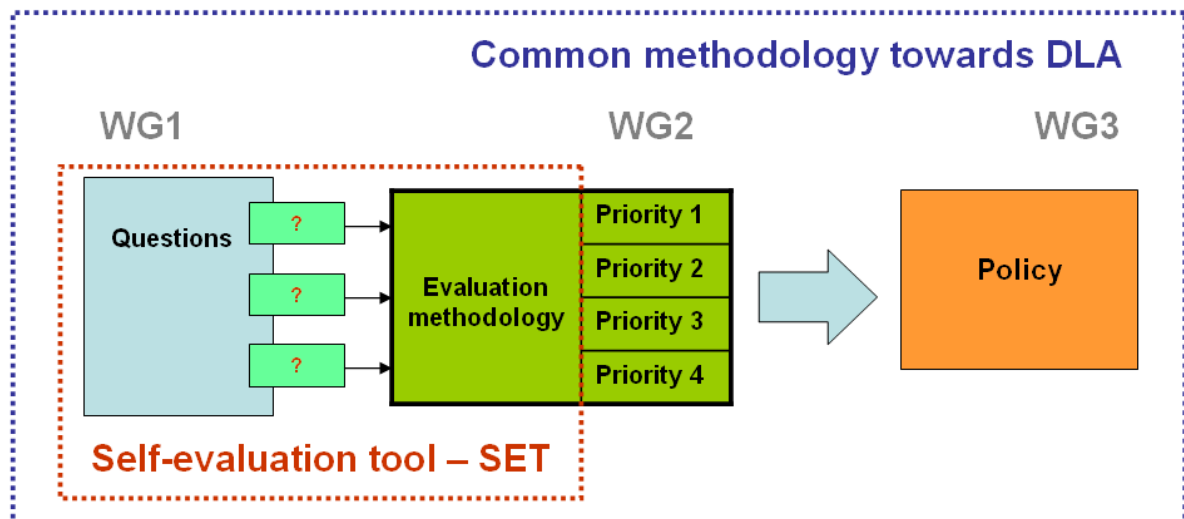
Figure 1. Common methodology for DLA and Self-evaluation-toolç

SET is for any body that is willing to assess the ICT application level of PA (still it should limit the institution: PA, municipality, local authority…). Anybody who knows the answers – better knowledge about the answers will give more reliable results – can use it.

In order to get the evaluation about their current level of adopting the DLA they have to answer the questions provided in SET. According to answers a result will be produced. It is not possible to eliminate the subjectivness in the SET, because result is determined by the person who answers the question (his knowledge, perception, willingness, intention etc…), so it should be used on their own responsibility.

Results – Where and What?

- **Self-evaluation tool**: Evaluation of the current state of the municipality in the context of the DLA
  - This raises question where is the start and how we define milestones in this ongoing development process?
- **Common methodology towards DLA**: set of priorities that state what should be done next to progress in the DLA and – ICT adoption, eDemocracy… Also policy

1.3.2 Self-evaluation tool - SET

SET consists of:

- questions
- methodology to derive the evaluation ("State of the art" in the background of the tool)
- output to link SET with priorities
  - output can be the evaluations themselves or
  - some calculated scores for priorities or
  - …

1.3.3. Questions

Questions are grouped by categories and cover different areas of the DLA.

There are 40 questions in the tool and answering will take about 20 minutes. The test starts "working" before all questions are answered, so there is no necessity to answer all questions. Still, more answers make the suggestions received in response more stable.

Possible answers are determined by scale, multiple choice answers – all the answers are quantified and taken into consideration in producing the result.

Full list of questions can be found in the tool and in Annex A.

1.3.3.1 Different levels of answering the questions

SET can be approached in different levels of detail. It means that not all the questions are needed to get the result (result: evaluation of the state of the art of the PA). If all the questions are not answered the result might not be so precise, but:

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- it is acquired more quickly
- but more important is that the tool is applicable in spite of answers to some questions left unknown.
- questions that are not answered will not influence the result – they are excluded from the calculations
- Still, if too many questions are left unanswered it is possible that some priorities do not get score.

1.3.4 Methodology for evaluation

Two different methodologies are possible to reach the final evaluation, both are described below. These are not all the possible ways – there are more and also combination from both of these models can be created.

