



Una manera de hacer Europa



BUENAS PRÁCTICAS Actuaciones Cofinanciadas

“Digitalization of public services”

Barcelona Activa - Barcelona City Council

**Programa Operativo
de Catalunya**

Año 2021

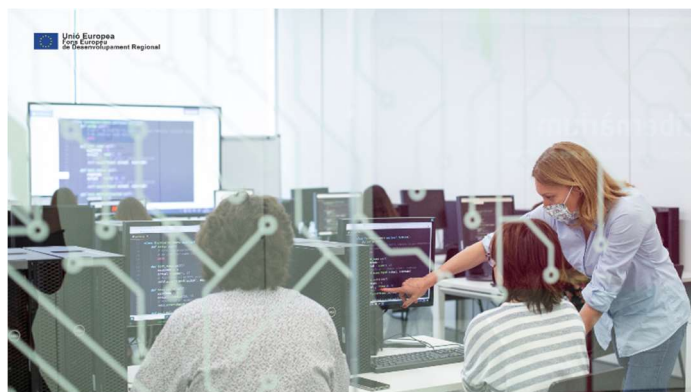
Fondo Europeo de Desarrollo Regional

The ‘Digitalization of public services’ project is presented as a good practice

The ‘**Digitalization of public services**’ project aims to develop the digitalization of services offered to citizens and companies to impact the fields of learning and entrepreneurship electronically.

Barcelona Activa, the economic development agency of the Barcelona City Council, which is carrying out this project, has analysed, interpreted and designed an innovative and flexible online training model, as well as producing multimedia content aimed at skills acquisition for professionals, companies and SMEs in the city, by increasing the number of online offerings.

Thanks to the adaptation of e-learning platforms and the required technology infrastructure, this **electronic training model** has been devised to guarantee good accessibility and mobility to users, allow them to develop the expertise, capabilities and digital skills needed for today’s economy, and also broaden their knowledge according to their needs, whether through courses on ICT tools (Information and Communication Technologies) or other resources aimed at companies and entrepreneurs.



From among this content, it is worth highlighting two tools: one that helps users self-diagnose their level of knowledge regarding digital skills and recommends the most appropriate training and another called *eRecomana*, focused on the creation of training models which support decision-making regarding defining online projects and which demarcates the borders of cross-cutting work for producing electronic training.

The ‘Digitalization of public services’ project has cost €1,573,550 in total, with subsidies of €1,439,741, and ERDF (European Regional Development Fund) aid of €705,027.

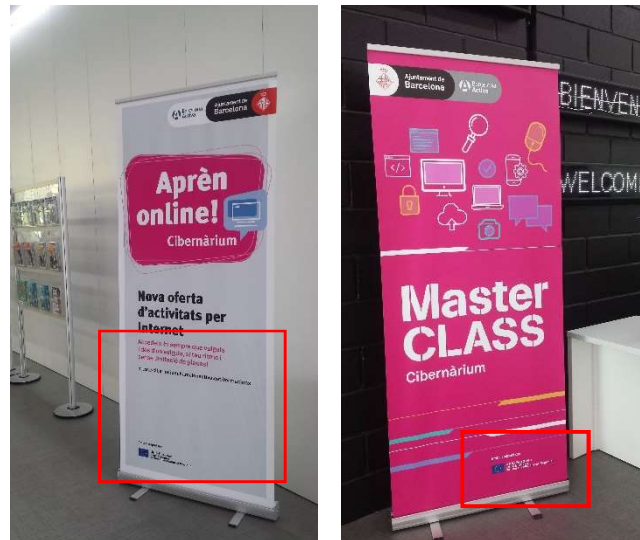
With regard to the impact that this project has had, taking into account the number of users covered by this electronic public service, between 2017 and 2021, 23,364 people used the service (understood as the total number of individuals who have used the service, regardless of the number of times they have done so).

