



Regional Alliance Playbook

June 2022



G20
Global
Smart Cities
Alliance

This Playbook can be used as a guide to the necessary steps for establishing a Regional Alliance in a country or region.

The purpose of this Playbook is to share information on success points and tasks to be performed for Regional Alliance establishment based on the experience of existing regional networks in the G20 Global Smart Cities Alliance, notably the Japan City Community.

Please note that this Playbook is based on the experience of existing networks, and is therefore intended as a guide rather than a requirement or specification. Individual regions will require differences in approach to suit local context.

This Playbook should be iterated over time based on lessons learned.

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1. About the G20 Global Smart Cities Alliance

1-1. What is the G20 Global Smart Cities Alliance?

The G20 Global Smart Cities Alliance is a global alliance of city networks, city administrations, institutions, companies, and governments, all working towards establishing global policy norms for ethical and responsible smart city development. The Alliance promotes better technology governance.

The World Economic Forum is the secretariat of the Alliance, with global leadership provided by the Forum's Urban Transformation Platform and C4IR Japan.

The G20 Global Smart Cities Alliance may also be referred to as 'the Alliance', the 'GSCA' or the 'G20 GSCA'.

Why is technology governance important?

Technology deployment in city services and city infrastructure is subject to many difficult governance problems, ranging from privacy and security concerns, to interoperability and lock-in scenarios, to accessibility and social issues. Without resolving these problems, smart city development is likely to follow one of two paths:

1. Cities develop small scale pilots and innovation projects that do not scale, due to public concerns and lack of viable, sustainable business models for large scale deployment. This stymie uses cases that could otherwise create great value.¹
2. Cities develop large scale deployments that contravene ethical and responsible principles, leading them down development paths that produce worse outcomes for citizens in the long term.²

Better governance can prevent both outcomes but requires long term support in the face of short-term pressure for results. For more on the governance challenge in smart cities consult the *Governing Smart Cities* whitepaper published by the World Economic Forum in 2021.

Why does the Alliance not work on other smart city priorities, like sustainability or mobility or?

¹Albert Meijer and Manuel Pedro Rodríguez Bolívar. "[Governing the smart city: a review of the literature on smart urban governance](#)" International Review of Administrative Sciences 2016, Vol. 82(2), Pages 392–408.

² Taylor Shelton, Matthew Zook and Alan Wiig. "[The 'actually existing smart city'](#)" Cambridge Journal of Regions, Economy and Society, Vol. 8(1), March 2015, Pages 13–25.

The Alliance may work on different priorities, but the common thread that all networks and initiatives maintain is improvement in technology governance. For example, a network may undertake AI pilot projects for mobility. While doing so, it should look for opportunities to generate resources and improve outcomes in technology governance, such as key elements of the 'Request for Proposal' documentation.

There are several reasons for this underlying emphasis on technology governance:

- As explained above, technology governance is in many respects the key challenge facing the sector and its growth prospects.
- The G20 Global Smart Cities Alliance is one of many city and technology-related networks in operation. The Alliance is unique in its focus on technology governance among these networks. This allows us to form partnerships with these networks without fear of competition, and it justifies the existence of our networks in a very crowded domain.
- Most smart city priorities, as they are typically defined (either as outcomes, e.g. health, environment, inclusion, or systems, e.g. AI, data systems, EV infrastructure), are addressed by smart city projects and vendors already. Stakeholder incentives already align on this in the short term, as cities look for eye-catching announcements and vendors look for demonstration opportunities. However, this is not the case in the long term, which is why governance is crucial.

1-2. Main Activities of the G20 Global Smart Cities Alliance

- I. The Secretariat recruits and validates experts (the 'Working Group') who can advise on technology policies and their implementation.
- II. Working Group task forces develop Model Policies as part of the 'Policy Roadmap', that show governments what good governance looks like.
- III. The Secretariat recruits cities to review the Policy Roadmap and undertake policy assessments to help them plan for policy implementation.
- IV. The Secretariat coordinate policy knowledge sharing workshops and discussions across regions.
- V. Cities undertake policy assessments which provide global policy benchmarks, to be made available via a digital hub.

1-3. Global Organisation

Global Secretariat

Head – Jeff Merritt, with support from Yoshitaka Yamamuro

Lead – Rushi Rama, with support from Yuta Hirayama

Regional Secretariat – Japan

Lead – Yuta Hirayama

Regional Secretariat – India

Lead – Shefali Rai

Regional Secretariat – Latin America

Lead – Paola Herrera

1-4. The Policy Roadmap

The Alliance is building a Policy Roadmap, comprised of ‘Model Policies’, which each represent a practical, established policy norm for how a city should establish a process required to achieve at least one of 5 underlying principles:

1. Privacy and transparency
2. Interoperability and openness
3. Operational and financial sustainability
4. Security and resilience
5. Equity, inclusivity, and social impact

All smart cities need to maintain these principles in order to be successful, ethical and responsible, regardless of their strategic objectives.

Model Policies are developed by a Working Group task force, but their development can be spearheaded by a Regional Alliance, provided that:

- The task force which develops it has sufficient geographical representation
- The proposed policy is approved by the Global Secretariat
- The proposed policy is based on a proven, well-established model with at least one verifiable real-world reference
- The proposed policy is consistent with the rest of the Policy Roadmap

For more detail on how to develop a Model Policy, consult the Global Secretariat Lead.

1-5. What is a Regional Alliance?

A Regional Alliance is a regional network which acts as an extension of the Global Alliance. It will typically comprise 2 core members of staff and a regional community of experts and city officials. It may have a Forum office or Affiliate Centre.

A Regional Alliance serves multiple purposes:

- a) Provide deeper support for implementation of the Policy Roadmap.
- b) Provide more extensive outreach and coordination of cities and experts in the region, particularly for communities with language barriers.
- c) Explore adaptation of the Policy Roadmap to particular regional or national contexts.
- d) Provide space for activities which reflect regional or national priorities but not global priorities (e.g. where there is demand for a specific policy).

