



# DIGITAL CITIES CHALLENGE

## Digital Transformation Strategy for the city of Algeciras

### ***Bridge to Europe***

July 2019



# Digital Cities Challenge

Digital Transformation Strategy for the city of  
Algeciras: Bridge to Europe

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## Executive Summary: Algeciras digital transformation

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### **Algeciras is a central node in the Digital Cities Challenge network**

The Digital Cities Challenge an initiative of the European Commission helps to achieve sustainable economic growth in Algeciras through the integration of advanced technologies. The initiative fosters complementarities and synergies between existing policies involving digital priorities (e.g. sustainable urban development, smart city director plan, Algeciras 360°, Open Algeciras, urban agenda 2030, etc.) and the newly planned policy actions supporting digital transformation.

The ambition is that Algeciras will act as model for other Spanish and European cities. By developing and testing novel policy levers in a collaborative approach with the involvement of other cities as peers it will demonstrate how to reap the benefits offered by the transformative power of digitisation. It will showcase how to fill the gaps which are currently hindering Algeciras to advance and capture the benefits of digital transformation.

**The digital transformation strategy for Algeciras:** at the service of people (inhabitants and visitors) as well as of local private and public entities, while building a resilient modern city that continuously contributes to social welfare, sustainable development and to a new socio- economic model able to generate talent, leverage investment and create new business opportunities in the transport & mobility, petro-chemical, metallurgy, hospitality and environmental / energy efficiency sectors.

The following statements are the result of a stepwise funnel-shaped process, where starting from a wide analysis of digital dimensions contained in a SWOT we then narrowed down to topics specifically tailored for Algeciras. We arrived at those statements after two months of visits, workshops, desk research and continuous communications with local stakeholders.

On this basis, the city of Algeciras has defined the following mission:

*“To pave the way towards a continuous digital transformation and modernisation process that will enable Algeciras to become the open, dynamic, social inclusive and talent based southernmost gateway of Europe as well as worldwide reference for a citizens-driven sustainable mobility hub”*

In order to reach this goal, it will pursue the following ambitions:

- To promote the main pillars for a successful incremental digital transformation in the city.
- To focus on digital talent and digital capacity building.
- To set up the environment and tools for a dynamic entrepreneurial activity in Algeciras.
- To establish locations and incentives to showcase and pilot digital solutions

The roll-out of this strategy will be guided by the implementation of 12 operational objectives:

- Reduce process duration in municipality interactions with companies thanks to digitalisation.
- Increase the number of digital proceedings that can be done by companies and citizens.
- Improve the SMEs' capabilities in the digital economy.
- Develop a digital competence map.
- Design and implement a training plan based on the results of the competence map.
- Promote and attract digital talent with excellence grants, prizes and funding programs.
- Ease and reduce the procedure for setting up new companies using digital technologies.
- Develop and implement active policies to promote entrepreneurship in young people.
- Facilitate access to information and to finance via digital economy related platforms.
- Improve the global perception about the benefits of digital transformation.
- Develop a plan to implement co-working, demonstration and incubator/accelerator spaces for digital projects.
- Establish a unique one-stop shop platform to promote digital transformation's latest trends.

### **The strategy roadmap for the city of Algeciras**

The city has identified the list of activities to be implemented in the short, medium and long terms, in order to make its strategic mission and ambition a tangible reality. As such, a total of 15 specific activities have been identified, under the different operational objectives of the strategy. Examples of key activities to be implemented as part of the strategy include the creation of the Algeciras Digital Transformation Observatory, the elaboration of a competences and resources mapping, the creation of a Digital Innovation Hub and developing a cybersecurity plan among others. There are also 3 pilot activities which have been identified by the local working group as the pilot activities for immediate implementation, in order to launch the implementation phase of the digital transformation strategy and start generating immediate results.

The outlines of the governance of the digital transformation strategy have also been defined:

- The strategy will be owned by the Municipality of Algeciras.
- The strategy steering and oversight will be conducted by a head organisation which will rotate annually. First one will be the Department of European Projects of Algeciras Municipality.
- The Strategy implementation agents will be those participating in the Digital Cities Challenge workshops.

Last but not least, a performance framework for the strategy has also been designed in light of conducting regular monitoring and appraisal of strategy implementation.

# 1. Introduction to the Digital Cities Challenge

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According to recent data, 72% of the EU's population lives in cities, towns and suburbs, making them the engines of the continent's economy. Cities generate 85% of Europe's GDP, they also face multiple, interconnected challenges, including energy and climate change, employment, migration, social inequality, and water, air and soil pollution.

However, through advanced digital technologies, Europe has the opportunity to re-invent the way we manage our cities' development and respond to the big societal challenges, such as efficient health management, cleaner environment, green mobility, and offering great-value jobs. Due to their high density, cities are put in a very good position to create innovative ecosystems made up of a wide array of different stakeholders from government, industry, finance, academia, communitarian organisations, social partners, etc. Cities have the capacity to make policies become reality.

In this context arises the **Digital Cities Challenge**, an initiative of the European Commission with the main purpose to support the cities in their path to digital transformation. DCC offers policy advice and support to 15 cities in Europe, namely **Alcoy**, **Algeciras** and **Granada** in Spain, **Arad** and **Iasi** in Romania, **L'Aquila** in Italy, **Kavala**, **Patras** and **Thessaloniki** in Greece, **Sofia** in Bulgaria, **Ventspils** in Latvia, **Grand-Orly Seine Bièvre** in France, **Pori** in Finland, **Rijeka** in Croatia, and **Guimarães** in Portugal. The support to be



offered will speed up the digital transformation and the industrial modernisation of cities in order for them to take full advantage of the 4th industrial revolution.

This initiative draws inspiration on the recommendations set out in the "Blueprint for cities as launch pads for digital transformation". In addition, it will reinforce the networking among model

cities, facilitate their participation in on-going European initiatives in similar policy fields, strengthen stakeholder collaboration, cross-regional partnerships and stimulate investments.

The selected Digital Cities received support in the form of field advisory services provided by a group of high-level experts and peer reviewers, and offered the possibility for city representatives to participate in a series of capacity building and networking seminars. These activities took place in four Academy seminars during which cities shared practices, took advantage of peer to peer learning and worked together and in thematic groups on the steps of their digital transformation trajectory.

**The commitment of Mayors is key** to the success of fostering economic growth, increasing prosperity as well as well-being across European cities. The engagement of political leadership will be of much value to achieving digital transformation in European cities, providing strategic orientations and ensuring that the process of developing and operationalising the strategy supporting digital transformation is translated into a portfolio of relevant actions supporting each other towards achieving a common goal and tailored to the local context. Such efforts need coordination to ensure that effort and dedication undertaken by the city administration is directed to best effect.

As a result of this, the Digital Cities Challenge has directly engaged with the Mayor of the supported cities. In December 2018, the on Mayors Conference was organised in Brussels to reflect upon the ongoing work and co-design the technological transformation trajectory of European cities.

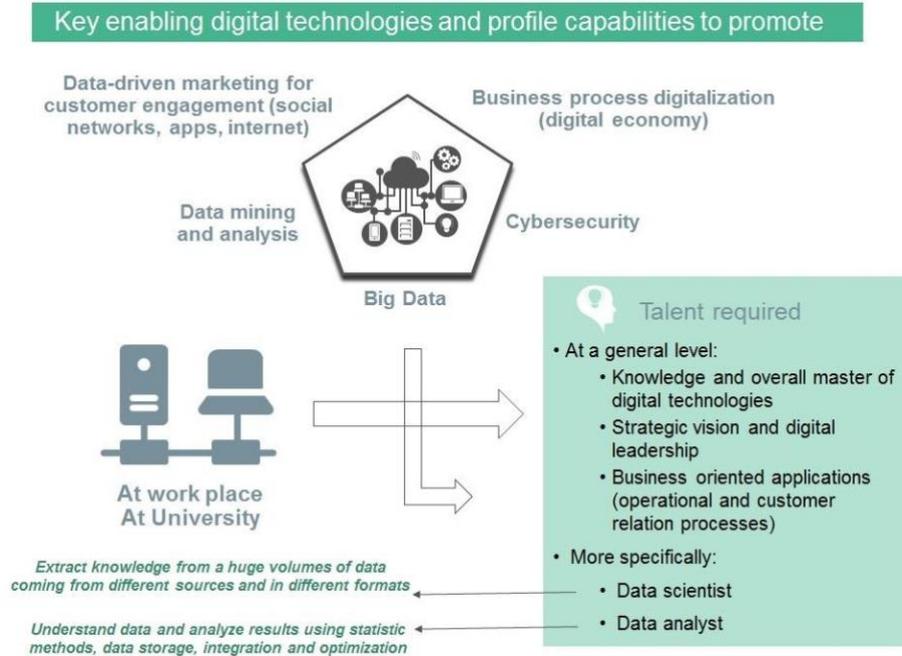
**This digital transformation strategy presented in this document has been developed in the framework of the field advisory services delivered in the Algeciras.** It represents the main output linked to the participation of the city in the Digital Cities Challenge. The strategy will be the main guiding document for the city to embark on its journey to unleash the power of digital transformation for growth and competitiveness.

