

# SMART LOCAL GOVERNANCE

The challenge of good governance in local administrations

6 - 7 November 2014, Bilbao

## MEETING REPORT



Comisión de *Ciudades Digitales y del Conocimiento*  
Committee of *Digital and Knowledge-Based Cities*  
Commission des *Villes Numériques et de la Connaissance*

With the collaboration

**UN HABITAT**  
FOR A BETTER URBAN FUTURE



United Cities and Local Governments  
Decentralisation and Local  
Self-Government Committee

**LSE Cities**  
AN INTERNATIONAL CENTRE SUPPORTED BY DEUTSCHE BANK

**EUEL**  
EUSKADIKO UDALEN ELKARTEA  
ASOCIACIÓN DE MUNICIPIOS VASCOS



## SMART LOCAL GOVERNANCE:

The challenge of good governance in local administrations



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School of Economics  
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Relations, Barcelona  
Province

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Unit, UN-HABITAT



*Jan Ole Vanebo*  
Author of the book  
"Public Management  
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Century"

*Alexander Heichlinger*  
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of Municipalities  
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Treasury, Human  
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#Smartlocalgovernance

[www.cities-localgovernments.org/committees/cdc](http://www.cities-localgovernments.org/committees/cdc)

On 6-7 November 2014 in the City of Bilbao, the **UCLG Committee of Digital and Knowledge-based Cities** chaired by the **City of Bilbao** organized in collaboration with **UN-HABITAT**, the **Committee on Decentralization and Local Self Government**, the **LSE Cities Programme** and **EUEDEL** (Basque Association of Municipalities) the working meeting focused on "**Smart Local Governance**".

**79 representatives** from cities, association of municipalities, international organizations and academic world took part in the meeting.

The meeting represented a **unique opportunity for the exchange of knowledge and debate** on some of the **main challenges that local governments face to achieve good governance**, such as: strategic local public management; transparency and citizen participation; City intelligence: Big data + open data; and the modernization of public Administration and online Public Services.

During the meeting, diverse **experts** from international organizations and academic world such as the Norwegian Nord-Trøndelag University College (HiNT), the George Washington University, the European Institute of Public Administration, Transparency International, the OECD and Microsoft among others, shared their vision regarding these challenges.

The meeting also allowed participants to learn about the **experiences carried out by cities** such as Bilbao, Mannheim, Sant Cugat del Vallès, Tampere, Barcelona, the Provincial Government of Barcelona and also form Associations and Networks of Cities and Municipalities such as EUEDEL, FLACMA and Citynet.

# SMART LOCAL GOVERNANCE:

## The challenge of good governance in local administrations

Local governments from all around the world are working to **improve their efficiency and effectiveness**, and therefore regain **the trust of citizens in their performance**.

The each time **increasing demands of citizens**, forces local government to face the unavoidable challenge of increasing their ability to provide effective solutions to collective problems and also to create and generate acceptance, complicity and closeness with citizens, through the adoption of innovative solutions in their management processes and instruments and also in the definition of their policies.

A **new organizational culture** with an **important relational component**, which has as main objective to **achieve a more innovative governance**, in which the **economic stringency, quality and continuous improvement, transparency, plurality, participation and social cohesion** serve as key elements to achieve **more creative, entrepreneurial, competitive, smart and sustainable territories**.

The **Smart Local Governance** includes political and **active participation, citizen services as well as the smart functioning of the administration**. All of this with the support of new technologies, which enable the introduction of a new relationship between Local Governments and citizens; in particular regarding the introduction of public on-line services and the use of New Technologies to improve the participation of citizens in public decision-making.

# Participation of **79 representatives** of cities and international organizations from all over the World.

## Europe:

Germany: 2  
Slovakia: 1  
Spain: 52  
Finland: 2  
France: 1  
England: 1  
Latvia: 2  
Norway: 2

## Euro-Asia:

Turkey: 1

## North America:

USA: 2

## Asia:

South Korea: 1

## Africa:

Kenya: 1  
Mozambique: 1

## Latin America:

Ecuador: 7  
Mexico: 1  
Peru: 2



### Local and Regional Governments

Amurrio City Council  
Barakaldo City Council  
Barcelona City Council  
Basauri City Council  
Bilbao City Council  
Donostia / San Sebastián City Council  
Leioa City Council  
Maputo Municipality  
Portugalete City Council  
Santurtzi City Council  
Mannheim City  
Tondheim City  
Provincial Government of Barcelona  
Provincial Government of Bizkaia  
Basque Government  
Quinde Municipality  
San Juan Bosco Municipality  
San Miguel de los Bancos Municipality  
Valencia Municipality  
Tampere Region  
Udaltalde 21 Nerbioi – Ibaizabal

### Associations of Cities and Municipalities

Basque Association of Municipalities (EUEL)  
Latvian Association of Local Governments  
Association of Municipalities of Ecuador  
Citynet  
Federation of Municipalities of Cataluña

### International Organizations

EIPA Barcelona  
UCLG Committee of Digital and Knowledge-based Cities  
UCLG Committee on Decentralization and Local Self Government  
Latin American Institute of Governance and Innovation– iiGOBinn  
National Democratic Institute  
The Organisation for Economic Co-operation and Development (OECD)  
Transparency International  
UCLG-MEWA  
UN-HABITAT United Nations Human Settlements Program

### Academic institutions

George Washington University  
London School of Economics – Cities Programme  
Nord-Trøndelag University College (HiNT)  
Tampere University  
University of the Basque Country (UPV-EHU)

### Private sector

Microsoft  
Human Scale City  
Deloitte  
Independent Consultants

### Others

Consorcio de Aguas de Bilbao-Bizkaia  
Diócesis de Bilbao  
Tecnalia R&I



6  
November  
2014



# Introduction and welcome

**Ibone Bengoetxea**, Deputy Mayor of Bilbao. Chair of the UCLG Committee of Digital and Knowledge-based Cities

In the first place, the Deputy Mayor of Bilbao thanked the support received by UN-HABITAT, the Committee on Decentralization and Local Self Government, the LSE Cities Programme and EUDEL (Basque Association of Municipalities) for the organization of the meeting.

