

MECHANISMS OF COOPERATION BETWEEN CITIZENS AND CITY GOVERNMENT: INTERNATIONAL COMPARISONS



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Summary of the results of the study for the Conference “Government and Citizens: Technologies of Collaboration” – IV Moscow Urban Forum



habidatum

Working group:

Ekaterina Belova
Ekaterina Dyba
Alexei Novikov
Ekaterina Serova

Interviewees:

Moscow Government:

T. Chapaykina
I. Fost
E. Gromova
N. Klimova
M. Maximov
E. Novikova
E. Scherbo

Global experts:

Michael Badics
Winka Dubbeldam
Feng Gao
Gabriella Gomez-Mont
Hwijin Han
Zef Hemel
Jungwon Kim
Raymond Struyk

Brochure layout:

Marina Dubova

INTRODUCTION

In regards to public participation culture and partnership are deeply rooted in the socio-economic processes of contemporary cities. Human and social capital drive urban economy and governance.

The partnership activities of citizens draw the most labour-intensive tasks from their municipal governments.

This dialogue between urban residents and municipal government within and outside of a local government agency's agenda provides urban authorities with an adequate system of responding to residents' needs and problems.

Modern information and communication technologies incorporated into the daily life of urban residents play a critical role in these processes.

Data sharing via mobile applications, interactive platforms and other communication tools lay the groundwork of self-governance in a big city.

The proper engagement of citizens into partnership with municipal government requires an understanding of the best and worst global practices.

Global experience is so diverse that such understanding should start with its structuring and classification.

This study summarized in the brochure is intended to explore and classify the experience of cities worldwide to enable its use by the Moscow Government in the elaboration of the strategy to promote dialogue between local government and its citizens.

The proposal is to look at the spectrum of mechanisms of cooperation between city government and its population from three angles. Firstly, to compare selected cities by their experience in establishing a partnership between citizens and

government and by the maturity level of the appropriate services (Section 1); secondly, to look at the whole variety of citizen-government relations in specific service fields: by their interactivity and the type of objectives to be resolved - from broad-based civic discussions to the requests of opinion as part of addressing professional urban development objectives (Section 2); and thirdly, finally, to observe practices and services promoting cooperation between the government and its citizens in 6 different fields, by comparing Moscow with foreign cities in each of them (Section 3).

SECTION 1. CITY TYPES ACCORDING TO THE LEVEL OF GOVERNMENT-PEOPLE COOPERATION DEVELOPMENT

The study comprises 30 major cities, so-called urban agglomerations, with population of 10 million and above, representing all world regions, both developed and developing.

The cities included into the sampling differ from each other significantly. The sample includes global cities, such as London, New York, Paris and Tokyo, and capitals of Asian and African countries at the initial development stage, such as Dhaka, Tehran, Lagos, Kinshasa etc.

It is the urban agglomeration, not the city in its administrative boundaries that represents a true urban settlement functional unit where the critical administrative, coordination, logistics, infrastructure and migration mechanisms operate.

The hinterland of the central city determines the paths of the citizens' engagement in the urban management and, in particular, raises the issue of equal access to urban services for both permanent city residents and all of its regular visitors.

The urban community that determines the complexity and diversity of government-people cooperation tools is described by the "population" criterion most precisely.

The study of each city is based on three major information sources:

- Official city portals and government services available through official websites and software catalogues (Apple Store, Google Play etc.).

- Publications on the government-people cooperation tools initiated and supported by municipal government (sources: urban media, subject reviews and researches, academic articles from the Google Scholar catalogue).

- Interviews with experts and the overview of online publications about popular non-government platforms for civic engagement.

One of the first and rather remarkable findings from the study is that the differences in experience of various cities worldwide in applying the services intended to engage citizens in urban management do not directly correlate with the level of socio-economic development and geographical position of the city. Advanced practices can be found both in developed and developing regions, in the cities at the top of territorial hierarchy and those at secondary positions in the settlement system.

Local political culture that manifests itself both in the traditional development of local governance and new approaches to citizens' engagement in urban management and planning, as well as in activities of certain politicians, firstly, in city mayors' initiatives, is also important.

The cities analyzed in the study can be grouped by the level of government-people cooperation development in the following way:

Beginners:

Karachi, Tehran, Dhaka, Cairo, Lagos, Kinshasa

Developing:

- Emerging: Calcutta, Delhi, Jakarta
- Booming: Mumbai, Manila, Bangkok
- Constrained: Shenzhen, Tianjin, Guangzhou, Shanghai, Beijing

Developed:

- New leaders: Seoul, Moscow, Tokyo, Osaka, Nagoya, Istanbul, Mexico City, Buenos Aires, Rio de Janeiro, Sao Paolo
- Leaders: New York, Los Angeles, London, Paris