## 2. Overview of the digital maturity assessment for Algeciras

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The main **key findings** of the assessment phase carried out for Algeciras show the following:

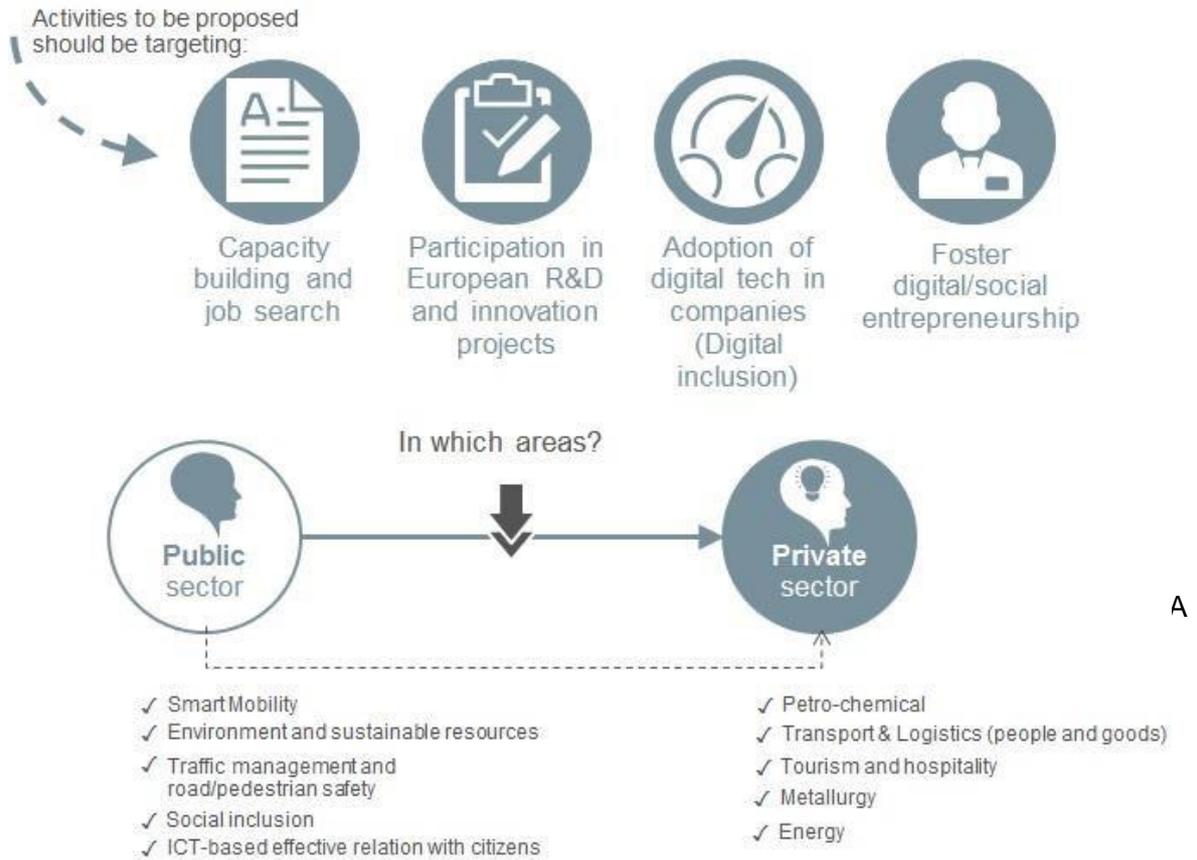
- **Big corporates** have started to digitally transform, but they don't bring SMEs along.
- Though there's still room for improvement, the **service sector** (mainly hospitality) **is performing well**.
- **Lack of experience and resources to launch digital projects** within companies. Also, **low awareness level** about supporting funds and programs.
- **Strong need of a sustained and intensive awareness raising** in companies (about collaboration, digital technologies and about cybersecurity and its implications).
- **Capacity building and training** is pivotal, for university students and for employees.
- Need to work intensively in **promoting public-private partnerships** for digitalisation.
- Despite the successful latest progress, the city needs **to widen digital relations** with its citizens as well as the services that are available via digital certificates.
- There's a **gap in coverage** as far as **network infrastructure** is concerned - Fixed bandwidth network should be maximised and 4G communications as well as free public Wi-Fi networks need to be reinforced so they become a commodity in the city.



Additional outcomes of the assessment made for Algeciras are presented in the picture above, where specific **key enabling technologies** and related **knowledge skills capabilities** have been identified for the city in order to ensure a successful implementation of its digital transformation strategy.

Finally, during the field assessment work and the meetings held with the local stakeholders, we were able to identify a **main necessity**: **Creation, retention** and **attraction** of **digital talent**. The following picture provides more details on this topic:

Figure 1 Main necessities identified

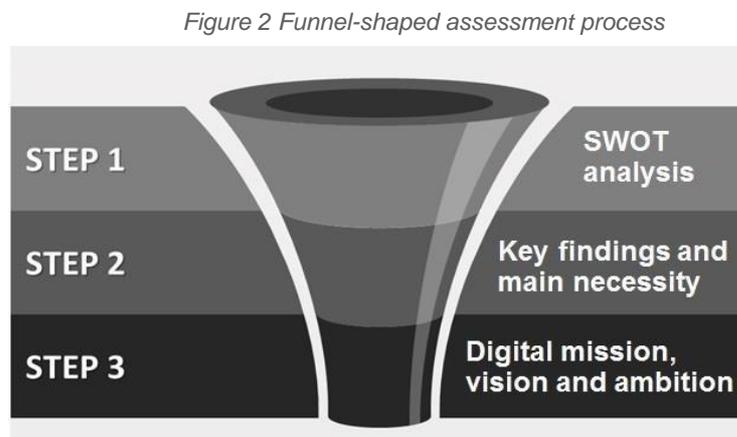


Separate assessment report has been produced for the city of Algieras as part of the Digital Cities Challenge.

### 3. Mission and Ambition statements

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The mission, vision and ambition statements described below are the result of a stepwise funnel-shaped process, where starting from a wide analysis of digital dimensions contained in a SWOT we then narrowed down to topics specifically tailored for Algeciras. We arrived at those statements after a 2 months period of visits, working sessions, desk research and continuous communications with local stakeholders. The figure below depicts how this process was implemented:



#### **Mission statement**

*“To pave the way towards a continuous digital transformation and modernisation process that will enable Algeciras to become the open, dynamic, social inclusive and talent based southernmost gateway of Europe as well as worldwide reference for a citizens-driven sustainable mobility hub”*

#### **Vision and ambition statements:**

- 1. To promote the main pillars for a successful incremental digital transformation in the city.**

The local authority becomes the enabler for the setting up of the required digital infrastructure and for connecting the big players of the city’s key sectors with small businesses and citizens. In particular, specific actions aiming at the creation, maintenance and strengthening of multi-

actor “collaboration culture” as well as Public-Private Partnerships (PPP), awareness raising campaigns and social leadership.

**2. To focus on digital talent and digital capacity building.**

- Reinforcing digital capabilities and digital professional career development applicable in any of the following sectors’ value chain:
  - transport & logistics
  - services to the petro-chemical, metallurgy and energy industries
  - retail & hospitality
  - innovative services for the welfare and quality of life within the city,
- Tackling the digital divide and the improvement of citizen’s digital interactions with the public administration.

**3. To set up the environment and tools for a dynamic entrepreneurial activity in Algeciras.**

- Facilitating easy to access financing and adapted investment opportunities to local entrepreneurs as a way to boost the innovative and social-driven labour market in the city.
- Engaging big companies from the local key industry sectors as driving force of innovative entrepreneurial business propositions that will solve their specific challenges via digital technologies.

**4. To establish locations and incentives to showcase and pilot digital solutions.**

We refer to spaces around the city to find proof examples of the benefits (social and economic) of digital transformation within companies whilst encouraging the uptake and use of e-administration as well as Open Data solutions. We’ll be adding value to the economy by increasing transparency, stimulating new business applications, building trust in Government and improving the lives of citizens by delivering better services.

## 4. Bridge to Europe: the Digital Transformation Strategy for the city of Algeciras

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### 4.1. Strategy orientation

Algeciras Bridge to Europe strategy for digitalisation and modernisation pursues a mission-vision oriented policy approach to make digital transformation an instrument at the service of **people** (inhabitants and visitors) as well as of **local private and public entities**, while building a resilient modern city that continuously contributes to social welfare, sustainable development and to a new socio-economic model able to generate talent, leverage investment and create new business opportunities in the transport & mobility, petro-chemical, metallurgy, hospitality and environmental / energy efficiency sectors.

The strategy's orientation contains the **unique and innovative features** described below:

- Its geographical coverage goes beyond the city's boundaries – A wider area has been taken into consideration due to the economic networks (existing and potential connections) with powerful stakeholders operating along the whole Algeciras Bay area (including the Gibraltar Strait) that enjoy a strategic location in Europe.
- Its scope encompasses a practical combination of bottom-up-top-down approach to be successful - The actions and resources to be considered are only those best fitting the current characteristics, potentialities and common future digital ambition of the city's stakeholders that participated in the DCC. Our goal is to put at the disposal of both types of beneficiary (people & entities) the appropriate environment and tools to make Algeciras become an attractive place to live while boosting the local economy.
- Its main driving force is multi-actor collaboration – Being Public-Private Partnerships (PPPs) considered as the guiding backbone or essential ingredient of any effective implementation. This contributes to a sense of belonging where both citizens and local organisations contribute to build a better place to live.

The links to other local strategies are described in the table below, where not only the synergies are mentioned, but also the main differences:

*Box 1 Links with other local strategies*

**Bridge to Europe is closely connected with the implementation in Algeciras of the European Regional Development Fund (ERDF) art.7, which relates to “Sustainable urban development” - Selected cities are required to develop an Integrated Strategy for improvement and modernisation of a specific part of the city (an area that requires especial attention).**

- Synergies to highlight are that investments have the goal of increasing jobs and growth based on sustainable mobility dynamics/schemes and road traffic improvement. The way to do this is partly with the use of advance digital technologies.
- Differences from Bridge to Europe are basically that digital technologies are not expected to be at the core of the urban strategy and that it only considers one part of the city (as aforementioned, cities choose an area for implementation).

**Algeciras has recently designed its Smart City Action Plan, which is currently waiting for its final implementation approval by the local authorities.**

- Synergies to highlight are that it foresees tackling the digital divide, the establishment of a coordination centre for decision making and the connection with international initiatives. There is budget allocated for this Action Plan and therefore potential synergies for common thematic lines like traffic monitoring (security, logistics).
- Differences from Bridge to Europe are basically that this Action Plan is mostly related to digital transformation of the local public services (only a public- based approached)

**Algeciras has lately made great progress in the development of its Urban Agenda 2030, which is in line with the urban dimension of EU Cohesion Policy. Our Urban Agenda includes a chapter focused on “Digitalisation”.**

- Synergies to highlight are I) it involves socio-economic stakeholders as well as representatives from the academia; II) It has a link with data-driven information of the territory generated by the citizens and for the citizens to be used.
- Main difference with Bridge to Europe is that Digitalisation is only one out of many perspectives

The following figure provides an overview of the full digital transformation strategy for the city of Algeciras. The individual components are described in further detail in the following sections and sub-sections.

