

GLOBAL SMART CITY PARTNERSHIP PROGRAM PHASE 1 COMPLETION REPORT

A FOUNDATION FOR STIMULATING SMART URBAN TRANSFORMATIONS

INTRODUCTION

1

What Are Smart Cities?

“Smart city plans and manages its core functions by effectively using **data and digital technologies** to become efficient, innovative, inclusive and resilient.”

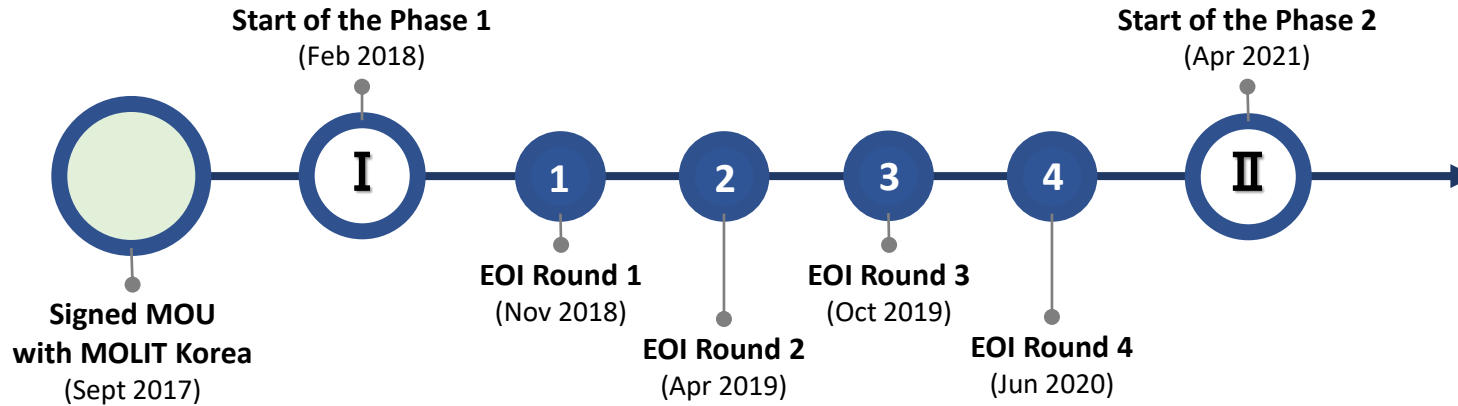
“**Digital technologies** are key enablers, but **urban planning and management** remain in the driver seat.”

-(Smart City White Paper, WB, 2018)

Cities becoming “Smarter”

- Leveraging technology and existing and planned infrastructure
- Promoting organic integration of the IT physical, social and business infrastructure
- Collecting and translating large amount of data into insights
- Realizing a citizen-centric approach

GLOBAL SMART CITY PARTNERSHIP PROGRAM (GSCP)



- Building on the **World Bank-Korea Partnership MOU**
- Matching funding from **KWPF** and **MOLIT EFO**
- Leverage and complement
 - **World Bank** – Convene global experts and connect clients
 - **Korea** – Provide financial and technical contributions



GSCP PROGRAM OVERVIEW

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PROGRAM OBJECTIVE

To support the World Bank Group teams and clients:

1. To develop smart city best practices and solutions for sustainable urban development.
2. To enhance the capacity of planning and implementing smart city investment projects.

In support of the program's objectives, **two components** were established:



Just-in-time Technical
Assistance & Operational
Support



Knowledge Sharing and
Dissemination



PROGRAM COMPONENTS

Component 1: Just-in-Time (JIT) Technical Assistance (TA) & Operational Support (OS)

- Supported **28 World Bank Group Projects** in **6 Regions**
- Across **7 Global Practices**
 - Urban
 - Digital Development (DD)
 - Transport
 - Energy
 - Governance
 - IFC
 - Finance, Competitiveness and Innovation (FCI)

*Notes: AFR = Africa; EAP = East Asia and Pacific; ECA = Europe and Central Asia; LAC = Latin America and Caribbean; MNA = Middle East and North Africa; SAR = South Asia Region; DD = Digital Development; FCI = Finance, Competitiveness and Innovation