Two different methodologies:

1. Reaching evaluation through categories and suggesting priorities according to the position in the evaluation matrix □ **Categories and matrix approach**
2. Questions and priorities are related directly by many-to-many realationship, skipping the categories □ **Questions to priorities approach**

After comparing the two options it was decided to use method 2

1.3.4.2 Questions to priorities approach

Using this approach questions and their answers contribute directly into priorities. Questions might be organized into categories while answered, but this is merely cosmetical (although may help in answering the questions) and does not play any role in calculating scores for priorities. Still it might be important if we want to add a rule that at least some questions from each category need to be answered. In this approach there is no evaluation in the context of general DLA. Instead every priority will have a score derived based on answers and more important (with highest score) priorities can be selected as direct output. Basically output will be the ranked by descending scores order of priorities, which will be used as an evaluation to the development level of certain aspects, and, from the other

hand the same ranking re-orderd as ascending brings out the main aspects needing development.

Important is also that questions and priorities are directly connected through many-to-many relationship. It means that for one priority there can be many questions that contribute, and one question can have an impact to many priorities.
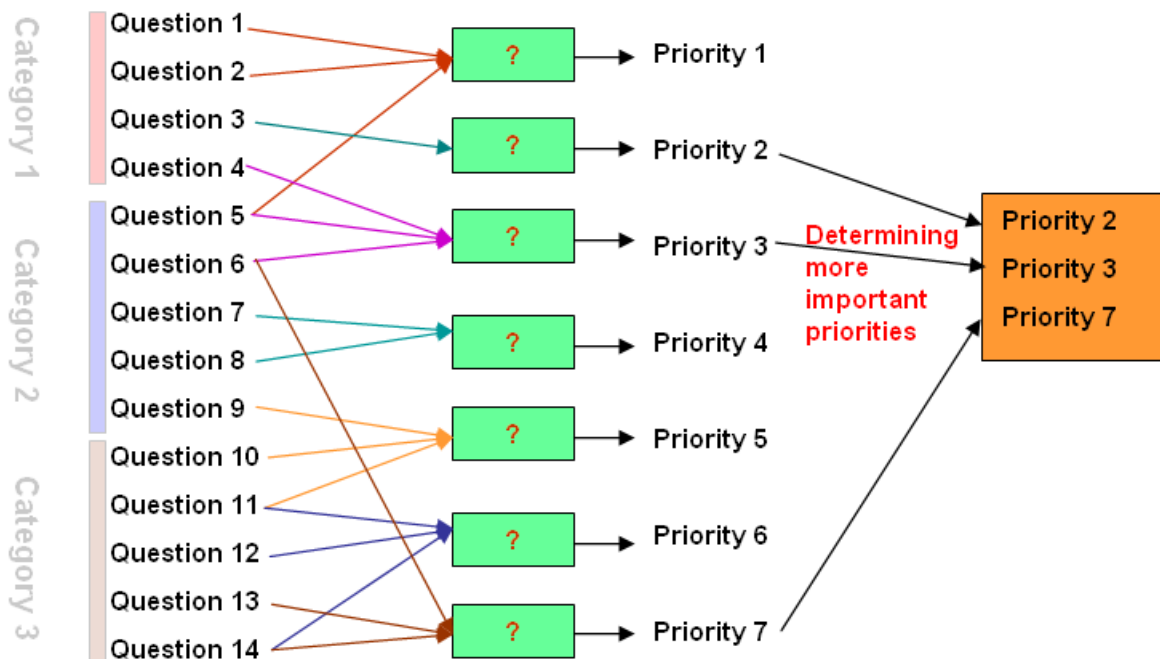
Figure 3. Visualization of questions to priorities approach

Description of the methodology:
- Submitting answers to the questions
- Score for each priority is calculated
  - Calculation can include quantifying answers, weighting and normalization
  - Exact and working formula
- Priorities are ordered according to scores
- More important priorities are determined as a result and delivered as output

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1.3.5 Output to link SET with priorities

After answering the questions the person who answered should get the results. Results in this context should be:

- Evaluation in the context of DLA – where is the PA positioned
- Priorities – suggestions what steps should be taken next to advance in adopting ICT's, eGovernment, etc…

