



Pansera, M., Marsh, A. D., Owen, R., Lopez, J. A. F., & Ulloa, J. D. A. (2022). Exploring citizen participation in smart city development in Mexico City: an institutional logics approach. *Organization Studies*. <https://doi.org/10.1177/01708406221094194>

Peer reviewed version

Link to published version (if available):
[10.1177/01708406221094194](https://doi.org/10.1177/01708406221094194)

[Link to publication record in Explore Bristol Research](#)
PDF-document

This is the final published version of the article (version of record). It first appeared online via SAGE at <https://doi.org/10.1177/01708406221094194>. Please refer to any applicable terms of use of the publisher.

University of Bristol - Explore Bristol Research

General rights

This document is made available in accordance with publisher policies. Please cite only the published version using the reference above. Full terms of use are available: <http://www.bristol.ac.uk/red/research-policy/pure/user-guides/ebr-terms/>



Exploring citizen participation in smart city development in Mexico City: an institutional logics approach

Journal:	<i>Organization Studies</i>
Manuscript ID	OS-20-0303.R5
Manuscript Type:	Special Issue on Boosting Urban Sustainability through Organizing Collaborative Ecosystems for Smart City Development
Keywords:	Smart Cities, Mexico City, digital governance, global south, institutional logics
Abstract:	We explore smart city development, with a focus on the modalities of citizen participation, using an institutional logics approach. Taking Mexico City as our case study we describe the presence and dynamics of several logics influencing smart city development. At an organisational level we identify the bureaucratic and technocratic logics underpinning the practices of the governmental agency leading smart city development.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

	<p>Characterised by centralisation and the pursuit of efficiency, and framed by a discourse of austerity and financial control, these logics promote a modality of citizen participation that is limited and unidirectional in nature, with citizens positioned largely as users. At a supra-organisational level, we identify a logic of active citizen participation in urban governance that is formalised in city laws. However, this logic is itself entangled in a logic of clientelism and patronage, manifested through networks of power. These logics work synergistically to limit broader, inclusive citizen participation in, and realisation of benefits from, smart city agendas. We conclude that a richer understanding of institutional logics enhances the analysis of the social construction of the smart city in particular, situated contexts.</p>

SCHOLARONE™
Manuscripts

1
2
3
4 **Exploring citizen participation in smart city development**
5 **in Mexico City: an institutional logics approach**
6
7
8
9
10

11 **Mario Pansera**

12 Universidade de Vigo, Spain

13 Universitat Autònoma de Barcelona, Spain
14
15
16
17

18 **Alex Marsh**

19 University of Bristol, United Kingdom
20
21
22

23 **Richard Owen**

24 University of Bristol, United Kingdom
25
26
27

28 **Jesús Arturo Flores López**

29 Universidad Anáhuac, México
30
31
32

33 **Jessica Lillian De Alba Ulloa**

34 Universidad Anáhuac, México
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Abstract

We explore smart city development, with a focus on the modalities of citizen participation, using an institutional logics approach. Taking Mexico City as our case study we describe the presence and dynamics of several logics influencing smart city development. At an organisational level we identify the bureaucratic and technocratic logics underpinning the practices of the governmental agency leading smart city development. Characterised by centralisation and the pursuit of efficiency, and framed by a discourse of austerity and financial control, these logics promote a modality of citizen participation that is limited and unidirectional in nature, with citizens positioned largely as users. At a supra-organisational level, we identify a logic of active citizen participation in urban governance that is formalised in city laws. However, this logic is itself entangled in a logic of clientelism and patronage, manifested through networks of power. These logics work synergistically to limit broader, inclusive citizen participation in, and realisation of benefits from, smart city agendas. We conclude that a richer understanding of institutional logics enhances the analysis of the social construction of the smart city in particular, situated contexts.

