

CITIZEN ENGAGEMENT

A Framework for Co-Creating Smart Cities



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QUERCUS GROUP



Understanding Citizen Engagement

The world's population increasingly lives in urban areas. Around 70% will reside in cities by 2050. Latin America is one of the most urbanized regions in the world, with an estimated 80% of the population living in cities today, while cities in South Asia will receive 250 million more people over the next 15 years. Governments worldwide are betting on Smart City (SC) development as the new driver for sustainability, urban innovation and economic growth. India, for example, is developing more than 100 cities as 'smart' cities with massive investments being made in infrastructure, mobility and urban planning.

However, a city will never be smart unless its citizens are. If citizens are not properly involved in decision-making processes, new technology and 'smart' solutions will be ineffective and serve only business or demonstration purposes. Smart City solutions should be citizen-centric in their design and must exist to improve the life of the people they serve. Many governments are embracing open governance models and making large amounts of data sets available for citizens and companies to use. Still, even with such progressive initiatives to enhance transparency and encourage government-to-citizen collaboration, city, regional and national governments struggle to fully understand the needs and motivations of their number one stakeholder—the citizen.

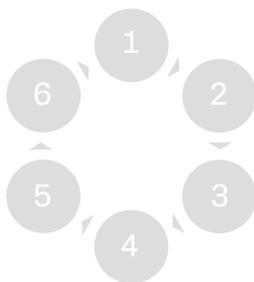
This concept paper aims to support governments and organizations worldwide by providing a framework for working strategically with citizen engagement (CE). We believe that co-creation between governments and their citizens is a key component in ensuring sustainable urban development, and something that will provide transparency and legitimacy and improve end results.

A Strategic Approach to Working with Citizen Engagement

Citizen engagement must therefore ensure that all smart city initiatives are built around citizens' behavior, needs and preferences and should not be viewed in isolation. A framework for working with CE must take into account existing initiatives and continuously be adapted throughout the engagement process. Hence we propose a concept that makes CE thoroughly rooted in local context yet is easily adapted to changing circumstances and scalable to new projects.

The concept methodology is derived from our combined and extensive experience in consultancy services, market assessment, strategic and creative communications and focus on co-creation with our clients. The concept is designed to ensure that a coherent and systematic approach to working with CE is applied, in order to measure, compare and validate results from one project to another.

We thus propose the following 6-step process as a methodology for operationalizing and working systematically with CE, which is explained in the following:



- 1 Context analysis**
- 2 Stakeholder mapping**
- 3 Strategy for engagement & initial outreach**
- 4 Design of engagement level & mechanisms**
- 5 Implementation**
- 6 Evaluation & strategy implications**

Engagement Phases

1 Project Definition & Context Analysis

A citizen engagement process for supporting smart city development begins with defining the smart city project's focus and scope and understanding the national, regional or local urban context. The context analysis draws in overall political, social and economic factors, as well as the existing urban infrastructure and landscape. Crucially, this analysis factors in existing initiatives for sustainable urban development, to leverage and build on these when planning the engagement process. In short, this first step helps identify the entry points and focus areas where CE can have the biggest impact on SC development.

2 Stakeholder Mapping

Based on the context analysis, a stakeholder mapping is required to facilitate a targeted CE process. Depending on the scope of the engagement (national, regional or local), relevant stakeholder groups may include representatives of local communities and marginalized and vulnerable groups. Additionally, various organizations at grass-roots level as well as private companies may bring important knowledge and resources to the engagement process. The stakeholder mapping should pay proper attention to the capacity and expected willingness to engage among identified groups, while also ensure representation across the political spectrum. Finally, potential long term shifts in stakeholder groups are taken into consideration.

3 Strategy for Engagement

Once the key stakeholder groups and stakeholder representatives are identified under phase two, a strategy for engaging with these is developed. Furthermore, the objectives and expected outcomes for the engagement process must be defined for each stakeholder group. The objectives must be clearly defined and realistic in terms of what they can achieve. Once defined, the objectives must be clearly communicated to the respective stakeholder groups to ensure a high level of motivation for engaging and a successful engagement process. It is recommended that initial citizen inputs be collected already under phase 3 to inform the strategy and the design of the engagement level in phase 4.

4 Designing the Engagement Process

Designing the engagement level and deciding on specific mechanisms is a highly collaborative process between the client and the advisory team. Client's resources are prioritized and allocated to engagement activities and mechanisms. This activates efficiencies and enables better collaboration. One or more mechanisms are chosen for each engagement activity, which is then prioritized based on a low, medium and high scoring of the required level of participation, time and cost. The context analysis, stakeholder mapping and objectives all help inform the required level of engagement for each activity and mechanism.