Figure 3 Overview of the Digital Transformation Strategy for the City of Algeciras



# Digital transformation strategy for Algeciras

Bridge to Europe



## 4.2. Operational objectives

Operational objectives reflect the means through which the city of Algeciras will achieve its ambition statements. They represent the ‘how’ behind the high-level strategic vision which has been developed by the local working group. As demonstrated in the following figure, operational objectives are linked to one or several ambition statements. The city of Algeciras has identified 12 operational objectives for its digital transformation strategy. The following table provides a more detailed presentation of each of the operational objectives.

Table 1 Presentation of the operational objectives of the Digital Transformation Strategy for the city of Algeciras

Operational Objectives	
AS1	OO1.1: Reduce process duration in municipality interactions with companies thanks to digitalization
	OO1.2: Increase the number of digital proceedings that can be done by companies and citizens
	OO1.3: Improve the SME’s capabilities in the digital economy
AS2	OO2.1: Develop a digital competence map
	OO2.2: Design and implement a training plan based on the results of the competence map
	OO2.3: Promote and attract digital talent with excellence grants, prizes and funding programs
AS3	OO3.1: Ease and reduce the procedure for setting up new companies using digital technologies
	OO3.2: Develop and implement active policies to promote entrepreneurship in young people
	OO3.3: Facilitate access to information and to finance via digital economy related platforms
AS4	OO4.1: Improve the global perception about the benefits of digital transformation
	OO4.2: Develop a plan to implement co-working, demonstration and incubator/accelerator spaces for digital projects
	OO4.3: Establish a unique one-stop shop platform to promote digital transformation’s latest trends

The operational objectives (OO) presented above were selected after integrating, filtering and deleting a bigger set that contained those worked out during the corresponding workshop session with the city stakeholders. They were defined having in mind the mission/ambition statements to which they will be attached, firstly drafted in the working groups the participants were split in, and then discussed with the rest of the stakeholders (including the Digital Cities Challenge lead and local expert). The final list shows 3 OO per each mission statement because this was the agreed targeted result at the beginning of the working session.

## 5. Digital strategy roadmap and planned activities

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The roadmap is the component of the digital transformation strategy that describes the practical implementation of the strategy, including priority activities and governance. Priority activities refer to the specific actions through which the strategy will be implemented. An activity can be described as a tangible and concrete action, which has a beginning and an end, accompanied by a specific objective and resources for its implementation. The results of the activities (i.e. outputs) are meant to contribute to reaching the operational objectives identified in the previous section.

### 5.1. Overview of proposed activities

The digital transformation strategy for the city of Algeciras will be implemented through a group of activities, identified in the framework of the Digital Cities Challenge. Activities are meant to contribute to reaching the operational objectives defined in the framework of the strategy, which in turn will contribute to the city's ambition and mission. The list of priority activities may be expanded with time. For now the city has decided to implement 15 activities, as described in the following table. Operational Objectives in bold letters indicate the most relevant among those related to each activity:

*DIGITAL CITIES CHALLENGE – Digital Transformation Strategy*

<b>Activity name</b>	<b>Link to Operational Objectives</b>	<b>Main implementing partner (i.e. owner of the activity)</b>	<b>Brief description and goals</b>
Creation of the AlgecirasDigital Transformation Observatory	All OO 1.1 to OO 4.3	Algeciras Municipality (European Funds Department)	It is the governance body composed also by other relevant players of the Algeciras Bay area. Goals are to coordinate roadmap implementation, propose activities, obtain data, identify funds, etc.
Develop a digital competences and resources mapping	<b>OO 2.1</b> and OO 2.2	Fundación Campus Tecnológico and Cádiz University	Carry out an offer-demand analysis contrasting professional training capabilities and business requirements. Main aim is to setup a solid reality- based information source
Creation and launch of the Algeciras Bay digital cooperation platform	OO 1.3, OO 2.3, <b>OO 3.3</b> , OO 4.1 and OO 4.3	Fundación Campus Tecnológico	Knowledge interchanging and access to digital projects' funding opportunities as well as to services for the preparation of projects.
Definition and launch of a Digital Awareness raising campaign	OO 2.3 and <b>OO 4.1</b>	Algeciras Municipality (European Funds Department)	Ensure continuous dissemination activities across different sectors and social layers about the importance of digital technologies and their adoption.
Deployment of an advanced metropolitan communication network infrastructure	<b>OO 1.3</b> , OO 2.3 and OO 3.2	Algeciras Municipality	First steps will be to deploy optic fibre for some municipality services as well as to provide free public Wi-Fi connection to citizens in specific areas
Design and implementation of a digital talent generation/attraction program	OO 1.3, OO 2.1, OO 2.2 and <b>OO 2.3</b>	Fundación Campus Tecnológico and Cádiz University	In close cooperation with companies, the program will support the employment of high talented individuals

*DIGITAL CITIES CHALLENGE – Digital Transformation Strategy*

<b>Activity name</b>	<b>Link to Operational Objectives</b>	<b>Main implementing partner (i.e. owner of the activity)</b>	<b>Brief description and goals</b>
Launch of an acceleration program for digital based startups.	OO 1.3, OO 2.3, OO 3.1 and <b>OO 3.2</b>	Fundación Campus Tecnológico	Creation and acceleration based on business support, training, networking, funds, etc. tailored for startups with digital solutions for the city's requirements.
Setup of an Open Innovation Unit	OO 1.3, OO 2.1, OO 2.3 and <b>OO 3.3</b>	Fundación Campus Tecnológico and Cádiz University	Fostering and guiding the launch of Digital collaboration projects between academia and local companies.
Setup a PPP devoted to Micro-finance, Seed and Venture Capital	OO 1.3, OO 2.3, OO 3.2 and <b>OO 3.3</b>	AGI, Algeciras Municipality and a financial entity	A Fund devoted to invest (equity and/or loans) in promising startups and SMEs with digital solutions
Definition of a Digital divide reduction & capability building program	OO 1.3, OO 2.1 and <b>OO 2.2</b>	Chamber of Commerce and Cádiz University	Results of the competences mapping will pave the way to tackle digital divide through all social layers in the city
Creation of a Digital Innovation Hub	OO 1.3, OO 2.2, OO 3.3 and <b>OO 4.3</b>	The Port of Algeciras and Algeciras Municipality	Reference structure to help companies become more competitive using digital technologies by accessing knowledge, pilots and funds.
Develop the open 360° Algeciras platform	OO 1.1, <b>OO 1.2</b> and OO 3.1	Municipality of Algeciras	An open platform to manage smart and digital services to citizens
One-stop shop assessment point for digital entrepreneurship	OO 1.1, OO 4.1, OO 4.2 and <b>OO 4.3</b>	Municipality of Algeciras	Direct face2face assessment and support provided to local entrepreneurs, ranging from basic administrative issues to deep business development concepts.

<b>Activity name</b>	<b>Link to Operational Objectives</b>	<b>Main implementing partner (i.e. owner of the activity)</b>	<b>Brief description and goals</b>
Feasibility study and plan for the creation of co-working spaces	OO 4.1 and <b>OO 4.2</b>	Municipality of Algeciras	Mapping of alternatives and potential locations for a co-working spaces network in the city. Including equipment, human resources, etc.
Develop a cybersecurity plan for the city's digital infrastructure	OO 1.3, <b>OO 3.3</b> and OO 4.1	Municipality of Algeciras	Acquire insights about the overall requirements and scope of the cybersecurity measures to consider when implementing the Bridge to Europe strategy.

A detailed presentation of each activity is presented in the Appendix I.

## 5.2. The pilot activities

In order to begin the implementation of the strategy, the city of Algeciras has decided to carry out a first set of 3 pilot activities from the 15 briefly described in the table above. These are the following:

- **Pilot 1 - Deployment of an advanced metropolitan communication network infrastructure:** The main reason for choosing this as a pilot is twofold. On the one hand it is a basic step that represents a quite significant qualitative progress in the city as a whole (starting point of the network infrastructure level is very low). On the other, showing public investments in digital technologies will serve as an example for the private sector. All in all, this is how it is meant to contribute to a broader implementation of the Bridge to Europe strategy. There are basically two main expected results. One would be the deployment of the first free public Wi-Fi nodes to be used by our inhabitants and visitors in specific parts of the city. The other would be to provide high connection capabilities to some public services of the municipality like traffic cameras and streetlights so further digital services can be derived from there. The Municipality will be the main stakeholder in charge of implementing this pilot. Its duration is estimated to be around 3 months from now. This will be financed via the funds already secured for the EDUSI (Sustainable and Integrated Urban Development Strategy).
- **Pilot 2 - Develop the open and 360° Algeciras platform:** We've chosen this one as a pilot because it represents the core of a key objective setup by the Municipality. This is to improve the use and quality of digital technologies and its accessibility to business and people. The expected result is having a more open and transparent digital interface with companies and inhabitants facilitating faster and easier interactions with their local authorities. In addition, this should also facilitate a continuous improvement and extension of capabilities so companies can benefit and launch new businesses. The Municipality will be the main stakeholder in charge of implementing this pilot. Its duration is estimated to be around 6 months from now. This will be financed via the funds already secured for the EDUSI (Sustainable and Integrated Urban Development Strategy).
- **Pilot 3 - One-stop shop assessment point for digital entrepreneurship:** The main reason for choosing this one is because the municipality has already capable staff members for this type of action. The expected result is to become a consolidated reference for any entrepreneur in Algeciras who wants to start up a new business based on digital technologies. The Municipality will be the main stakeholder in charge

of implementing this pilot. Its duration is estimated to be around 3 months from now. This will be financed via the funds already secured for the EDUSI (Sustainable and Integrated Urban Development Strategy).