Keywords

Smart Cities, Mexico City, participation, institutional logics

Corresponding author: Mario Pansera, Post-growth Innovation Lab, Universidade de Vigo, Casa das campás, Rúa Don Filiberto, 9, 36002 Pontevedra, Spain. Email: mario.pansera@uvigo.es

Introduction

The smart city is the dominant framing for current debates and practical policy developments concerning the integration and use of cyber-physical, connected technologies in urban environments (Cardullo & Kitchin, 2019a). The concept of the smart city is both plural and contested (Anthopoulos, 2017; Lynch, 2019), being ascribed a range of meanings, both in the

1
2
3 academic literature and in policy and practice debates. The notion of the ‘smart city’ can be
4
5 considered as an umbrella term for innovative integrated solutions – typically focused on digital
6
7 infrastructures, software and data – aimed at meeting challenges facing contemporary urban
8
9 societies. White (2016) argues that this “smart city global imaginary” is a response to resource
10
11 pressures associated with demographic shifts, global climate change and fiscal austerity. These
12
13 resource pressures lead to demands for more efficient city management. Smart city innovation has
14
15 also been framed as a potential driver of local and national economic development and as a means
16
17 for (re)invigorating local democratic practices and citizen participation in urban governance.
18
19 While smart city visions and policies are underpinned by these aspirations in varied combinations,
20
21 reconciling them can be problematic. In particular, there are tensions between smart urbanism,
22
23 economic growth, inclusion and sustainability (Martin, Evans, & Karvonen, 2018).
24
25

26
27
28
29 Mora, Deakin and Reid (2019) argue that local approaches to smart city development processes
30
31 can be mapped against four dichotomies, relating to strategy, directionality, nature of intervention
32
33 and governance: (1) technology-led vs a more holistic strategy; (2) top-down vs bottom-up; (3)
34
35 mono-dimensional vs integrated approach to smart city interventions; and (4) double vs quadruple-
36
37 helix governance systems. These dichotomies bring into focus issues of governance, participation
38
39 and democracy which in turn reflect the centrality of social and political processes to the
40
41 construction of the smart city (Cardullo & Kitchin, 2019b; Kitchin, 2019). The role that citizens
42
43 play – or should play – in the development and governance of smart cities are contested political
44
45 questions at the heart of contemporary debates (Cardullo & Kitchin, 2019b). This is vividly
46
47 illustrated by the case of Barcelona where a change in the political complexion of local government
48
49 in 2015 led to a complete reorientation of smart city strategy: away from a double-helix, private
50
51 sector-oriented approach towards one that placed greater emphasis upon inclusion, citizen needs
52
53 and citizen participation (Charnock, March, & Ribera-Fumaz, 2021).
54
55
56
57
58
59
60

1
2
3 Our aim in this paper is to explore the modalities and dynamics of citizen participation within a
4 contemporary case study of smart city development. We situate our analysis within an institutional
5 logics theoretical framework. Our starting point is that embedded within the imaginaries of and
6 approaches to smart city development are multiple institutional logics i.e. the ‘taken-for-granted
7 rules guiding behaviour of field-level actors’ (Reay & Hinings, 2009, p. 629). These shape and
8 legitimate practices and behaviours relating to the development and operationalisation of the smart
9 city and, within this, the modalities of citizen participation (Shelton & Lodato, 2019). Our central
10 research question is: *How is the role played by citizens within smart city development shaped by*
11 *competing, situated institutional logics?*
12
13
14
15
16
17
18
19
20
21
22
23

24 Our key contribution is to demonstrate that an institutional logics perspective is both analytically
25 fruitful and practically relevant for advancing the understanding of smart city development and the
26 configuration of citizen participation within this. From a theoretical perspective this research
27 contributes to a body of institutional approaches that have been applied to smart urbanism (Raven
28 et al., 2019) and urban planning and innovation (Berglund-Snodgrass & Mukhtar-Landgren, 2020).
29 Approaching the topic from the perspective of institutional logics allows for a richer and more
30 subtle understanding of the dynamics shaping citizen participation in smart city development.
31 From a practical perspective this paper offers novel insights into the barriers and institutional
32 constraints to implementing effective participatory mechanisms in smart city developments.
33
34
35
36
37
38
39
40
41
42
43
44

45 Our case study focuses on recent smart city development in Mexico City. We describe the way in
46 which a bureaucratic logic manifested by the public sector organisation leading smart city
47 development serves to limit citizen participation. We analyse how this logic intersects with broader
48 logics at play within the city that shape established processes of democratic citizen participation
49 in urban policy and governance. We show the tensions and outcome of the interplay of these
50 competing logics, which we suggest combine to place significant constraints on meaningful
51 democratic engagement and participation by citizens in smart city development. In doing so, our
52
53
54
55
56
57
58
59
60

1
2
3 work extends earlier work that has examined the way in which the established, incumbent
4 bureaucratic logic of local public sector organisations articulates with a newer logic of
5 collaborative innovation (Agger & Sørensen, 2018).
6
7
8
9