This project is a good practice because it meets the following criteria:

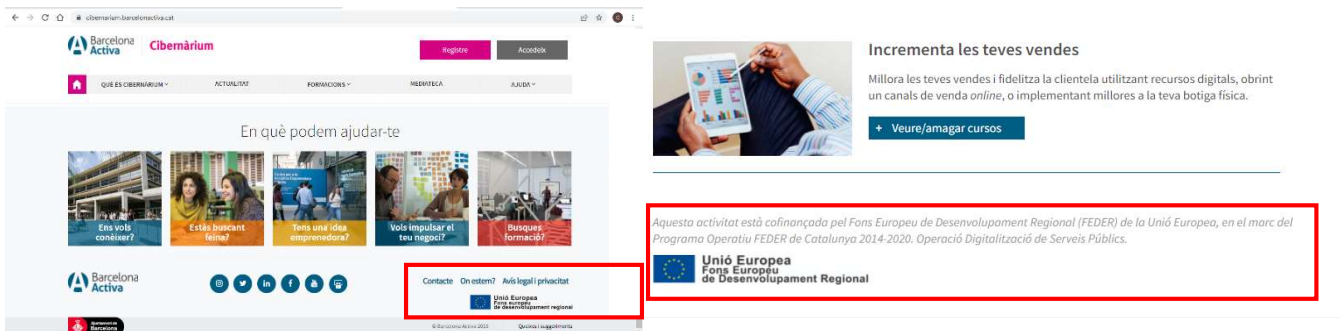
1. The role of the ERDF in this project has been conveniently divided between beneficiaries, potential beneficiaries and the general public.

The project has been conveniently disseminated as follows:

Posters (roll-ups) exhibited at the entrance of Cibernàrium (Barcelona Activa's technological training and outreach service).

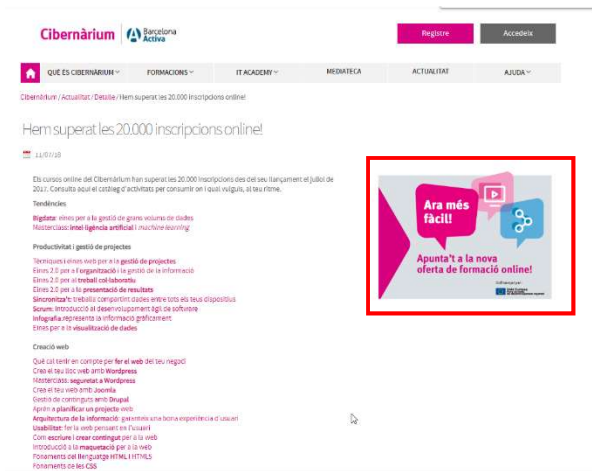


Web presence on the Cibernàrium and Barcelona Activa websites (with the creation of landing pages, as a digital marketing tool, specifically for businesses and restaurants as a result of the Covid-19 crisis).

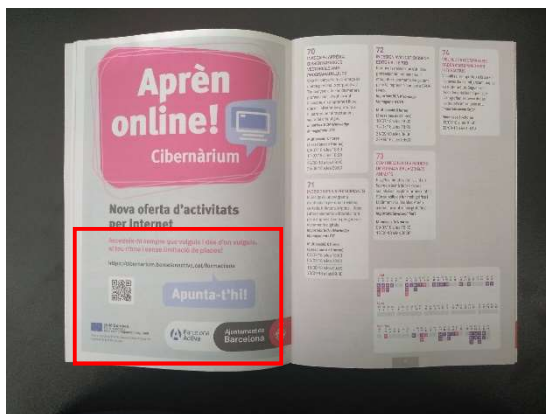


<https://cibernarium.barcelonactiva.cat/> and <https://empreses.barcelonactiva.cat/web/es/formacio-i-programes-per-al-comerc>

The creation of banners (digital marketing images) to include on the Cibernàrium web page and on the websites of third parties (CTECNO, Barcelona Libraries, Catalanian College of Journalists, Mobile World Congress, Pimec, Smart City Week, Talent Week and others).



Printed publicity in the quarterly Cibernàrium publication (with a circulation of 13,000) and the design and production of a 'Learn online' poster with a QR code to disseminate the catalogue online (circulation 10,000). Both publications have been distributed in libraries, civic centres, municipal facilities, associations and other public places in and around Barcelona. They highlight the co-financing received.



Activities and presentations

Sectoral communication in specific meetings with sector representatives from fields such as small businesses, the restaurant industry and sports, aimed at disseminating the message to prescribers and generating a multiplier strategy.

In 2019, Cibernàrium celebrated its 20th anniversary, by disseminating its training catalogue online.



Messages for knowledge transfer

The development of a White Paper [*Digitalisation of Barcelona Activa's stable training services*](#), which includes the experience of digitalising training (from the process rolled out between 2011 and 2021) and which will serve to transfer the knowledge acquired to any other institution (bodies or municipalities who want to develop similar projects).