Figure 1: support by region

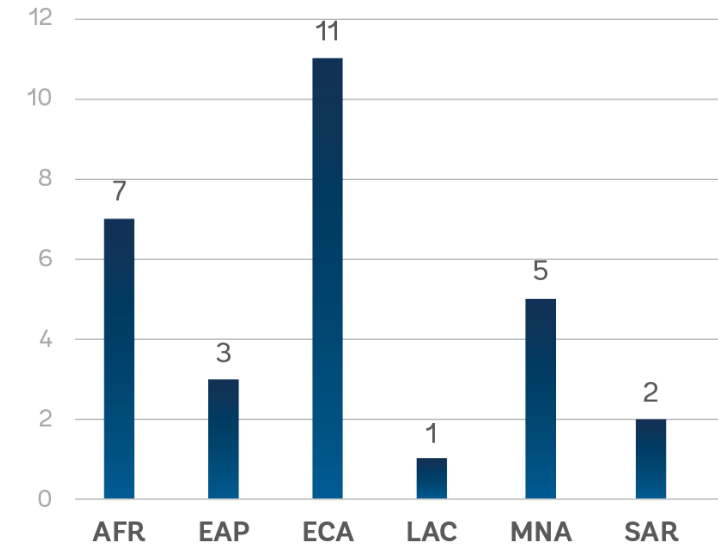
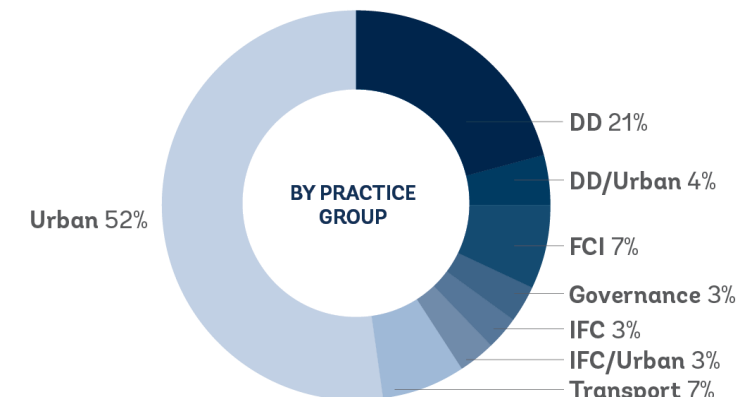
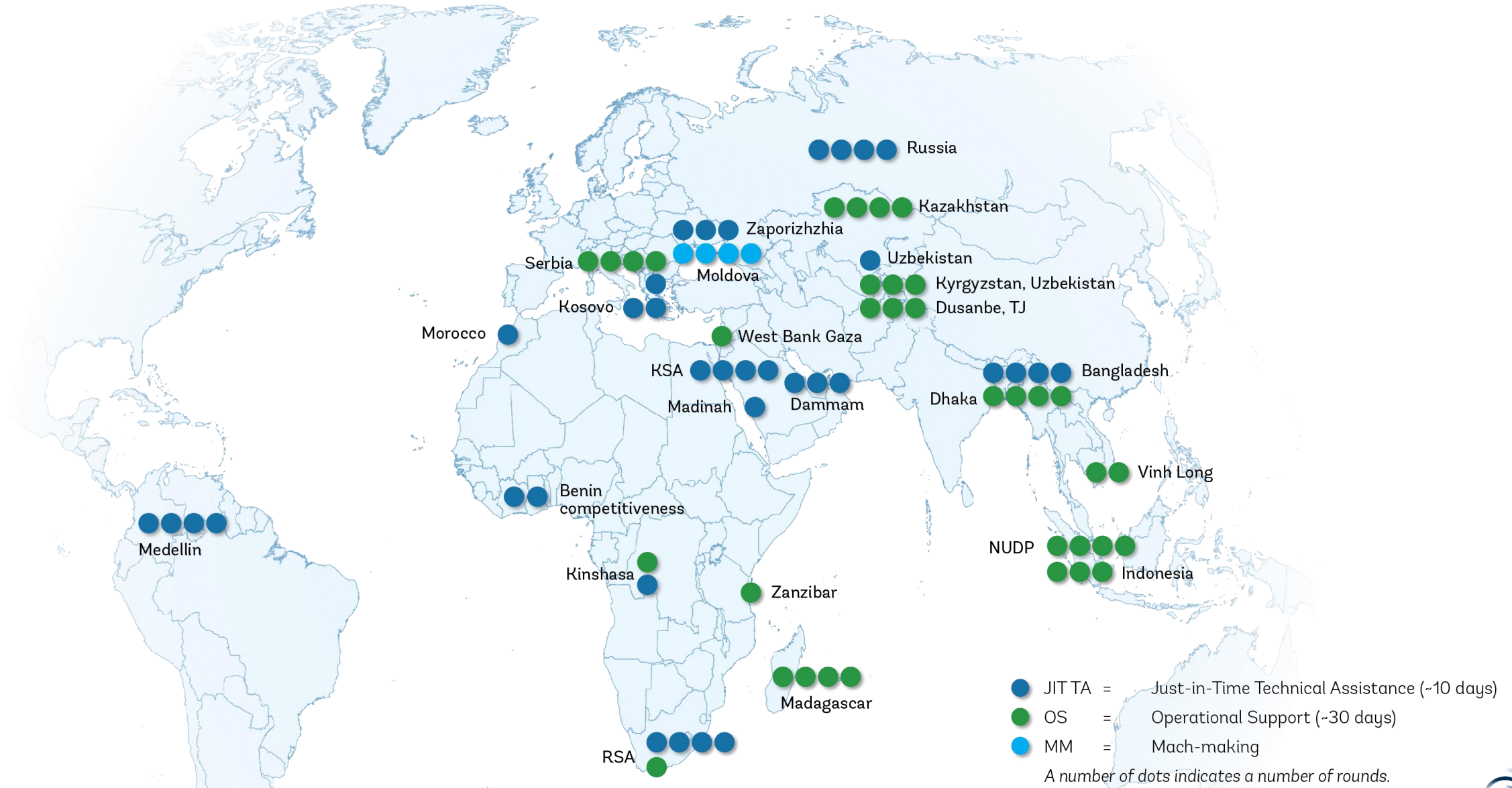