Example: Japan City Community activities

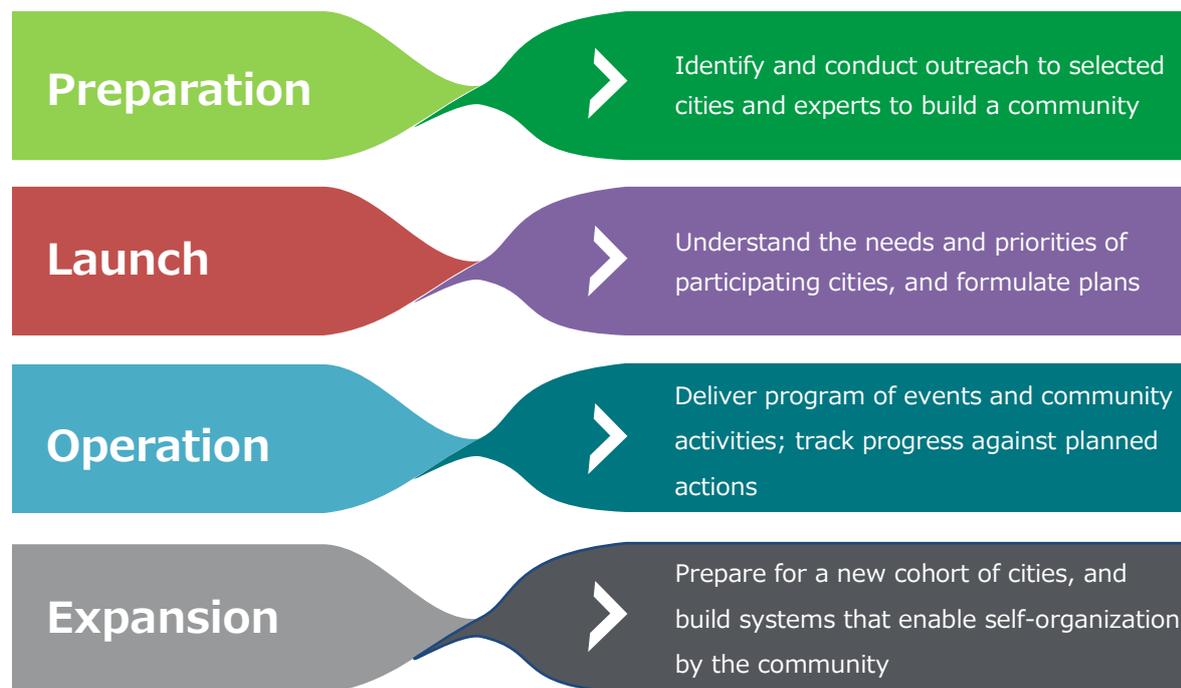
- I. Forge a regional community within Japan to accelerate smart city movements together, such as to collaborate to solve Japan specific challenges.
- II. Align and negotiate with the central government, such as to create standards for smart city initiatives.
- III. Host educational sessions/ events with help of city officials, experts, etc., such as the Global Technology Governance Summit side event
- IV. Support Pioneer Cities' governments in implementation/ research, such as benchmarking for Model Policies.

What geography?

This playbook applies both to networks that span across countries (regional network) and networks that are confined to just one country (national network). Typically, the G20 Global Smart Cities Alliance will only invest in building a national network if there is sufficient demand (i.e. large number of cities) and there is a local office to support this.

For the remainder of this document, 'regional' will be used to refer to both national networks and networks spanning multiple countries.

2. Key Steps for Establishing a Regional Alliance



2-1. Preparation

Promote GSCA to cities and relevant smart city policy experts

- Step 1. Understand your region’s context, priorities and key stakeholders**
Understand the common issues and challenges related to smart city and tailor the value proposition of the Regional Alliance. Benefits can be mapped against key stakeholders in the region.
- Step 2. Prioritise activities and policy work**
Plan main activities and policies to focus on based on the priority issues of interested cities as well as key stakeholders for the Regional Alliance.
- Step 3. Identify target cities, experts and senior sponsors**
List target cities and experts based on a landscape review of the region and initial communications with relevant parties. Cities and experts can be selected based on selection criteria tailored for the region.

Note: Target expert list must be vetted by a Forum staff member for potential Partnership considerations.

In some regions, senior sponsorship will help to improve outreach. In these cases, a senior advisory board can be formulated, comprised of senior leaders

from a mixture of Forum Partners, government officials and non-profit organisations. Candidates are selected based on their influence in the region.

Note: As a general rule, members of a senior committee should be senior enough to be approved speakers at an official Forum summit.

Step 4. Create an outreach plan

In some regions, approval from more senior officers or entities is required first (e.g. central government). In most regions, existing city networks are already in operation and should be approached to form partnerships for joint outreach.

This process requires explanatory material that describes the benefits for participants.

Note: Primary Engagement Officers at the Forum must be consulted before new experts or senior central government officials are approached.

Step 5. Approach target members

Pitch candidate members and assess their intention to participate in the Regional Alliance. Experts must agree to abide by terms of community membership set out by the project.

Participation of cities can be formalised through a formal invitation letter or a Letter of Intent issued by C4IR of the Forum.

Note: It is critical that this process is 2-way assessment: the GSCA will not engage with city officers or experts who do not meet minimum requirements.

2-2. Launch

Identify priority issues; Launch community activities

Step 1. Create community member list

List main participants, including operational contacts, working level officers in smart city initiatives.

Step 2. Optional: Get more detailed understanding of city and expert participants

Conduct questionnaires and interviews with city officials to identify city needs and the role of Regional Alliance. This data will be used to refine activity plans.

Note: This process may create burden for cities and is therefore optional.

Step 3. Formulate detailed Regional Alliance activity plans

List activities, set overall roles, responsibilities, schedule and outputs.

Step 4. Plan and deliver launch meeting

Host the first community meeting. The first meeting can be timed to coincide with a significant event, such as a regional conference or a Forum event. The agenda must include introductions from participants, and an overview of programme plans.

2-3. Operation

Regular events and activities.

Below is the minimum list of activities for a Regional Alliance.

I. Regular Meeting

Regular meetings should be conducted at least quarterly to provide an opportunity for cities and experts to share challenges and to exchange ideas. The agenda should be set based on participant priorities and the G20 Global Smart Cities Alliance global agenda.

II. Policy Assessment

Conducted with all member cities once a year to track governance status and create policy benchmarks for the region. This assessment will be conducted via the Urban Transformation Hub Digital Assessment Tool, due to be launched in November 2022.

III. Model Policy Implementation Support

Conducted regularly based on cities' needs. Arrange activities for experts to give cities help for practical implementation of the model policy, through one-on-one sessions and workshops. Experts may be organised into working groups or communities focussed on specific policies or issues. Track progress of individual cities on their policy implementation.

IV. Event

At least one annual event to promote the activities of your regional alliance as well as to recruit new cities and experts. Timed with major regional conferences or a Forum event.

V. Dialogue with Cities

Communicate with each city once a month to discuss needs for GSCA's activities and the challenges the cities are facing.

VI. Public awareness

Publicise impact and activities through the GSCA website and media channels.

2-4. Expansion

The Regional Alliance establishes a stronger digital presence and empowers qualifying members to take the initiative in managing selected aspects of the network.

Step 1. Evaluate the performance of the Regional Alliance and the case for expansion

Document the impact of activities, feedback from members and opportunities for improvement. Gather feedback from non-members on emerging issues and priorities.

Step 2. Formulate a plan for continuation and expansion

Formulate the objectives and contents of activities for the expansion based on issues and priorities of participating and non-participating members. Create a short list of target cities based on selection criteria aligned with new activity focus areas. Examine detailed activities and develop a format and schedule for the activities.

Step 3. Approach new potential members

Initiate communication with target cities and determine candidate cities. Use documented impact and success stories. Invite potential members to existing activities.

Note: As before, Primary Engagement Officers must be consulted before private sector experts or national governments are approached.

Step 4. Delegate discrete work modules to high performing members

Approach high-performing community members to delegate management of well-defined activities, e.g. management of a specific working group or regular meeting series. Any such role needs to be defined in writing and tracked through regular update meetings.

Step 5. Identify experts and resources for Urban Transformation Hub

Create a list of experts, organizations and resources that could be featured in the Urban Transformation Hub to help city officers. Work with the Urban Transformation Hub team to integrate this data into our website.

Step 6. Create knowledge capture mechanism for Urban Transformation Hub

Collect information on smart city initiatives in each participating city and work with Urban Transformation Hub team to integrate case studies into the Hub. Resources should be developed based on prioritised topic areas.