### **5.3. Timetable for implementation**

It is foreseen the strategy will be implemented for the 3 years. Activities will be gradually implemented, on the basis of the following indicative timetable:

*DIGITAL CITIES CHALLENGE – Digital Transformation Strategy*

*Table 2 Time table for the implementation of the digital transformation strategy for the city of Algeciras*

<b>Activity</b>	<b>Jan-Jun 2019</b>	<b>Jul-Dec 2019</b>	<b>Jan-Jun 2020</b>	<b>Jul-Dec 2020</b>	<b>Jan-Jun 2021</b>	<b>Jul-Dec 2021</b>
<b>Deployment of an advanced metropolitan communication network infrastructure</b>						
<b>Develop the open and 360° Algeciras platform</b>						
<b>One-stop shop assessment point for digital entrepreneurship</b>						
<b>The Algeciras Digital Transformation Observatory</b>						
<b>Digital competences and resources mapping</b>						
<b>The Algeciras Bay digitalcooperation platform</b>						
<b>Digital Awareness raising campaign</b>						
<b>Digital talent generation/attraction program</b>						

*DIGITAL CITIES CHALLENGE – Digital Transformation Strategy*

<b>Activity</b>	<b>Jan-Jun 2019</b>	<b>Jul-Dec 2019</b>	<b>Jan-Jun 2020</b>	<b>Jul-Dec 2020</b>	<b>Jan-Jun 2021</b>	<b>Jul-Dec 2021</b>
<b>Acceleration program for digital based startups.</b>						
<b>Open Innovation Unit</b>						
<b>PPP devoted to Micro-finance, Seed and Venture Capital</b>						
<b>Digital divide reduction &amp; capability building program</b>						
<b>Digital Innovation Hub</b>						
<b>Feasibility study and plan for the creation of co-working spaces</b>						
<b>Cybersecurity plan for the city's digital infrastructure</b>						

## 6. Strategy governance

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Fruit of diverse conversations and work carried out during the strategy workshops the core stakeholder members participating in the strategy elaboration came up with the idea of creating **the Algeciras digital transformation observatory**. It would be the governance body responsible for implementing the strategy defined and its founding members will be those entities involved in the Digital Cities Challenge initiative. The Observatory would be also composed of other relevant players of the Algeciras Bay area. Memberships conditions will be defined later on, but they will be based on free accession and support with an open approach in which local contributors would aim at having a maximum logistic and technical involvement.

The overall goals and objectives of the Observatory as responsible for the implementation of the Bridge to Europe Strategy could be summarised as follows:

- Extract, analyse and publish indicators (KPIs) related to the city's digital transformation.
- Identify funds and disseminate the opportunities of using them for digital transformation in local public authorities and private companies.
- Publish thematic studies and specific project (initiatives) results derived from the implementation of the Bridge to Europe Strategy.
- Reinforce and extend the stakeholder network that composes the digital ecosystem in Algeciras.
- Orientate the strategic investment and actuation lines of the local businesses in the field of digital technologies and ICT.
- Promote the connection with other similar or related networks at regional, national and international level.
- Make special focus on digital entrepreneurship and on the transformation process of local SMEs.

In addition, regular bimonthly meetings will be organised as a way of updating on the strategy implementation and discussing the potential participation of new members in the Observatory. Finally, the Observatory would have the assignment of elaborating and publishing an **annual**

**report** that will inform about the state of play in digital transformation in Algeciras as well as about relevant resources, services and project results useful for the digital community in Algeciras.

For all of this purpose, the Digital Cities Challenge team members and experts have envisaged and drafted a first idea of the **governance model (structure)** which can be seen in the following picture:



## 7. Monitoring and evaluation of the Digital Transformation Strategy

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In order to monitor and assess progress achieved as part of the digital transformation strategy, a performance assessment framework has been developed by the city team. In addition, the team has outlined preliminary evaluation plans and resources as part of an early evaluation plan.

### 7.1. Performance assessment framework

Strategy implementation and results monitoring will be conducted by the Digital Transformation Observatory on the basis of the performance assessment framework presented in Appendix II.

Three levels of monitoring indicators and targets have been defined:

- **Outcome indicators** have been established at the level of the Ambition Statements.
- **Intermediate outcome** indicators have been established at the level of operational objectives.
- **Output indicators** have been established at the level of activities.

The city council of Algeciras will be in charge of collecting data on all strategy monitoring indicators. However, it's expected that activity implementing partners will also play a key role in generating, collecting and sharing performance data. This information will be used for internal monitoring and reporting purposes. As such it will be communicated to the Digital Transformation Observatory on a regular basis.

The performance assessment framework will surely evolve as the city enters the full strategy implementation phase. The regularity and depth of monitoring will also be further specified by the steering bodies.

## **7.2. Strategy evaluation plan**

In addition to monitoring the progress of strategy implementation, the Digital Transformation Strategy for Algeciras will undergo an internal evaluation within the next 4 years. The objective of the evaluation mainly be to verify the extent to which expected strategy results have been achieved, review the relevance of selected strategy priorities and objectives, and review the efficiency of strategy implementation and governance schemes. The evaluation questions guiding the evaluation will be defined by the Digital Transformation Observatory members with the support of the steering committee. The overall idea is to perform an impact analysis of the strategy synchronised with the local mandates (every 4 years) so every new elected team takes the responsibility of keeping on fostering (and renovating) the strategy implementation while presenting its results to the stakeholders. An ex-post survey of the strategy implementation will be conducted after those 4 years. This is envisaged to provide data on inter alia:

- Strategy outcome indicators as defined in this document.
- Strategy intermediate outcome indicators as defined in this document.
- Strategy output indicators as defined in this document plus new possible ones to be included.
- Insights (qualitative) on whether the citizens' and local companies' expectations have been met.
- Recommendations for enhancing the impact potential of the strategy put into place.
- Future similar/connected strategies at city level.

This will also be complemented by a mid-term analysis on just the strategy output indicators since they all fall into the timeframe established.

An additional impact evaluation may be conducted after 8 years of strategy implementation (following the above explanation). The impact evaluation will be mainly focused on assessing strategy outcomes and likelihood of impact. If accepted by all parties, as aforementioned our intention will be to repeat the evaluation every 4 years.

When relevant, individual activity managers will be encouraged to conduct activity-specific evaluations and assessments. The information drawn from activity evaluations and assessment will feed into the general strategy evaluations.

## 8. Results achieved and next steps

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Before presenting a few points as the overview of what we consider to be the key results achieved so far within the framework of the DCC, we have to underline that this initiative is the first European cooperation project which the city council of Algeciras has ever been involved in. Bearing this fact in mind, we do also consider it as an achieved result that has subsequently triggered the rest that came later on and which we describe in this chapter. Looking back at the Digital Cities Challenge journey during these past months, we have witnessed the following changes we consider results caused by the activities and communication actions carried out:

- **A strongly committed local team** that has come together even stronger and which has extended the number of internal members involved.
- A **variety of stakeholders** who never sat all together in the same table have commenced to do so on a regular basis. This includes not only a high number of responsible staff within the municipality of Algeciras, but also private companies' representatives and intermediaries as well as those related to the academia located in the area of the city. Meetings and workshops held in the framework of DCC have been so successful that the collaboration group formed will continue working together after the DCC initiative comes to an end. As already highlighted, this represents the **seed for the creation of the Digital Transformation Observatory**.
- Clear and specific actions materialised in launched contracts that are inseparable from the complementarities and synergies found between the other existing policies involving digital priorities (e.g. the Smart City Director Plan, Algeciras 360°, Open Algeciras, Mobility & Road Safety Plan, and Urban Agenda 2030).
- Much higher awareness level about the importance of digitalisation, achieved thanks to several actions and events carried out in the city, among which we could highlight that hosting the 4th Academy Seminar of the DCC initiative has been the most important.
- An URBACT III Action Planning Networks project proposal has been submitted to a Call published by the programme during 2019. The idea is to further work on the best

governance model for implementing our digital transformation strategy together with other 6 cities members of DCC.

- A Pilot project is being implemented already. It is the setting up of a centralised online monitoring system for traffic and security enforcement within the city of Algeciras. Hardware, software as well as network infrastructure is being implemented onsite for a real-time Wi-Fi-based monitoring where several local stakeholders cooperate.

As far as the next steps are concerned, we hereby describe our plans in relation with the following three points:

1. Further formalise the governance structure: this will be done independently from the result of the URBACT proposal, but of course it will help if we get the project approved. Over the course of the forthcoming stakeholder meetings the strategy governance structure will be formalised. Timeline for this goes from June 2019 – March 2020.
2. Continue roll out and implementation of the roadmap: the local team in charge of the strategy implementation will promote the official creation of the Digital Transformation Observatory for the city in order to ensure a full and complete roadmap deployment. This will be taken over after the new elections mandate begins, so most probably July 2019-onwards.
3. Increase availability of funding: one of the main objectives of the observatory and its members is to continuously monitor funding opportunities. These opportunities will be matched with other existing at regional and local level for cities. Timeline for setting up the foundations for this goes from June 2019 – December 2019.
4. Engage in other European projects: In order to further promote the digitalisation momentum already caused in the city, our plan is to try on different European funding programs that are supporting this type of initiatives. Among them is the URBACT programme where if successful during Phase 1 evaluation (actions will go from September 2019 to March 2020), Algeciras will submit a proposal for Phase 2 (covering 2 years' time of activities with our peer cities of Kavala (Greece), L'Aquila (Italy), Pori (Finland), Rijeka (Croatia), Heidelberg (Germany) and Ventspils (Latvia)

# Appendix I: Detailed presentation of activities

1: Creation of the Algeciras Digital Transformation Observatory	
<b>Link to operational objective</b>	All Operational Objectives considered
<b>Description</b>	It is the governance body of the Bridge to Europe Strategy for Digital Transformation. It will be also composed by other relevant players of the Algeciras Bay area. Goals are to coordinate roadmap implementation, propose activities, obtain data, identify funds, etc. It is also the main component of the governance model
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>Length: 12 months</li> <li>Estimated date of implementation: 31<sup>st</sup> December 2019 Start: 1<sup>st</sup> January, Planned completion: by the end of 2019</li> </ul>
<b>Indicators to be achieved</b>	<ul style="list-style-type: none"> <li>Number of steering committee meetings: <b>6</b></li> <li>Number of Reports on the Digital Transformation process of Algeciras: <b>1/year</b></li> <li>Number of different funding sources identified: <b>10</b></li> <li>Number of new members participating in the Observatory: <b>5</b></li> <li>Number of new partnerships reached with other similar networks at European level: <b>3</b></li> </ul>
<b>Estimated cost and source of funding</b>	The implementation of the action would cost approximately 30.000 €/year The potential sources of funding would be the EDUSI budget
<b>Organisation / unit in charge of delivery (i.e. ownership of the activity)</b>	Algeciras Municipality (European Funds Department)

<b>2: Develop a Competences and resources mapping</b>	
<b>Link to operational objective</b>	<b>OO 2.1</b> and <b>OO 2.2</b>
<b>Description</b>	Carry out an offer-demand analysis contrasting professional training capabilities and business requirements. Main aim is to setup a solid reality-based information source. The main two factors of success are 1) the Observatory has been set up and in operation, and 2) the first Bridge to Europe PPP has been put forward, Responsible for this will be the academic partners of the observatory and they will be targeting business active in the whole Algeciras bay area.
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Length: 9 months</li> <li>• Estimated date of implementation: 31<sup>st</sup> December 2019 Start: 1<sup>st</sup> April, Planned completion: by the end of 2019</li> </ul>
<b>Indicators to be achieved</b>	<ul style="list-style-type: none"> <li>• Number of digital collaborative projects promoted: <b>20</b></li> <li>• Number of support actions provided to local companies: <b>50</b></li> <li>• Number of Euros (Millions) secured to fund digital projects: <b>3</b></li> </ul>
<b>Estimated cost and source of funding</b>	<p>The implementation of the action would cost approximately 80.000 €</p> <p>The potential sources of funding would be the European Commission ERASMUS + program and the Marie Curie Actions</p>
<b>Organisation / unit in charge of delivery (i.e. ownership of the activity)</b>	Fundación Campus Tecnológico (FCT), Chamber of Commerce and University of Cadiz.