Figure 2: GSCP support by practice group



GSCP PROGRAM CITIES



● JIT TA = Just-in-Time Technical Assistance (~10 days)
● OS = Operational Support (~30 days)
● MM = Mach-making
 A number of dots indicates a number of rounds.



PROGRAM COMPONENTS

Figure 3: type of knowledge sharing activities under GSCP

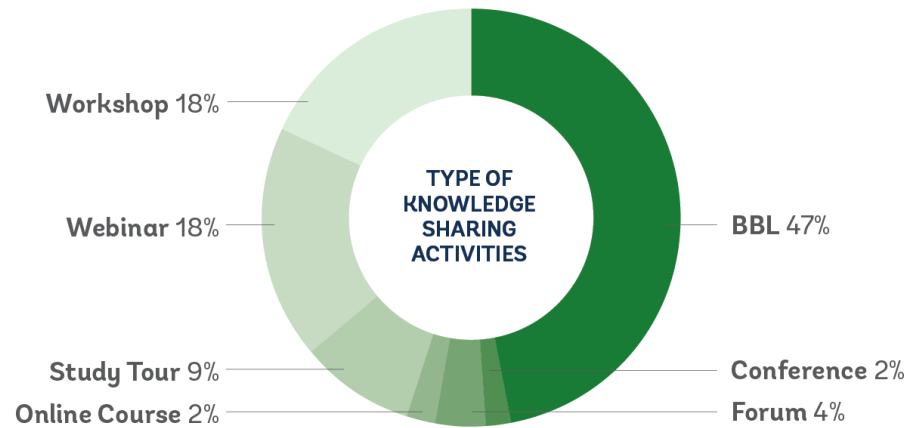
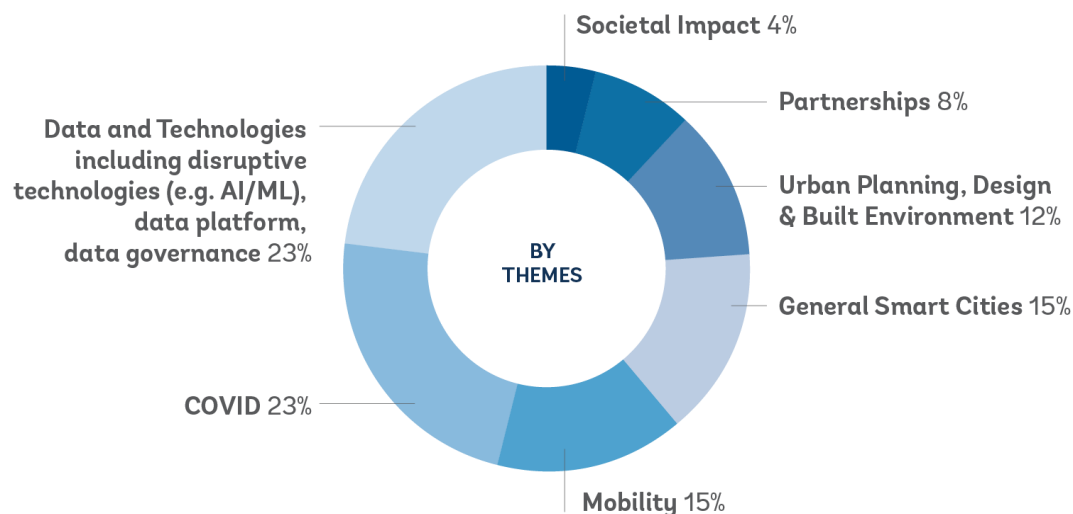