2. The activity incorporates innovations

The fundamental innovation in this project lies in the fact that it promotes a strategic redefinition of both Barcelona Activa's public training services model and the internal processes needed to carry it out, using new digital content. It is transformed from being a purely face-to-face model to a mixed face-to-face/online, synchronous/asynchronous model, which can serve as a model for other public institutions who may be considering similar digitalisation projects.

Technology is worth highlighting as an innovative element. It incorporates the LMS platform (Learning Management System) for rendering asynchronous online activities and a video-conferencing and work platform in collaboration for the provision of synchronous online training. There are also new formats for providing activities such as MOOC (Massive Online Open Courses), instant courses (short courses on specific topics) and masterclasses online, which all incorporate integrated videos, infographics, text, interactive materials and gamification (experiencing an activity with gaming elements).

3. Adaptation of the results obtained from the project to the established objectives

The objectives established for this project were the definition and launch of new methodologies and technological solutions to disseminate informative and formative content. The objective here was to enable the definition and development of **digitalisation projects** for training services according to their needs and target audience, as well as rolling out the model developed and producing digital content.

The European funds have allowed the generation, transformation and improvement of access to training content which now reaches a much greater number of end users through a new learning model developed and adapted to the needs of a new way of accessing online training. This is available 24 hours a day, seven days a week, and facilitates the integration of ICT as a tool for interacting with local government.

4. Contribution to solving a problem or weakness detected in the territorial scope of execution

Currently, knowledge occupies a central position and needs to be continuously regenerated through learning (life-long learning). Online training activities are one solution to the need for development, activation and effective use of digital skills, and they open up a world of opportunities in learning and continuous professional development. Increasing business competitiveness is about recognising the importance of ICT in different fields, facilitating accessible and continuous learning, which enables the barriers to time availability and face-to-face access to be reduced.

The pandemic and lockdown were an unexpected lever for change for online dissemination, because they fired up users' interest in electronic training. In 2020, consumption of online courses grew by 191% compared to the previous year and, as a result, the number of courses per person also increased, from 2.6 to 3.16. With the suspension of face-to-face services for health reasons, Barcelona Activa set up a telephone line, available 24 hours a day, 7 days a week, to advise people on how to access and use the services electronically, including the online training offer and instructions on how to enrol.

5. High degree of coverage of target population

Between 2017 and 2021, the population who made use of the content developed as part of this project was **23,364 people**. However, the impact and degree of coverage of the population is determined not only by the number of unique people but by their participation, given that the objective is that people make continued use of the courses to improve their professional skills. In this sense, the average number of courses per person is three, and there were a total of **60,523 completions** (total consumption of the content with a certificate of attendance). The impact on the population is also determined by the number of enrolments, although the courses were not completed as the users obtained what they required without the need to finish the course. There was a total of **175,760 enrolments** between 2017 and 2020. Sixty-two per cent of users are women, the majority between 25 and 40 years old, and have university qualifications. Forty-four per cent of users work as employees and mainly live in Barcelona.

6. Consideration for equal opportunities, non-discrimination, social responsibility and environmental sustainability

Digitalising training services not only promotes efficiency in the use of resources, reducing the consumption of disposable material, but also minimises the environmental impact by promoting a reduction in commuting.

The requirement for gender equality in the companies contracted has been incorporated into the tender documents. Additionally, it was stipulated that the training sessions' examples did not contain any sexist content and that they guaranteed diversity. The digital training content always uses inclusive, non-sexist language, and gender equality was required in the audiovisual content.

Of the courses carried out, eight are on socio-economic innovation and equality. Moreover, it should be noted that due to the flexibility of the training, it particularly favours women who made up nearly 60% of the total. This is because it is more accessible with new methodologies and formats and is online and asynchronous.

7. Synergies with other policies or public intervention tools

The project makes use of ICT as a tool for business competitiveness and includes the basic principles of dissemination and use of ICT in both traditional and innovative contexts, which fosters the *Agenda Digital Catalu na 2020* (Catalonian Digital Agenda 2020). In the municipal sphere, it reinforces the [government measure ‘Barcelona, city of talent’](#). This measure, published in 2020, aims to boost municipal policies, such as the generation, development, attraction, fostering and loyalty of talent in Barcelona.

On the other hand, in the White Paper (described above), which collects Barcelona Activa’s experience of digitalising public services, the knowledge acquired is made available to any other institution that may want to undertake a similar digitalisation process.

This project has made it possible to implement a large-scale pilot in a public administration, aimed at rolling out a new and innovative service. Once the project is finished, this service will continue in a stable form and is a structural part of Barcelona Activa’s offer, with the challenge of developing and expanding both content and formats.



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