<b>3: Creation and launch of the Algeciras Bay digital cooperation platform</b>	
<b>Link to operational objective</b>	OO 1.3, OO 2.3, <b>OO 3.3</b> , OO 4.1 and OO 4.3
<b>Description</b>	It would be an open platform for Knowledge interchanging where access to digital projects' funding opportunities will be provided as well as to services to help companies to prepare and submit project proposals to funding programs. The main objective of this action is to actively promote the access to digital innovation opportunities and ideas, while at the same time to offer a variety of services related to digital transformation management processes (including involvement in collaboration projects and the preparation of subsidies). Target audience is micro and small companies as well as entrepreneurs operating in Algeciras. Bigger companies and those related to the public sector will be the promoters.
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Length: 16 months</li> <li>• Estimated date of implementation: 30<sup>th</sup> June 2020</li> <li style="padding-left: 20px;">Start: 1<sup>st</sup> March 2019, Planned completion: by mid-2020</li> </ul>
<b>Indicators to be achieved</b>	<ul style="list-style-type: none"> <li>• Number of digital collaborative projects promoted: <b>20</b></li> <li>• Number of support actions provided to local companies: <b>50</b></li> <li>• Number of Euros (Millions) secured to fund digital projects: <b>3</b></li> <li>• Number of new contracts of digital profiles in SMEs: <b>150</b></li> </ul>
<b>Estimated cost and source of funding</b>	The implementation of the action would cost approximately 120.000 € The potential sources of funding would be TO2 – Information and communication technologies PO ERDF Andalusia 2014-2020 / Interreg MED / POCS / POCINT
<b>Organisation / unit in charge of delivery (i.e. ownership of the activity)</b>	Fundación Campus Tecnológico

4: Definition and launch of a Digital Awareness raising campaign	
<b>Link to operational objective</b>	OO 2.3 and <b>OO 4.1</b>
<b>Description</b>	<p>The main objective is to ensure the continuous dissemination activities across different sectors and social layers about the importance of digital technologies and their adoption. The success factors identified are the following:</p> <ul style="list-style-type: none"> <li>• Active PPPs in place and active involvement of all stakeholders</li> <li>• Digital economy as training subject introduced in education centres</li> </ul> <p>Target audience is the society as a whole with particular emphasis give to SMEs and entrepreneurs. The cooperation with well-established businesses and corporates is key to guarantee high impact of this activity.</p>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Length: 12 months</li> <li>• Estimated date of implementation: 30<sup>th</sup> June 2020 Start: 1<sup>st</sup> July 2019, Planned completion: by mid-2020</li> </ul>
<b>Indicators to be achieved</b>	<ul style="list-style-type: none"> <li>• Number of Dissemination events organised: <b>12</b></li> <li>• Number of participating companies in events organised: <b>150</b></li> <li>• Number of participants in events organised: <b>250</b></li> <li>• Number of specific publications about new digital projects in SMEs: <b>6</b></li> <li>• Number of success stories identified: <b>15</b></li> </ul>
<b>Estimated cost and source of funding</b>	<p>The implementation of the action would cost approximately 150.000 €</p> <p>The potential sources of funding would be the Research and innovation PO ERDF Andalusia 2014-2020 / Atlantic Area / Interreg Europe</p>
<b>Organisation / unit in charge of delivery (i.e. ownership of the activity)</b>	Algeciras Municipality (European Funds Department), Chamber of Commerce, Cadiz University, Fundación Campus Tecnológico

<b>5: Deployment of an advanced metropolitan communication network infrastructure</b>	
<b>Link to operational objective</b>	<b>OO 1.3, OO 2.3 and OO 3.2</b>
<b>Description</b>	This is key to ensure a good connected future and therefore facilitate the creation and operation of innovative digital-based businesses. A 2-3 years plan is required in order to guarantee a continuous provision of services and infrastructure. The first steps will be to deploy optic fibre for some municipality services as well as to provide free public Wi-Fi connection to citizens in specific areas to be decided by the Municipality. Success factors will be basically the availability of funds for this purpose and close collaboration of the Municipality with the private operators and hardware providers.
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Length: 6 months</li> <li>• Estimated date of implementation: 1<sup>st</sup> April 2019</li> <li>Start: 1<sup>st</sup> Jan 2019, Planned completion: by mid-2019</li> </ul>
<b>Indicators to be achieved</b>	<ul style="list-style-type: none"> <li>• Average speed of connection (Mbps): <b>200</b></li> <li>• Average cost of the broadband provided: <b>50€</b></li> <li>• Average number of users: <b>500</b></li> <li>• Average number of companies benefiting: <b>100</b></li> </ul>
<b>Estimated cost and source of funding</b>	The implementation of the action would cost approximately 50.000 € The potential sources of funding would be Wifi4eu funding program, SMEs competitiveness POERDF Andalusia 2014-2020 / Interreg Europe / POCTEFA / POCTEP / SUDOE
<b>Organisation / unit in charge of delivery (i.e. ownership of the activity)</b>	Algeciras Municipality (European Funds Department)

<b>6: Design and implementation of a digital talent generation/attraction program</b>	
<b>Link to operational objective</b>	OO 1.3, OO 2.1, OO 2.2 and <b>OO 2.3</b>
<b>Description</b>	In close cooperation with private companies (SMEs and corporates operating in the city area), the program will support the employment of high talented individuals with proved capabilities in digital technologies. Profile destinations will be tailored and matched based on the specific necessities of the SMEs or corporates involved. This program will have 3 specific actuation areas: Namely Generation, retention and attraction, working with the academia related partners of the observatory, target will be students, highly qualified workers living in the city and qualified workers born in the city that are currently living abroad or in other Spanish regions. Temporary assignments will test the capacities of the fellows hired and open opportunities to those highly talented.
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Length: 18 months</li> <li>• Estimated date of implementation: 30<sup>th</sup> June 2021 Start 1<sup>st</sup> July 2020; Planned completion: by June 2021</li> </ul>
<b>Indicators to be achieved</b>	<ul style="list-style-type: none"> <li>• Number of companies involved in the program: <b>20</b></li> <li>• Number of talented fellows interested in the program: <b>100</b></li> <li>• Number of talented fellows selected (contracted) in companies: <b>20</b></li> <li>• Average duration (months) of digital projects in companies: <b>18</b></li> <li>• Number of industrial sectors involved in the program: <b>10</b></li> </ul>
<b>Estimated cost and source of funding</b>	The implementation of the action would cost approximately 500.000 € The potential sources of funding would be Marie Curie Actions (H2020 program), Research and innovation PO ERDF Andalusia 2014-2020 / Atlantic Area / Interreg Europe
<b>Organisation / unit in charge of delivery (i.e. ownership of the activity)</b>	Collaboration between the Chamber of Commerce, Cadiz University and Fundación Campus Tecnológico.

<b>7: Definition and launch of an acceleration program for digital based startups</b>	
<b>Link to operational objective</b>	OO 1.3, OO 2.3, OO 3.1 and <b>OO 3.2</b>
<b>Description</b>	Creation and acceleration of local startups (or external that wish to operate in Algeciras) based on business support, training, networking, funds, etc. tailored for newly created companies with digital solutions for the city's requirements (public and also those of corporates operating in the Algeciras Bay area). The main objective of the action is to generate a continuous flow of high growth potential companies operating in the city while creating at the same time a set of business service support experts. A well-structured company selection and filtering process needs to be established in order to guarantee the best teams of entrepreneurs participating in the activity.
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Estimated date of implementation: <b>30<sup>th</sup> June 2021</b></li> <li>Start 1<sup>st</sup> July 2020.; Planned completion: by June 2021</li> </ul>
<b>Indicators to be achieved</b>	<ul style="list-style-type: none"> <li>• Number of startups interested in the program: <b>80</b></li> <li>• Number of startups accelerated in the program: <b>40</b></li> <li>• Number of new digital business supported: <b>25</b></li> <li>• Additional investment (€) retain by the supported startups during the program: <b>1M€</b></li> <li>• Traction and revenue (€) obtained during the acceleration program: <b>2,5 M€</b></li> </ul>
<b>Estimated cost and source of funding</b>	The implementation of the action would cost approximately 1.000.000 € The potential sources of funding would be H2020, SMEs competitiveness POERDF Andalusia 2014-2020 / Interreg Europe / POCTEFA / POCTEP / SUDOE
<b>Organisation / unit in charge of delivery (i.e. ownership of the activity)</b>	Chamber of Commerce, Cadiz University, Fundación Campus Tecnológico