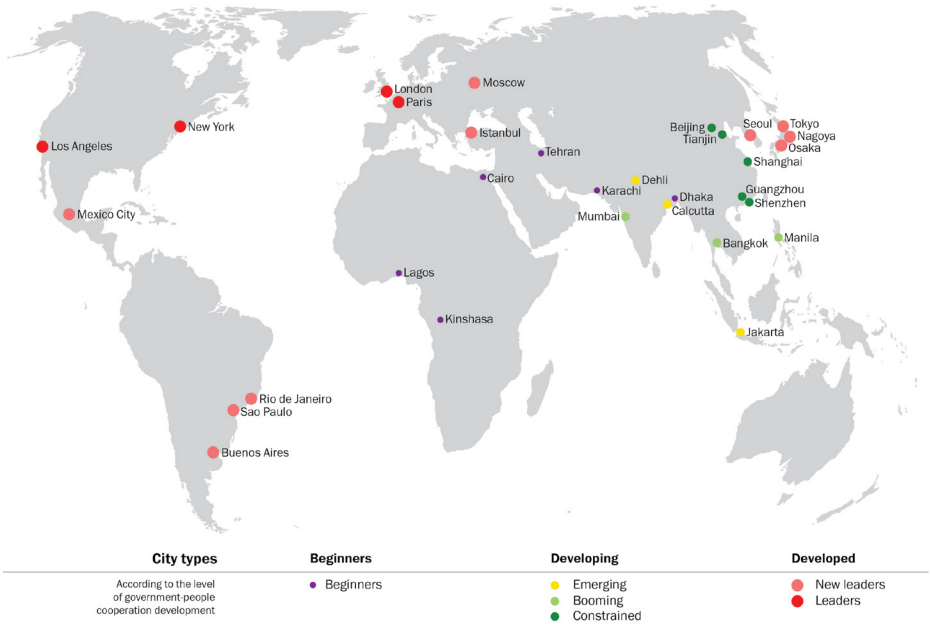


Fig. 1. City types, based on the results of the study.

The principal factors behind the differences between and within the city types are: particular features of their (1) technological (Internet and information and communication technologies (ICT) penetration rate), (2) socio-demographic (the age and ethno-linguistic structure of the population, level of income, literacy rate, including digital literacy) and (3) political development (local governance system and the role of local residents in the established governance system; ideologists' and initiators' activism, particularly the city mayor's vision and agenda), as well as (4) the existing "demand" for government-citizens cooperation.

For example, Latin American cities are distinguished by a great number of practices associated with traffic and public security problems; Japanese cities are concentrated on participation tools to support well-coordinated actions and

mutual aid in natural disasters and other emergencies; while online resources of Chinese agglomerations are focused on public activity of federal and municipal civil servants and facilitating their communication with citizens related to problems, complaints and accidents in the city ("hot lines").

With its combination of original development factors (high ICT penetration rate, literacy rate etc.) and persistent efforts taken by the city government to introduce e-services and online tools to engage citizens into urban management, Moscow is strongly positioned among global leaders. In this category, Moscow is grouped with such cities as Buenos Aires, Istanbul, Seoul, etc. – "new leaders" that "caught up" with London, Los Angeles, Paris, New York etc. within 2-3-year periods.

The Russian capital is equal to the top cities by online engagement service

diversity and their elaboration in the entire process – from information collection and delivery to getting the feedback and crowdsourced data related to specific urban development fields and projects.

Moscow offers various participation formats (information portals, e-portals of municipal services, interactive communication platforms). The official city portal¹ and its appendices – extra online resources and web platforms, geo-services, mobile applications – are evolving. Special attention is paid to the development of cooperation culture – both among city agencies and departments and in the professional community (e.g. in IT) and in the urban community in general.

However, many Moscow services, including their development strategy and application into the culture are just taking shape, so learning from the experiences of foreign cities is critical.

The comparative analysis of these cities' experiences led to the following proposals to the Moscow Government of how to monitor world practices and to learn from the best cases:

- Interpreting the cities' experience in the context of local features, including particularities of the administrative and territorial structure, level of socio-economic development, political environment, technology penetration and digital literacy level, the status and development history of governmental services and communications with residents, social cohesion of local communities and local identity, critical urban development objectives and problems etc.

- Considering the experience of cities-“beginners” and “catching-up” emerging cities by (1) monitoring introduced technologies and local upgrades of “conventional” services and the unique initiatives created in the accelerated development period; (2) review of failed practices, long- and short-term errors.

Lessons from failed practices: the importance of high-quality user interface design of official portals and applications for setting up communication with citizens (a negative example is Cairo's official portal), the need for multilingual versions of portals and going mobile (a vast majority of developing cities still do not have English and other foreign-language versions of websites and mobile applications). Positive experience of agglomerations from these groups is illustrated by professionally-bent initiatives and projects to energize local communities.

An online request for urban development documents by filling in a special form is an important service in Delhi; an online request for and obtaining of construction permits – in Jakarta; voting for and against city development programs – in Bangkok.