1.3.6. Methodology for evaluation

This part of the methodology deals with how the common DLA is identifying which priorities need to be addressed and as such how policy initiatives should be designed. An ilustration of the methodology is provided in Figure 4 below.
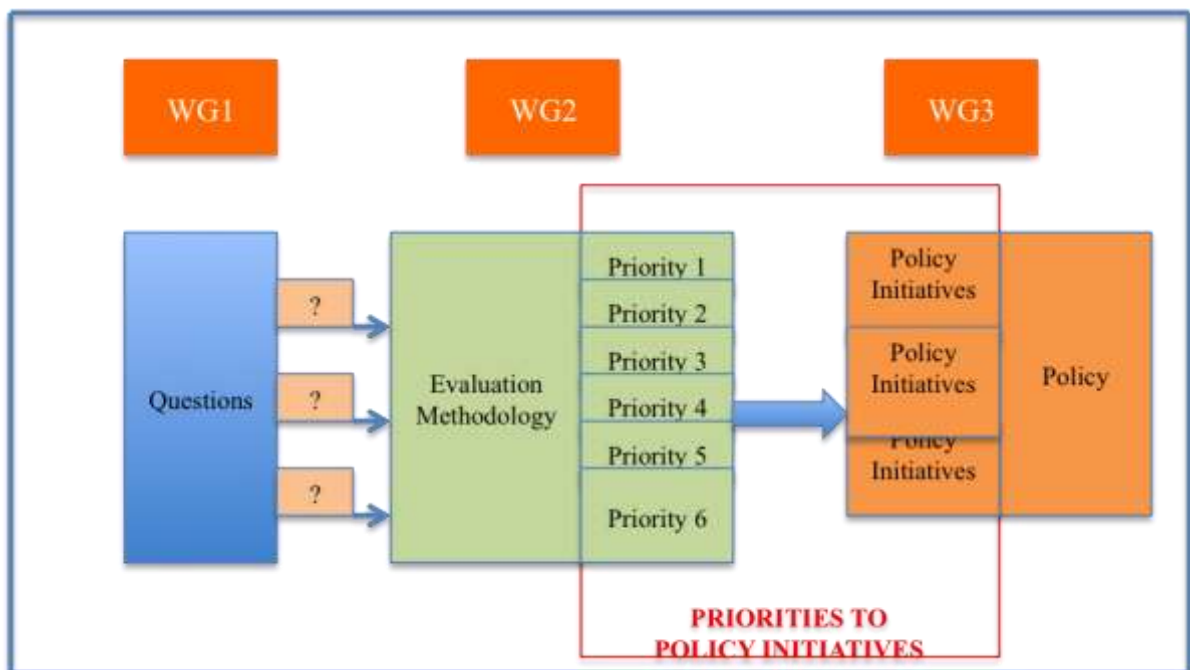
PRIORITIES TO POLICY INITIATIVES

Figure 4. Common methodology for DLA – from priorities to policy initiatives.