3. Communication Standards

3-1. Branding

The World Economic Forum maintains strict policy on the use of its logo. Any use of the Forum logo must comply with this policy and can be checked with the Forum media team. See the link below.

https://weflink--simpplr.visualforce.com/apex/simpplr_FileDetail?fileId=0693X00000DrGQ1QAN

3-2. Accessibility

In keeping with the Alliance promotion of inclusivity, all communications should endeavour to meet basic accessibility requirements. Specifically, all use of text should be clear and easy to read with good colour contrast. For example, use of text overlays on images should be done cautiously as this text can be difficult to read.

Furthermore, where possible any videos should include captioning.

3-3. Video interviews

- The Forum must have editorial control. Speakers can retain the right to refuse permission for sharing, but they cannot say what bits we include / exclude. Of course, we can take input, but we must be able to control the narrative and limit speaker time.
- All speakers must maintain some minimum quality standards:
 - Speak to the camera and not from a script. Eye contact is important. If a speaker insists on reading from a script, they should at least the script next to the camera (or use a teleprompter) so they are looking at the audience.
 - Good lighting in a professional setting with camera square on. Preferably no virtual background and uncluttered.
 - Both interviewee and interviewer should have cameras that are at least as good as a laptop camera and should shoot in landscape mode.
- Allocate time at the beginning of the interview to check audio and visual. Ask the speaker to adjust their position.

4. Community Management

4-1. Cities and government

Preparation Phase

- **Identifying Cities**
 - ✓ Make sure to include pioneer cities in the Regional Alliance if cities in your region or country are participating in the pioneer city program.
- **Communication with Cities**
 - ✓ Make an appointment through the person in charge of smart city initiatives or project in cities such as government officials at manager level in smart city planning department. If you are not connected to the person in charge, find the department in charge of smart city initiatives and make an appointment directly through the department in charge.
- **Issuing Letter**
 - ✓ Formal letter from C4IR to cities or experts can be in any language as long as it's issued by each C4IR.

Note: Legal documents issued by the World Economic Forum must be approved be approved by the Global Secretariat in consultation with the legal team.

Launch Phase

- **Determining Regional Alliance Activities**
 - ✓ Make sure to include model policy implementation support activity such as workshop.
- **Sending Letter**
 - ✓ Send an official invitation letter from C4IR centres to cities to confirm their official participation in the Regional Alliance.

Operation Phase

- **Identifying Cities' Needs for Model Policy Implementation Support Activities**
 - ✓ Conduct survey or interview with cities to understand the needs for model policy implementation.
Survey can be conducted with any system as long as WEF and C4IR allows.
- **Material Development for Model Policy Implementation Support Activities**
 - ✓ Develop necessary materials for model policy implementation based on each region and country's context. Share materials with other C4IR centres through

Box.

- **Conducting Model Policy Implementation Support Activities**
Below is a list of activities that C4IR should **NOT** conduct.
Make sure to check with WEF if cities request other activities which are not on the list below before making any decisions.
 - ✓ Policy Development for cities
 - ✓ Providing consulting services to cities with fees
 - ✓ Manage projects on behalf of cities or other stakeholders
- **Agenda Submission**
 - ✓ Submit agenda and speakers to the Forum when conducting events with cities.
- **Report Check**
 - ✓ Submit report on any activities conducted in the Regional Alliance and check with WEF before issuing any report.

Expansion Phase

- **Update Playbook**
 - ✓ Update Playbook with new experiences and knowledge as the Regional Alliance expands.
Share Playbook with other C4IR centres through Box.

4-2. Experts

Preparation Phase

Please refer “4-1.Community Management: Cities”.

Launch Phase

- **Identifying Experts**
 - ✓ Experts can be from any organizations, but finding experts within partner organizations is the best option.
If you find an expert widely known and who has rich experiences and knowledge in specific field outside the partner organizations, always consult with your boss and team to clarify the possibility of participation.
- **Sending Letter**
 - ✓ Send an official invitation letter from C4IR centres to experts to confirm their official participation.
 - ✓ Make an agreement on terms of membership for joining the community.
Refer to the terms of membership for experts below.
[G20GSCA Working Group ToR v3.1 approved.docx | Powered by Box](#)

Operation Phase

- **Material Development**
 - ✓ Develop necessary materials for activities with experts based on each region and country's context.
 - ✓ Share materials with other C4IR centres through Box.
- **Agenda Submission**
 - ✓ Submit agenda and speakers to the Forum when conducting events with experts.
- **Report Check**
 - ✓ Submit report on any activities conducted in the community and check with WEF before issuing any report.

Expansion Phase

- **Update Playbook**
 - ✓ Update Playbook with new experiences and knowledge as the Regional Alliance expands.
Share Playbook with other C4IR centres through Box.

Appendix I. Preparation Phase

Definition of Success

Cities and specialists of strong active interests in promoting smart city governance have endorsed the Regional Alliance, and there are a small number of cities (10 cities) that indicated their intention to participate.

Step 1. Understand your region's context, priorities and key stakeholders

Task (1) Understand the common issues and challenges on smart city among cities.

Understand the barriers that hinder the promotion of smart city in cities in each region and country through desktop research and interviews.

C4IR Japan conducted a brief interview with candidate cities for GSCA participation, and found that, due to the stove-piped structure of Japanese cities, the culture of the stove-piped organization often influences decision-making in cross-organizational initiatives such as smart cities, making it difficult to implement new initiatives.

C4IR Colombia conducted a desktop research on news mentioning that the cities are implementing smart city projects or had the smart city topics on their city strategy agendas.

Task (2) Organize the purpose and positioning of the Regional Alliance to improve technology governance in each city.

Clarify the significance and purpose of the Regional Alliance and how it can be used to solve the issues and problems of each region and country by identifying the points of differentiation from existing communities and the added value of the Regional Alliance.

C4IR Japan, for example, brings together city officials who are central to the promotion of smart cities to share issues, exchange information, and discuss solutions. One of the reasons for this is that the stove-piped organization of Japanese cities often hinders the work of highly motivated staff (especially at the level of department managers and section chiefs who want to implement new initiatives across the board, and there are many staff and cities that face the same challenges.

Task (3) Articulate benefits for participating cities and key participants.

Clarify the benefits of participating in the Regional Alliance for each participating city and main participants.

In the case of Japan, city officials, who are the main participants in the community, can share best practices from other cities, share issues in each city, and discuss solutions with other cities, leading to concrete solutions for the issues they are facing. Participating cities can improve their PR and presence as smart city cities by participating in the global community of the GSCA.

In the case of Latin America, the cities can receive tailored insights, knowledge products, and policy tools developed by experts across the Centre's global network on a regular basis, including early access to protocols and policies designed and piloted across the network. Furthermore, the Alliance provides a platform for cities to collaborate with stakeholders including the Alliance and the Forum partner organisations.

Step 2. Prioritise activities and policy work

Task (1) Plan Regional Alliance activity based on the issues and needs of cities

Formulate the content and form of activities such as regular meetings and workshops among cities in line with the significance and purpose of the Regional Alliance.

C4IR Japan holds regular meetings and the Japan Summit to provide a forum for regular discussions with the aim of solving issues in each city through the sharing of issues and case studies related to smart cities among cities.

Other than regular meetings, C4IR Japan conducts following activities.

- ✓ Policy Assessment
- ✓ Model Policy Implementation Support
- ✓ Events
- ✓ City Dialogues

C4IR Colombia holds regular meetings where the cities can share experiences, best practices and success cases on smart city projects that is related to the policy implementation. Occasional advice from experts is given depending on the progress of the model policy implementation workplan shared by the cities.

