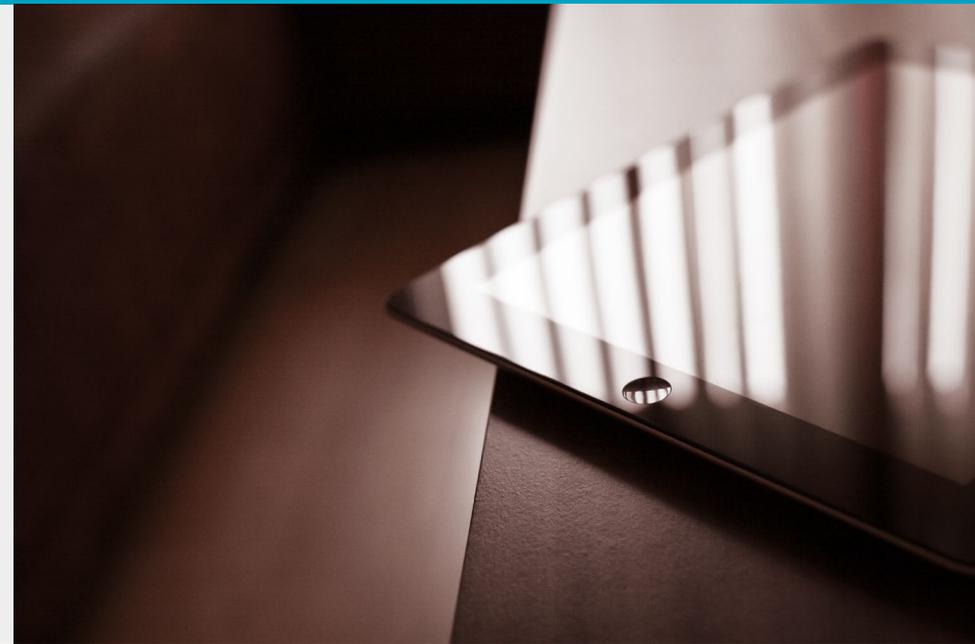


Connected citizens

How Moscow engages citizens through smart technologies

Citizen engagement is vital to the success of hyperconnected cities. According to our research, gaining the support of citizens and other stakeholders is the biggest obstacle to developing a smart city program, cited by 52% of cities. The figure is even higher (75%) in lower income markets, where citizens often see smart initiatives as more beneficial for the rich. The city of Moscow in the Russian Federation provides an instructive example of citizen engagement best practice.



Melding high tech with high touch

To ensure that all citizens—particularly older ones—benefit from its smart initiatives, Moscow developed a project to train people on using digital technology, websites, and apps.

Eldar Tuzmukhametov, Head of Smart City Moscow, built a platform that facilitates two-way information flow. “We deliver services to citizens, but we also want to hear what they think, what they do, and what they need.”

To optimize its services, Smart City Moscow collects data from its citizens, including their opinions on current services and ones they want the most.

From a standing start in 2011, Smart City Moscow has put together a platform that offers almost 300 public services for citizens and businesses through a website and a single mobile app. “We provide nearly one billion services per year,” says Tuzmukhametov.

Becoming a hyperconnected city is not just about technology, it's about people, processes, and policies, according to Tuzmukhametov. “We reengineered processes, we trained people, we hired different people. A smart city program is a complete organizational transformation of city management. Municipalities have to invest in changing the mindset and skillsets of officials.”

65% of Moscow's **12.5 million** citizens—almost its entire adult population—use the city's website.

Moscow offers **300** public services through its website and provides nearly **1 billion** services a year.

A rich digital platform to support urban living

Smart City Moscow's digital platform of services ensure that citizens and stakeholders have up-to-date communication and are regularly involved in decision-making;

Our City, a website and app, allows citizens to file complaints to the city. Over 1 million citizens use the website, and over 2 million complaints have been addressed.

Active Citizen allows citizens to vote on city issues. Active Citizen has almost 2 million users. Over 2,600 polls have been conducted, and in 1,500 of those cases the decisions have been implemented.

Crowd, a website and app, gives citizens a discussion board to propose ideas and make suggestions on how to improve community projects. Crowd has 130,000 users who have proposed 84,000 ideas.

Moscow Online School connects schools in Moscow with an online learning platform. These online platforms include Wi-Fi, interactive screens, electronic diaries, and tablets. With help from a \$300 million investment, it has reached 980,000 students and 65,000 teachers in over 700 schools.

Tuzmukhametov uses these and other digital services in his own daily life to check when his

son arrives at school and home, to set medical appointments, and to stay on top of parking fines and repair services.

Smart City Moscow services are just as useful for business owners. For example, an app on its portal has sped up permits and approvals for businesses dramatically, says Tuzmukhametov. "In 2010, it would have taken a restaurant in the center of the city from one to three months to get approval to use the street for tables in the summertime. If the restaurant applied in May, by September when the response arrived, the season would be over. Now it can do this through the electronic portal, and it takes only a few days," he says.

Citizen engagement by the numbers in Moscow

\$600M

annual investment

13%

average increase in travel speed since 2013

\$10M

annual savings from eHealthcare system

300+

online/mobile public services available

Securing services through blockchain

Smart City Moscow's adoption of blockchain has been vital to driving citizen engagement. The technology underpins Active Citizen, storing data across multiple internal and independent databases, and guaranteeing that data will never be lost or changed upon submission to the system. Results are transparent and updated live on the app.

According to Tuzmukhametov, blockchain builds trust among citizens. "The idea is to improve transparency and guarantee citizens and the political opposition that we don't play with the data."

Moscow also uses blockchain to assist with organizing weekend fairs. There are about 15,000 sites available at fairs for setting up trading stands, and each year Moscow receives about 20,000 applications. Blockchain allows the city to easily store and update their status—helping weekend fairs run much more smoothly.