Priorities are ranked according to their total scores (see Figure 3). The total score for each priority is derived by the individual score attributed to each of the questions impacting the respective priority. Due to the fact that each PA has unique characteristics policy recomendations are PA dependent.
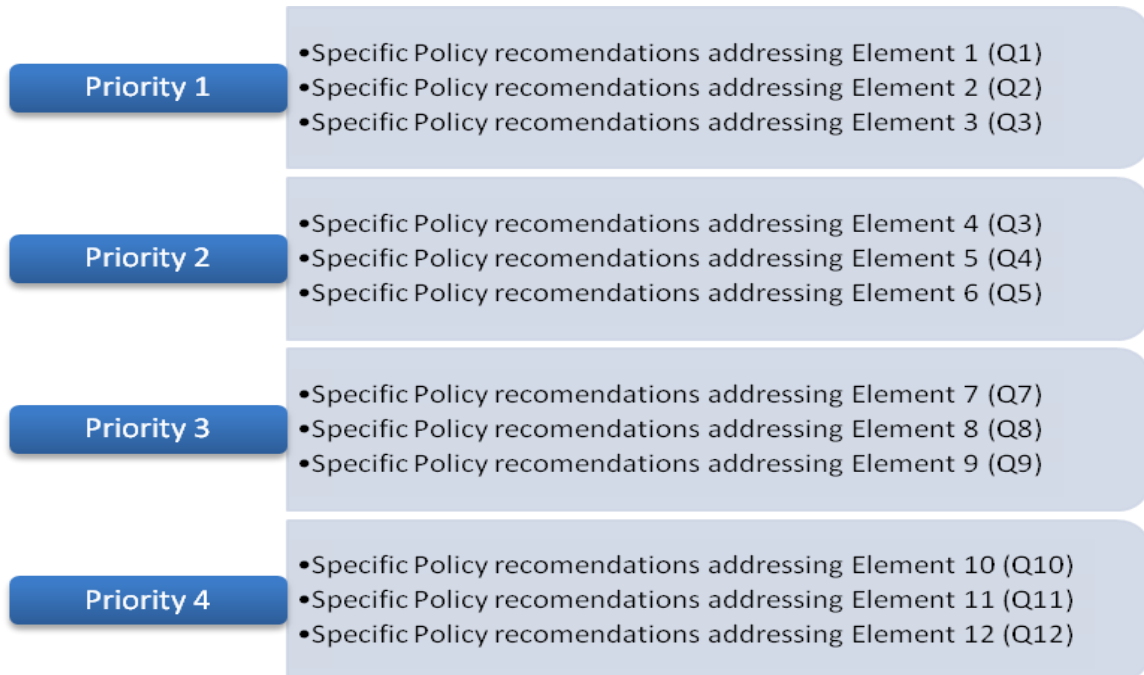
Figure 5. Top ranked priorities offered for policy initiatives

The elements that constitute each priority may have different importance depending on the existing competences of each PA. It is suggested that the policy recommendations should address every element that scores low. Each PA should use the evaluation tool to support its decisions on the policy initiatives required in order to improve ICT services. Policy initiatives are designed with the purpose to attribute complementarity to the existing overall capacity of each PA avoiding repetitive work and making the best use of funds.

1.4 The evaluation tool

Please open file

Excel file: **DLA-selfevaltool.xlsm**

1.5 Policy Translation

1.5.1 The Vision

The **vision** (i.e. the future) is a statement of intent in the medium to long term and should consist of a paragraph describing the situation that the government hopes to achieve through the DLA at a given future date. The key items defining

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the vision will be what the group or organisations wants to become?, Where does it wish to go? And according the challenges that must be faced?

The vision should be a clear, comprehensive, positive and realistic. It should project the aspiration and incorporate common values and interests. It must take into account the role that other external actors (such as citizenship, other governments, companies and agents in the territory) must play in the Information Society

"A territory with its own identity, social and territorial cohesive, formed by citizens and entities with digital competences and continuously able to use ICT to effectively contribute to economic growth, in order to place it in the top ten at the regional level effective use of ICTs "

Vision *(generic sample to adopt at each reality)*

1.5.2 Critical Success Factors

Critical Success Factor or Key Success Factors are those elements (characteristics, conditions or variables) required if we wish to achieve the vision. Each factor is considered a necessary condition for the success of the proposed vision.

They should be few usually 3 to 5 and of strategic significance.

CSFs can be external or internal. For external CSF which the organization does not control, procedures should be established to report on their status in order to ensure alternative arrangements can be made if necessary.

Code	Definition	Importance of CSF and current gap
CSF1		
CSF2		
CSF3		
CSF4		

1.6 Outline of the Agenda's Strategic Goals objectives

The overall strategic goals should be targeted to ensure that the CSF are met and be sensitive to context and refer to the desired results.

The Plan should pursue four to seven general strategic goals, planned for the medium and long term.

Table X. Possible overall strategic objectives (GSG) and description (Example)

Code	Definition
GSG1	*Modernize the administration to make it more efficient and closer to society by offering new value-added services that improve the quality of life of citizens.*
GSG2	*Provide citizenship with digital skills as an essential basis for quality employment, social cohesion and quality of life*
GSG3	*Walk to change the production model using ICTs to achieve a sustainable, competitive and innovative economy with an emphasis on those spatial priority areas for local development*
GSG4	*Deploy telecom infrastructure for territorial organization and as a catalyst for innovation and attracting investment*

Each strategic goal must be quantified by some objectives, challenges, or political commitment that are realistic and achievable in the period marked.

