

Redefining the Smart City in Europe: From Techno-Centricity towards Collaboration, Wellbeing and Human-Centricity

Prof. Dr. Gerhard Hammerschmid

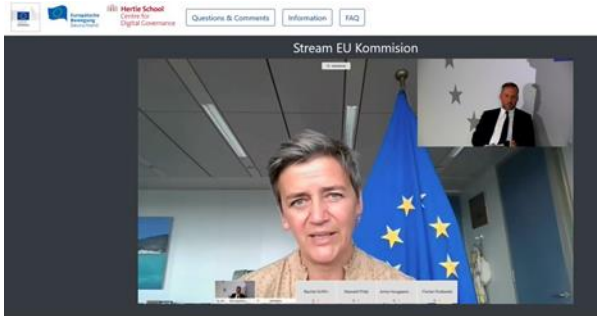


E-Government Conference

"Human-Centric Digital Transformation of Public Sector"

December 10th 2021

Digital Transformation as Key Challenge for Europe



Executive Vice President of the EC
Margrethe Vestager
(Launch Event of CDG, 12.10.2020)

For everyone interested in digitalization and digital policy, it will now become the time of their life.

Digital Transformation is not about making everything digital but about having a positive impact on society.

We should be more conscious of the European governance model built upon a tradition of large and strong public sectors and values such as transparency, rule of law, fairness, pluralism and democracy.



Berlin Declaration
on
Digital Society and
Value-Based Digital Governm



“The public sector is seen as driving force for new and innovative technological solutions for public services and societal challenges.”

Plus the importance of cities as society’s predominant engine of innovation and progress

A Short Outlook

1. Towards a New Understanding
2. Citizen Centricity
3. Inter-Sectoral Collaboration
4. Data Governance
5. Administrative Capacity
6. Implications for the Future



International Smart City Symposium

BERLIN 

Redefining the Smart City

From a technocentric towards a collaborative value-based and human centred understanding

23 and 24 March 2021


 **CityLAB Berlin**

 **TECHNOLOGIE STIFTUNG BERLIN**



TROPICO

Transforming into Open, Innovative and Collaborative Governments

 Funded by the Horizon 2020 Framework Programme of the European Union, www.tropic-project.eu

Background: The Need for a New Understanding of Smart Cities

- Cities as magnifiers of „today´s grand challenges“
- Idea of smart city spreading rapidly over the last two decades
- Big promises to improve the urban experience through ICT and Internet of the Things
- Strongly pushed by businesses and with a strong market focus
- Initial phase with a rather uniform techno-centric agenda
- More recently a clear shift towards more contextual and human-centric approaches
- New understanding based on four pillars of a smart city: citizen centricity, inter-sectoral collaboration, data governance, and administrative capacity

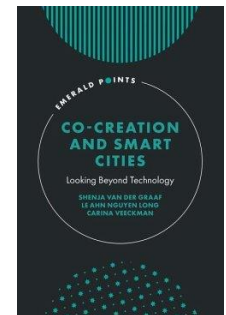
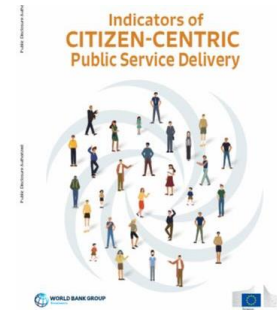


Smart Cities Marketplace



I. Citizen Centricity

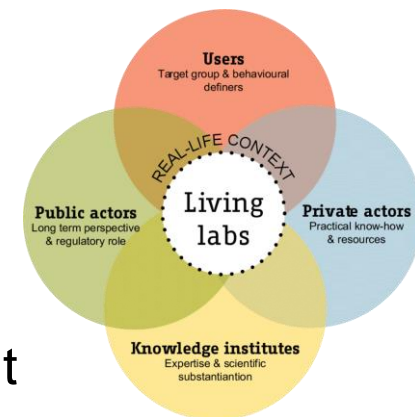
- Digital transformation has to put citizens, their well-being and public value generation at the centre
- To become smart cities need to integrate technology, strengthen human capital and incorporate governance for citizen engagement (Nam/Pardo 2011)
- Idea of “smart enough cities” (Green 2019)
- Move towards citizen centricity demands a lot of efforts and attention on factors such as government capacity and citizens’ trust in government and willingness to collaborate
- New ways to place citizens as key partners in policy decision making (co-creation/co-design) **/// Participedia**
- Need to understand citizens’ time and trust as scarce and valuable resources
- Madrid and Barcelona established specialized departments of citizen



engagement

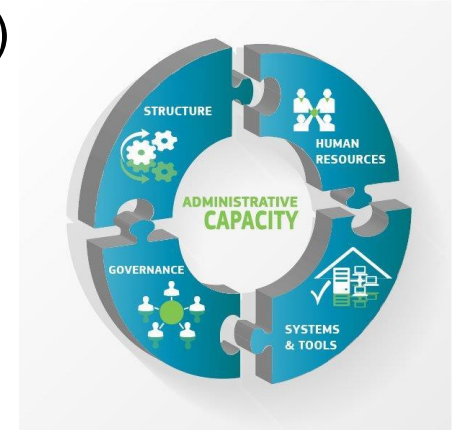
II. Inter-Sectoral Collaboration

- Broad inter-sectoral collaboration (4P model) is key for the success of smart city strategies both with regard to capacity and legitimacy
- Government digitalization with the potential to cultivate a new collaborative way of governance based on principles such as transparency, openness and co-creation
- Governing a smart city is about crafting new forms of human collaboration (Meijer & Bolivar 2016)
- Wide range of approaches from traditional contracting-out to open data and living labs
- Government support is essential for the sustainability of such initiatives
- Requires more bottom-up governance strategies (open platform and ecosystem driven) but also to build the necessary capacities and competencies in government



IV. Administrative Capacity

- Steering and management of smart city projects requires smart government and capacity building (Pereira et al., 2018)
- Ability/capacity to manage many contradictory expectations under uncertainty
- Actionable frameworks on how to build better public sector capacity in order to engage in value creation and novelty diffusion
- Need for bottom-up processes and problem definition to avoid capture by global agendas and tech solutions
- Three main pillars: authorizing environment, implementation abilities and acceptance of innovations (Andrews et al. 2017)
- Organizational ambidexterity of triggering/implementing innovation and ensuring efficiency, stability and scaling (“agile stability”) (Kattel et al. 2019)
- Attracting talent and establishing modern HR systems





Some First Implications for the Future

- Incorporation of ICT needs to be democratically assessed and judged with regard to societal outcomes/public value
- Specific form of citizen-centric governance should be thought strategically and institutionalized
- Broad inter-sectoral collaboration is key for the success of smart city strategies but needs substantial efforts to be managed successfully
- Data governance strategies must take into account the need for citizen control and ownership of their data
- In-house expertise on data infrastructures/management pays off in the longer term but needs to be built-up
- Need to become smart buyers and modernize procurement processes
- Governments/cities need to build up capacity and competence to scale up digital innovations

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 **Hertie School**
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POLICY BRIEF

Redefining the Smart City:

Goodbye Technocentricity. Hello Collaboration, Wellbeing, and
Citizen Centricity.

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<https://tropico-project.eu/>