

Overview

- ▶ Mayor: Manuela Carmena
- ▶ Lead staff on innovation: Eloy Cuellar
- ▶ Population of municipality: 3.2 million (2016)
- ▶ Innovation/open data website: <https://datos.madrid.es/portal/site/egob/>

Spotlight on Madrid | Providing platforms for citizens

As part of efforts to promote innovation, **Madrid has launched a digital platform** designed to promote citizen participation in the management of municipal affairs.

In addition to the online arena, **the city has also created physical spaces** to develop collaborative entrepreneurship; to facilitate open innovation among start-ups and big companies; and to promote innovative, disruptive, creative and collaborative attitudes among citizens.

Recently, **the city also launched a new project “Madrid Escucha”** (Madrid Listening Project) where citizens and civil servants can design public services together.

Vision and approach to innovation capacity

The city's innovation strategy

Along with 44% of cities surveyed, Madrid has an **explicit innovation strategy**.

The city most closely associates innovation capacity with the following terms:

Hierarchy-busting

Resident engagement

Approaches to innovation capacity

Similar to over one-third of cities surveyed, Madrid approaches innovation capacity in **specific policy areas**.

The **top four priority policy areas** for the city's innovation work include:

Environment / climate change

Digital governance

Internal innovation

Entrepreneurship

Most common innovation activities

Madrid's most common innovation activity is **engaging residents in new ways**. Its innovation activities also include **developing new solutions based on digital technologies** and **facilitating organisational change within the municipal administration**.



Funding for innovation capacity

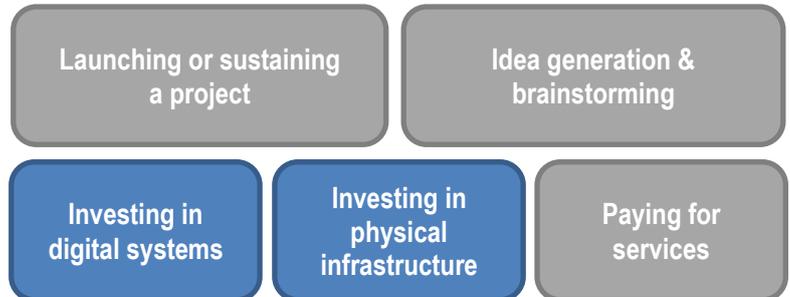
Funding to support innovation capacity

Like 77% of cities surveyed, Madrid has dedicated funding to support innovation capacity, which originates from the following sources:

- ✓ **Municipal budget** (city council approved funds/participatory budgeting)

Types of activities being funded

While launching or sustaining a project, and generating ideas & brainstorming are the two most commonly funded activities among all cities surveyed, Madrid dedicated funding for innovation is generally towards **investment in digital systems and physical infrastructure**. The city also **operates innovation labs** as well as hosting **trainings and events for design thinking and citizen engagement**.



Organisational structure & staffing



Madrid's innovation work is sprinkled throughout the municipal administration including the general directorates of citizen participation, innovation and promotion of the city, and media lab centre

Staff skills and profiles include:

- ✓ **Project manager**
- ✓ **Data Scientist**
- ✓ **Engineer**
- ✓ **Sociologist**
- ✓ **Community engagement staff**

Partnerships for innovation & data



Madrid has developed partnerships to promote its innovation capacity with other **public agencies, private firms, not-for-profit organisations, and city residents/resident associations**. In particular, the city council has **set up areas available for innovators where they can propose and prototype their ideas**, in close cooperation with experts and citizens.

To improve data use, the city has also developed **data partnerships with NGOs/foundations, academia, think tanks** to collect and analyse data, as well as **with other cities**.

Measuring outcomes

Policy areas that **benefit from sufficient data**, or **lack sufficient data**, to support innovation capacity in the city:



NB: No response provided by the city for the policy areas in grey.

Innovation is **helping the city** to:

- ✓ **Anticipate and manage future challenges**
- ✓ **Improve service delivery**
- ✓ **Simplify administrative procedures for firms and residents**
- ✓ **Generate new sources of revenue**

The most **critical success factors** in supporting the city's innovation work:

- ✓ **Dedicated innovation team**
- ✓ **Leadership from Mayor**
- ✓ **Culture of innovation in city**
- ✓ **Support from outside city administration**