Tables X. Objectives to achive for each General Strategic Goals *(Example)*

SG	Objective
GSG1	● *Take steps in order 100% of administrative procedures can be initiated through the Internet in year X. At least 50% of the procedures should be more accessible to Level 4.*
GSG2	● *Se establecerán actuaciones para que el 100% de los funcionarios públicos cuenten con competencias digitales en el año X* ● *Se adoptarán medidas para reducir la brecha digital en el año X para lograr la convergencia con Europa en los indicadores esenciales de conocimiento y uso eficaz de las TIC en los hogares y empresas*
GSG3	● *(…)*
GSG4	● *• 100% of the population and enterprises should have fixed broadband access to at least 10 Mbps and 100% mobile 4G in year X. At least 50% will have access to Next Generation Networks at least 100Mbps in year X, from work or home*

1.7 Participation Plan

Here the Participation Plan for different agents involved in the DLA is defined.

This will ensure their support and gather information on the preparation and subsequent execution of the plan. The document should identify the stakeholders in the project, the object of their participation and form of interaction, answering questions such as Who? When? Why? and How? will they be participating.

WHO?	■ Areas of the government or governments in the cluster ■ Institutions and other governments ■ Citizen Platforms ■ Partnerships
WHEN?	■ In process preparation ■ In strategic diagnosis ■ In development of strategy ■ …
WHAT?	■ Querying ■ To plan, to define vision and strategy, to define actions and projects ■ Execution
HOW?	■ Polls ■ Working Groups, Expert Boards ■ Participation Forums ■ ---

	A1	A2	A3	A4	A5	A6	A7
P1	P1 P3						
P2							
P3							
P4							

Table . Participation Matrix, showing the type of participation, stage and object of participation of different stakeholders.

P1 ... P4 is where each of the participants (e.g. the distinct areas of administrations, entities and external agents citizen platforms, other administrations, ...) will be written.

A1 ... A4 where each of the areas of Digital Local Agenda to study (infrastructure, e-government, e-participation, ...) will be written.

P1 ... Pn Where will each of the phases and objects of their participation (in the analysis and diagnosis: review request, contrast group, in the design phase,project development, validation of actions plans, in implementation phase:implementing agreement, ...)

The plan of involvement will be critical to define contrast groups and experts boards that will be consulted to develop the strategy.

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Section 2 (Implementation Tool)

2.1 Outline of the strategic Lines

2.1.2 Strategic Lines

Strategic lines constitute the link between strategic goals and the plan of action and should generate a set of sub-strategies and action programs. At the same time the number of specific strategic goals for each line must be a small and manageable figure

Actions		
Strategic Goal	**Strategic Goal Definition**	**Action Line Selected**
Efficient Administration with ICT help (EXAMPLE)	*By (year), chief executive officers in local/regional administrations should have acquired sufficient ICT competence to take charge of ICT strategy development and realize the benefits of ICT Investments.*	***Strategic ICT Management*** *The administration will initiate training courses in ICT Strategy Capacity Building.*
Active Citizenship (Example)	*For individuals, the region / municipality aims to assist citizens to both use digital content and services and can also actively participate in theirf creation.*	***Lifelong learning, suitable training course provision and advertisment.***

Table . Contribution of Strategic Lines to General Strategic Goals (Example)

	SG1	SG2	SG3	SG4
SL1	HIGH IMPACT	MEDIUM IMPACT	MEDIUM IMPACT	HIGH IMPACT
SL2	MEDIUM IMPACT	MEDIUM IMPACT	MEDIUM IMPACT	HIGH IMPACT
SL3	MEDIUM IMPACT	HIGH IMPACT	MEDIUM IMPACT	HIGH IMPACT
SL4	HIGH IMPACT	HIGH IMPACT	LOW IMPACT	LOW IMPACT
SL5	HIGH IMPACT	LOW IMPACT	LOW IMPACT	LOW IMPACT
SL6	LOW IMPACT	HIGH IMPACT	HIGH IMPACT	LOW IMPACT

	HIGH IMPACT		MEDIUM IMPACT		LOW IMPACT

To achieve specific strategic goals, it will be necessary to define the appropriate operational strategies (set of actions to be implemented within the tactical or operational capabilities of the specific area in order to achieve the corresponding objective). This will explore the strategic alternatives, selecting the most appropriate taking into account the actions recommended in the diagnosis.