She remarked how today, **cities are becoming more active actors in the international scene**. Cities move with more flexibility when it comes the time of seeking for instruments to achieve their objectives. Not for nothing, **Cities are considered are the territory of “realism”**, where problems arise at the street level and citizens demand solutions.

**Cities are looking for new models of development** in order to face the economic, institutional, environmental and socio-demographic challenges which drive global competition. **Greater urbanization brings greater urban challenges**, therefore a commitment to the innovative design of cities will provide answers for the sustainable and creative economies cities need in the 21st century.

These challenges can be faced with much more success when boosting **collaboration between cities, universities, companies, institutions and experts** whose diverse contributions can enrich the researches, developments and design projects, as well as other programs to foster urban excellence.





And that is the main objective of the Committee, to create an **efficient network of cooperation and collaboration between cities and other agents** to seize the opportunities provided by new technologies, innovation and knowledge, share them, discuss on them and adapt them to local needs, in order to create new opportunities for all.

Local governments from all around the world are working to improve their efficiency and effectiveness, and therefore regain the trust of citizens in their performance. Increasing demands of citizens, forces local government to face the **unavoidable challenge of increasing their ability to provide effective solutions to collective problems** and also to create and generate acceptance, complicity and closeness with citizens through the adoption of innovative solutions in their management processes and instruments and also in the definition of the policies.

In order to do so, a **new approach** is required: **A new organizational culture with an important relational component.**

To achieve this “Smart Local Governance”, **local administrations face 4 key-challenges:**

- Strategic local public management
- Transparency and citizen participation
- City intelligence: Big data + open data
- Modernization of Public Administration and Online Public Services

Challenges in which it was actually centred the meeting held during two days in Bilbao, and that had as main objective the **debate and exchange of visions and experiences on these topics.**



UCLG Committee on Digital and Knowledge-based Cities  
Bilbao, 6 November 2014

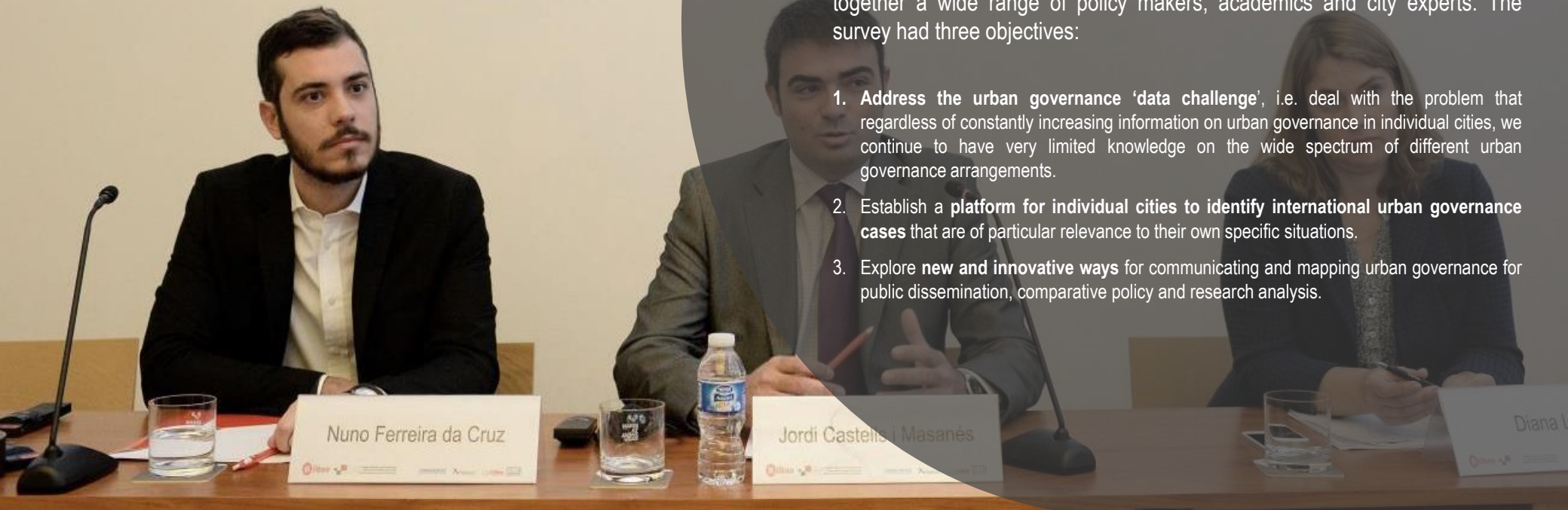
Nuno Ferreira da Cruz, LSE Cities  
London School of Economics and Political Science

# Governing Urban Futures

In the first presentation of the day, the **preliminary results** of the Study Governing Urban Future were presented.

The Survey on Urban Governance is led by **LSE Cities** of the London School of Economics, with the collaboration of **UN Habitat** and the **UCLG Committee on Decentralisation and Local Self-Government**. The main results of this survey will be gathered in a publication of the prestigious LSE Cities, and will inform the 2014 Urban Age Conference in Delhi, India, which will bring together a wide range of policy makers, academics and city experts. The survey had three objectives:

1. **Address the urban governance 'data challenge'**, i.e. deal with the problem that regardless of constantly increasing information on urban governance in individual cities, we continue to have very limited knowledge on the wide spectrum of different urban governance arrangements.
2. Establish a **platform for individual cities to identify international urban governance cases** that are of particular relevance to their own specific situations.
3. Explore **new and innovative ways** for communicating and mapping urban governance for public dissemination, comparative policy and research analysis.



## URBAN GOVERNANCE SURVEY

by UN Habitat, UCLG and LSE Cities



UCLG Committee on Digital and Knowledge-based Cities  
Bilbao, 6 November 2014

Nuno Ferreira da Cruz, LSE Cities  
London School of Economics and Political Science

LSE Cities



## Jordi Castells i Masanés, Director of International Relation of the Barcelona Province and Presidency of the UCLG Committee on Decentralization and Local Self-Government

In the first place intervened Jordi Castells i Masanés. He expressed how now a days, there is an **increasing need of territorial leadership**, that years ago was difficult to foresee. In Barcelona, there is an important territorial leadership and the city is currently working on the strategies for the future, but also trying to bring them to the ground. In all this process, **it is very important the use of data**.