Over 100 developers participated in Jakarta's first hackathon – HackJak²; the IT-community's contests and meetings are also actively held in Indian cities, e.g. Mumbai or Calcutta.³

The communication platform for locals and tourists, where recommendations and feedback on particular city venues can be published and discussed, is presented on Bangkok's official portal.⁴

- Following developed agglomerations'

¹ <http://www.mos.ru>

² <http://m.thejakartapost.com/news/2014/04/28/hackjak-targets-big-win-jakarta.html>

<http://www.techinasia.com/jakarta-hackathon-hackjak-winners/>

³ <http://www.hackathon.io/global>

<http://blog.okfn.org/2012/08/28/open-data-mumbai/>

⁴ http://www.bangkok.go.th/th/service/web_link.php

experience by (1) reviewing the government-people cooperation culture and ideology that are taking shape; (2) tracking new service development trends: combining online and offline initiatives; considering an urban community's needs, promoting the ideas of an inclusive and responsible urban community, developing both local and city-wide citizen engagement projects etc.

For example, Paris actively using online technologies to engage its population into urban management processes, is gradually scaling up cooperation with citizens offline, too. Online services that helped citizens feel connected to urban management have shaped the "participation culture" both on the Internet and the real city. This "participation culture"⁵ underlies, in particular, activities under the Imaginons Paris⁶ project intended to arrange discussions of the local urban development plan by residents of Paris and the government in the form of online voting and in Internet discussions as well as in real meetings and public hearings.

London-based online services are focused on promoting a responsible citizen behavior culture, besides meeting residents' urgent needs. The "conventional" set of government-citizens cooperation tools is supplemented with: (1) special services to involve the population groups with limited access to online technologies of participation – such as retirees, children, the disabled persons⁷ – in urban management, (2) the applications promoting socially positive behavior: reports on street accidents

and incidents to the police; tracking environmental pollution level etc.

- Improvements in certain aspects (environment, global cooperation, catalyzing local community activities and development), learned from experience of foreign cities' successful practices.

Examples: Cairo's openness to global initiatives (the city operates an interactive platform developed by the British Council: The Cairo Urban Initiatives Platform (CUIP)⁸ – a map marking all cultural sites, with their brief description and the event calendar); Seoul's approach – Government 3.0 (a transparent, competent government site with a broad range of online services); the promotion of environmental topics in mobile applications of Japanese cities as well as "leaders", such as London, New York etc.

⁵ Shirky C. Cognitive surplus: Creativity and generosity in a connected age. – Penguin UK, 2010.

⁶ <http://www.imaginons.paris/>

⁷ E.g. My DisabledGo London or online pension applications on the City of London official website.

<http://www.disabledgo.com/>

<https://www.gov.uk/claim-state-pension-online>

⁸ <http://www.cuipcairo.org/>

SECTION 2. SERVICE TYPES ACCORDING TO INTERACTIVITY AND CIVIC-PROFESSIONAL OBJECTIVES

The structure of government-citizens cooperation practices in different cities is analyzed according to three main dimensions: service scale, interactivity, and the type of objectives addressed (professional planning or general civic discussions related to local governance).

Services are categorized into two groups in terms of scale (shown by the sign size in Diagrams 1 and 2):

- Primary services: portals, platforms and application systems.
- Secondary services: specific portal or platform elements as well as autonomous mobile applications.

Services are also categorized by their interactivity (the vertical axis of Diagrams 1 and 2):

- Minimum level of engagement – information services: citizens consume service resources (firstly, information), without playing any particular role in their development.
- Medium level of engagement – transaction services: citizens still act as consumers, but also take certain steps to use the service; at least, they are indirectly involved in the service development.
- Maximum level of engagement – interactive communication services: citizens take an active part in the service development and do not only consume but also produce information.

The third dimension (the horizontal axis of Diagram 2) enables to distinguish between the mechanisms of government-people cooperation requiring professional dialogue (land use and construction rules; transport network development and other urban regulation issues delegated to urban professionals) and political discussion (general issues of local governance, the dialogue on which is part of the

established election institutions, deputies' activities etc.). For easier understanding, the difference between so-called professional and civic services can be defined as follows:

- Professional services: citizens serve the city.
- Civic services: the city serves its citizens.

Civic-professional services represent an intermediary type combining the features of civic and professional services.

Findings from the comparison (Fig. 2):

- The maturity of cities' government-people cooperation practices can be determined by the increase of services interactivity: cities normally start with information portals and applications, which are followed by e-transaction/service systems and interactive platforms.

- Information services are available in all cities analyzed. The second group (transaction services) is not available in most of the "beginners" cities (9 cities). Developing cities actively implement and promote transaction and communication services (e.g. Calcutta, Delhi, Mumbai, Manila, Bangkok).

The cities at the initial development stage are neighboring on the Chinese agglomerations of Shenzhen and Tianjin, where only information services are available. Guangzhou, Beijing and Shanghai compare favorably with them. However, it is essential to consider the qualitative parameters of these services, which are not incorporated into this diagram, and by which both Shenzhen and Tianjin, and Guangzhou, Beijing and Shanghai are closer to developing agglomerations (the first group exceeds the "beginners", and the second group yields to "leaders").