5 Implementation

During the engagement phase the advisory team will offer its support for planned engagement activities and mechanisms as needed. Key to the project's success is the professional facilitation and documentation of engagement. During phase 5 the advisory team will, in addition, explore available tools for supporting engagement activities and mechanisms. For example, collecting citizens' inputs may be done in different ways, which can be optimized using technology and innovative engagement practices. The 'tools' available include:

- Official (Smart) City app as a one-point entry for CE
- Information kiosks, hotspots with feedback functionality and other relevant functionality
- Cognitive computing technology, such as IBM Watson, as mechanism to make data relevant
- Social media tie in, interaction with stakeholders on all relevant channels
- Gamification and challenge schemes
- Nudging
- Local cultural development
- Special relevant events
- Amplification of and tie in with local distinguishing marks, traditions, legends, activities
- Extension into a global context
- Development of ultra-local creative ideas
- Educational programs and workshops

Engagement Phase Interplay from Consultation to Learnings and the Building of Momentum



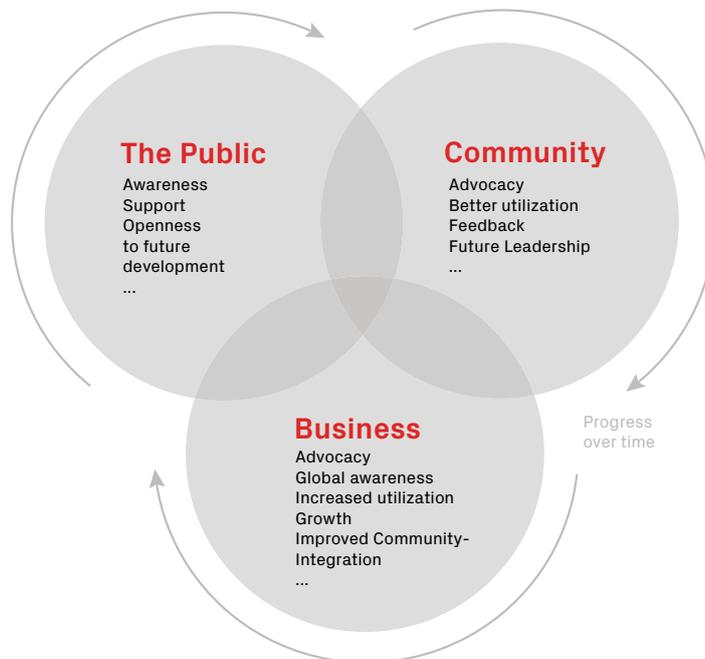
6 Evaluation & Impact on Project Strategy

Finally, the learnings from phase 1 through 5 will be documented and compiled into a report consisting of concise and actionable insights from the engagement process. This ensures that working with CE becomes a transparent process that can be replicated and improved upon from project to project. The data and learnings collected will be converted into strategy recommendations for guiding future CE efforts. Here and throughout the entire process, progress is documented and shared with relevant global target groups. This can significantly increase positive global exposure for the community, business and government bodies involved in development. As cities compete on a global stage, such exposure is invaluable.

Value Creation

The purpose of this project is to provide a hands-on approach to working strategically with citizen engagement, with the aim of enhancing the sustainability and social elements of Smart City development projects. Socially inclusive and highly livable cities make for economically more vibrant and, ultimately, resilient communities. With this framework, we aim to help our clients:

- Develop a coherent and systematic approach to working with citizen engagement
- Create a lasting impact through better engagement practices
- Create citizen awareness of benefits to participation
- Improve Smart City literacy and capacity building
- Enhance their organizational legitimacy and transparency
- Strengthen the motivation for co-creation of solutions across all stakeholder groups
- Make it attractive for citizens to participate in community building
- Mitigate risks of failed Smart City projects
- Boost the adoption/success rates of new Smart City technologies and solutions
- Create powerful stories about their city and neighborhoods
- Build a local brand that attracts national and international interest and;
- Take pride in their local communities!
- Shared positive progress over time



Shared positive progress over time



Summary

The ‘Smart’ City potentially offers better opportunities for more stakeholders than is commonly understood these days. The benefits of Smart City technology can be amplified through strategic and creative long term citizen engagement. Stakeholders can become more than just users of Smart City related offerings; they can become their advocates. Communities can be strengthened internally and become more relevant and competitive globally. The substantial Smart City investment can be enhanced when more participants are involved in a relevant way. The immediate benefactors of the approach can be businesses, and the immediate community, with increased awareness among the general public. Ultimately, the very governments investing in Smart City technology, that is interwoven with citizen engagement, can be true long term benefactors of the approach.