Regarding the decentralization and local autonomy processes, he expressed how difficult are today the **internal challenges in regards to financing**. Obtaining public resources is each time more difficult, and at the same time, the investment costs are higher that some years ago.

The Provincial Government of Barcelona gives technical support to the municipalities, but it is also necessary to **collaborate with the networks of cities**.

## Diana López, Local government and decentralization Unit. UN-HABITAT

In representation of UN-HABITAT took the word Diana Lopez. She spoke on the **need of having a “map” and not measuring**. It is necessary to know, who is talking with whom. We have come **from the “individualistic” to the “collective” government**, to a net of institutions that we call governance. **It is necessary to reflect on how the future of governance will be in 20 years from now**.

But, how can cities adapt themselves to this new world of Smart Governance?. To give response to this question they began working on the design of the **“Urban Governance Survey”**. A survey that has counted for its design with the support of diverse institutions and that has been **answered by 50 cities** from all over the world. **The collected data has been analysed by the LSE Cities Programme**.



## Nuno Ferreira da Cruz, Researcher, London School of Economics

Nuno Ferreira is one of the researchers from the LSE Cities Programme that is working on the development of the Study. He presented the **preliminary results from the survey** that will be later published.

He remarked, how these results are “ordinary”, first-hand, new. In the elaboration of the survey the **asked on global issues**, with the aim of obtaining information on the constraints that local governments have for the implementation of projects and decision making. It is necessary to identify **cities with similarities and points in common**, that can be compared.

He mentioned that **there is no universally accepted definition of governance**.

One of the definitions is the one of the **World Bank**: “Governance consists of the traditions and institutions by which authority in a country is exercised. This includes the process by which governments are selected, monitored and replaced; the capacity of the government to effectively formulate and implement sound policies; and the respect of citizens and the state for the institutions that govern economic and social interactions among them”

Other definition, is the one of **UN-HABITAT**: “Urban governance is the sum of the many ways individuals and institutions, public and private, plan and manage the common affairs of the city. It is a continuing process through which conflicting or diverse interests may be accommodated and cooperative action can be taken. It includes formal institutions as well as informal arrangements and the social capital of citizens.”

But the one, that he personally likes the most is the **definition offered by UNDP** (United Nations Development Programme):

*“Governance is about the processes by which public policy decisions are made and implemented.”*

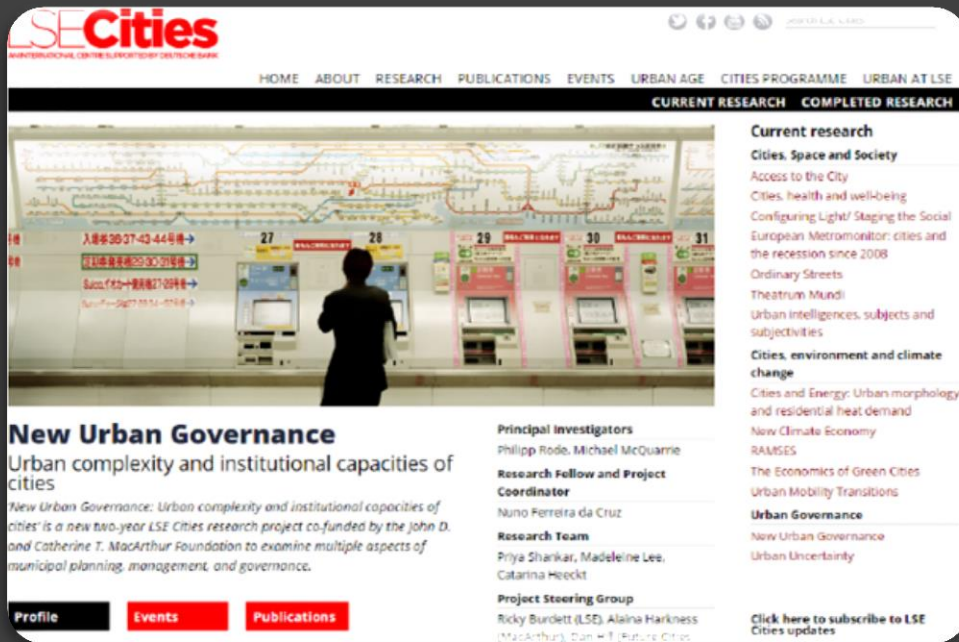


# Urban Governance Survey

**50** Cities from 5 continents and 30 countries

**25** cities with a GDP/capita over 20,000 USD

**29** cities with a population above 500,000



[www.lsecities.net](http://www.lsecities.net)

# Preliminary results

What are the three biggest urban governance challenges your city faces?

10% Public participation	13% Housing
15% Economy	<b>21% Environment</b>
<b>31% Financial resources</b>	10% Regeneration
13% Security	...
<b>35% Transport</b>	

**Constraints** (the three main constraints identified by the study are related with “money”)

- Predictability of resources
- Lack of public funding
- Lack of private investment

**Recent disruptions:**

- Economic recession
- Change in national policies affecting local policies
- Institutional reforms

**Who is leading the sectors?**

It is necessary to analyse the level of influence of different tiers of government.

**City Budget:**

There are four kinds of cities according to the way they manage their budget. In this respects, it calls to the attention that most part of the resources of the cities are of their own.

**Citizens' influence:**

Regarding the citizen's influence, one aspect call to the attention, is the fact that citizens can vote in the elections, but they do not have any influence afterwards. The citizens do not have any influence in the relevant subjects concerning urban governance.





## Session 1:

### Strategic local public management: Challenges and keys to success

The **first session** of the morning was dedicated to the challenge of strategic local public management.

An **efficient local public sector is a key factor in prosperity and economic growth**. Currently, cities are facing many challenges such as demographic change, increased cultural diversity, technological progress, inequality and social segregation, urban sprawl and increasing pressure on urban ecosystems. In addition, **many local systems through economic difficulties as a result of globalization**. This intensifies the already known problem faced by local administrators of "doing more with less".

It is essential for the cities to **adopt a comprehensive and sustainable approach to urban and institutional development**, focused on **the citizen needs and the different agents in the territory**. Therefore, it is necessary to adopt sustainable approaches and to **develop long-term sustainable strategies to guide future development**.