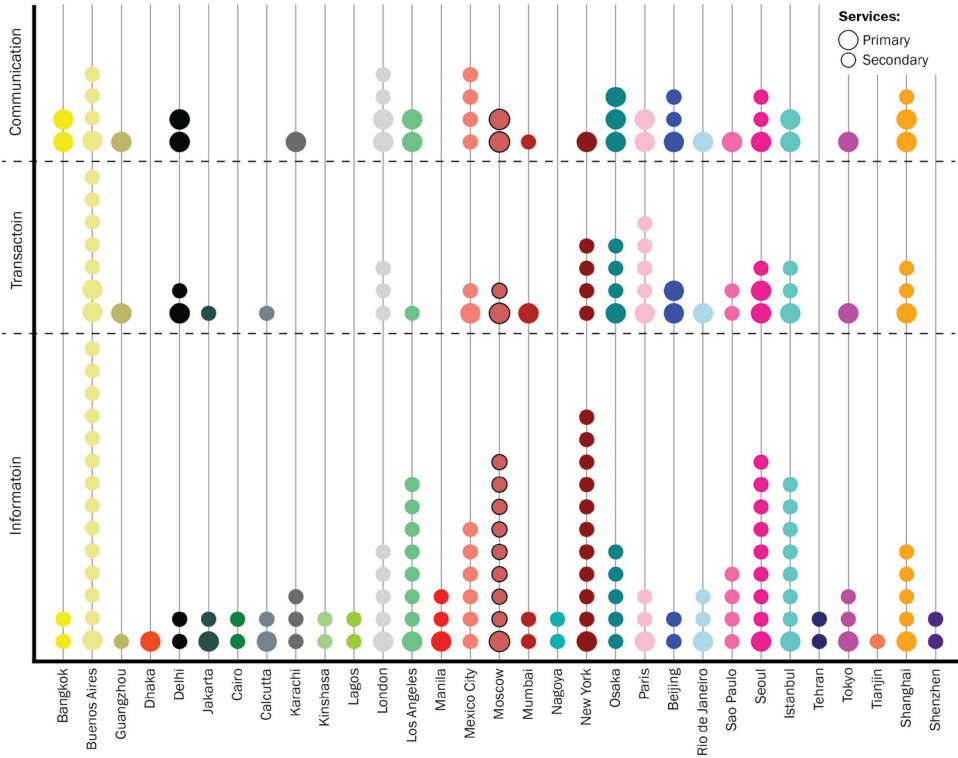


Fig. 2. Service types by interactivity, Moscow and 30 peer agglomerations.

- All developed cities are distinguished by the availability of primary services – portals and platforms. They also stand out by the development of communication services.

The differences between certain developed cities are determined by qualitative parameters: service efficiency, ideology and the culture they shape, as well as by their strategic effects. For example, New York, London and Paris are inferior to Latin American cities in terms of the number and range of services but are obvious leaders in terms of service quality.

Japanese cities are also behind Latin American cities in terms of service diversity and quantity, but surpass the latter in terms of the service elaboration rate. Most of the Japanese services

are focused on support in emergencies and therefore emphasize the quality – efficiency and stability of services.

The online to offline initiatives ratio is an additional dimension not shown in the diagram. The most developed agglomerations manage to combine solutions in the field of government-people cooperation in the real and “virtual” city (e.g. Paris and London), and the developing cities just start moving in this direction.

- Information services, in general, lead by their number and diversity. However, interactive services seem to be the most diversified and interesting for in-depth analysis. It is worth it to compare them by additional features, e.g., by professional and civic objectives of their development (see below).

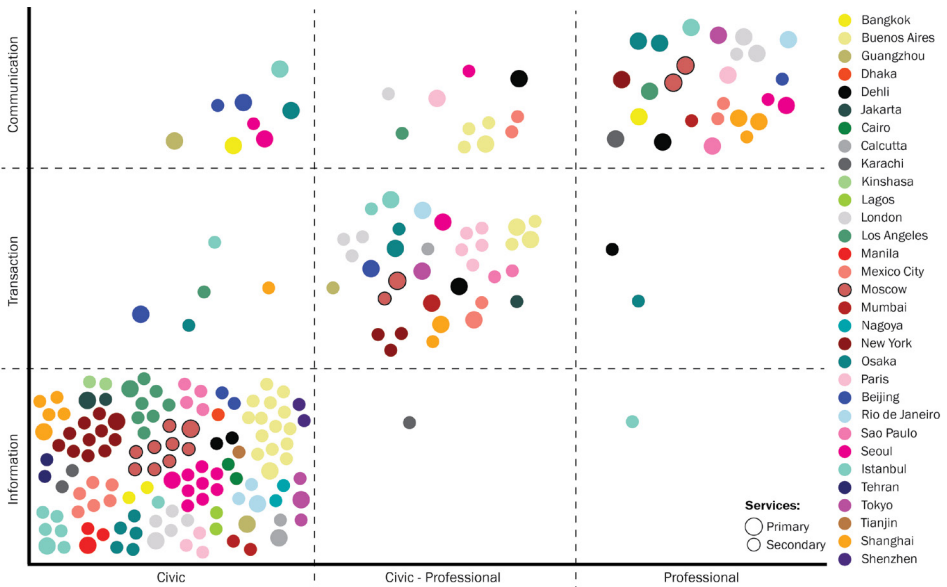


Fig. 3. Service types by interactivity and objectives addressed (civic, civic-professional, professional), Moscow and 30 peer agglomerations.