Other than the regular meetings C4IR Colombia conducts a quarterly model policy workshops

Task (2) Identify key participants for the Regional Alliance.

Based on the significance and objectives of the Regional Alliance in each region/country, identify which participants/targets should be involved in order to achieve those objectives.

C4IR Japan has been implementing community formation at the level of department heads and section chiefs. The reason for this is that Japanese cities are stove-piped organizations, and this often prevents highly motivated department heads and section chiefs who want to implement new initiatives across the board from promoting their work.

C4IR Colombia has identified two types of participants: Cities and experts. Participation schemes were proposed for each type.

- ✓ Cities
 - I. Active cities
Active cities take part in formulating workplans and implementing model policies
 - II. Observer Cities
Observer cities are those still considering the possibility of model policy implementation while learning the other Alliance cities' smart city initiatives
- ✓ Experts
 - I. Individual experts
Individual experts take part by helping the Alliance conduct model policy workshops and providing occasional advice for the cities' model policy implementation workplans
 - II. Organizations
Organizations may also take part by providing their knowledge and expertise. However, due to the Forum's principles, the events conducted by the support of the organization must be open to the public (not limited to the Alliance cities as invitees), in order to avoid revenue seeking opportunities for those organizations targeting the Alliance cities

Step 3. Identify target cities and experts

Task (1) Create a long list based on primary research.

Compile a list of cities that are promoting smart cities, including cities that have been certified by the national government for smart city-related policies and cities that are participating in smart city projects.

In Japan, cities with a high level of recognition for their smart city initiatives were listed in order from top to bottom, and various factors were taken into consideration, such as the degree of implementation of the model policy, and existing relationships with C4IR Fellows and staff. C4IR Japan approached about 16 cities, and about 14 cities participated in the launch of GSCA Japan.

In Latin America, cities with a high level of recognition for their smart city initiatives were listed, prioritizing those cities actively implementing smart city projects or their city strategy agendas included reference to smart cities.

Task (2) Refine city selection criteria and create a city short list

By extracting items common to cities that are likely to be willing to participate, selection criteria are identified.

Through tapping cities and interviewing Fellows, C4IR Japan identified the following three points that are common to cities that are likely to have a high level of participation, and set them as the selection axis

- ✓ Support from senior leadership
Whether or not the chief executive has demonstrated a high level of commitment in promoting smart cities.
- ✓ Highly enthusiastic personnel
Staff at the level of department head or section chief who have decision-making authority in project promotion. Existence of staff with the ability to promote projects across the organization (e.g., direct relationship with the chief executive, etc.)
- ✓ Existence of projects (demonstration projects), etc.
Existence of smart city-related projects that have established objectives and implementation plans and have achieved a certain level of success.

Narrow down the candidate cities based on the selection criteria and prioritize them in communication with cities.

It might be an option to differentiate high priority cities from cities still considering to participation by creating another tier of "observer cities" that are invited to a limited set of activities as observers.

Task (3) Identify key stakeholders in the promotion of the Regional Alliance

Identify key stakeholders (government agencies and experts) other than cities participating in the Regional Alliance who will have a significant impact on the launch and promotion of the Regional Alliance and consider how each stakeholder can be involved in the Regional Alliance (sharing expertise at regular meetings, disseminating information externally, etc.).

Participation of smart city policy experts will help create a self-sustaining community and is critical to implementation support. Criteria for suitable experts may include:

- Experience working on policy and governance issues
- Motivated by the GSCA mission
- Good communicator, capable of full participation in workshops and discussions
- Specific knowledge in one of the policy topics covered by the Policy

- Roadmap
- No conflict with Forum Partnerships rules

Note – any experts / stakeholders from a private sector organization must be approved by a Forum staff member to check against Forum Partnership rules.

- C4IR India followed the steps below when identifying and recruiting experts.
- ✓ Understand the industrial structure to identify which industry to focus
Based on India's industrial structure, C4IR India focuses on infrastructure, telecommunication and system integrations
 - ✓ Clarify relevant partner organization within WEF/C4IR's partner list
It's best to find experts based on an already existing relationship such as a partner organization.
 - ✓ Contact the partner organization
If C4IR centre has a local relationship with the organization or the expert, it's better to approach the organization through that relationship. If there is no none, contact the partner organization directly.
 - ✓ Identify expert within the partner organization
If you have a particular expert you would like to ask, contact the person. If there is no particular expert, ask the partner organization to introduce the relevant expert within the organization.
 - ✓ Explain about the alliance and negotiate
Set up a meeting or a call to explain about the benefits of joining the alliance and its activities. If the purpose of alliance matches with the purpose of the organization, there should not be much negotiation.

Task (3) Optional - Identify senior sponsors that can form a Senior Advisory Board

Support from senior sponsors may help with outreach to cities and stakeholders. While no existing Regional Alliance has established a Senior Advisory Board, this structure is regarded as a theoretical ideal. Criteria for Senior Advisors may include:

- Viable speaker at Forum events
- High influence in the region
- Low stakeholder management burden
- Gender diversity

Step 4. Create an outreach plan

Task (1) List potential partner networks

Identify institutional partners and city networks that can be enlisted to help outreach. This can include global institutional partners with a strong regional presence.

Task (2) List potential engagement channels against target lists.

For all target cities and stakeholders, identify an appropriate engagement / communication channel.

Communication channels for stakeholders from Forum Partners and national governments should be checked with a Forum staff member and/or the Forum Primary Engagement Manager for the Partner. The Primary Engagement Manager may in turn provide a suitable communication channel for the Partner.

Task (3) Preparation of explanatory materials for the Regional Alliance.

Prepare explanatory materials on the benefits of participating in the Regional Alliance and other assets of the Forum that may be of interest to cities for communication with key persons such as departments, individuals, and city officials in charge of smart cities in each city.

It should follow a single document for consistency which may be expanded for different stakeholders and cities as required.

C4IR Japan has prepared materials on the following topics.

- ✓ World Economic Forum Centre for the Fourth Industrial Revolution (C4IR) Overview
- ✓ Outline of the GSCA
- ✓ Main activities of the GSCA Japan
- ✓ Participation in the GSCA
- ✓ Outline of the Model Policy (for reference)

In addition to outlining objectives and initiatives, C4IR India has also added an introduction to assets in the field of AI, which is of great interest to cities.

C4IR Colombia also outlines the benefits of joining the Alliance including the sharing of tailored insights, knowledge products, and policy tools developed by experts across the Centre's global network on a regular basis

Step 5. Approach target members

Task (1) Commencement of full-scale communication with target cities.

Make formal appointments with key persons in charge of smart cities in each city, such as departments, individuals, and city leaders, to explain about the invitation to join the Regional Alliance and to understand the current status of smart city-related initiatives.

C4IR Japan makes appointments with the key people and departments identified in the initial communication during the preparation phase to understand the status of smart city promotion and issues, explain the benefits of

participating in the GSCA, and confirm their intention to participate. During the exchange of opinions, the significance of introducing the tools that the Forum has prepared so far, such as the Five Smart City Principles and Policy Roadmap, is also explained.

For Maebashi City, the C4IR Japan Fellow first contacted the mayor directly, and then connected with the manager level officer of the department in charge of smart city. After being connected with the manager level officer, C4IR Japan Fellow had an opportunity to explain about GSCA Japan to the manager level officer as well as the mayor. Right after explaining to the mayor, the mayor agreed to participate in GSCA Japan.