<b>8: Setup and running of an Open Innovation Unit</b>	
<b>Link to operational objective</b>	OO 1.3, OO 2.2, OO 2.3 and <b>OO 3.3</b>
<b>Description</b>	The main objective of this activity is fostering and guiding the launch of Digital collaboration projects between academia and local companies. Those projects to be promoted will be defined on the basis of the technological necessities of the SMEs and corporates operating in the area as well as the public priorities established in the Bridge to Europe Digital Transformation Strategy
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Length: 30 months</li> <li>• Estimated date of implementation: 31<sup>st</sup> December 2019 Start: 1<sup>st</sup> July 2019, Planned completion: by 31<sup>st</sup> December 2021</li> </ul>
<b>Indicators to be achieved</b>	<ul style="list-style-type: none"> <li>• Number of SMEs involved in cooperation projects with academia: <b>35</b></li> <li>• Number of research groups involved in cooperation projects with companies: <b>15</b></li> <li>• Number of funding programs identified to support digital projects: <b>8</b></li> <li>• Level of funding (€) obtained: <b>3M€</b></li> <li>• Number of successful projects: <b>15</b></li> </ul>
<b>Estimated cost and source of funding</b>	<p>The implementation of the action would cost approximately 400.000€ €</p> <p>The potential sources of funding would be European Investment Fund (EIF) - European Fund for Strategic Investments, European Programme for Employment and Social Innovation</p>
<b>Organisation / unit in charge of delivery (i.e. ownership of the activity)</b>	Cadiz University, Fundación Campus Tecnológico

<b>9: Setup a PPP devoted to Micro-finance, Seed and Venture Capital</b>	
<b>Link to operational objective</b>	OO 1.3, OO 2.3, OO 3.2 and <b>OO 3.3</b>
<b>Description</b>	This activity intends to set up the basis for a long-term financing instrument for digital innovative companies. Such instrument will be managed by a public-private partnership composed of the Municipality and other local or regional administration on the one side. And being the private side composed of banks (financial institutions) and interested corporations. It will be a Fund devoted to invest (equity and/or loans) in promising startups and SMEs with digital solutions established in the city area. Activities to be carried out are scouting (selecting), setting up a clear and transparent funds application process as well as favourable operation conditions.
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Length: 24 months</li> <li>• Estimated date of implementation: 30<sup>th</sup> June 2020</li> </ul> Start: 1 <sup>st</sup> June 2020, Planned completion: by 31 <sup>st</sup> December 2021
<b>Indicators to be achieved</b>	<ul style="list-style-type: none"> <li>• Total number of investment operations completed (loans): <b>30</b></li> <li>• Total number of investment operations completed (equity)::<b>30</b></li> <li>• Average number of failures: <b>20%</b></li> <li>• Number of employments generated:<b>150</b></li> <li>• Number of new business created:<b>60</b></li> </ul>
<b>Estimated cost and source of funding</b>	The implementation of the action would cost approximately 500.000€ € The potential sources of funding would be European Investment Fund (EIF) - European Fund for Strategic Investments, European Programme for Employment and Social Innovation, micro-credits
<b>Organisation / unit in charge of delivery (i.e. ownership of the activity)</b>	Algeciras Municipality (European Funds Department), Fundación Campus Tecnológico

<b>10: Definition of a Digital divide reduction &amp; capability building program</b>	
<b>Link to operational objective</b>	OO 1.3, OO 2.1 and <b>OO 2.2</b>
<b>Description</b>	The main objective of this activity is to acquire the guiding lines in order to launch a digital divide reduction program. For this purpose, the results of the competences mapping will pave the way to tackle this topic through all social layers in the city. Main actors involved in this activity are those academia related members of the observatory in close cooperation with the social department of the city of Algeciras.
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Length: 12 Months</li> <li>• Estimated date of implementation: 1<sup>st</sup> January 2020 Start: 1<sup>st</sup> July 2019, Planned completion: by 30<sup>th</sup> June 2020</li> </ul>
<b>Indicators to be achieved</b>	<ul style="list-style-type: none"> <li>• [to be defined]</li> </ul>
<b>Estimated cost and source of funding</b>	The implementation of the action would cost approximately 60.000 € The potential sources of funding would be local public resources contained in the EDUSI budget, ERASMUS +; Marie Curie Actions.
<b>Organisation / unit in charge of delivery (i.e. ownership of the activity)</b>	Chamber of Commerce, Cadiz University, Fundación Campus Tecnológico

<b>11: Creation of a Digital Innovation Hub</b>	
<b>Link to operational objective</b>	OO 1.3, OO 2.2, OO 3.3 and <b>OO 4.3</b>
<b>Description</b>	<p>Digital Innovation Hubs (DIH) are one-stop-shops that help companies become more competitive regarding their business products and processes by using digital technologies. Services offered include:</p> <ul style="list-style-type: none"> <li>• Access to the latest knowledge, expertise and technology to support their customers with piloting, testing and experimenting with digital innovations.</li> <li>• Offer business and financing support to implement these innovations.</li> </ul> <p>The idea would be to launch a DIH in transport and logistics in the city of Algeciras as a tool to support the digitisation of EU industry and engage relevant stakeholders at regional level.</p>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Length: 12 Months</li> <li>• Estimated date of implementation: 1<sup>st</sup> January 2020 Start: 1<sup>st</sup> July 2019, Planned completion: by 30<sup>th</sup> June 2020</li> </ul>
<b>Indicators to be achieved</b>	<ul style="list-style-type: none"> <li>• Number companies participating: <b>5</b></li> <li>• Number of supporting corporates: <b>3</b></li> <li>• Number of digital projects promoted: <b>15</b></li> <li>• Number of international connections made: <b>10</b></li> <li>• Number of training activities launched: <b>5</b></li> <li>• Number of technological requirements addressed: <b>20</b></li> </ul>
<b>Estimated cost and source of funding</b>	<p>The implementation of the action would cost approximately 150.000 € The potential sources of funding would be DIH help support action of the H2020 program and DIH Network. In addition, European Fund for Strategic Investments, European Programme for Employment and Social Innovation,</p>
<b>Organisation / unit in charge of delivery (i.e. ownership of the activity)</b>	Port of Algeciras, Fundación Campus Tecnológico

<b>12: Develop the open and 360° Algeciras platform</b>	
<b>Link to operational objective</b>	OO 1.1, <b>OO 1.2</b> and OO 3.1
<b>Description</b>	An open platform to manage smart and digital services to citizens. This is to improve the use and quality of digital technologies and its accessibility to business and people. The expected result is having a more open and transparent digital interface with companies and inhabitants facilitating faster and easier interactions with their local authorities. In addition, this should also facilitate a continuous improvement and extension of capabilities so companies can benefit and launch new businesses. The Municipality will be the main stakeholder in charge of implementing this pilot. Its duration is estimated to be around 6 months from now. This will be financed via the funds already secured for the EDUSI (Sustainable and Integrated Urban Development Strategy).
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Length: 6 Months (pilot)</li> <li>• Estimated date of implementation: 1<sup>st</sup> April 2019 Start: 1<sup>st</sup> January 2019, Planned completion: by 30<sup>th</sup> June 2019</li> </ul>
<b>Indicators to be achieved</b>	<ul style="list-style-type: none"> <li>• Number of issues coming from citizens: <b>20</b></li> <li>• Number of digital services implemented: <b>5</b></li> <li>• Number of digital questions addressed <b>150</b></li> <li>• Number of IoT based services to citizens:<b>10</b></li> <li>• Level of satisfaction of citizens users</li> </ul>
<b>Estimated cost and source of funding</b>	The implementation of the action would cost approximately 150.000 € The potential sources of funding would be local public resources contained in the EDUSI budget,
<b>Organisation / unit in charge of delivery (i.e. ownership of the activity)</b>	Algeciras Municipality (European Funds Department)

<b>13: One-stop shop assessment point for digital entrepreneurship</b>	
<b>Link to operational objective</b>	OO 1.1, OO 10, OO 4.1 and <b>OO 4.3</b>
<b>Description</b>	This activity entails direct face2face assessment and support provided to local entrepreneurs, ranging from basic administrative issues to deep business development concepts. Expert advice will be provided physically within the Municipality premises. The expected result is to become a consolidated reference for any entrepreneur in Algeciras who wants to start up a new business based on digital technologies. The Municipality will be the main stakeholder in charge of implementing this pilot. Its duration is estimated to be around 3 months from now. This will be financed via the funds already secured for the EDUSI (Sustainable and Integrated Urban Development Strategy).
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Length: 6 months</li> <li>• Estimated date of implementation: 1<sup>st</sup> April Start: 1<sup>st</sup> January 2019, Planned completion: by 30<sup>th</sup> June 2019</li> </ul>
<b>Indicators to be achieved</b>	<ul style="list-style-type: none"> <li>• Number of assessed entrepreneurs: <b>100</b></li> <li>• Number of supported companies: <b>80</b></li> <li>• Number of questions addressed: <b>300</b></li> <li>• Average number of issues per entrepreneur addressed:<b>3</b></li> </ul>
<b>Estimated cost and source of funding</b>	The implementation of the action would cost approximately 50.000 € The potential sources of funding would be local public resources contained in the EDUSI budget.
<b>Organisation / unit in charge of delivery (i.e. ownership of the activity)</b>	Algeciras Municipality

14: Feasibility study & action plan for the creation of co-working spaces in the city	
<b>Link to operational objective</b>	OO 4.1 and <b>OO 4.2</b>
<b>Description</b>	This activity entails mapping of alternatives and potential locations for a co-working spaces network in the city among the different options already available. Particularly interesting will be those locations situated in areas specifically labelled as less favoured or being target of especial attention by the Municipality's social policies. Co-working spaces includes basic installations, equipment, human resources, etc.
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Length: 6 months</li> <li>• Estimated date of implementation: 31<sup>st</sup> December 2019 Start: 1<sup>st</sup> July 2019, Planned completion: by 31<sup>st</sup> December 2019</li> </ul>
<b>Indicators to be achieved</b>	<ul style="list-style-type: none"> <li>• Number of co-working spaces identified to be used: <b>2</b></li> <li>• Number of companies (startups) located in the installations: <b>15</b></li> <li>• Number of digital based products/services showcased in the co-working premises: <b>15</b></li> <li>• Number of employments generated: <b>30</b></li> <li>• Number of external visitors: <b>200</b></li> </ul>
<b>Estimated cost and source of funding</b>	The implementation of the action would cost approximately 250.000 € The potential sources of funding would be Research and innovation PO ERDF Andalusia 2014-2020 / Atlantic Area / Interreg Europe / H2020.
<b>Organisation / unit in charge of delivery (i.e. ownership of the activity)</b>	Algeciras Municipality (European Funds Department), Fundación Campus Tecnológico

