



The Computerworld Honors Program

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Final Copy of Case Study

LOCATION:
Barcelona, Spain

ORGANIZATION:
Barcelona City Council

YEAR:
2011

ORGANIZATION URL:
<http://www.bcn.cat>

STATUS:
Laureate

PROJECT NAME:
The e Government Plan of Barcelona

CATEGORY:
Emerging Technology

PROJECT OVERVIEW

The city council has been innovative in relation to municipal management, with a strong orientation to service delivery. In early 2008 it was necessary to take another step forward and redefine the municipal governance model to meet new challenges. The new needs emerged are to respond to the growing and intense pressure, to increase the effectiveness and efficiency, and to emphasis on quality and delivery of services, in reducing delays in the recognition of the citizen's right to relations with the public on the Internet 24 hours a day. In this context, we define and implement an e Government Plan (hereinafter e Government) presented to this nomination. The Plan is the application of ICT to transform business processes, internal and external of the municipal administration, to make it more accessible, efficient, effective and transparent. The Plan aims at deploying e Government in a comprehensive manner, in two years. The axes of the plan are: 1. The personalization of services: customized access to administrative procedures and services, tailored services, personal information aggregation and targeted portals (businesses, citizens and professionals). 2. The ubiquity of access, facilitating access to the administration, anywhere, anytime, from any device. 3. Internal processes improvements: improving efficiency and effectiveness of the organization and process reengineering. Undertaken projects clearly benefits not only citizens and businesses but also municipal employees. Citizens and businesses, especially those established in Barcelona, are the main beneficiaries of the plan since they have the ability to access municipal procedures by electronic means, therefore reducing spent time. The two major challenges are implementing electronic records and upgrading and improving the usability of the electronic interactions. Both require the use of emerging technologies, service-oriented architecture (SOA), electronic document and business process management (BPM), web technology and mobile services. Electronic records have been already implemented for the strategic processes of municipal activity: inspections, building permits and public procurement. And are under development the electronic records related to grants, human resources and business licenses. The challenge to increase and improve the usability of the electronic

interactions of citizens has been addressed by the adequacy of the information, developing services targeted to different groups, and promoting the ubiquity of the channels. We must highlight the portal of services, integrating services to citizens and companies, multi-channel and multi-device, mobile services and "Welcome to Barcelona" project that resolves in a single procedure all demands and needs associated with new arrivals to the city, and the mobile services.

SOCIETAL BENEFITS

Citizens and businesses have seen their cases time resolution reduced. They can interact with the administration online over all the process. • The processing time for smaller contracts and building permits has been reduced by 30% • There are more than 800 procedures and services online

PLEASE DESCRIBE THE PROJECT'S PHASES AND WHICH PHASE THE PROJECT IS IN

The current implementation is almost complete. We need to revise some imbalances detected in some areas and strengthen communication and training to public employees. It has been developed in 4 phases: definition, development, deployment and consolidation. • 2008 Definition phase: designing the plan, conceptualize projects and major contracts bid (portal of paperwork, electronic files, content management, document management, BPM) • 2009 Stage of development: projects are awarded, functional analysis is performed, develops and integrates software. Conceptualization of change management plan. • 2010 Deployment phase: the main projects are implemented within the framework of a service-oriented architecture, integrate the common modules (such as electronic signatures and electronic records) in the files. This starts the change management plan that affects more than 2,000 city employees and ensures communication, training, support to people who must change their way of working and adapt to new tools and new tasks. • 2011 Consolidation phase. The year 2011 will be the consolidation of e Government Plan, we hope to stabilize at the level of architecture and implement actions to mitigate the weaknesses of the projects. In this phase the communication of results to employees and feedback to them is a very important element.

PROJECT BENEFIT EXAMPLE

The implementation of the electronic record as the basis to transform the local processes has provided the following improvements: • The resolution time of the building permits have been reduced by 30%. In addition, applicants can make all the arrangements by internet Service Portal and they do not need to provide us documentation, on paper, that has been prepared by the College of Architects, Surveyors, and Engineers previously attached on its application. • The tenderers in procurement procedures set out their proposals on this site. Then, the time resolution processes have been significantly reduced. • Citizens who want their residence or living certificate can choose between the application via SMS, online or at kiosks (located in city facilities), as well as traditional channels-face and telephone care to get their residence or living certificate. • The Portal of procedures and services can perform over 800 procedures and services (40% of the procedures are already online). The fully manageable online transactions account for more than 80% of the volume of paperwork from City Hall. Between July, 2009 and June 2010 were 1.3 million procedures performed. • Mobile Service: The number of services made through mobile phone in the first nine months of the year 2010 was over 80,000. • More than 5,000 internal users have been directly impacted by any of the projects of the Plan.

IS THIS PROJECT AN INNOVATION, BEST



PRACTICE?

Yes. This project can be clearly considered innovative. Implementation of several emerging technologies (SAP, Vignette content management, EMC Documentum Document Management System) and common modules of e Government (electronic signature, electronic record, electronic bills, interchange of data between administrations) at the same time and in a service-oriented architecture (SOA) in the local administration make our project an innovation one. As a good practice, this technology is easy to expose and apply by the other organizations that would like to use this technology to close the government to the citizen.

ADDITIONAL PROJECT INFORMATION

The development proposal of the Plan came from Deputy Mayor for Housing and Internal Organisation and City Manager, which exert political leadership and management of the project plan and comprehensive transformation of the internal organization. The Deputy Mayor for Housing and Internal Organisation and the City Manager chair the Committee of e Government of Barcelona, which meets quarterly to assess progress and make appropriate decisions for their development or reorientation. The responsible of the Plan implementation have been the e Government Director of and the Municipal Institute of Informatics. The plan is supported by more than 20 suppliers. The Plan impacted in many municipal sectors (Prevention Safety and Mobility, Social Action, General Services, Environment, Town Planning, ...) and every city districts. That means more than 5,000 government employees and will reach the entire workforce (12,000 employees at least) in 2012. Change management, the support to the public employee (training and communication), and the Regulator Bylaw in e Government have been essential for the success of the implementation of technology.