10 We take Mexico City as our unit of analysis because, until recently, much of the literature on the
11 social construction of smart cities, and smart city development more generally, has been produced
12 with reference to European and North American contexts. Only latterly has the empirical literature
13 begun to interrogate in detail experiences in the so-called Global South (Datta, 2018), and Latin
14 America more specifically (Gaffney & Robertson, 2018; Irazábal & Jirón, 2021; Jirón, Imilán,
15 Lange, & Mansilla, 2021). As well as reinforcing the situated characteristics of urbanisation
16 (Rossi, 2019), this recent work exemplifies the diverse mix of policy aspirations and socio-political
17 drivers behind the pursuit of the smart city and the diversity of organisational practices that can
18 result. In the next section, we introduce the debate over the nature and development of the smart
19 city and the role and modalities of citizen participation that are evident in this debate. We provide
20 a brief overview of the literature on institutional logics before presenting our analysis of
21 institutional logics in operation in the context of smart city development and citizen participation.
22 Then, we present our methods and data analysis before presenting our results. The subsequent
23 discussion examines the implications of our findings for the analysis of smart city development
24 and for the implementation of more citizen-oriented approaches within this.
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45

46 **Competing institutional logics and the social construction of the** 47 48 49 **Smart City**

50 **Urban governance, smart city development and citizen participation**

51
52
53 Delivering a smart city approach as an innovative governance solution to urban problems is
54 typically seen as requiring the involvement of a range of stakeholders. However, the nature of
55
56
57
58
59
60

1
2
3 smart city development and the modalities of stakeholder and citizen participation implicated
4
5 within this can vary considerably. Early initiatives were typically “double helix” approaches:
6
7 public bodies building collaborations with private sector organizations which provided the
8
9 technical expertise to develop novel digital solutions. This early phase in smart city policy and
10
11 practice drew criticism for its techno-utopianism and its over-reliance on the private sector: there
12
13 was concern about the implications of the “corporate” smart city (Hollands, 2015). The
14
15 development of smart cities was criticised as largely being treated as a technical exercise, despite
16
17 smart city technologies raising pressing social and political questions (Marvin, Luque-Ayala, &
18
19 McFarlane, 2015).
20
21
22

23
24 But not all smart city development occurs in this way. Some takes the form of bottom up,
25
26 community self-organisation occurring beyond the direct control of local officials and corporate
27
28 interests. However, projects involving significant changes to city infrastructure or flows (e.g., of
29
30 traffic or people) will principally be under the control of local politicians. They can have
31
32 considerable power to decide the scope of smart city development projects and which actors to
33
34 involve. Public servants may hold resources for smart city projects, which they may also sponsor,
35
36 manage and lead. They may have considerable influence over how resources held by others (e.g.,
37
38 in the corporate sphere) are deployed in the urban realm. Precisely how much autonomy public
39
40 servants have to shape such collaborative processes will vary across cases (Mukhtar-Landgren,
41
42 2021).
43
44
45
46
47

48 Finally, smart city development is situated in nature and highly context-dependent. While the smart
49
50 city policy agenda is global, the smart city experience needs to be provincialized (Burns, Fast,
51
52 Levenda, & Miller, 2021). It is particularly under-researched in the context of urban environments
53
54 in the Global South. Smart urbanism in the Global South has been reported as being largely driven
55
56 by privileged middle-class interests, which in turn create forms of socially and physically
57
58 ‘splintered urbanism’, often enabled by market-driven logics (Datta, 2018). Cities in Latin
59
60

1
2
3 America have been relatively slow to embrace the smart city narrative. The academic literature
4 documents a variety of approaches, from elite-driven top-down to mixed bottom-up initiatives
5
6 (Irazábal & Jirón, 2021; Jirón et al., 2021).
7
8
9