The service distribution by interactivity and by the prevalence of professional or civic objectives leads to the following findings:

- A direct correlation between the “professional degree” and service interactivity can be tracked.

Information services just meet residents’ needs, and citizens are not engaged in data collection at the current stage. The status quo may change for the better if the government-people cooperation strategies are refined. According to the best practices of top cities, citizens may not only consume, but also produce data on the city. In this case, information services are fitted into some particular “professional” subjects (the right-hand side of the diagram). The city population may participate in processing the information – from the creation of applications to data analysis. The information service strategies of most cities analyzed, firstly the “leaders” (European, North and Latin American cities, as well as Seoul, Istanbul,

Moscow), evolve in this direction. Of interest are the current professional and information services designed for target use by stakeholders. Examples: specialized cartographic services in Istanbul and Karachi.

Transaction services, mostly represented by e-portals of municipal services, are in the transitional civic-professional area – while meeting the basic needs and rights of citizens, they involve them in their development process. Professional transaction services represent a separate group (Delhi: requesting urban development documents; Osaka: training the population in using the e-resources of the government). These services help improve government-people cooperation, and enhance interactivity and “professionalism” of the current projects. Civic transaction services (Istanbul, Beijing, Shanghai, Osaka, Los Angeles) are linked with social and political objectives. These include, for instance, job search services and services for assistance to the disabled,

civil servants' "hot lines" and tools for sending special inquiries to government authorities.

Communication services shift towards professional competencies: they are used as a source of crowdsourcing information for urban planning and management. However, it is important to consider that the basis government-citizens dialogue is formed by comprehensive information on government activities, insights into urban management system from the citizen side and into the opinions of the urban community from the government side; i.e. creation of the single communication language. Therefore, the development of information and transaction professional services may become a vector for the improvement of professional communication services.

Due to their political strategy (China) and urgent development problems and objectives (the readiness for emergencies in Japan), Asian cities stand out by the development of civic communication services. Examples: feedback forms addressing the mayors of Guangzhou and Shanghai; online interviews with high-ranking officials in Beijing and Shanghai; the collection of complaints against civic servants' corruption and work in Seoul. An interesting example is government-initiated development of the locals' forum in Bangkok – shifting from a vertical communication to a horizontal one, which is recognized⁹ as a step towards the improvement of government services and may become one of the subsequent stages in communication platforms development in the leading cities.

A separate group is formed by civic-professional communication services. These are the services that, while meeting residents' needs and rights, contain feedback tools launching the crowdsourcing of valuable information for urban planning and management. Examples: taxi call service, with an option to

collect residents' complaints and proposals in Mexico City; local police officer service in London, which enables one to call the police or leave a complaint on the urban environment security; the underground navigator with a feedback function in Buenos Aires etc.

- Analysts of e-government systems¹⁰ note a direct correlation between the service interactivity and its technological complexity. Technological complexity follows the service "content" complexity – the more the services are bent to the professional field, the more sophisticated technologies are required to elaborate these services.

- As services become more interactive, their flexibility related to civic and professional competencies increases. In the long run, these differences may level off, as special attention will be paid to the development of professional transactional and information services, and the professional communication services with the "utilitarian" urban management and servicing objectives will be supplemented with meeting the civic needs of the population.

- By the distribution of services in two dimensions under review, the following cities are distinguished:

Mexico City and Buenos Aires are distinguished among Latin American cities by the service content diversity, while the amount of services is not so large.

Istanbul is interesting for the combination of professional information and civic transaction and communication services; Beijing - for civic communication and transaction services.

Seoul stands out by the availability of communication services of all types (civic, civic-professional and professional)

Osaka differs from its Japanese competitor – Tokyo – in many respects: the latter follows the direct correlation between the interactivity and "professionalism" of services (like, for instance, New York or Moscow), while Osaka is distinguished

⁹ Layne K., Lee J. Developing fully functional E-government: A four stage model //Government information quarterly. – 2001. – T. 18. – №. 2. – C. 122-136.

¹⁰ Layne K., Lee J. Developing fully functional E-government: A four stage model //Government information quarterly. – 2001. – T. 18. – №. 2. – C. 122-136.

by the availability of transaction and communication services of all types (civic, civic-professional, professional).

The following development prospects for government-citizens cooperation mechanisms are determined based on findings from Section 2:

- The balance between professional and civic information exchange and transaction services; shaping professional competencies in the urban community and establishing premium transparent communications between the population and its government.
- The development of civic-professional communication services, as well as platforms for horizontal communication, which can be curated and analyzed by the government.
- The combination of offline practices and online initiatives.