# Creative Leadership: roadmap for ideas to performance

**Prof. Jan Ole Vanebo**, Author of the book "Public Management in the Twenty-first Century"

Prof. Ole Vanebo talked about the importance of the “strategic position” and “strategic profile” concepts and how they are linked to the **three key elements of the creative leadership**:

- Strategic/analytical leadership. What does the city want to do and want to be?
- Innovative leadership. Capacity of creating something new.
- Political leadership: Institutional capacity and capital for action

Regarding examples of cities with high quality spaces and infrastructures, he expressed how there are cities such as Bilbao, Barcelona or Mannheim that have them, but he presented the City of Bilbao as a clear example of creative leadership.

**Creative leadership is about transforming the present mission into a vision** of what the city wants to be and wants to do.. It has to do with political leaders, business, diversity and access and engagement.

It is important for **cities to make a reflection on who they are, what is their mission, their common vision and strategy**. It is also important the triangle which vertexes are the imagination, the implementation and the integration. Leaders must know among other things what and when...

Regarding the institutional capital, the map seems to be complicated, but it tries to show the diverse relations and networks that are established in the governance.

Finally, he remarked how if leaders do not have neither strategies or commitment they will find themselves in a “que será será” scenario, while if they do have strategies and commitments they will find themselves in a more favourable scenario:

***“A common managed future”.***



# In search of local public management excellence:

## Seven journeys and steps to success

**Alexander Heichlinger**, Expert & Director of the European Public Sector Award (EPSA) and the European Institute of Public Administration (EIPA) Barcelona

Alexander Heichlinger presented the 7 success cases that have been awarded with the EPSA Award and that have been analysed and compared in the publication “In search of local public management excellence: seven journeys to success” and which are: **Bilbao, Trondheim, Birmingham, Mannheim, Tallinn, Milan and Tampere.**

During the elaboration of the Study and comparative analysis of these success cases, seven **steps leading excellence on the local public management were identified:**

- 1.Strong strategies and long-term visions.
- 2.Excellent & innovative leadership systems.
- 3.Solid, but flexible and agile administrative architecture.
- 4.Creative, transparent and involving communication.
- 5.Intelligent ICT-supported solutions.
- 6.Sound performance control.
- 7.Integrated financial management systems.

EIPA Barcelona is currently working with other five cities –most of them have also receive an EPSA Award- in the **creation of the City Economic & Financial Governance (CEFG) Group**. The cities that integrate this group are: Dublin, Hamburg, London, Milan and Vienna. The creation of this group represents a leap towards transparency, accountability and sustainability of public finances.





# Bilbao's case of Public Management

**Andoni Aldekoa**, Manager of the Mayor's Office and Coordinator of the Economic and Planning Strategy of Bilbao City Council

Andoni Aldekoa explained how the City of Bilbao is located in the Basque Country, one of the most prosperous regions in Europe, and the city ensures a **high positive perception of citizens in regards to the quality** of life both in the city center and its neighbourhoods. Despite this positive valuation, **citizens demand employment and good public management.**

**Bilbao currently has "0" debt**, this means, it has financial sustainability. It does not have any kind of bank credit and the city will finish the present year with "0" debt. Bilbao has also **obtained 100 points (maximum punctuation) in the last edition of the Municipal transparency Index** made by Transparency International Spain.

It is necessary for cities to work in the **development of their public management model.** Which must give response to the 3 key challenges of Public Management: conduct the project for the territory; manage the common patrimony; and give response to the pressure groups. **A good politician must have vision and know, how to manage, listen and communicate.**

The projects and visions must be based on aspirations. The vision must be specific and long-term. The policies for a territory are long-term and they need high level of consensus. It is necessary to have political projects behind the management of the social demands. There must be a management based on competences, commitments, electoral project, a political project. There is a **need to reach excellence, and generate emotions.** Each project must have intangibles, emotions. It is not only about meeting commitments, there must be also emotions. However, this will not be possible if resources are shortened. There must be: projects, people and money.

He also remarked how **the people who make the best decisions are the ones who have the best and more information.** It is important to listen, even what is spoken in the streets. Data as well as its interconnection is important for the decision making process. **It is important to measure the public value generated by policies, not only the efficiency or cost.**



# Plan-Do-Act-Check: lessons learned from the evaluation of the CHANGE<sup>2</sup> program

**Alexandra Kriegel**, Head of the coordination office for the Change2-Program of the Mayor's Office of the City of Mannheim, Germany

Alexandra Kriegel, responsible of the CHANGE<sup>2</sup> Program explained how the first stage of the reform process of the City of Mannheim was finished in 2013. The key element of this reform was the **establishment of a strategic management system**. The reform process began in 2007. During the initial phase they worked in the structural changes and in the current consolidation phase they **are reviewing part of the processes and they are focusing specially on the cultural changes**. The architecture of the program has remained the same, but the responsibility has shifted.


They continue with the **modernization process** in which strategies are still very important. During the modernization process **one central objective and 7 strategic objectives** were defined. They go from the talent, to the economic growth, social tolerance, etc. Since Mannheim is the most compact metropolis in Germany, **this process has required to involve the citizens** and to share with them the strategy of the City Council.

The correction measures are very important, however, we should not be too rigid in the use of indicators. It is important to have priority indicators and also management indicators, but **it is recommended to keep a limited number of indicators**. It was important to eliminate the "strategy games", therefore the city created a **risk management and assessment system** in order to have a long-term plan system.


Sometimes, the municipal team also wants to take part in the review of the strategic objectives, this is why it is necessary to offer **training programs** to the municipal team.




# Open debate: the phrases




The challenge or starting point for the Mayors of Latin America in order to achieve a sustainable development for their cities, comes from them finding of their own development model, that is not the same as the one in Europe or EEUU since there are other factors, such as the social complexity...



Regarding the German Public Sector, it is considered that in the future partnerships will increase and it will be necessary to develop new and innovative ways of public commitment. Cities need to define their “core areas”.



There must be a balance in the public sector and it must have a strong role.



Sometimes in there is an excess of what is public. A kind of “social infantilism” has been created. We find ourselves in the moment in which any past model does not work to build the future. Growth most come from the public-private collaboration. There is an excess of public fabric that sometimes interfere in the private service delivery, this is why from the City of Bilbao they see as reference the models from the north of Europe.