2.1.3 DLA strategy alignment with higher level strategies

The organistion must know the degree of alignment of the lines and strategic goals with those included in the information society and e-government higher level plans, which will allow the group/organisation to align, strengthen or land strategies joining efforts to achieve goals.

	Regional DLA	Regional Digital Agenda	National Digital Agenda	Digital Agenda for Europe
SSG1	FULL	PARTIAL	FULL	PARTIAL
SSG2		PARTIAL	PARTIAL	PARTIAL
SSG3	PARTIAL	FULL		FULL
SSG4	FULL		PARTIAL	
SSG5	FULL	PARTIAL		PARTIAL
SSG6		FULL	FULL	

	FULL ALIGNMENT		PARTIAL ALIGNMENT		NO ALIGNMENT

2.1.4 Set focus and approach for each Strategic Line

For the definition and formulation of strategies, obtained from work sessions with high-level participation, the document must take into account the following criteria:

● Clear strategies, with measurable objectives.
● Strategies aligned with the strategy of the territory or local government and responsive to the vision and goals defined for the IS policies and/or e-government.
● Strategies aligned with top-level strategies on Information Society and/or e-Government (regional, national, European).
● Strategies oriented to the medium and long term, but with results in the short to medium term.

In addition, for each of the strategic guidelines the document will establish an approach that allows the organisation to realize them in the appropriate sub-strategies.

Table. Strategic Lines Focus (Example)

Focus	
Strategic Line	**Approach**
Digital Competence for Lifelong Learning	*Lifelong learning strategies need to answer to the growing need for advanced digital competence for all jobs and for all learners. Learning digital skills not only needs to be addressed as a separate subject but also embedded within teaching in all subjects. Building digital competence by embedding and learning ICT should start as early as possible, i.e. in primary education, by learning to use digital tools critically, confidently and creatively, with attention paid to security, safety, and privacy. Teachers need to be equipped with the digital competence themselves, in order to support this process.*

2.2 Outline of the initiatives

Initiatives for each of the action lines could be grouped into programs. Priorities are defined by the tool

2.2.1 Prioritization of actions (identification of priorities) and projects

Suggestion for Case specific Prioritization of actions.

Here the document should utilise decision tools to decide upon prioritization of actions. The impact of the action may be determined by:

- Suitability. Degree of correspondence with the strategic goal to which it contributes.

- Feasibility. Degree of correspondence with the capabilities (technology, resources, ...) the government (s) location (s)
- Opportunity or territorial institution. Degree of connection with policies and projects of the institution or territory.
- Opportunity to IS and eGovernment.
- Cost. Degree of correspondence regarding the financial capacity of the institution. In order to concentrate efforts and to form a realistic action plan a limited number of innovative actions should be selected

To facilitate this there are two tools: the array of projects and goals, and the matrix of impact and effort.

The array of projects and goals can visually identify the impact that each project may make in each strategic objective. This matrix can help identify which projects produce a global impact.

The impacts to be measured should take into account the economic, social and governance issues. Finally, priority will be given by the result of the impact.

Impact Matrix

Idoneidad	Impacto en la eficiencia o eficacia	Factibilidad	-----	Oportunidad institucional o territorial	Oportunidad SI
Grado de contribución y correspondencia con los objetivos estratégicos de SI y eGobierno	----	*Grado de correspondencia con las capacidades*	---------	*Grado de contribución y alineamiento con planes estratégicos de la institución o territoriales*	*Grado de contribución y alineamiento con planes estratégicos de SI*

Priorization Matrix

	LOW Urgence	MEDIUM urgence	HIGH urgence
LOW impact	- Action x	- Actuación 1	- Actuación 4
MEDIUM impact	- Action x	- Actuación 3	- Actuación 5
HIGH impact	- Action x	- Actuación x	- Actuación x

2.2.2 Selection and Definition of Initiatives

Action Lines and Initiatives		
Action Line	*EA-AL1. Strategic ICT Management. Incrementar el nivel de gestión estratégica y buen gobierno de las TIC*	
Indicators	*I-EA-16. Number of people trained*	*I-EA-17. Reduced response times to incidents*
Initiatives	***EA-AL1-I1.*** *Train in ICT Strategy Capacity Building.* ● *eGovernment Strategies Workshops* ● *Program and Project Management*	
	EA-AL1-I2. *Launch ICT Service Improvement and Delivery actions …* ● *ITIL*	

2.2.3 Target Scenario Definition (Assessment Tool)

Here the document will define Indicators to measure the degree of achievement of each strategic goal by setting objectives to be achieved for each indicator at the end of the period in which defined the strategic plan.