The features of cities and particular services, which were singled out in this Section, are rather conditional. They may be specified with additional measurements in case of an in-depth review of individual practices (e.g. taking into account their qualitative measurements).

SECTION 3. THE EXPERIENCE OF MOSCOW AND OTHER CITIES IN SPECIFIC SERVICE FIELDS

Section 3 covers the comparative analysis of the cities' experience in specific service fields represented in Moscow by the following initiatives:

- Open data portal and information applications of the government
<http://data.mos.ru/>
- Multifunctional public service centers
<https://pgu.mos.ru/ru/mfc/>
- Electronic portal of municipal services
<http://pgu.mos.ru/>
- Problem reporting and citizens' requests related to the quality of housing and utilities service, urban design and urban economy
<http://gorod.mos.ru/>
- Government crowdsourcing projects
<http://crowd.mos.ru/>
- E-surveys, voting and public hearings
<http://ag.mos.ru/>

OPEN DATA PORTAL AND INFORMATION APPLICATIONS OF THE GOVERNMENT

Information services of the government are aimed at the supply of data to citizens, setting up information exchange among various agencies and departments of the government, as well as various groups of data consumers: urban community, business, academia.

Service goals and key performance indicators	International experience	Moscow experience
Comfortable living in the city.	Seoul: two major development directions – opening up datasets about the city and ensuring transparency of city government operations (disclosing administrative information: documents, financial data, meeting notes, webcasts et al).	Moscow is ahead of most of the cities in the analysis. More than 320 datasets are open to the public providing relevant information on more than 300 000 objects in the city.
Improving government operations, introducing administrative and organizational transformations.	Vienna: the process of setting up effective cooperation among government agencies and departments took 2 years	Constantly adding new topics to the existing coverage, opening up datasets on request, introducing unified

	<p>prior to the date when the launch of the open data portal became possible. In Vienna, the open data portal is an essential part of a nation-wide Open Government project.</p>	<p>standards of data collection, storage and delivery across government agencies and departments. Inter-department cooperation is limited by municipal level; data sharing with federal government and other city administrations yet to be set up.</p>
<p>Supporting cooperation among various stakeholders (citizens, government, business, academia).</p>	<p>London: live data streams – real time urban data dashboards (transportation, ecology, weather, electricity consumption, citizens' emotions in social media, city news etc.). Applications and systems have been developed in cooperation with universities and research groups. Calcutta, Mumbai, Jakarta: cooperation between the government and IT-community being promoted by hackathons, meet-ups etc.</p>	<p>The cooperation between city administration and professional community (IT, business, academic) is actively promoted by the Moscow IT Department. Yet, the IT-community, for example, is still cautious about engaging into long-term cooperation with the government.</p>
<p>Post-analytics: interpreting data on service use.</p>	<p>-</p>	<p>-</p>

MULTIFUNCTIONAL PUBLIC SERVICE CENTERS

The system of multifunctional public service centers (MSC) is a modern infrastructure of civic services and a brand new culture of service performance (complex, flexible, customer-oriented, mobile).

Service goals and key performance indicators	International experience	Moscow experience
Comfortable living in the city.	Azerbaijan service system "Asan" provides disabled, retirees and other people with limited abilities with mobile services supported by a team of volunteers.	Moscow MSC provide exterritorial service support to all Muscovites, no matter where they live or are registered.
Improving government operations, introducing administrative and organizational transformations.	Canada develops a special education program for volunteers and complex public servants of MSC called "Service Canada College" (trainings, workshops and lectures teaching the principles and standards of new servicing culture).	Moscow MSC development strategy assumes improvements of its own infrastructure and administration.
Supporting cooperation among various stakeholders (citizens, government, business, academia).	Dallas: a system of service zones is coordinated by local "public advocates" acting as intermediaries between public officials and local communities.	The optimal balance between MSC and electronic portals run by the Moscow Government has yet to be found.
Post-analytics: interpreting data on service use.	-	The proper location of service centers and their structure have to be determined on the basis of MSC own data collected while performing their main functions.

ELECTRONIC PORTAL OF MUNICIPAL SERVICES

The electronic portal of municipal services is the key element of an online system allowing citizens to request and receive municipal services, as well as to monitor and evaluate their performance through the web, without visiting the service office.