## Session 2: Transparency and citizen participation

The second session of the morning was dedicated to the citizen participation and transparency.

A good management model is based on concepts such as "planning", "competence management", "monitoring and control", but there are also other key concepts: **transparency and citizen participation.**

**Citizen participation:** it is convenient to involve the citizenship in the preparation and implementation of public policies. This means listening, talking, reaching a consensus (if possible) and not forgetting to include a feedback, an explanation of what ii has been done.

**Openness and transparency:** governmental institutions should give more importance to transparency and communication of its decisions. It should be done not only because a legal obligation, but it should be an attitude and a compromise led by local governments. To maintain the trust of citizenship this openness is essential. New technologies can be used to enhance democratic processes and to increase opportunities for individuals and communities to interact with the government.

New technologies can be used **to enhance democratic processes and to increase opportunities for individuals and communities to interact with the government.**







## Transparent Cities: Case of Slovakia

**Gabriel Sipos**, Executive Director of Transparency International Slovakia. Specialist in municipal governance issues

Gabriel Sipos from Transparency International Slovakia presented how from his organization they have been working during many years in the field of transparency at the local level. **One of the main obstacles they detected to move forward on it, was the conflicts of interest** since many mayors reach their position coming from the private sector. This is why they made an exercise to see if Mayors were meeting the Law. As a result they detected that **5% of the Mayors in Slovakia still hold a position in a private company**. This situation ensures a penalisation, however, from the 130 Mayors that broke this law only 4 have been punished. Transparency is the mean to avoid this.

It is important to **boost transparency from the websites**. Citizens do not have time to go personally to the demonstrations or assemblies. Therefore they pay special attention to what is published on the website. **People are really sensible regarding corruption**. There are open calls and the criteria must be seen, the responses of the City Hall to questions, that sometimes can not be found in the website. This is why from Transparency International Slovakia they sent emails to the city councils requesting information on contracts, expenses., etc... The time of response was measured as well as the quality indicators of the public purchases.

It calls to the attention that the National Governments has been inspired by the experience of the local governments and it has copied the best practices.. For example in Slovakia **a contract has no legal validity until it is published on-line**.

Most part of the country tends to have a passive attitude, even though it is possible to request information more actively, this is why **it is necessary to present the information in a proactive way**. The Law on the Right of Information has been in force for over 11 years.



# Network of Basque Municipalities for the Transparency

**Mar Zabala**, Director General of the Basque Association of Municipalities (EUEDEL)

The Director General of EUEDEL presented the Network of Basque Municipalities for the Transparency which is **comprised by 30 municipalities and 1 commonwealth of services** and represent 57% of the population of the Basque Country.

Currently, the Basque Government **is working on the elaboration of a Municipal Law**. The decentralization is there. **The way local authorities deliver services to the citizens is real close**. People are the centre. The path towards transparency has been, in the Basque Country, a natural outcome. In fact, there are 4 Basque municipalities top-ranked in the Spanish Municipal Transparency Index.

The Network of Municipalities for the Transparency was created from the need to facilitate a **common space for diagnosis, learning and exchanging experiences and expertise**. The work includes: to offer a methodology to the municipalities of the Basque Country; to act as a 'laboratory' to research new trends and new challenges; to facilitate the local councils with model as benchmarks and to be adapted, as applicable, to the needs of each local government.,

Transparency is an **opportunity to regain public confidence and to achieve greater citizen participation and involvement** in the elaboration and design of local policies. Local governments need to identify which are the citizens' demands and act according to them. **Transparency requires ongoing and meticulous work**. And that striving to improve is silent, as progress in transparency, unlike the cases of corruption, is not headline news. It is a complex process that requires advanced management. It is necessary to involve local councils, both at policy and technical level, as it means not only increasing transparency, but also **integrating it as a management area in our day-to-day work**.

The Network is a **learning space** and it has developed a proven methodology, a 'roadmap' to plan and implement the actions involved in transparency at municipal level. It also **organizes training activities for both the political and technical teams**.





# The Citizens' Local Assemblies, pillar of public management

Juan Carlos Troya, Mayor of Valencia, Ecuador

Juan Carlos Troya, Mayor of Valencia took part in the session in representation of the Association of Municipalities of Ecuador. In Ecuador there are 4 levels of government: central, regional, "cantonal" which will be the equivalent of municipal and "parochial".

It was not that long ago, when the **National Government began giving municipalities competencies**. These competencies will **allow the Ecuadorian municipalities to develop a governance**.

A couple of years ago the **Local and Citizens' Assemblies** were created with the aim of building **spaces for deliberation to influence public management**, generate debate, promote social organization and educate citizens, to respect rights and guarantee their fulfilment. Given this aim, it is important to **guarantee cultural diversity, inclusion and plurality in their composition**. There must be in their functioning the principles of democracy and equality...

The Citizens' Local Assemblies **require a lot of support and training**. There is a link and binding with the DAGs (Decentralized Autonomous Governments) and other institutions. **It is necessary to have an interrelation between the assemblies from diverse territorial levels**.

The budget is an instrument of public managements. Through an agreement the investment of public resources is prioritized. **The objective of the participatory budget is to build a proposal and to structure an agreed, democratic and participative system**. The publication of the accounts balance is very important. Public managers need to be subject to the social control and guard the fulfilment of the public politics and avoid corruption.

***"There is no better way to rule than by listening to the people, be close to them. To keep a permanent dialogue and avoid the barriers between public leaders and citizens"***



# The Experience of the Participatory Budgeting in the Maputo Municipal Council

**Celia Ema Cumbe**, Coordinator of the Participatory Budgeting in the Maputo Municipal Council, Mozambique

Celia Ema Cumbre presented the experience of her City for the development of participatory budgets. **Since 2004 they have introduced the principles and mechanisms of participatory governance in the municipality.** The participatory budgets aim is to increase citizens' participation.

**Four years ago they began the implementation of participatory budgets.** In the First Phase (2008-2010) it was the only experience in Mozambique, and **14 projects were selected.** The projects included in the participatory budgets are prioritized and selected by the citizens at the community of neighbourhood level. In the Second Phase, projects are designed, the call for proposals and contracting is opened, and afterwards projects are executed.