C4IR Colombia sends a formal invitation letter to the cities by e-mail once the cities have shown interest in joining the Alliance. Then, the Alliance follows up with the cities to schedule appointments where the overview of the Alliance is shared and the possibility of the city participating in GSCA is discussed.

Task (2) Update evaluation of the selection criteria and reprioritize cities

Based on the dialogue with relevant departments and key persons in each city, review the priority order of approaching each city for participation in the project in light of the selection criteria.

Task (3) Confirmation and formalization of city participation

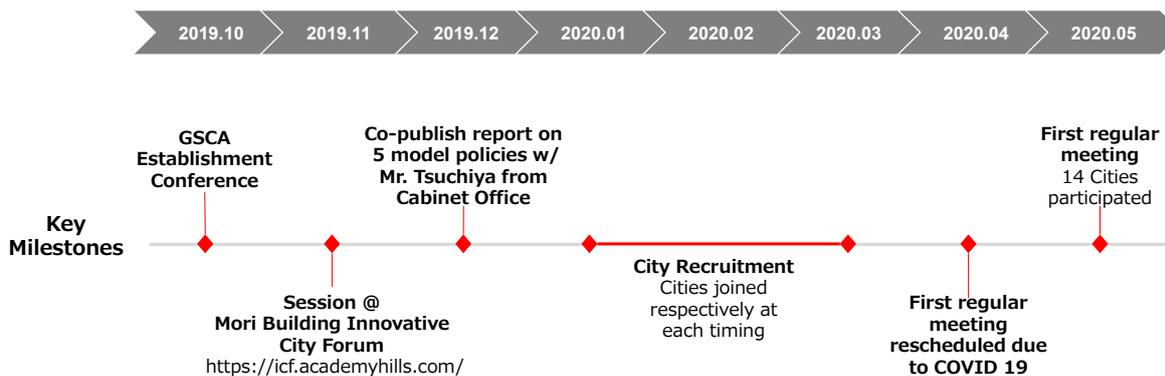
Conduct final negotiations with candidate cities based on the prioritised city list and confirm their willingness to participate.

Confirmation can be formalised by a formal offer letter or a Letter of Intent issued by either a Forum entity or the World Economic Forum. For any formal communication issued by the World Economic Forum, the Global Secretariat must approve of communication in conjunction with the legal team.

Note: The GSCA does not require formalisation for participation in GSCA activities. Formalisation may be useful to ensure long term commitment from the city, but it can also slow down the process of getting confirmations.

Participation in GSCA Japan requires transportation costs (depending on a region but it's about 1 million yen/10,000 USD per year for the farthest region), and it is necessary for cities to prepare a budget for participation in GSCA Japan. Therefore, at first, the C4IR Japan aimed to reach the point of obtaining agreement on participation including budgeting from cities.

Figure 1: Key Milestones of GSCA Japan's Establishment



C4IR Colombia signs a Letter of Intent with the cities that outlines the following.

- ✓ Purpose of participation
- ✓ Opportunities provided to cities by participation
- ✓ Commitment required by the cities
- ✓ Terms of agreement (validity period, financials, data protection and confidentiality, intellectual property rights)
- ✓ Contact details of C4IR Colombia members

Task (4) Approach experts

In parallel with approaching cities, approach target experts and evaluate their suitability and interest for the GSCA. For Forum Partners, ensure that Primary Engagement Managers are involved in communication.

In the initial interview with a potential expert, identify their strengths and specialist topic areas in reference to the Policy Roadmap. Check for red flags including:

- Excessive concern with sales opportunities and personal profile
- Lack of understanding on key smart city policy areas
- Inability to communicate
- Signals of low commitment

Following initial contact, review suitability for participation in the GSCA.

Task (5) Confirm experts

Confirm approved experts with an email confirmation. This should include a copy of Terms of Reference and all experts must accept community terms of membership.

For experts working in the global Working Group for the Policy Roadmap, a Terms of Reference was developed, which can be used as a basis for other regional networks. See [here](#).

C4IR Colombia signs a Letter of Intent with the experts taken through the same process as cities

Appendix II. Launch Phase

Definition of Success

A small group of highly enthusiastic cities and experts have gathered. C4IR (or the relevant team) has committed sufficient resource to plan and implement regular meetings and other events that meet the needs and intentions of the participating members.

Step 1. Create community member list

Task (1) Identification of main participants in each city.

Based on the theme and agenda, each city will be asked to select the most suitable participants to participate in the Regional Alliance, such as department heads and managers in charge of smart city promotion.

In Japan, by informing each city that the community is for professional key persons at the level of department heads related to smart cities who are close to the city leaders, we were able to select key persons in each city. As a result, unique key persons gathered, and engagement increased.

In Latin America, GSCA allows the cities to select the individual participants who will be the key point of contact. The participant can also invite members from city department teams that he/she considers to be important for the promotion of the policy implementation to the Alliance's events.

Step 2. Optional: Get more detailed understanding of city and expert participants

Task (1) Engage with participating members on their intentions for activities.

Engage with members to ascertain their intentions, hopes and fears. This can be done through questionnaires, interviews or workshops.

Note: This process may create burden for cities and is therefore optional.

In Japan, most cities are not able to systematically and explicitly explain basic governance models, such as privacy and security, etc. Therefore, C4IR Japan was able to gain a certain level of understanding by informing cities that their main activity is to participate in GSCA Japan and work together to build governance models.

Task (2) Refine objectives and priorities of the Regional Alliance

Re-evaluate the significance of the activities based on the intentions of the participating members and under what objectives the activities will be conducted.

Step 3. Formulate detailed Regional Alliance activity plans

Task (1) Formulation of activities.

In light of the objectives of the Regional Alliance, set out activities and workstreams to be pursued based on the intentions of participating entities. See 'Operation Phase' section for more detail on what these activities might look like.

C4IR India has been putting efforts into creating working groups with experts to discuss on appropriate and effective approach for cities to implement model policies.

Examine and devise the most appropriate format (workshop, seminar, discussion, etc., as well as the timing and timing of implementation) for implementing the set theme and agenda.

Task (2) Identify the members of the management team and formulate their roles and responsibilities for the implementation of the activities.

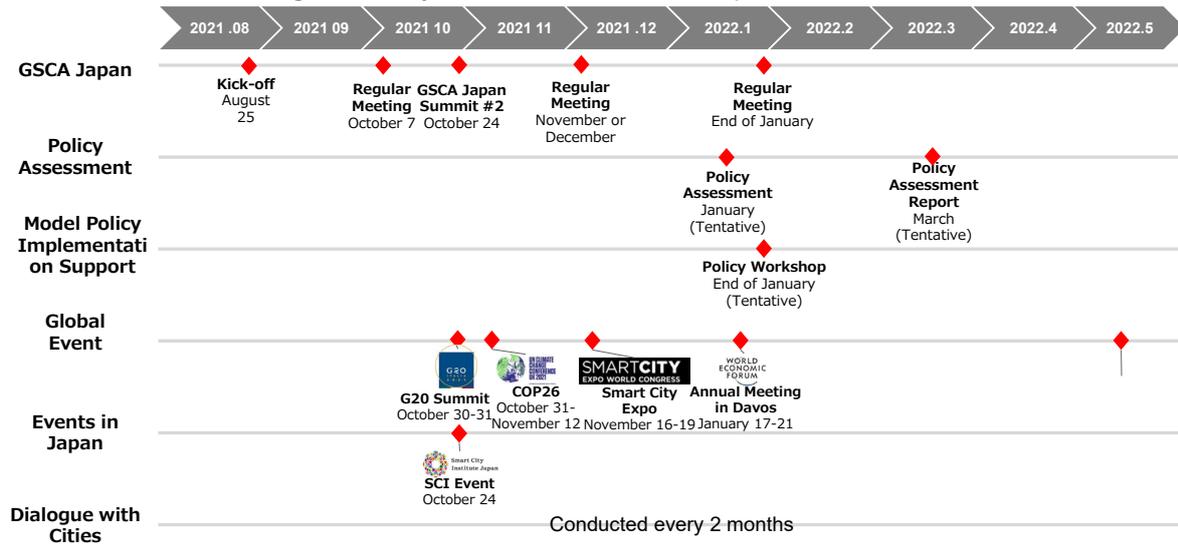
Identify the main and supporting members in the implementation of activities and organize their roles.