Project Partners

Tea & Water

A new kind of global creative communications consultancy that supports those who want to change the world for the better. The focus areas are economic and social sustainability. Tea & Water brings passion to organizations, companies and communities anywhere in the world.



Witold Riedel

A global executive creative director with over 25 years of experience, Witold is a champion of tailored, multi-local communication. His approach has been rewarded by tangible increase of business for his clients. He co-founded Tea & Water in order to give his expertise, experience and heart to causes he truly cares about.

He has created award winning work with teams around the world, for clients like Siemens, IBM, SAP, Unilever, Coca-Cola and more. He has experience working with non-profits and government bodies, also creating campaigns for the U.S. Office for National Drug Control Policy, The U.S. Internal Revenue Service.

As a global citizen he is at home in communities around the world. He studied visual communication in Offenbach, Germany. His love for art, photography and other forms of creativity is very much aligned with his mantra of lifelong creativity and learning.



Laura Quinn

Her career began at top ad agencies in London. Laura then relocated to New Delhi and launched her own sustainability communications consultancy.

Throughout her career she has worked with clients like Nokia, Nike, Unilever, the UK Government, Fairtrade Foundation, and many others. Her work has spanned from speaking to youth consumers in Nairobi and Jakarta, to driving sustainability strategies with corporate leadership, and to engaging female garment workers on their rights. She is passionate about the opportunity for sustainability to change the way we do business in a global context and the power of creativity to drive that change.

Her interest lies in improving social outcomes across the global supply chain. She is certified in ethical procurement and supply by the Chartered Institute of Procurement & Supply (UK). A non-stop traveller, Laura works between India, the UK and the U.S. and thoroughly enjoys the minimalism of living out of a suitcase.



Hannah Vicary

Hannah co-founded Tea & Water because she felt that her moral compass and diverse experience would be best suited working with organizations and brands who want to be more sustainable.

She has worked around the globe managing teams on brands like Siemens, Samsung, Coca-Cola, Ford, Swiss Television and Radio, U.S. Figure Skating to name just a few.

Hannah has experience in the developing all campaign elements: from the financial underpinnings to creative production. She is well versed in the delivery of classic above-the-line projects, as well as direct and experiential communication vehicles. And all on a vast range of budgets and in many very diverse markets.

Hannah is a part time yogi, travelling with camera. She co-founded and is also leading the new global photography representation Tea & Water Pictures.

Project Partners

Quercus Group

A niche strategic and hands-on consultancy firm founded in Copenhagen in 2012. The firm specializes in regional sustainable development and growth through cluster development and cross-border collaborations.



Nicolai Sederberg Rottbøll

Nicolai started Quercus Group in 2012 after several years of experience from the Confederation of Danish Industry (DI), Copenhagen Capacity and Copenhagen Cleantech Cluster (CCC). He possesses extensive knowledge about the cleantech industry and a large network of Danish and international energy stakeholders.

He was one of the main driving forces behind the development of Copenhagen Cleantech Cluster, which later became the largest and fastest growing cluster initiative in Danish history. Here, Nicolai served as Head of Secretariat between 2008-2012 where he, among others, initiated the International Cleantech Network (ICN), providing a partnership platform for various international cleantech clusters across Asia, Europe and the U.S.

Nicolai holds a MSc in Forest Science from University of Copenhagen. He is the publisher and co-author of several publications on globalization and cleantech.



Neelabh Singh

Neelabh is partner at Quercus Group and has over 20 years of global experience as a business development professional. His diverse professional journey includes multi sector experience in manufacturing, energy, environment, energy efficiency, oil and gas, and financial services. He worked mainly with emerging markets such as Africa, Asia and South America.

Neelabh has helped organizations develop their strategy and implemented both organic and inorganic initiatives. Prior to joining the corporate sector Neelabh served in the Indian Navy assigned to challenging operational and staff billets.

He is a graduate in science from the Naval Academy and has an MBA from INSEAD.



Niels Utoft Andersen

Niels is business development manager for Latin America at Quercus Group and specializes in strategic business communication and market entry strategy in the Americas. Niels has experience within market advisory and full-service consultancy from facilitating US-Danish partnerships at the Confederation of Danish Industry in New York.

Through a 'shared value' mindset, Niels converts complex market insights into actionable recommendations for guiding business strategy and stakeholder communication in emerging green growth markets such as Latin America.

Niels holds a Master's degree in Spanish & International Business Communication from Copenhagen Business School.

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