In order to implement a project, **they present all the projects and the priority ones are chosen.** The selection process includes voting. Votes are counted with transparency principles. An example of the impact of these measures can be seen in the “before and after” of the rehabilitation project “Buy of a sitting desk for the primary / elementary school of Laulane”.

In regards to the lessons learnt, it can be remarked: the **active participation of citizens in identifying and solving the problems of their neighbourhoods**; the potentiation of householders and municipal governance Advisory Councils in decision-making at the local level; and the creation of conditions for legitimacy and confidence of citizens with Maputo Municipal Council Programs.

But there are still some challenges to face, such as the **strengthening of Inclusive Governance**, the improvement of the communication and dissemination mechanisms of the participatory budgets process and the results obtained, and decentralization in the provision of municipal services.



## Session 3:

### City intelligence: Big Data + Open Data

The last session of the day was dedicated to the City Intelligence. **Cities are full of information**, generated by heterogeneous sources in different formats, granularity, dynamism and quality. The knowledge of this complex information space is vital for the creation of services and it is linked to technological issues that underlie the centralization, storage, processing and information analysis, as well as to other issues such as security and ownership of the data generated in the city, interoperability, etc. In the current Knowledge Society, **information and data management** is essential for a **consistent decision-making**. Until recent times, data analysis was expensive, but today the new technologies enable a simple use, reliable results and a wide range of possibilities.

For this reason it is necessary that cities **commit to strengthen the management, the processing and analysis of the information generated** by the City Council in an integral and integrated way, so that there is a single collection and dynamic data mining model and so that the organization prepares itself for the **new environments of Big data analysis**.

In addition, it is important **to take advantage of all this information about the city** to generate value services for citizens, which can even encourage the creation of new business activity. For doing this, it is necessary to deal with the **concept of Open Data**, so that **Big Data becomes accessible to citizenship**.





# Open Government Data in OECD countries

**Raffaele Trapasso**, Coordinator Open Government at the Local Level at the OECD

Raffaele Trapasso shared with the participants how the “open data” concept exists since the 80s. There is a **need of having available a great amount of information...** information that must be updated and free.

But, what values are governments expecting by opening data?. The **economic** value, fostering growth and competitiveness; the **social** value, promoting citizen’s self-empowerment, social participation and engagement; and finally, the **public governance** value, improving accountability, transparency, responsiveness and democratic control.

However, how can “open data” be implemented? It requires an effort from the public sector to **create the necessary ecosystem**, to which the community must have access to. It is important to keep the “ecosystem” alive through data mining.

It is about having **a better public sector, that shares information with citizens**. However there is still a wide number of governments that do not share data.

Now a days, there are many initiatives to promote the **re-use of open government data**. Regarding the training, it is necessary to build the necessary capacities in the users, to train people.

One of the issues that should be brought to the table is, if it is possible **to measure the return on investments of open data**, as well as its social value. The final aim is to get all the data at a national level accessible in a unique platform.

It is necessary to boost public-private partnerships. To **convince the private sector to use the data and to take part in the process**.

Regarding the challenges, it is necessary to keep a **balance between citizen participation and responsibility**; to build capacities, this means, to train the public sector team.

# Open Data in the Tampere Region

Seppo Haataja, Director, Open Tampere

Seppo Haataja presented the Open data experience in the Tampere Region, **one of the most attractive and with highest level of development regions in Finland.**

Some years ago, Nokia represented the biggest source of employment in Tampere. However, after its acquisition from Microsoft, the city faced the need to re-think how to give employment to those people that were fired from the company.

Open Data Tampere Region project was founded in the beginning of 2013 to speed up opening and utilizing public data. It seeks to encourage all level of agents in the Tampere Region to open and publish their data. It also aims to create business opportunities. As a result, **Tampere City is today one of the top 3 open data cities in Finland.**

Since the project began its implementation, **over 20 apps and services have been developed through the use of published data.** Mr. Haataja presented the case on “public transport data”, and how developers make maps, and totally new apps with the use open data.

Even though they publish all data on-line, they still have to publish data on paper. Each time that a change happens, it needs to be published, in printed, online and informatics application formats... this is not cheap. This is why **the city is trying to improve the system so that people can be updated.**

One of the necessary questions that must be done while opening data is, what is been done with it?... If it is possible to reduce costs from the city's point of view, and also if it is possible to generate more business.

If you want to have open data, it is necessary to have innovation, services, demand...

In the international field, the Tampere Region has a **platform of collaboration with Bilbao.** They have recently organized a meeting in which students and businessmen have put in common their experiences.







## Inside the City OS

**Consuelo Fernández**, Adjoint to the Department of Innovation, Knowledge Society and ICT of the Municipal Institute of Informatics (IMI) of the City of Barcelona.

Consuelo Fernández presented CityOS, a **technological platform** set up to help Barcelona City Council take decisions in real time, in order to meet the needs of governing the city and improve the quality of life of its citizens. From the City of Barcelona they are trying to share the vision that **an operative city is an operative system**. This is why for the development of the platform they have taken into consideration **three main issues**:

1. The City has a lot of data coming from many sources. How to put in order the data chaos? It is **necessary to agree a standard** for all the available data. DATA SOURCING
2. The City needs to **transform data into information**, to turn it into something useful. That is what they call CityOS. The Smart City is one part of the CityOS
3. The City wants to **open information to citizens**. OPENING DATA.

How ever, this process is not easy, given the great amount of data. The more information you have, the more services can be offered. They know that companies need data, and they want companies to obtain information from citizens and to manage it. This is quite revolutionary for the private companies. However, **they do not want companies to make private solutions vertically. The data belongs to the city, and therefore the solution must belong to the city.** They do not want to reinvent anything, they want companies to work with them. At the beginning, private companies thought they were going to loose business, but later they have reacted better. **CityOS is like a motherboard**, where different vendors can connect Smartcity modules. It is something dynamic that allow making changes. Each CityOS can be configured for different purposes, using either open source add-on modules or add-on modules licensed ... But the core of the CityOS, and their modules, is willing to be open source.