The goal setting will determine the degree of effort required to meet the strategic goals and the resources needed to achieve them.

The strategic indicators are defined with a function to measure whether they are accomplished. To select indicators the DLA must take into account how to calculate the indicator? What is the frequency? How much is it measured? Who is responsible for the results of the indicator? What sources of information to calculate the indicator? You must select a limited number of indicators.

ACTION ITEM	STRATEGIC GOAL
Availability and level of hiring of broadband services by citizens	*Achieve universal availability of broadband services in areas with access deficit*
INDICATORS	
I1: % of population with access to broadband services ... I2: Hiring ratio of líneas per 1000 inhabitants I3: …	
CURRENT SCENARIO	TARGET SCENARIO
I1: X1% I2: X lines per 1000 inhabitants I3: …	I1: Converge with regional, national average I2: Y lines per 1000 inhabitants I3: …

2.2.4 Catalog of Initiatives

Initiative Identification	
Code	*[Code following the next criteria SG-AL-X , where SG is Strategic Goal, AL is Action Line and X is a number for the initiative]*
Title	*[Initiative Title]*
Description	*[Initiative Description]*
Objective	*[Objective to be achieved]*

Initiative Typology	
Initiative Type and Scope	Development / Capacity Building / Difusion and Promotion / Adaption actions (…) Digital Service / Infrastructure / Infostructure / Process / Organization / Regulation (…) *[Initiative Type and Scope based on the definition of Groups 1 and 2]*
Cooperation	Single / Partnership (Public or Private Partners involved) *[Initiative type based on the level of cooperation: single; public, private or public-private partnership. Entities or tipology of organizations participating in the partnership must be indicated]*
Target Group	Citizen / Civil Servants / Enterprises / … *[Group to which initiative targets]*
Budget	*[Estimated budget for the initiative]*
Funding Source	Internal / External *[Funding source]*
Political Chief	*[Organization, department, or person acting in political role]*
Technical Chief	*[Organization, department, or person acting in technical role]*

Phase	Program/Initiative Chronogram														
	YEAR 1												YEAR 2		
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	…
[Phase: Milestones or Activities of the program] *[Calendar: Planning and timing of the program]*															

Section 3: (Implementation, Management and Funding)

3.1 Outline of funding.(to include note on sources of funding)

This section should be outline the necessary funding for each Action Line and must distinguish between those action lines that will be developed with internal resources and those that will require external support (private or co-financing).

Sample tables for funding

Funding			
Action Line	Own Budget Resources	External Budget Resources (Co-Financing)	Total Budget
[Name of Action Line]	*[estimated investment figures]*	*[estimated investment figures]*	*[estimated investment figures]*

Global Funding by year			
Year	Own Budget Resources	External Budget Resources (Co-Financing)	Total Budget
[Year]	*[estimated investment figures]*	*[estimated investment figures]*	*[estimated investment figures]*

3.1.2 Ongoing / Implementation Evaluation: Building the Indicators System

Here the document will identify and define a set of indicators which will provide a dashboard that will reveal the degree of progress and implementation of the DLA and its action plans.

The success of any strategic process is based on three essential components: a good definition of the strategy to follow, the definition of Indicators that can measure the degree of attainment of same, and the proper management of the evolution of same.

The dashboard will provide information in the following areas:

● Levels of the indicator system: establish the necessary levels to monitor the action plans: from global to specific.

- Aspects to be measured:
  - degree of implementation of the plan
  - degree of fulfillment of the objectives
  - degree of impact and success of specific actions

List of indicators: they must use a manageable number of indicators and information as possible from the current situation in the future.