In C4IR Japan, explanations of each model policy are given by the Fellow in charge of the policy, and participants are assigned as shared hosts so that they can provide support in running the meeting.

Task (3) Formulate milestones for the implementation of the activities and the operation schedule for the day.

Organize the milestones and schedule for the implementation of the activity and the schedule for the day. Building tracking process to ensure activities happen to schedule.

Figure 2: Key Milestones of GSCA Japan's Activities



Appendix III. Operation Phase

Definition of Success

Hold actual events on a regular basis in line with the intentions and needs of participating members.

Regular Meeting

Task (1) Set themes and agenda for each regular meeting

Currently, GSCA Japan conducts meeting with following agendas

- ✓ Introduction of initiatives in each city
- ✓ Free agenda (Example: Model Policy Description, Workshop, etc.)

In addition to regular meetings, GSCA Japan is considering setting up regional and policy working groups. The regular meetings will be used as a place for information sharing and the working group will be used as a place for discussion, which will enable more active and efficient discussions. We will consider sharing discussion contents in working group during regular meetings.

In the future, we would like to use this as an opportunity for GSCA Japan to become self-propelled, such as leading and managing working groups in each city.

GSCA Latin America conducts meeting with following agendas

- ✓ Presentation of new cities that joined the Alliance during the month of the meeting and sharing of their policy implementation and activity plans to be carried out
- ✓ Progress and activities sharing by each city on their policy implementation
- ✓ A success case sharing on smart city projects, conducted by different city at each meeting

Task (2) Formulate the date and schedule for regular meetings based on participants' schedules.

GSCA Japan aims to hold about 6 meetings per year, with a target of 1 meeting every 1-2 months. Detailed timing of implementation will be determined in consideration of other events and the timing of the assembly.

Confirm the schedule for each session with participating members via Slack and email, and set the schedule. When the regular meeting is held, the schedule of the next regular meeting will be determined, and the detailed schedule will be adjusted individually after confirming the schedule of participating members.

Task (3) Formulate methods for holding dialogues based on the needs of each city

Prominently, meetings will be conducted online, and contingent on the current state of the world, face to face meetings will be in consideration. In terms of content, main content is expected to be sharing initiatives in each city, and other content is set according to needs and situations of cities.

Task (4) Identify participation cities/members and build a consensus to participate

It is necessary to identify participants in line with the purpose and significance of regular meetings (refer to launch phase). In GSCA Japan, the main participants are persons in charge of promoting smart cities in each city (department heads and section chiefs), and it is assumed that the entire department and team in charge will participate in further accelerating the promotion of smart cities in the future

Policy Assessment

Task (1) Identify policy assessment scope (whether to implement in a simplified version or by policy, etc.)

GSCA Japan expects to conduct assessments in accordance with the existing Policy Assessment sheet for the pioneer city. At present, GSCA Japan has only conducted the assessment for Pioneer Cities, so GSCA Japan plans to re-examine the contents of the assessments in a simplified version, etc.

Task (2) Identify timing and develop schedule for conducting Policy Assessment

GSCA Japan aims to implement the program once a year, and it is expected that the program will be implemented at times when cities are not busy (avoiding congressional and year-end periods). It takes about a week from the sharing and request of Policy Assessment to the reply. It took about 2 months to collect the final answer. For this reason, a shared calendar was created and weekly progress management was conducted by the person in charge of C4IR Japan.

Task (3) Formulate methods for implementing Policy Assessment based on the objectives and the needs of the cities

GSCA Japan plans to conduct online or face-to-face assessment on the intention and status of policy implementation in each city and will receive responses in a questionnaire format. The flow to implementation is as follows.

- III. Translate the Policy Assessment, share it with the contact points in each city, and request answers.

- IV. Request contact point person to forward assessment contents to relevant departments in each city.
- V. Set a Q&A session for each department to and answer unclear points. Review collected answers and clarify if needed.

Task (4) Identify target cities and build a consensus to participate

GSCA Japan focuses on persons in charge of smart cities in each city and persons in charge of related departments. The persons in charge of promoting smart cities who participate in regular meetings are asked to select the most suitable department for answering the assessment in each city and to sound out the answer.

The agreement on the answering the assessment has been carried out for Pioneer City, so it has been an obligation of Pioneer City. In the future, it is expected that the assessment will be carried out by other cities as well.

Therefore, it is necessary to present the benefit of the assessment, such as visualizing the results of the assessment as a report and making the efforts of each city known to the global community.

Model Policy Implementation Support

Task (1) Formulate scope and content for the introduction of model policies for cities

GSCA Japan Summit provides information on the significance and necessity of the Model Policy in a webinar format.

In the future, the specific contents of support will be discussed and implemented, such as individual workshops by model policy and the establishment of one-on-one sessions, in accordance with the needs of each city.

We are also considering asking each city to submit a plan for the implementation of each policy like the State of Intent.

Task (2) Formulate the frequency, timing and schedule of support activities

Model policy study meetings will be held during the regular meetings. Timing of support implementation by individual policy will be discussed after the content is formulated.

GSCA Latin America allows cities to freely formulate their own schedules for model policy implementation, given the differences in capacity and resources. As a supporting material, a workplan template is shared with the cities as a guide to formulate the cities' own policy implementation goals. Its process and usage guidance of the template is explained to cities in detail via calls.

Moreover, the Alliance conducts policy implementation monthly follow up and the cities' overall progress are shared during the monthly meetings

Task (3) Identify ways to provide support based on the needs of each city

GSCA Japan translates the model policy into Japanese and explains its outline and significance at regular meetings. Also, GSCA Japan has created cyber security community to provide cities hands-on support for cyber related policy implementation.

GSCA Latin America conducts quarterly workshops where cities are gathered to present the problems or doubts about their policy implementation workplans and suitable feedback is given by the experts.

Task (4) Identify target cities and build a consensus to implement model policies

GSCA Japan supports the introduction of model policies for persons in charge of promoting smart cities (participants in regular meetings). At the same time, the necessity, and merits of introducing the Model Policy, such as its significance and impact on the entire city, are explained to cities, and efforts are being made to reach an agreement for the introduction.

Event

Task (1) Set themes and agendas for each event

GSCA Japan is mainly involved in the following three events.