Figure 4: themes covered by BBLs/webinars organized by GSCP



Component 2: Knowledge Sharing & Dissemination

- **45 knowledge sharing activities** of various kinds organized or co-organized by GSCP
- **E-learning course on Smart Cities** launched at the World Bank Group Open Learning Campus (OLC) in November 2020
- **Virtual Knowledge Exchange with the OLC on Smart Cities for Sustainable Development** held in April-May 2021

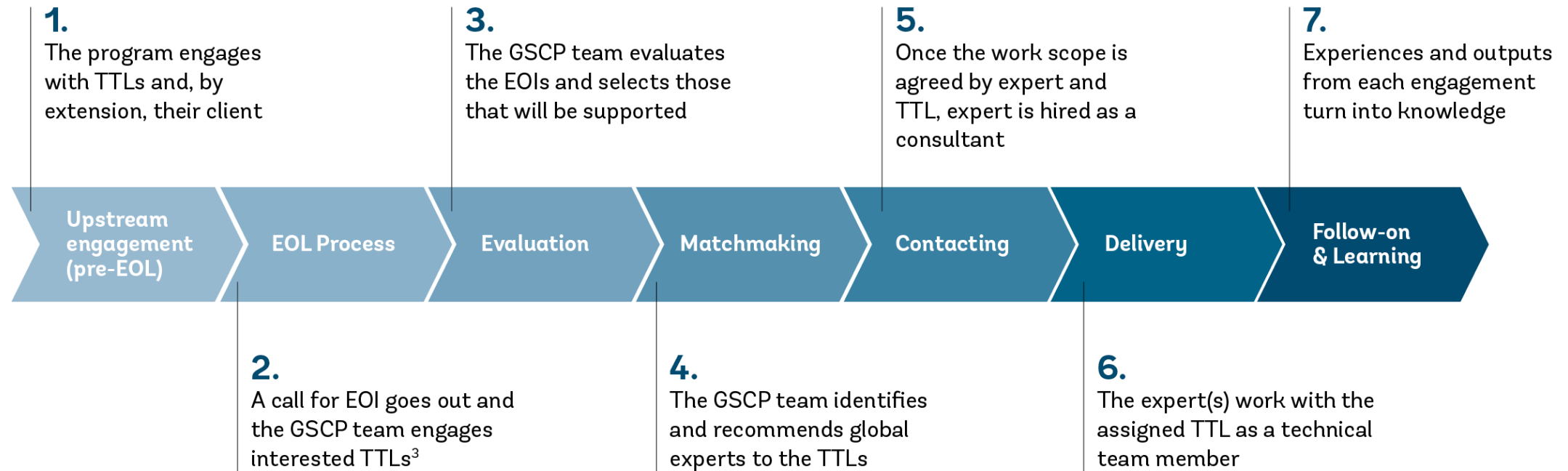


DEMAND AND SUPPLY ANALYSIS

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GSCP PROGRAM OPERATIONS AND DEMAND