10 **Institutional logics**

11
12
13 The social construction of the smart city - and the configuration and behaviours of actors such as
14 city councils, citizens and civil society groups within this - can usefully be understood by analysing
15
16 the variously competing, synergistic or stratifying institutional logics at play in the situated context
17
18 within which smart city development occurs. Institutional logics are the organizing principles that
19
20 sit above and around organisations and individuals and which shape, regulate and legitimate
21
22 behaviours and practices (Ocasio, Thornton, & Lounsbury, 2017; Reay & Hinings, 2009).
23
24 Institutional logics operate across the organisational level, field level (here within the field of smart
25
26 city development) and the level of society more broadly. They refer to belief systems, norms and
27
28 associated practices that serve to construct identities, meanings and fields of action. Institutional
29
30 logics are particularly relevant to understanding organizational evolution and change because they
31
32 provide a link between individual agency, organisational behaviour and change, and the
33
34 institutions (formal, informal) that influence and legitimate them (Thornton & Ocasio, 2008).
35
36 Institutional change is usually associated with the emergence or reconfiguration of one or more
37
38 logics (Dacin & Dacin, 2008; Greenwood, Oliver, Lawrence, & Meyer, 2017; Oliver, 1992;
39
40 Thornton, Ocasio & Lounsbury, 2015). Institutional change has been explained as a shift from one
41
42 dominant logic to another (Greenwood, Suddaby & Hinings, 2002), but the situation is often more
43
44 complex than a binary switch (Dacin & Dacin, 2008), particularly when there are 'two or more
45
46 strong, competing or conflicting belief systems' (Scott, 1995, p. 211). Co-existence of logics can
47
48 occur: this may be a temporary phenomenon, eventually resolved through competition in which
49
50 the logic embodied by relatively more powerful actors prevails to the point of becoming
51
52 hegemonic (Hensmans, 2003; Hoffman, 1999). However, hybrid combinations of competing
53
54
55
56
57
58
59
60

1
2
3 logics (Glynn & Lounsbury, 2005; Ocasio et al., 2017) or logics that co-exist as ‘stabilising
4
5 paradoxes’ (Shields & Watermeyer, 2018), can sometimes persist for extended periods of time
6
7 (Reay & Hinings, 2009). Thornton et al. (2015) suggest that the interplay of concurrent
8
9 institutional logics can result in three potential outcomes: dominance by replacement of one logic
10
11 over another, resistance by incumbents, and co-existence by blending logics to create hybrids.
12
13 Organisational decoupling (Bromley & Powell, 2017) has been identified as one strategy to
14
15 maintain hybridity, but endogenous organizational dynamics can also set in motion a process of
16
17 recoupling (Tilcsik, 2010). Hybridity can be sustained not only at the organisational level but also
18
19 through broader field and societal level (supra-organisational) governance mechanisms, for
20
21 example, instruments of collaboration and participatory processes through which seemingly
22
23 disparate actors holding quite different interests, values and beliefs come together (Balestrini et
24
25 al., 2017; Martin, Evans & Karvonen, 2018). The process of aggregating and managing these
26
27 interests can impact on the dynamics of institutional logics and the nature of institutional change
28
29 (Labianca, Gray, & Brass, 2000). The nature and modality of collaboration and participation –
30
31 how participants are included and the agency they have – is crucial to this.
32
33
34
35
36
37

38 **Institutional logics and the smart city**

39
40
41 While an institutional logics perspective has yet to be applied in the smart city context, the
42
43 literature on smart cities allows us to propose several logics that are directly implicated. In this
44
45 section we identify three logics directly bearing on the smart city field. This list should not be
46
47 viewed as exhaustive. These logics will be subject to varying levels of competition, tension and
48
49 hybridisation in particular contexts.
50
51
52
53

54 **The public sector bureaucratic logic**

55
56 Public administration is characterised by a bureaucratic logic that emphasizes order, centralised
57
58 control, hierarchy, standardisation, rule following, and equality of treatment (Arellano-Gault,
59
60

1
2
3 Demortain, Rouillard, & Thoenig, 2013). In addition, in many countries decades of public
4 management reform have overlain established bureaucratic concerns with an emphasis upon
5 systems of performance management which prioritise the delivery of results perceived to
6 maximize short-term value-for-money (Pollitt & Bouckaert, 2017). Decisions made by public
7 servants therefore also reflect a managerial concern for efficiency and effectiveness. This logic –
8 encompassing both the bureaucratic and managerial – embeds tensions and is itself hybrid. When
9 smart city development processes heavily involve, or are led by, public organisations this logic,
10 drawn from the broader field of public administration, is likely to be mobilised significantly. This
11 bureaucratic logic can in turn be reinforced by discourses operating within the broader socio-
12 political environment. The discourse of austerity, for example, can serve to draw decision-making
13 power closer to the organisational or political centre so as to assert greater top-down control
14 (Schmidt & Groeneveld, 2019). These managerial concerns sit within broader political
15 considerations of legitimacy, equity, justice and representation. Bureaucratic actions derive their
16 legitimacy from the mandate of their political masters and from conformity to the precepts of good
17 governance, including those relating to probity and accountability. Bureaucratic actions thus derive
18 their legitimacy, in Haus, Heinelt and Stewart's (2005) terms, primarily through input and
19 throughput, rather than output, legitimation.