- I. International event
When participating in global events sponsored by external organizations such as Smart City Expo as WEF, GSCA. Participating cities of Japan are taking part in international events such as speakers. Also we are actively involved in events such as the Global Technology Governance Summit organized by WEF.
- II. Domestic event
Organizing and co-hosting events in collaboration with the GSCA Japan Summit and SCI, targeting not only GSCA participating cities but also a wide range of other targets to inform and publicize the model policy and GSCA activities.
- III. Media Events
Conducting workshops for the media to communicate the importance of the media in discussions with residents for consensus building.

Task (2) Develop a detailed milestone schedule for events

At present, GSCA Japan does not have a plan for the event, but in the future, plans will be set, including an annual schedule at the beginning of the fiscal year.
When an event is held, an agenda is drawn up 1 -1.5 months before the event, and find talk session candidates, and the agenda and the speakers will be fixed 1 month before the event.

Task (3) Formulate the best way to provide the event contents based on the purpose of the event and the intention of the organizers

When WEF, C4IR Japan, and GSCA Japan host events, we will do so in an online format such as webinars.
For events sponsored by external organizations, individuals can participate in the event in a way that meets the organizers' wishes.

Task (4) Identify event participants and build a consensus to participate

When WEF, C4IR Japan, and GSCA Japan sponsor an event, they select speakers in accordance with the theme and agenda of the event and sound out participants.
For speakers recruited, we will have to clearly present the benefits of participation and get an agreement in place.

Dialogue with Cities

Task (1) Identify scope and content for dialogue with cities

GSCA Japan holds dialogues mainly with the following parties.

- ✓ Mayor
Reports on the status of GSCA Japan activities and confirmation of the intention of the whole city, such as expectations for GSCA Japan.
- ✓ Person in charge of smart city initiatives
Discussions on issues and situations at the field level, such as issues related to the promotion of smart cities and the introduction of model policies.
- ✓ Other
Architect, politicians, and others if necessary.

Task (2) Formulate the frequency and timing of dialogue

GSCA Japan engages in dialogue with cities in the context of supporting the introduction of model policies and in planning and coordinating events. Therefore, it is not carried out at a fixed frequency, but is carried out as necessary, and communication is carried out individually once a month.

Task (3) Formulate methods for holding dialogues based on the needs of each city

In GSCA Japan, in the regular meetings and in the survey conducted after regular meetings, we will mention about conducting individual conversations and hearings for each city either online or individual visits, and the schedule and contents are confirmed separately through individual emails and Slack. Ultimately, it is a dialogue at an executive level, but for individual visits, they sometimes greet the head of the city and explain the current situation.

Task (4) Examine relevant cities/city officials for city dialogue

At GSCA Japan, the main target is persons in charge of promoting smart city in each city who participate in regular meetings. Interviews will be conducted on the relevant situation and issues pertaining to the promotion of smart cities and the introduction of model. In the future, we will hold hearings with cities to clarify the support needs related to the introduction of the model policy, organize the contents of support as C4IR Japan/GSCA Japan, and deepen the dialogue with cities.

Working Group

Task (1) Set working group themes and agendas for experts

C4IR India plans to hold workshops for experts to discuss about city case studies.

Task (2) Formulate the frequency, timing, and schedule for the implementation of the working group and coordinate schedules with participants

GSCA India plans to hold a working group of experts on once or twice a year. With regard to the preparation of the project, first set up candidate schedules for each theme based on the timing of other events, and secondly, fix schedule based on experts' availability.

Task (3) Formulate implementation methods for Working Group based on the objectives and the intentions of participating members

C4IR India is discussing operational method for activities considering corona situation.

Task (2) Identify experts for each Working Group and build a consensus to participate

C4IR India is seeking participation in the working group mainly from experts in classes below C3.
When C4IR India secures 10 experts who were approached in the preparation phase, they will send an official invitation letter to all of them to confirm their official participation.
There is not strict rules or regulations, but C4IR India asks them to keep internal information confidential.

Public awareness

Task (1) Dissemination of results to the public

Distribute information about the implementation and results of activities to the public through press releases and reports on the C4IR website.

GSCA Japan sets up regular meetings to check on the progress of each city and hold meetings approximately every other month or so.
We also post activity reports on Note, a platform for posting articles, to disseminate information to the individuals outside our networks

Appendix IV. Expansion Phase

Definition of Success

- ✓ Regional Alliance member cities are implementing or considering implementation of model policies, and the achievements and significance of the Regional Alliance are widely recognized.
- ✓ New cities, experts, and organizations participate in the Regional Alliance, and new communities are formed and activities are launched.
- ✓ The autonomy of Regional Alliance members has been enhanced, and a mechanism has been established to enable them to take the initiative in managing the Regional Alliance and forming new communities in a motivated and active manner.

Step 1. Evaluate the performance of the Regional Alliance and the case for expansion

Task (1) Identify achievements and issues related to Regional Alliance activities and initiatives.

Conduct interviews with each participating city and experts to understand the results of past efforts and remaining issues.

In order to launch the second phase of GSCA Japan, the C4IR Japan has organized the benefits and achievements based on the activities up to last year and compiled them into a document.

Task (2) Organize the policy and significance for the continuation and expansion of the Regional Alliance.

Based on the results of the activities of the Regional Alliance, discuss the pros and cons of continuing and expanding the network, and the policy and significance of continuing and expanding the network.

Assess the smart city situation of each city/country/region to identify new important points to evolve the Regional Alliance.

GSCA Japan is more like a salon, so we are not working with such a clear definition. However, in the end, technology governance cannot be completed only by one city, and considering the current market environment, it is expected that the urban network will expand, and in this respect, the significance of the Regional Alliance in expanding the urban network is significant.

In the second phase of GSCA Japan, the significance of the Regional Alliance was not thoroughly discussed beforehand, and specific activities such as selection and approach were initiated. However, it is important to clearly define the significance of the Regional Alliance, depending on the position of each Regional Alliance.

Step 2. Formulate a plan for continuation and expansion

Task (1) Understanding the current status of smart city promotion in cities.

Conduct regular interviews with each participating city to understand the current status of progress in projects and initiatives related to smart cities, especially technology governance, as well as the status and issues related to the implementation of model policies.

In addition, interviews will be conducted with cities that have the intention to participate or are about to be approached to participate in the project, in order to understand the status of projects and initiatives related to smart cities, especially technology governance, as well as issues and needs.

In addition, issues and problems that have arisen or may arise among cities will be discussed within the C4IR."

Continue to collect information so that we can raise with each city problems and issues that they are not aware of.

For the second phase of GSCA Japan, C4IR Japan staff have collected information from each city's website in advance when approaching the cities and before the kick-off call. However, due to time constraints and other factors, we were not able to fully grasp the issues and conditions of each city during the first call, so we need to work on understanding through communication after initial participation.

Task(2) Formulate objectives and contents of activities for expansion and continuation.

Based on the results of the hearings on the current situation in city/country/region, the purpose and content of activities to be carried out when continuing and expanding the Regional Alliance will be discussed.

In the second phase of GSCA Japan, the main focus was to obtain participating cities, so we only planned to implement the activities of last year at the regular meetings. As for milestones, we first considered the timing and content of the kick-off, and then proceeded to formulate the annual plan from the kick-off. We hope that the activities in the second phase will serve as a base for future activities.

Task (3) Identify key participants in the expansion and continuation of the Regional Alliance (e.g., at the level of city leaders or city officials).

Identify the main participant groups in light of the objectives of continuing and expanding the Regional Alliance.