Figure 5: GSCP just-in-time TA and Operational Support process



MATCHING DEMAND WITH SUPPLY

Figure 6: Nature of demand

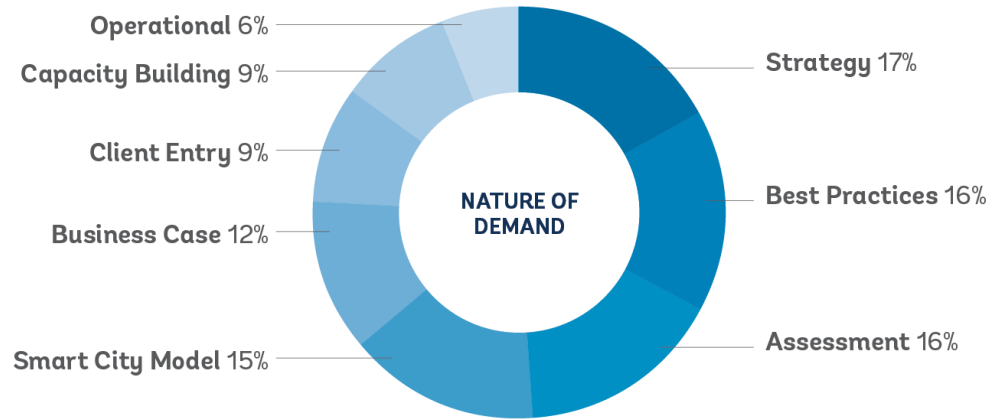


Figure 7: Level and type of demand

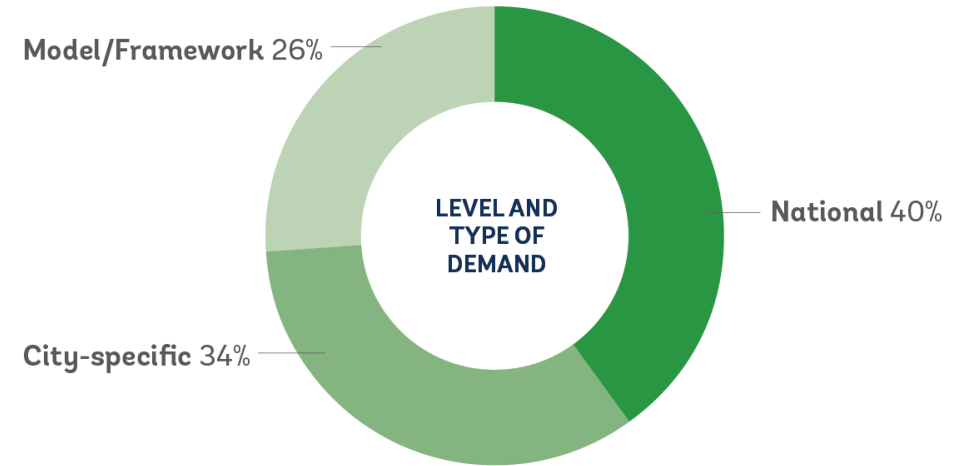


Figure 8: Final Demand

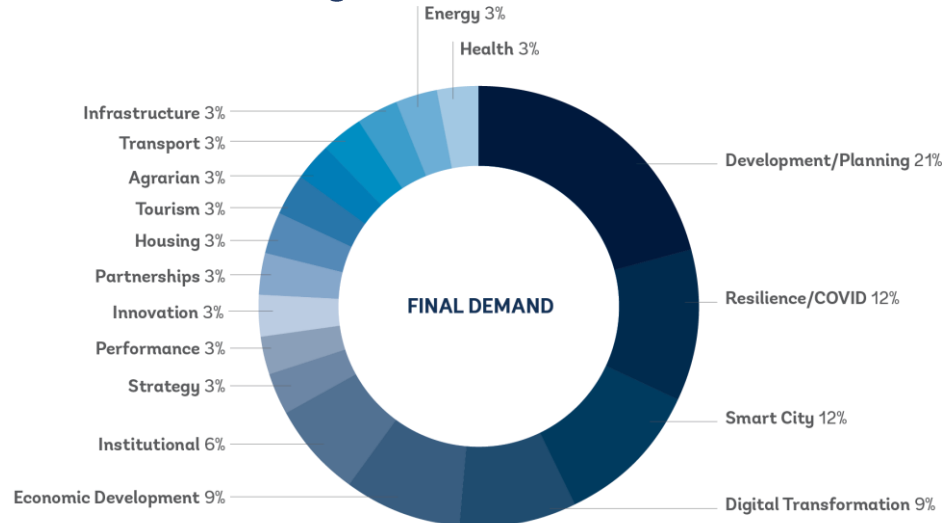
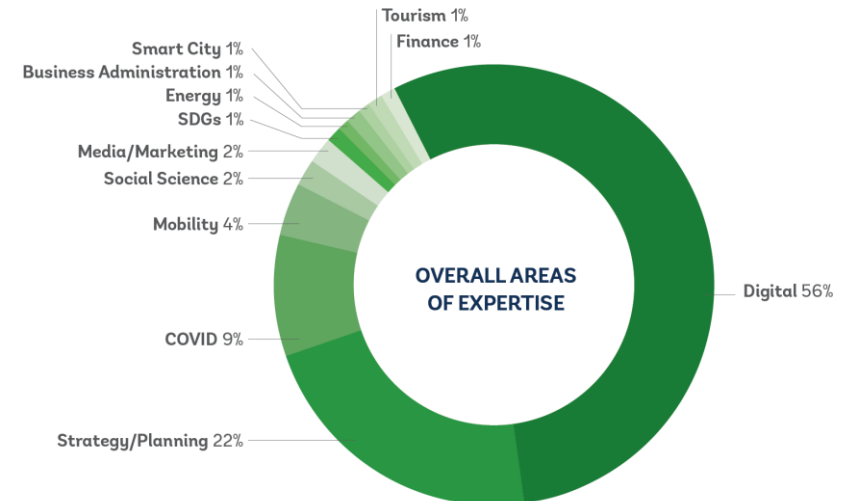