Initiative Performance Indicators		
Name	Definition / Indicator Formula	Periodicity /Value
[Indicator Name]	*[Indicator Name / Indicator Formula]*	

Program/Initiative Checking					
Name		YEAR 0	YEAR 1	YEAR 2	YEAR …
[Indicator Name]					

Indicators Catalog						
Strateg. Line	Ind. Code	Ind. Name	Goal at…			
			YEAR0	YEAR 1	YEAR 2	YEAR …
[Indicator Name]						x %

3.1.2 Monitoring[1]

This section will establish evaluation mechanisms to verify the compliance of the objectives set in the DLA Action Plan, following the PDCA (Plan, Do, **Check**, Act) methodology.

The DLA Action Plan must be an object of continuous evaluation, both in its management as in its results. Such evaluation will be designed to ensure compliance with the goals and commitments established. Commitments, accompanied by a set of objective indicators with data on action lines/programs,

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[1] This would not include activities related to assessing and monitoring the quality of the process of designing the DLA in its earlier stages (preparation of the DLA, diagnostic of the curren situation, strategic and operational definition, etc). Only the implementation/execution phase of the Action Plan previously defined as a result of the DLA process

as well as the anticipated financial scenario will form part of the plan's balanced scorecard, on which to perform analysis and evaluation.

This section will outline the instruments and methodology for this monitoring (*for instance: observatory on information society and e-government -usage statistics, polls,…; periodic reports -which should include accomplishment indicators for each action line/program/initiative and financial indicators-,…*)

Sample tracking table with data about accomplishment Indicators for each Action Line/Program, to be included in periodic reports

Action Line/Program Checking			
[Name of Action Line/Program]			
Indicator	YEAR 0	Expected *[YEAR X]*	Actual *[YEAR X]*
[Name of Indicator](e.g. percentage of households connected to the internet)	*[start value]*	*[Estimated value to be achieved this year]*	*[Actual value for this year]*

SAMPLE of a Financial Tracking Table to be included in periodic reports.

FINANCIAL SCORECARD for each Strategic Goal/Action Line			
Action Line	Estimated Budget	Budget Execution	Shift percentage
[Name of Action Line]	*[Estimated Budget for Action Line]*	*[Budget Exectuion for Action Line]*	*[Shift percentage]*

3.2 Outline of Participation tools (forums), marketing, dissemination, awareness[2]

This section will focus on the dissemination and promotion of the Information Society and, as an essential, the DLA Action Plan itself. It is therefore necessary to communicate, in an orderly manner, the progress and efforts to transform government, society, through IS, by developing initiatives to disseminate and communicate the actions to be undertaken for this purpose in the DLA Action Plan.

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[2] The participation tools and dissemination activities depicted in this section are focused on the implementation/execution phase of the DLA Action Plan, and not on the design phase of the DLA. Some initiatives, like Forum with Citizen and Stakeholders, could be shared for all the phases.

One of those initiatives should be the direct involvement of citizens and stakeholders through a Forum, using both traditional and internet instruments (newsletters, thematic portal, blogs, discussion forums, enquiries, surveys,…). The commitments of this Forum should be:

- To adequately inform citizens on the planning and deployment of the DLA, its goals, the expected results and the time needed to produce them.

- To establish periodical forms of consultation to citizens and stakeholders on the quality of the eServices being offered and initiatives implemented.

- eParticipation of citizens and stakeholders on the Digital Local Agenda priorities and the eServices being delivered, as well as on the mainstream initiatives/projects that form part of it.

3.4 Evaluation of initiatives (pre and post initiative implementation)

Detail evaluation and assessment activities prior to and after the implementation of each initiative are discussed in this section..

Program/Initiative Performance Indicators		
Name	**Definition / Indicator Formula**	**Periodicity /Value**
[Indicator Name]	*[Indicator Name / Indicator Formula]*	

Sample Of Program/Initiative Checking

Program/Initiative Checking					
Name		**YEAR 0**	**YEAR 1**	**YEAR 2**	**YEAR …**
[Indicator Name]					

Section 4: (Annex)

Annex A

Annex_A__Priority_Description.doc
Please refer to Annex A – Priority Description document (***Annex_A__Priority_Description.doc***)

Annex B

Annex_B.doc
Please see file: Annex_B.doc (Reference Documentation)

Annex C
C.1 Catalogue of Initiatives
C.2 Catalogue of Partners Involved