From the perspective of accelerating and ensuring the sustainability of smart cities, the second phase of GSCA Japan places importance on the participation of organizations rather than individuals.

In the second phase of GSCA Japan, we are focusing on the participation of organizations rather than individuals.

Step 3. Approach new potential members

Task (1) Consideration of target city selection axis.

Organize the target city selection axis based on past relationships and desk research.

In the second phase of GSCA Japan, based on the initial hypothesis that super city applicant cities are highly interested in smart cities, we set super city applicant cities as the city selection axis.

Task (2) Create a long list based on the selection axis in Task 1.

Create a long list of target cities along the selection axis of Task 1.

In the second phase of GSCA Japan, based on the initial hypothesis that the cities applying for super cities are highly interested in smart cities, a long list of cities was created based on the cities applying for super cities.

In the second phase of GSCA, we created a long list based on the initial hypothesis that super city applicants = high interest in smart cities.

In the case of the above model project cities, the C4IR Japan staff did not contact all of them, but focused on those they judged would benefit from participating in GSCA.

In addition, cities that were found in the search results using keywords related to smart cities, such as "smart city promotion council," were also selected as target cities.

Sanda City and Mishima City were discovered by chance when we visited other cities and found information about smart city-related initiatives.

Other approaches that have been used to compile the list include:

- ✓ Approaching through architects (e.g., Shimonoseki City, Chino City)
- ✓ Using personal contacts to connect to senior-level officials at cities (e.g., Takamatsu City, Miyakonojo City)
- ✓ Connected by a fellow (e.g., Kibichuo Town)
- ✓ Approached after exchanging business cards at SCI events (e.g., Aizuwakamatsu City, Chino City)

Task (3) Based on the selection axes, create a short list and prioritize tapping.

Initiate initial communication with cities on the long list to shortlist them.

In the second phase of GSCA Japan, in order to accelerate smart city initiatives, we mainly implemented a bottom-up approach, including approaches to the section level in charge.

In the second phase, the following steps were taken for communication

- I. Preparation of inquiry letter for participation by C4IR Japan
Please refer attached material "C4IR Japan Inquiry Letter" for your reference
- II. Send to the section in charge of smart cities
- III. Prepare explanatory materials
- IV. Provide explanations to cities that responded

For II, access the website of the relevant city, identify the department in charge of smart cities (e.g., search for "smart cities"), and paste the contents of the letter prepared in advance into the inquiry form or email address of the department. The letter was basically a template, but some of the contents were changed for each city. In addition, some cities had a limit on the number of characters in the inquiry form, so the content was shortened according to the limit. · For those cities that did not respond to the above, we sent the form again after a period of time.

For those cities that replied, we conducted the 1st call set (1 hour), and during the call, we explained the benefits of participation and intentions, and confirmed their intention to participate.

Step 4. Delegate discrete work modules to high performing members

Task (1) Confirmation of Regional Alliance members' intentions to continue or expand their participation.

Confirm the willingness of the participating members who have the ability to manage the Regional Alliance to be actively involved in the continuation and expansion of the Regional Alliance.

As for the C4IR Japan. For the second phase of GSCA Japan, it is necessary to identify key people in GSCA Japan through future activities and encourage them to be proactively involved. For the second phase of the GSCA Japan, we will need to identify key people in GSCA Japan and encourage them to be involved in the process. We will need to consider other methods in addition to frequent communication (e.g., creating an award such as Best Person of GSCA 2021).

Task (2) Identify key members who will be responsible for the continuation and expansion of the Regional Alliance.

Identify the next members who will proactively lead and manage the Regional Alliance based on their willingness to be involved and rotate this scheme with other members.

(Preferably to cities rather than within the C4IR)

As for the C4IR Japan. For the second phase of GSCA Japan, it is necessary to identify key people in GSCA Japan through future activities and encourage them to be proactively involved. For the second phase of Global SCA Japan, we will need to identify key people in GSCA Japan and encourage them to be involved in the process. We will need to consider other methods in addition to frequent communication (e.g., creating an award such as Best Person of GSCA 021).

Step 5. Identify experts and resources for Urban Transformation Hub

Task (1) Inventory of experts and related organizations involved in the Regional Alliance and compilation of information.

Conduct analysis on each policy and identify which expertise should be involved. Inventory and list the expertise and knowledge of experts and related organizations that have participated in the Regional Alliance and its activities to date.

Inventory and list the expertise and knowledge of experts and related organizations that have participated in the Regional Alliance and its activities to date.

Task (2) Establish a system for freely sharing and accessing information on experts and related organizations within the Regional Alliance.

Establish a system to allow Regional Alliance operation members to freely access and utilize the resource information list.

Currently, there is no database, but rather a network of individual Fellows or individual "sales" activities are currently mentioned.

Task (3) Involvement of experts and related organizations in the Regional Alliance in line with the objectives of the activity.

Define experts' rights and obligations in the Regional Alliance. Based on the information gathered, select appropriate experts and organizations in line with the purpose and content of the activity, and contact them for involvement in the Regional Alliance.

Currently, C4IR Japan contact experts through current relationships of fellows or individual "sales" activities.

Step 6. Create knowledge capture mechanism for Urban Transformation Hub

Task (1) Collection of information and data management of case studies related to smart cities in each participating city.

Collect information on smart city-related projects, results, and issues through interviews with each participating city, and manage the information as a collection of case studies for each city and share it within the C4IR.

In addition, we will organize the process and flow for collecting and managing this information.

Also, KPIs and methodology for impact assessment of the status on smart city initiative and policy implementation should be identified in each country and region.

It is necessary to have a system that enables us to grasp the status related to smart city policies, such as whether or not the five principles have been introduced by the cities participating in the Regional Alliance in each region and country, and whether or not they have related policies and their contents, and to check the progress of each city.

Task (2) Skills transfer to incoming core members.

Identify skills that are transferrable to activities such as workshop for the next members and share knowledge and experience on Regional Alliance operation and management. Gather learnings on information as to how to set activity themes and agendas to allow the expansion of the Regional Alliance through the best practices.

Establish a system which enables the community to sustain engagement by empowering members to lead regular meeting or activities of Regional Alliance.

In Japan, the activities or system have not yet been established, but GSCA Japan has been discussing on how they should establish the mechanism.

Task (3) Establishing a system for sharing and accessing information from each participating city.

Establish a system that allows Regional Alliance members to freely access and check case studies from each city.

In Japan, the mechanism has not yet been established, and the only access point is GSCA website. GSCA website is the only access point.

Task (4) Organize knowledge and experience related to the Regional Alliance management.

Inventory the processes, tasks, tips, and other knowledge involved in forming and managing the Regional Alliance and update the playbook.

Playbook is being created to organize the knowledge and experience of GSCA Japan in forming and expanding the community. In addition, it is necessary to form a common understanding within the C4IR Japan and GSCA Japan by organizing GSCA Japan's activity policy as a document and explaining it at regular meetings. It would also be useful to share the activity policy on Slack so that people can refer to it at any time. In order to do this, it is necessary to have a consensus within the team in advance.

Task (5) Establishment of a mechanism for sharing and accessing knowledge related to the operation of the Regional Alliance to be a sustainable network.

Establish a system that allows the next members to freely access and check the information organized in Task (3).

One idea is to consolidate the information with that of expert resources and develop it as a single platform.

In Japan, the mechanism has not yet been established, but GSCA Japan has been discussing on how they should establish the mechanism.

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