<b>15: Develop a cybersecurity plan for the city's digital infrastructure</b>	
<b>Link to operational objective</b>	OO 1.3, <b>OO 3.3</b> and OO 3.2
<b>Description</b>	The main objective of this activity is to acquire insights about the overall requirements and scope of the cybersecurity measures to consider when implementing the Bridge to Europe strategy. The resulting plan should include the hardware components of the digital infrastructure optimal for the city, but also reference software options for detection and anticipation of attacks, vulnerabilities, etc. Beneficiaries of this action are in the first instance the local authority itself and indirectly citizens and companies operating in the city and using the local infrastructure.
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Length: 12 Months</li> <li>• Estimated date of implementation: 30<sup>th</sup> June 2020</li> <li>• Start: 1<sup>st</sup> July 2019, Planned completion: by 30<sup>th</sup> June 2020</li> </ul>
<b>Indicators to be achieved</b>	<ul style="list-style-type: none"> <li>• Number of potential local companies able to provide cybersecurity services: <b>5</b></li> <li>• Number of measures proposed for the cybersecurity plan</li> <li>• Time frame estimated for renewal of the plan: <b>2 years</b></li> <li>• Investment required to secure network infrastructure</li> </ul>
<b>Estimated cost and source of funding</b>	The implementation of the action would cost approximately 40.000 € The potential sources of funding would be local public resources contained in the EDUSI budget.
<b>Organisation / unit in charge of delivery (i.e. ownership of the activity)</b>	Algeciras Municipality (European Funds Department)

## Appendix II: Performance assessment framework

### 1. Strategy outcomes

	Expected result	Monitoring indicator	Baseline	Target	Timeframe	Means of verification
<b>Ambition statement 1</b>	To promote the main pillars for a successful incremental digital transformation in the city	Monitoring indicator 1: Number of existing Public-Private Partnerships (PPP) devoted to the adoption of digital technologies in companies and public sector, promoted by the Digital Transformation Strategy of Algeciras.	0	5	8 years	Data collected by the Digital Transformation Observatory and disseminated by its yearly Report
<b>Ambition statement 2</b>	To focus on digital talent and digital capacity building	Monitoring indicator 2: Number of digitally advanced job positions generated yearly in SMEs and corporates	8	50	6 years	Data collected by the Digital Transformation Observatory and disseminated
<b>Ambition statement 3</b>	To set up the environment and tools for a dynamic entrepreneurial activity in Algeciras	Monitoring indicator 3: Number of start-ups launched with a strong digital technology base operating in social innovation and relevant local economy sectors	5	45	6 years	Surveys conducted and data collected by the Digital Transformation Observatory
<b>Ambition statement 4</b>	To establish locations and incentives to showcase, demonstrate and pilot digital solutions	Monitoring indicator 4: Number of active and consolidated co- working / demonstration spaces for digital technologies promotion and showcasing	0	4	8 years	Data collected by the Digital Transformation Observatory and disseminated by its yearly Report

## 2. Strategy intermediate outcomes

	Expected result	Monitoring indicator	Baseline	Target	Timeframe	Means of verification
<b>Operational objective 1.1</b>	Reduce process duration in municipality interactions with companies thanks to digitalisation	Monitoring indicator 1.1.1: Average time consumed in standard interaction with municipality	15 min.	3 min.	3 years	System analytics produced by the open platform service provider
<b>Operational objective 1.2</b>	Increase the number of digital proceedings that can be done by companies and citizens	Monitoring indicator 1.2.1: % of interactions/ transactions SMEs and citizens made with the local administration digitally	50%	90%	4years	System analytics produced by the open platform service provider + internal contrast
<b>Operational objective 1.3</b>	Improve the SMEs' capabilities in the digital economy	Monitoring indicator 1.3.1: Number of digital proceedings allowed for citizens and companies	15	60	5 years	System analytics produced by the open platform service provider
<b>Operational objective 2.1</b>	Develop a digital competence map	Monitoring indicator 2.1.1: Number of profiles with digital capabilities demanded by local SMEs	3	10	5 years	Surveys conducted and data collected by the Digital Transformation Observatory
<b>Operational objective 2.1</b>	Develop a digital competence map	Monitoring indicator 2.1.2: Number of profiles with digital capabilities available in the local labour market	5	10	5 years	Surveys conducted and data collected by the Digital Transformation Observatory
<b>Operational objective 2.2</b>	Design and implement a training plan based on the	Monitoring indicator 2.2.1: Number of initiatives	14	40	3 years	Surveys conducted and data collected by the

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	<b>Expected result</b>	<b>Monitoring indicator</b>	<b>Baseline</b>	<b>Target</b>	<b>Timeframe</b>	<b>Means of verification</b>
	results of the competence map	available tackling digital divide (per year)				Digital Transformation Observatory
<b>Operational objective 2.2</b>	Design and implement a training plan based on the results of the competence map	Monitoring indicator 2.2.2: Number of SMEs mentored in digital economy courses (per year)	100	450	4 years	Surveys conducted and data collected by the Digital Transformation Observatory
<b>Operational objective 2.3</b>	Promote and attract digital talent with excellence grants, prizes and funding programs	Monitoring indicator 2.3.1: % of SMEs demanding digital capabilities to their staff	35%	90%	5 years	Surveys conducted and data collected by the Digital Transformation Observatory
<b>Operational objective 2.3</b>	Promote and attract digital talent with excellence grants, prizes and funding programs	Monitoring indicator 2.3.2: % of SMEs having digital-based departments	5%	25%	3 years	Surveys conducted and data collected by the Digital Transformation Observatory
<b>Operational objective 3.1</b>	Ease and reduce the procedure for setting up new companies using digital technologies	Monitoring indicator 3.1.1: Number of newly created digital based companies (per year)	70	120	3 years	Data collected by the Digital Transformation Observatory + cooperation with regional statistic database
<b>Operational objective 3.2</b>	Develop and implement active policies to promote entrepreneurship in young people	Monitoring indicator 3.2.1: Number of training opportunities offered to local Startups on digital tech. (per year)	35	50	4 years	Data collected by the Digital Transformation Observatory
<b>Operational objective 3.3</b>	Facilitate access to information and to finance via digital economy related	Monitoring indicator 3.3.1: % of companies with access to finance for their	10%	25%	3 years	Data collected by the Digital Transformation Observatory + cooperation

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	Expected result	Monitoring indicator	Baseline	Target	Timeframe	Means of verification
	platforms	digital transformation projects				with regional statistic database
<b>Operational objective 3.3</b>	Facilitate access to information and to finance via digital economy related platforms	Monitoring indicator 3.3.2: Investment level (% of turnover) secured by local companies for their digital transformation projects	1%	10%	5 years	Data collected by the Digital Transformation Observatory + cooperation with regional statistic database
<b>Operational objective 4.1</b>	Improve the global perception about the benefits of digital transformation	Monitoring indicator 4.1.1: Number of congresses, events & encounters organised focused on digital technologies	25	100	3 years	Surveys conducted and data collected by the Digital Transformation Observatory
<b>Operational objective 4.2</b>	Develop a plan to implement co-working, demonstration and incubator/accelerator spaces for digital projects	Monitoring indicator 4.2.1: Number of local experimentation & demonstration spaces (co-working)	5	10	5 years	System analytics produced by the platform service provider + Surveys conducted and data collected by the Digital Transformation Observatory
<b>Operational objective 4.3</b>	Establish a unique one-stop shop platform to promote digital transformation's latest trends	Monitoring indicator 4.3.1: Number of active users of the platform	0	250	3 years	The system administrators of the platform with sear in the Digital Transformation Observatory

### 3. Strategy outputs

	Expected result	Monitoring indicator	Target	Timeframe	Means of verification
<b>Activity 1.3.1 Creation of the Algeciras Digital Transformation Observatory</b>	It is the governance body of the Bridge to Europe Strategy for Digital Transformation. It will be also composed by other relevant players of the Algeciras Bay area.	Monitoring indicator 1.3.1.1: Number of steering committee meetings per year	6	12 months	Goals are to coordinate roadmap implementation, propose activities, obtain data, identify funds, etc.
<b>Activity 1.3.1 Creation of the Algeciras Digital Transformation Observatory</b>	It is the governance body of the Bridge to Europe Strategy for Digital Transformation. It will be also composed by other relevant players of the Algeciras Bay area.	Monitoring indicator 1.3.1.2: Number of Reports on the Digital Transformation process of Algeciras per year	1	12 months	Data collected by the Digital Transformation Observatory
<b>Activity 2.1.1 Develop a Competences and resources mapping</b>	Offer-demand analysis contrasting professional training capabilities and business requirements	Monitoring indicator 2.1.1.1: Number of digital collaborative projects promoted	20	12 months	The main two means of verification are 1) the Observatory has been set up and in operation, and 2) the first Bridge to Europe PPP has been put forward
<b>Activity 2.1.1 Develop a Competences and resources mapping</b>		Monitoring indicator 2.1.1.2: Number of support actions provided to local companies	50	18 months	
<b>Activity 4.3.1 Creation and launch of the Algeciras Bay digital cooperation platform</b>	Open platform for Knowledge interchanging where access to digital projects' funding opportunities will be provided	Monitoring indicator 4.3.1.1: Number of digital collaborative projects promoted	20	15 months	Data collected by the Digital Transformation Observatory