Figure 9: Areas of expertise



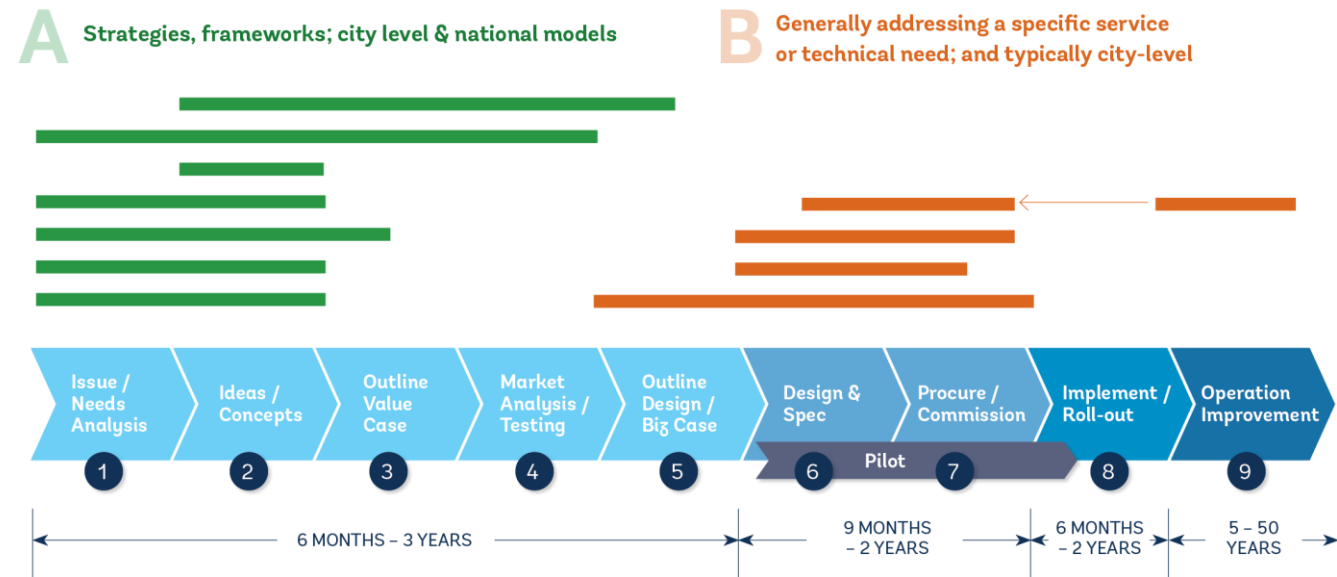
EVALUATION OF DELIVERABLES AND DELIVERY MODALITY

4

KEY TAKEAWAY FROM THE SELECTED DELIVERABLES

- Projects appear to operate in **two areas of the project value chain**:
 - a. Developing a strategy, exploring options, or developing a framework/model and
 - b. Focusing on a single challenge with a narrower scope and more technical nature.
- All projects reviewed were supported by **international case studies**. They will offer valuable insights, if systematically collated and curated.
- The extent to which **clients were engaged and deliverables are client specific** differs considerably.