20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60

The 'top-down' technocratic logic

A significant group of smart city scholars, companies and consulting groups mobilise a technocratic logic underpinned by techno-optimism. Their primary goal is more effective urban management, achieved by procuring and implementing digital solutions to address urban problems. This is often delivered through a strategy involving close collaboration between the private sector, which offers infrastructure, investment and expertise, and local governments, which act as sponsors and serve as legitimate local institutions of governance and democratic representation. This 'double helix' – and sometimes triple helix in which universities are

1
2
3 additionally implicated – embeds a market-driven logic of efficiency (Mora et al., 2019). Local or
4 regional governments sanction and procure proprietary technologies from the market which are
5 then deployed on behalf of the city over which they have democratic jurisdiction (Grossi &
6 Pianezzi, 2017; Paroutis, Bennett, & Heracleous, 2014; Pollio, 2016; Söderström, Paasche, &
7 Klauser, 2014). Commercial organisations collaborate with the intention of either tailoring existing
8 off-the-shelf solutions to local circumstances or developing solutions that can subsequently be
9 marketed to other cities.

10 This type of collaborative innovation process is focused more upon creativity, outputs and impacts
11 than a bureaucratic emphasis upon adherence to correct procedure. Tensions between established
12 bureaucratic logics and this more entrepreneurial logic of technocracy and innovation therefore
13 need to be reconciled (Agger & Sørensen, 2018). Double helix models of innovation, to varying
14 degrees, seek to do so. The various further helical modes of collaboration (triple, quadruple), in
15 contrast, include more stakeholder groups and require more ‘horizontal’ ways of engagement.
16 Nonetheless, the double helix approach to smart city development has predominated to date; it is
17 an approach that is top-down in the sense that it relies upon a strategy originating within local
18 political elites in alliance with corporate interests.

41 **The citizen-led, 'bottom up' logic**

42 Critics of the logics described above argue that they result in an approach to smart city
43 development that combines public administration with privatisation and commodification (of data)
44 that limits citizen participation and risks reliance upon, and lock-in to, the proprietary products,
45 motivations and objectives of big tech firms (Datta, 2018). This, they argue, militates against more
46 polycentric, distributed and inclusive approaches to smart city development. The "quadruple helix"
47 model of smart city development - which includes citizens and communities as the fourth strand -
48 can be seen as an attempt to address this issue (Mora et al., 2019). However, critics have contended
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 that, despite the veneer of democratic legitimacy this provides, it does little to address the issues
4 presented by the combination of bureaucratic and technocratic logics described above, and in fact
5 paradoxically may have the effect of depoliticising urban governance (Hollands, 2015; Mora,
6 Bolici, & Deakin, 2017; Grossi & Pianezzi, 2017; Cugurullo, 2018).
7
8
9

10
11
12
13 A second (loose) grouping of scholars and advocates adopt instead a more overtly political stance,
14 one that is prevalent in the urban studies literature more generally. These scholars emphasise the
15 need to foreground the social construction and politics of the smart city and advocate, in particular,
16 for more grassroots approaches, citizen participation and agency through more direct, deliberative
17 forms of intervention (March & Ribera-Fumaz, 2016; Joss, Sengers, Schraven, Caprotti, & Dayot,
18 2019). This perspective includes advocacy for open-source data, open science approaches, non-
19 proprietary software, and leverage of collective resources via a 'city commons' (Balestrini et al.,
20 2017). The smart city is recognized as being as much a political project as a technical one. It does
21 not automatically emancipate, increase equitable access to city services or improve quality of life
22 for all citizens. It also has the potential to entrench difference, established power dynamics,
23 inequality and social division (Townsend, 2013; Marvin et al., 2015; Kitchin, Cardullo, & Di
24 Felicianantonio, 2019; Trencher, 2019).
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40