Service goals and key performance indicators	International experience	Moscow experience
Comfortable living in the city.	Buenos Aires (Mi BA), Mexico City, Rio de Janeiro (Carioca Digital): simplifying and speeding up public service delivery due to the introduction of an e-portal of municipal services.	Priority goal. E-service system includes 114 service items and 20 special e-services. More than 50% of all municipal services are delivered online. The work on the reduction of response time has been underway.
Improving government operations, introducing administrative and organizational transformations.	Rio de Janeiro: supplementing an e-portal of services with networks of intra-government communication and cooperation (intranets).	Priority goal. Existing challenges relate to the following work processes: (1) aggregating and structuring data registers, (2) bringing operations of various government departments into sync, (3) setting up cooperation between the city and federal government.
Supporting cooperation among various stakeholders (citizens, government, business, academia).	Beijing, Shanghai: comments and references on services performance can be sent via a separate feedback form for public servants. Most of the cities provide technical support to portal services users; alternative communication channels are not actively developing.	Major communication channels: technical support, Q&A section on the portal with a feedback form. Services are available online for both individuals and legal entities.
Innovating urban management system; technical improvements.	Mumbai: mobile service app. London, Vienna: simplified website navigation. London, Copenhagen: e-government system audit conducted by independent analytical agencies.	Work on navigation system improvements is underway: customized dashboard, single profile and login for various online services et al. A mobile version of the portal yet to be developed.
Post-analytics: interpreting data on service use.	-	-

PROBLEM REPORTING AND CITIZENS' REQUESTS RELATED TO THE QUALITY OF HOUSING AND UTILITIES SERVICE, URBAN DESIGN AND URBAN ECONOMY

One of the fundamental types of communication services for the government and the citizens is a set of interactive platforms allowing citizens to control the performance of city services and to report local issues and problems related to street cleaning, urban design, housing and utilities etc. The reports on problems are sent directly to the responsible agencies, and the citizens can track their response activity.

Service goals and key performance indicators	International experience	Moscow experience
Comfortable living in the city.	Los Angeles: MyLA311 app allows the citizens to report problems, to pay for public services (e.g. utilities), as well as to monitor city news.	Round-a-clock moderation guarantees a response to the citizens within an 8-day period; more than 2000 of requests are processed everyday. Underway: work on operations optimization; minimizing response time and increasing support staff capacities.
Improving government operations, introducing administrative and organizational transformations.	Problem reporting systems are sometimes left without proper administrative coordination. Usually such systems allow for just aggregation of the received reports and for their delivery to the responsible agencies without a thorough tracking of the final result.	Tuning up cooperation among government agencies and between municipality and federal government, respectively, is a critical task. The result of such work appears in increasing the quality, effectiveness and efficiency of government operations and problem solving, as well as in the transparency of the city services system and its operation processes.
Supporting cooperation among various stakeholders (citizens, government, business, academia).	Boston: from requests to constructive dialogue and friendly communication – the service Citizens Connect allows the users to “like” reports on problems and the following reaction by responsible agencies.	The platform focuses on informing the population. Its main KPI related to audience covered is based on the number of people informed, registered and motivated to use the platform when necessary, and not on the amount of active users or the number of problems reported.
Post-analytics: interpreting data on service use.	-	The data on reports and responses is analyzed monthly.

GOVERNMENT CROWDSOURCING PROJECTS

Government crowdsourcing projects are represented by interactive platforms collecting citizens' opinions, ideas and suggestions. The scale of such projects and their format depend on the specific tasks and subjects. For example, both the exchange of ideas related to long-term strategy of urban development, on one side, and the collection of opinions about local urban design initiatives, on the other, represent the spectrum of crowdsourcing

Service goals and key performance indicators	International experience	Moscow experience
Comfortable living in the city.	Bogota: the revitalization of the center of Bogota based on the ideas and funds crowdsourced by the population (Mi ciudad ideal, non-government initiative).	Developing leisure time activity standards for children, defining vacation schedules at schools and mapping optimal public transportation routes based on crowdsourced information.
Improving government operations, introducing administrative and organizational transformations.	Paris (Imaginons Paris): discussing long term urban development strategy Amsterdam, Mexico City: budget plan benchmarked in the context of public opinion. Beijing, Shanghai and other Chinese cities maintain city government "hot lines" and official request forms addressed to civil servants, as well as political party members and other high-ranking officials.	Considering the ideas and suggestions of citizens in service management and strategic planning: e.g. improvements implemented by a municipal services e-portal portal and problem reporting platform driven by crowdsourced ideas of Muscovites.
Supporting cooperation among various stakeholders (citizens, government, business, academia).	Mexico City (Laboratorio de la ciudad): an open innovation database and educational activities related to crowdsourcing projects. Rio de Janeiro (SemprePresente) informs the population about various city administration projects and allows them to exchange opinions on these projects. Bangkok: developing horizontal communications – the official city portal includes an online-community of citizens discussing landmarks suggested for visiting tourists.	This priority goal is being achieved through crowdsourcing and other sorts of interaction, such as the ones offered by the platforms "Active Citizen" (e-voting and surveys) and "Our City" (problem reporting) engaging citizens into info crowdsourcing, opinion exchange and other forms of communication.
Post-analytics: interpreting data on service use.	-	-

E-SURVEYS, VOTING AND PUBLIC HEARINGS

The platforms supporting e-surveys, online voting and public hearings serve both communication and data collection purposes. Their main target is to create formalized relevant collections of citizens' opinions on various urban issues. The government creates the agenda/guide for the survey, launches discussion and invites the population to participate.