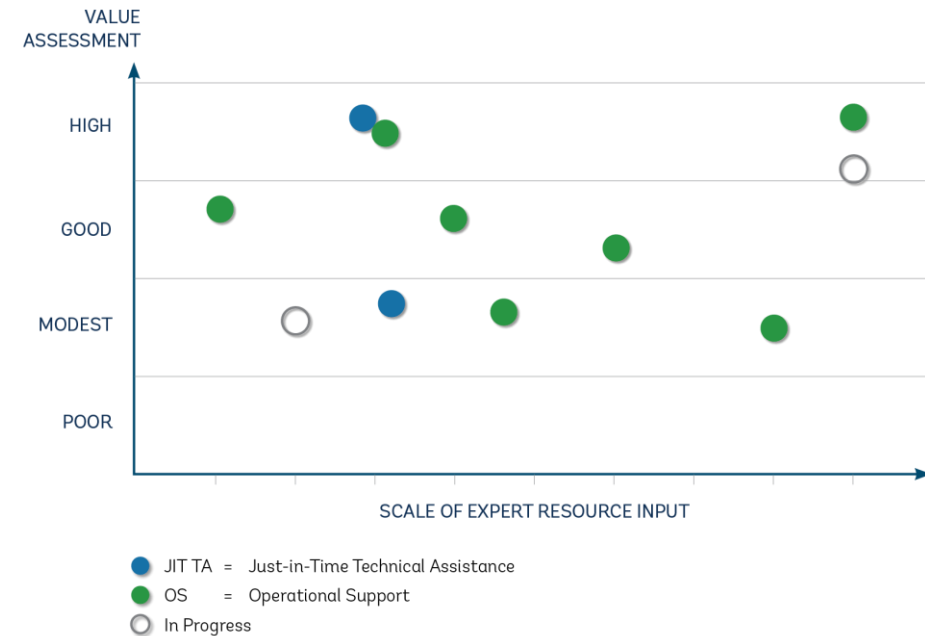
Figure 10: Life-cycle stage supported by projects



VALUE FOR MONEY ANALYSIS OF DELIVERABLES

- Selected deliverables are **evaluated using a set of criteria** that includes:
 - a. Richness of Content
 - b. City Specificity
 - c. Output Quality
 - d. Stimulus for Action
 - e. Replicability
- The **value of deliverables** (scored at scale of 1-5) is mapped **against expert resource input** (measured in number of working days).
- **A wide spread of results shows that committing high expert resources does not necessarily result in greater value.**

Figure 11: value for money (indicative) assessment



PROGRAM EVALUATION

5



The GSCP program is working

- overall satisfaction rating of 4–4.6 (out of 5)



Task teams are keen to do more

- 100% rated the desire to do more at 4 or 5 out of 5
- 70% would recommend the program to others

16 TTLs provided



And it is adding value

- Rated 4.1 out of 5 for achievement of objectives

structured feedback



However, the program can provide a bit more resources to be more impactful

- No TTLs felt the resource was too much. 56% felt it was about right and 44% felt it was too little

EXPERT SURVEY & FEEDBACK

High quality



- An overall positive experience (4 on average)
- 'Remuneration' (3.25) and 'potential to improve direction of process and next steps' (3.6) scoring lower

High motivation



The rational for engaging includes professional advancement, desire to contribute to Bank operations, and relationships.

Tight timeframe



Despite limited time allocation, the program yielded meaningful results



PHASE 1 LESSONS LEARNED AND MOVING FORWARD WITH PHASE 2

6

EMERGING INSIGHTS AND LESSONS LEARNED

The program can **cultivate quality demand actively** and **scale up its coverage**, regionally and across the level of operations.



The program can **optimize the time commitment and frame of expert support**, by improving the contract process and diversifying the pool of experts.



The program can **systemize knowledge curation** (ex. cultivating structured case studies) and **expand topics**.





WHAT'S NEXT? PHASE 2 OF GSCP

Improving its efficiency and impact of operational modality by



Providing access to Methods and Tools and Case Studies



Introducing a structured management of the EOI/TOR process



Offering dynamic and engaging Knowledge products



- ✓ EOIs selected under Round 5 in April 2021 under implementation.
- ✓ The 6th call for EOIs coming in October.
- ✓ Cases Studies and Smart City Guideline.





Thank You