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	<b>Expected result</b>	<b>Monitoring indicator</b>	<b>Target</b>	<b>Timeframe</b>	<b>Means of verification</b>
<b>Activity 4.3.1 Creation and launch of the Algeciras Bay digital cooperation platform</b>	as well as to services to help companies to prepare and submit project proposals to funding programs	Monitoring indicator 4.3.1.2: Number of Euros (Millions) secured to fund digital projects	3	12 months	
<b>Activity 4.1.1 Definition and launch of a Digital Awareness raising campaign</b>	Continuous dissemination activities across different sectors and social layers about the importance of digital technologies and their adoption	Monitoring indicator 4.1.1.1: Number of Dissemination events organised	12	12 months	Active PPPs in place and active involvement of all stakeholders. Digital economy as training subject introduced in education centres.
<b>Activity 4.1.1 Definition and launch of a Digital Awareness raising campaign</b>		Monitoring indicator 4.1.1.2: Number of participating companies in events organised	150	12 months	
<b>Activity 1.3.2 Deployment of an advanced metropolitan communication network infrastructure</b>	Ensure a good connected future and therefore facilitate the creation and operation of innovative digital-based businesses. The first steps will be to deploy optic fiber for some municipality services as well as to provide free public Wi-Fi connection to citizens	Monitoring indicator 1.3.2.1: Average speed of connection (Mbps)	200	9 months	Data collected by the Digital Transformation Observatory
<b>Activity 1.3.2 Deployment of an advanced metropolitan communication network infrastructure</b>		Monitoring indicator 1.3.2.2: Average number of users	500	9 months	Follow-up carried out by the Digital Transformation Observatory
<b>Activity 2.3.1 Design and implementation of a digital talent generation/attraction program</b>	The program will support the employment of high talented individuals with proved capabilities in digital technologies. Profiles	Monitoring indicator 2.3.1.1 Number of companies involved in the program	20	6 months	Follow-up carried out by the Digital Transformation Observatory

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	<b>Expected result</b>	<b>Monitoring indicator</b>	<b>Target</b>	<b>Timeframe</b>	<b>Means of verification</b>
<b>Activity 2.3.1 Design and implementation of a digital talent generation/attraction program</b>	destinations will be tailored based on the specific necessities of the SMEs or corporates involved	Monitoring indicator 2.3.1.2: Number of talented fellows selected (contracted) in companies	20	12 months	Follow-up carried out by the Digital Transformation Observatory
<b>Activity 3.2.1 Definition and launch of an acceleration program for digital based startups</b>	Creation and acceleration of local (startups or external that wish to operate in Algeciras) based on business support, training, networking, funds, etc.	Monitoring indicator 3.2.1.1: Number of startups accelerated in the program	40	18 months	Follow-up carried out by the Digital Transformation Observatory
<b>Activity 3.2.1 Definition and launch of an acceleration program for digital based startups</b>		Monitoring indicator 3.2.1.2: Average traction and revenue (€) obtained during the acceleration program	EUR 2,5 M	18 months	Follow-up carried out by the Digital Transformation Observatory
<b>Activity 3.3.1 Setup and running of an Open Innovation Unit</b>	Fostering and guiding the launch of Digital collaboration projects between academia and local companies	Monitoring indicator 3.3.1.1: Number of SMEs involved in cooperation projects with academia	35	15 months	Projects to be promoted will be defined on the basis of MES' technological necessities and corporates operating in the area as well as the public priorities established in the Bridge to Europe Strategy
<b>Activity 3.3.1 Setup and running of an Open Innovation Unit</b>		Monitoring indicator 3.3.1.2: Number of research groups involved in cooperation projects with companies	15	15 months	
<b>Activity 3.3.2 Setup a PPP devoted to Micro-finance, Seed and Venture Capital</b>	Set up the basis for a long-term financing instrument for digital innovative companies managed by a public-private	Monitoring indicator 3.3.2.1: Total number of investment	30	15 months	Fund devoted to invest (equity and/or loans) in promising start-ups and SMEs with digital solutions.

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	Expected result	Monitoring indicator	Target	Timeframe	Means of verification
	partnership composed of the Municipality and other local or regional administration on the one side	operations completed (loans)			Follow-up carried out by the Digital Transformation Observatory
<b>Activity 3.3.2 Setup a PPP devoted to Micro-finance, Seed and Venture Capital</b>		Monitoring indicator 3.3.2.1: Number of employments generated	150	20 months	
<b>Activity 2.2.1 Definition of a Digital divide reduction &amp; capability building program</b>	Acquire the guiding lines in order to launch a digital divide reduction program	Monitoring indicator 2.2.1.1: Number of specific actions defined to tackle digital divide with specific budget assigned	15	6 months	The results of the competences mapping will pave the way to tackle this topic through all social layers in the city
<b>Activity 4.1.2 Creation of a Digital Innovation Hub</b>	Digital Innovation Hubs (DIH) are one-stop-shops that help companies become more	Monitoring indicator 4.1.2.1 Number of supporting corporates	3	6 months	Follow-up carried out by the Digital
<b>Activity 4.1.2 Creation of a Digital Innovation Hub</b>	Competitive regarding their business products and processes by using digital technologies	Monitoring indicator 4.1.2.2: Number of digital projects promoted	15	18 months	Transformation Observatory
<b>Activity 4.1.3 Develop the open and 360° Algeciras platform</b>	An open platform to manage smart and digital services to citizens	Monitoring indicator 4.1.3.1: Number of digital questions addressed	150	12 months	Follow-up carried out by the Digital Transformation Observatory
<b>Activity 4.1.3 Develop the open and 360° Algeciras platform</b>		Monitoring indicator 4.1.3.2: Number of digital services implemented	5	9 months	

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	Expected result	Monitoring indicator	Target	Timeframe	Means of verification
<b>Activity 4.3.2 One-stop shop assessment point for digital entrepreneurship</b>	Direct face2face assessment and support provided to local entrepreneurs, ranging from basic administrative issues to deep business development concepts	Monitoring indicator 4.3.2.1: Number of assessed entrepreneurs	125	10 months	Follow-up carried out by the Digital Transformation Observatory
<b>Activity 4.3.2 One-stop shop assessment point for digital entrepreneurship</b>		Monitoring indicator 4.3.2.2: Number of questions addressed	300	10 months	
<b>Activity 4.2.1 Feasibility study &amp; action plan for the creation of co-working spaces in the city</b>	Mapping of alternatives and potential locations for a co-working spaces network in the city among the different options already available	Monitoring indicator 4.2.1.1: Monitoring indicator Number of companies (startups) located in the installations	15	18 months	Particularly interesting will be those locations situated in areas specifically labelled as less favoured or being target of especial attention by the Municipality's social policies
<b>Activity 4.2.1 Feasibility study &amp; action plan for the creation of co-working spaces in the city</b>		Monitoring indicator 4.2.1.2: Number of digital based products/services showcased in the co-working premises	15	18 months	
<b>Activity 4.1.4 Develop a cybersecurity plan for the city's digital infrastructure</b>	Acquire insights about the overall requirements and scope of the cybersecurity measures to consider when implementing the Bridge to Europe strategy	Monitoring indicator 4.1.4.1: Number of potential local companies able to provide cybersecurity services	5	12 months	The resulting plan should include hardware for the infrastructure, but also reference software options for detection and anticipation of attacks vulnerabilities, etc.

## Appendix III: Relevant Good practices

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The following good practice of Algeciras addresses 5 different dimensions:

- Community
- Governance and leadership
- Environment
- Economy
- Society and space

It is the **Digital Participation Platform & GIS** developed under the **Urban Agenda 2030**. There was a Local Agenda 21 (dated 1996), but it wasn't developed under a participative methodology like this one now. Under the Integrated Sustainable Urban Development Strategy, (co-financed by ERDF (European Regional Development Funds) the city has started to develop a local strategic Plan, by addressing communication, bottom-up participation and the dissemination of results. The aforementioned platform is an interactive website based on 2 pillars:

1. A Geographic Information System (GIS) Visor, based on an open format. Data is georeferenced where all the information of the city will be available at the click of a button, represented on a map: population, bike-lines, waste collection, green areas, pollution...
2. Participation platform. An unique space to vote, propose and discuss initiatives promoted by any neighbours association

It represents the first digitalisation project in the city and it has been built based on citizens participation focused on the urban agenda matters. The results will be measurable collecting data and carrying out KPIs monitoring.

The picture the next page illustrates the main components of the good practice shared by Algeciras in the context of Digital Cities Challenge:

## Geographic Information System (GIS)

- Trash cans locations
- CO2 emissions
- Traffic situation
- Green areas
- Parking lots
- Conflict areas
- Local investment
- Etc...



All relevant information accessible in one click and presented in a clear city map

Debates, proposals, decisions, approved actions, etc.



## Citizen's participation platform

## **Appendix IV: Bibliography**

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1. Algeciras Smart City Director Plan
2. Algeciras Urban Agenda 2030
3. Algeciras Urban Mobility Plan and Traffic Improvement Plan
4. The sustainable and integrated urban development strategy for Algeciras (ERDF)

## Appendix V: Stakeholders consulted

Name	Organisation
Antonio Rivas	Mobility technician at Algeciras Municipality
Antonio Rodriguez	Technology Campus Foundation
Antonio Rosano	Entrepreneurship technician at Algeciras Municipality
Begoña Oliva	Algeciras Municipality leadership team
Carlos Fenoy Rico	Campo de Gibraltar Chamber of Commerce
Carmen Chicharro	Metrovacesa
Cristina Serrano	Technology Campus Foundation
Daniel Ayala	DCC Local expert
Francisco Buján	CARSA – DCC lead expert for Algeciras
Inmaculada Santiago	Cadiz University Campus in Algeciras
Inmaculada Veas	Construction and infrastructures technician at Algeciras Municipality
Jose Ignacio Landaluce	Mayor of Algeciras
Juan Antonio Patrón	Port of Algeciras-APBA
Juan Manuel Llamas	Green Globe SyPA
Julio Valdenebro	Communication & marketing responsible at Algeciras Municipality
Manuel Tinoco	Campo de Gibraltar Chamber of Commerce
María José Berjaga	Environment technician at Algeciras Municipality
Maria José Rodriguez	IT department technician at Algeciras Municipality

<b>Name</b>	<b>Organisation</b>
Maria Matos	Cadiz University Campus in Algeciras
Mariano Bamio	IT Department technician at Algeciras Municipality
Francisco de los Santos	Port of Algeciras - APBA
Noelia Sánchez	Association of municipalities from the Gibraltar area
Paola Jiménez	Urban Eis Consulting SL
Rosa Rodríguez	Technology Campus Foundation
Teresa Muela	FAMP - Andalusian Federation of Municipalities and Provinces
Verónica Quirell	Chamber of Commerce
Yéssica Rodríguez	Algeciras Municipality leadership team



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