Service goals and key performance indicators	International experience	Moscow experience
Comfortable living in the city.	The citizens are often motivated to participate in the surveys if they can see results of important projects driven by such surveys and opinion polls (e.g. the development of bicycle infrastructure in the city of Mexico, Laboratorio de la ciudad).	Public opinion is taken into account for both local short-term activities and strategic long-term initiatives.
Improving government operations, introducing administrative and organizational transformations.	Bangkok: introducing e-voting for strategic urban development projects.	Priority goal. Well-established intra-government cooperation is required on all stages of the work: developing survey guides and a list of topics; conducting surveys and electronic referenda; analyzing the results of surveys and referenda.
Supporting cooperation among various stakeholders (citizens, government, business, academia).	Seoul (M-Voting): e-voting combined with an online discussion agenda. Paris (Imaginos Paris): combining online surveys and voting with offline discussions and public hearings.	Priority goal. The main purpose of the service «Active Citizen» is to create the basis for constant dialogue between local administrations and urban communities, to support civic engagement in urban management and planning, to motivate the citizens and to promote responsibility, confidence and social cohesion both in the urban community and in the city administration. The critical performance target of "Active Citizen" is coverage – the amount of people engaged in e-voting and surveys. Normally each survey would cover more than 100 000 individuals, and the most popular ones attract up to 200 000 participants.
Post-analytics: interpreting data on service use.	-	-

EXPERT OPINION

**Michael Badics, Linz, Austria,
Senior Director of Ars Electronica
Solutions**

“You always have to think about the main places in the city where you can go and interact with open data, where the value of this kind of data is shown (railway stations, museums, etc.). To find hotspots - permanent installations – where you can address this data. People can use it if they don’t understand or they don’t want to interact with things on the Internet or on their mobile phone”.

**Hwijin (Daniel) Han, Seoul,
South Korea, Civil servant, Seoul
Government**

“Online voting can be used, for example, during various official events attracting a large number of visitors. It is enough to know the password for a particular voting to participate. The results of this voting can be instantly calculated and used during the same event <...>

The main advantage of online services is the speed of communication. However, the online tools are sometimes not enough to discuss particular details of urban planning initiatives. In this case, the Government of Seoul holds offline meetings for various discussions on urban development agenda”.

**Prof. Zef Hemel, Amsterdam,
The Netherlands, Strategic planner,
Amsterdam Economic Board**

“It is important to understand how the Internet works. It is a truly interactive space, not just a mailbox where you send the letters and the government has to reply to all of them. You have to understand that citizens simply like to communicate with each other. This is how they develop interesting ideas, create “collective wisdom”.

**Gabriella Gomez-Mont, Mexico City,
Mexico, Director, Laboratory of the
city (Laboratorio de la ciudad)**

“We see the citizens as agents of innovation, the government – as a catalyst for them, and the city – as a space to implement competing ideas <...>

All online services should form a culture of constant improvements in urban living and should allow the citizens to be involved in the process of generating ideas”.

**Winka Dubbeldam, New York, USA,
Curator of the project “My ideal city”
(Mi ciudad ideal, Bogota)**

“It is critically important to get feedback from people. People give us ideas, we implement them and immediately see the result of our solution, if it is accepted or not”.

CONCLUSION

Online services that help involve the population into urban governance become an integral part of the world's major cities' infrastructure.

It took just 2 years for such cities as Moscow and Seoul to involve millions of people into urban management via electronic portals.

Obviously, billions of dollars are being saved for municipal budgets with the help of electronic portals by making decisions timely, as well as by reducing residents' costs associated with time-wasting, excessive red-tape, etc.

A purely "technical" innovation appeared capable of driving a real breakthrough in urban management – essentially, this innovation sparked a large-scale administrative reform implemented very quickly within a limited time frame, and, as far as Moscow is concerned, almost up to a fully operational mode.

The progress made by Moscow, Seoul, Buenos Aires and Mexico City in developing the infrastructure to involve the population in urban management is directly connected with the active standpoint of mayors in these cities.

No matter how sophisticated online and offline service solutions were, citizens can only be engaged if they wanted to, and their desire, in turn, depends on the prompt response of municipal agencies, the rationale behind their actions, the problem solving rate etc.

The infrastructure of urban services delivered online is introduced for decades to come; so, the accessibility for the population in the long run works as the key success indicator of development programs for such infrastructure.

Independent online resources established on the crowdsourcing

principle are a helping hand in such work.

The overview made in the study suggests that disclosures on the city are just one of the important objectives. Collection, processing and analysis of millions of requests sent by the population via e-portals of the municipal government – the invaluable information source for the city and the framework for the "unbiased" urban social studies - is becoming the frontline of urban data handling, research and analysis.

Integrating the "e-democracy institutes" into the urban management system is recognized as the critical strategic objective by governments in most cities of the world. Moscow finds itself among the new world leaders and has an enormous potential to reinforce its positions in the advanced cluster of "smart cities".



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