In the future it is expected for **all cities to face Big Data and open data. They might not call their platform CityOS**, but it will be something similar. If it is possible to connect the CityOS, cities will be able to exchange information between them. **They are working in a pilot project with some cities.**

# Open debate: the phrases



Citizens have their own spaces for sharing their points of view. It is hard to change the mentality, therefore if you want to know what citizens think, you have to go to Facebook, Twitter, LinkedIn.. It is important to go to the places where people are interacting. This is not so obvious for public administrations. Sometimes it is necessary to negotiate with third parties, seek alliances, commitments... It is necessary for people to have interest in participating.



Nowadays, some urban platforms are currently being developed. It is impossible to have a magic solution that works for everyone. An intermediary is needed to filter the amount of information. There must be a common way to access data.

The Horizon 2020 Programs are working for cities to find solutions to their problems. Cities can not wait for the Central Government to give them the solutions. Besides, they have many companies asking for open data.



It is hard for cities to work jointly. There are some applications that have been developed with success in a city that do not necessarily work in another. There is no business if you want to create an application for a city and another one for another. There is no economic impact.





The Mayor of Bilbao welcomed the participants during a reception offered in the Bilbao City Hall.





7  
November  
2014





# Public Comments Re-imagined: How Online Surveys can Improve Governance

**Dr. Michael Cornfield**, Associate Professor of Political Management and Research Director, Global Center for Political Engagement. The George Washington University

In the first presentation of the day, Dr. Cornfield remarked how online surveys can improve governance. Today, it is necessary to study how to use “social media”. **For politicians it is important to have a professional input. Is the political experience “per se”.**

**Citizens tell us when a process does not make sense.** And they say it loud. It is necessary to re-think policies, how can we use each others capacities, how to use the social media... It is also necessary make the question. how digital resources can help the decision making process?

**Regarding the virtues of online surveys for the decision making in politics**, these kind of surveys can be ended anytime, they do not cost a lot of money and help us to identify peoples' change tendencies.

There are also some statistic techniques such as the analysis of factors. For example, in the surveys it is possible to ask to chose between improving schools and providing more green spaces to the city, or between environmental and fiscal sustainability... It is about identifying **the priorities that the divers democratic groups have**. It is possible to include a box where the people can mark what they would like to propose or that has not being occurred to the government.

Surveys do not only help to make predictions. Online surveys can also help to **create a dialogue between experts and citizens**. They can contribute to the political decision making and building support with the results.



## Session 4: Modernization of Public Administration and Online Public Services

After the presentation of Dr. Cornfield, the last session of the meeting began. One of the main commitments made by local authorities in the II World Summit of Cities and Local Authorities on the Information Society was the development of **strategic plans in the field of the Information Society** in their territories, also known as "Digital Local Agenda".

The introduction of **new technologies in the Public Administration improves the productivity and quality of the citizen and business attention service**, allowing the access to Public Administration services at any time and place in a more comfortably, personalized, faster and with less expense way.

The implementation of **e-administration is a priority for cities around the world**. There is a consensus that this is of vital importance to social development and economic growth.

Thanks to the so called e-administration services it is possible to offer a **more effective and of higher quality service delivery** and it makes possible to **save costs, reduce waiting times and improve the transparency of the process**, both to citizens and businesses.





## eAdministration: what we have learnt and where we are heading

**Jose A. Ondiviela**, Director Government Solutions – Europe at Microsoft

José A. Ondiviela spoke how cities must improve their efficiency. **Now a days, it is possible to obtain data from the real world through citizens** since they are equipped with electronic devices. Citizens are becoming each time more digital and they are demanding high quality services. We find ourselves in a great transformation in which cities must adapt themselves to this new scenario.

Personally, he does not like a lot surveys, he considers they are not to valuable, however, they are one of the few ways to obtain peoples' feedback. **Citizens have problems based on real facts.** What should I do if I am having a baby? How can I get married?.. It is a permanent “tell me what to do”.

Regarding transparency, there are a lot of PDF documents that are impossible to read. In many cases, it is necessary to be an economist or an expert to understand what is behind them. **Citizens need to understand where the money is spent and how much is spent.**

He presented the “Next Generation Citizen-Centric Service Center” project. It is **necessary to incorporate all the data in an only dashboard.** It is a paradigm that is not that far, it is closer than we think. For example we will only have to say “Hi, I am Mr. Ondiviela” and all our data will be integrated.

**Big data is something that is already democratized.** Smart Cities = Data services. There are a lot of sensors and everything is controlled from a dashboard. This is why it is necessary to structure data, based on the real world.

It is also necessary to **analyse the information that is in the social networks**, in facebook, twitter... through the analysis of the peoples' exchanges, the twitts, Instagram... it is possible to make better decisions and foresee citizens' behaviours.

# Digital first through all phases of life

**Gerhard Dalen**, Director of international relations of the City of Trondheim, Norway

Gerhard Dalen presented **Trondheim's digital modernization experience**. Trondheim is an historic city that has experience during the past years an urban transformation process. Some might say that its inhabitants are more proud of the past than future, but the **reality is that today it is the most technological city in Norway**.

Despite the City Council has twitter, facebook, website and internet, they still receive phone calls, emails and people show up at the counter.

This is why they took the decision to develop an **active and direct communication** to find solutions, for a better understanding and to produce inputs. There is too much information and it is necessary to size its importance. This sometimes is a problem, that is why they took the decision to have a **digital communication for each phase of life**.

With this program, digital interaction will be the general way for contact between the municipality and the public. It should be harmonized with public expectations of easier accessibility and quality of services.

The city has established an office for the program. The office participates in all stages where new digital solutions are developed and implemented, to ensure a proper development.

The aim is to **democratize services, that citizens can be able to receive all the information in the mobiles or computers**. Regarding the service itself, it is necessary to ensure that all systems are inter-related.

The cost and complexity increases considerably in the information oriented to the target public and continuously increasing **from the personalized individual information to the services that include horizontal integration** which require technical and organizational interaction. The departure point of this map is of a lowest cost and complexity cost: **basic information on the internet**.







# City-App: Innovative Solutions for Sustainable Cities

**Marina Brenden**, Programme Officer, CityNet, Seoul, South Korea

CityNet is the **largest association of urban stakeholders committed to sustainable development in the Asia Pacific** region. CityNet connects actors, exchanges knowledge, and builds commitment to more sustainable and resilient cities. It has 4 Cluster Areas: Climate Change, Disaster Resilience, Infrastructure, and the Millennium Development

CityNet and Microsoft have been **collaborating in diverse projects with the aim of creating debate spaces on new visions of city**. One of these projects includes the use of the power of innovation to develop technological solutions to urban challenges in places such as Kathmandu. With this objective they began the implementation of the CityApp project, which brings together local municipalities, academic institutions, NGOs and the private sector.

The project consist on **students developing applications based on the needs expressed by cities**. Once the Apps are developed a contest takes place to select the best applications and these are afterwards presented in an international conference. **CityApp Kathmandu 2014 was the first result of this partnership** that connects Microsoft's tools and innovative resources with CityNet Network. The City of Kathmandu achieved to involve professors and students in the development of the applications.

Another interesting experience is CityApp Makassar in which multiple sectors have collaborated and in which also young people have been involved. It is also interesting to remark the **"8+1 Ways Forward"** campaign which included a **marathon for the development of apps** that could give response to the crucial challenges the city is facing and could with solutions.

Regarding the future of the CityApp Project, they have thought in **2 cities for 2015 (probably 1 in India and 1 in Indonesia)**, and to achieve more financing and support from private sources.

# Smart City Strategy in the territory

## Carles Rossinyol, Deputy President of Treasury, Human Resources and New Technologies of Barcelona Provincial Government

Mr. Rossinyol shared with the participants how the main function of the Provincial Government of Barcelona is to **help the municipalities in their service delivery**. It is important to separate the City Council of Barcelona (a city that promotes many initiatives), since the other 310 municipalities of the province do not have the same means and possibilities of a big city. This is why it is **their aim to facilitate those small city councils to access that kind of technologies**. The function of the Provincial Government of Barcelona is to manage that “cloud”. It is necessary to try to improve and facilitate those services.

From the Provincial Government **they give support to the diverse Smart initiatives in the municipalities** with technical support, economic recourses and through international alliances. The services offered are integrated in an urban platform that functions at three levels: “**Sentilo**”, a functional platform that is used to collect, exploit and transmit the information generated by the sensors and other devices deployed in the city, that wants to be open data and interoperable and monitor; “**Own data**” that requires a “public visor”; and “**Open data citizens**” that can create the applications.

The services of a “Smart City” require a **comprehensive platform** that works, that has economic feasibility and that can be adapted almost immediately. It is therefore necessary, the platforms to work together and to be more efficient.

Regarding the development of municipal services, there is a catalogue of mobile apps. There are some Apps developed by the Provincial Government, and municipal Apps... They expect to publish soon all these apps, and facilitate **municipalities to see what other municipalities are doing and use that technological knowledge** and do not duplicate efforts.

The objective is to **give citizens the same quality of services, regardless if they are living in a small or big city**.





# Open debate: the phrases



While delivering services, there are diverse investments that must be done “indoors” with the aim of reducing the Administration’s costs. It includes the internal communication among all the areas. When you use technology, paper and administrative procedures are reduced...Technification also achieves the rationalization at the material level. The money you save in the internal management can be used for other more important things.



Globalization also affects the way procedures are done.

You may have all the best technology of the world, but what really matters are the differences between the rural and urban areas.



In the case of Peru, they have a National Modernization Plan for the public management. They have established transversal axes. In Peru all the public officers have the obligation of knowing what the electronic government is.

Regarding the connectivity problems, that are some political and administrative constraints, beside the technological. The “City Protocol” seek to create a technological standard when it comes the time of implementing services.



# Uraia Platform: SMART technologies for municipal management

**Diana López**, Local government and decentralization Unit.  
UN-HABITAT

The Platform Uraia aims to **help local governments to choose better their Apps**. “Strong Local Government = Strong citizenship”. It also wants to contribute to the innovation of public management, providing better opportunities for active citizenship. **The services offered by the Uraia Platform give response to three facts happening in the world today:**

1. The recognition of local governments as key actors for sustainable development.
2. The call for increased transparency and accountability for citizens.
3. The impact of SMART technologies in public management.

The platform was launched in Santander (Spain) in June 2014. The platform serves as an instrument for **knowledge-sharing** on: best practices; comparison of prices Indexes; recommendations for public purchases; and recommendations on open data and transparency. For example, how we can make transparency to contribute to the eradication of corruption; and financial models for large investments.

Through the use of **innovative working methodologies**, they have designed some “**serious games**” in which it looks like the participants were playing to monopoly, with the difference that in this case the different partners play different roles. These games put people in different situations and they have to try to find solutions and initiatives.

Regarding the pilot Apps, there are some **Apps that are focused in transforming the “informal” economic activities into incomes for the municipalities**. There are also some **other Apps that are focused on the municipal transparency; the management of public infrastructures; and the sustainability of investments**.



# Closing remarks

**Ibone Bengoetxea**, Deputy Mayor of Bilbao. Chair of the UCLG Committee of Digital and Knowledge-based Cities

During the closing of the meeting, the Deputy Mayor of Bilbao remarked how Governance comes first and then the “Smart”.

**Cities are more flexible and they can do things that the National States can not do.** Sometimes there is certain “loneliness” in the municipalities, and that is when the networks earn their value. **It is possible to learn from each others**, taking into consideration that there is a common objective: to improve the quality of life of citizens.

She emphasized how the exchanges made in Bilbao during confirm this reality. During two days it was possible to listen to experiences from Europe, Latin America, Africa, and the United States and all of them have something in common. In each one of them, they are **working to have more efficient, transparent, participatory and modern administrations.**

The challenges to achieved good governance discussed during these two days, are there... Regardless the size of a city... Big or small... Local governments have to **provide better and quality services that meet the needs and expectative of citizens.**

She expressed how she hopes the working meeting was interesting for the attendants, since for the committee it was. From the committee we believe that **this kind of meetings, help not only to learn from each other but also to connect with each others and interact... do “networking”.**

Finally, she thanked all the attendants for coming to Bilbao, and she expressed how she expect this meeting to be the starting point for future collaborations.





All the **presentations** are available in  
the Committee website in the section  
“Exchange of knowledge /  
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