41 The force of this argument has been widely acknowledged in the rhetoric of smart city
42 development practice. In response the "Smart City 2.0" is one that should be more citizen-focused.
43 The institutional logic embodied in this argument rests on greater substantive citizen participation
44 in the specification, design, development and governance of smart city initiatives. Under this logic,
45 legitimacy does not flow through the institutions of representative democracy but rather rests on
46 more direct forms of deliberative democracy as a basis for interventions, underpinned by principles
47 of equitable development and social justice. It is a logic that is citizen-driven rather than
48 technology-driven and one that is both citizen-oriented and citizen-led (Balestrini et al., 2017). It
49 is a logic that emphasizes, using Haus and colleagues' (2005) terms, input and throughput
50
51
52
53
54
55
56
57
58
59
60

1
2
3 legitimisation but, unlike the bureaucratic logic, it demands more active and inclusive mechanisms
4
5 of engagement for securing legitimacy.
6
7

8
9 These three logics, which we have derived from the existing smart city literature, we suggest are
10
11 in operation in smart city development but typically remain hidden from view. Making visible for
12
13 analysis those logics at play and the dynamics and tensions that exist between them is only possible
14
15 through empirical observation (Reay & Hinings, 2009). The value of doing this has been
16
17 demonstrated in related fields. Kornberger, Meyer, Brandtner and Höllerer (2017) have for
18
19 example explored the field of open government data (see also the discussion of smart urbanism in
20
21 Berlin by Raven et al., 2019). They highlight the way in which desirable characteristics of open
22
23 government – in particular, crowdsourcing and inputs from outside the public sector – conflict
24
25 with the established bureaucratic logic underpinning public administration. The authors argue that
26
27 this bureaucratic logic, which emphasises representative government, centralised control,
28
29 expertise, secrecy, exclusion, standardisation, equity, and accountability, places limits upon moves
30
31 to open government in ways that undermine key benefits claimed for it.
32
33
34
35

36
37 We use the institutional logics described above to orient our analysis of key smart city
38
39 developments and modalities of citizen participation in Mexico City (see Figure 1). Our research
40
41 explores the extent to which contemporary smart city developments align with the logics
42
43 described, or hybrids of them, while leaving open the possibility of other logics emerging
44
45 inductively.
46
47
48
49
50
51
52
53

54
55
56
57
58
59
60
Insert Figure 1 here

Research Design and Methods

Research setting: Mexico City, the City Lab and the Digital Agency for Public Innovation

In order to understand the institutional logics underpinning smart city development and citizen participation in Mexico City we must first contextualise them within the broader socio-political history of the city. This history speaks directly to the question of the extent to which citizens can participate in urban governance. In this regard, Mexico has a long history of political modernization, from the revolution at the beginning of the 20th-century and a one-party regime to a competing democratic alternance by the 21st-century. Yet, at its roots, it has always struggled with authoritarianism as an essential part of the political culture. In Mexico City, the discussion about including direct citizen participation in some of the city's governance processes can be traced back to the 1990s. The 1998 electoral-political reform promoted by a left-wing party, the Partido de la Revolución Democrática, paved the way for a new Citizen Participation Law. The existing citizen councils were replaced by neighbourhood committees elected by universal vote and citizen representation was organized in geographic spaces called "territorial units" (Vargas Solano & Galván Gómez, 2014). However, it was not until 2010 that the Law of Citizen Participation, the Law of Budget and Efficient Expenditure, and the Call for Citizen Consultations on the Participatory Budget were issued. Citizen organizations then became a key instrument of citizen participation.

The same period that witnessed this 'participation trend' in Mexico City also embraced a 'Smart City narrative'. This trend was started in 2012 by the mayor Mancera, who created a City Lab or *Laboratorio de la Ciudad*. The *Laboratorio*'s purpose was to create an experimental space in which citizens, civil society, academia, business, and government could meet to reflect on the problems facing the city, and then take joint actions, including utilizing new technologies for

1
2
3 digital governance. The *Laboratorio* was expected to offer solutions to urban problems in a
4 systematic and cooperative manner, generating co-production processes between the government
5 and the citizenry. The *Laboratorio* therefore mobilised a quadruple helix approach to smart city
6 development that actively included citizens and civil society groups. This transformed the
7 *Laboratorio* into a quasi-experimental, democratic agora. Indeed, at its inception in 2012 the
8 *Laboratorio* was arguably at the forefront of debates over citizen participation in smart city
9 development in CDMX.

10
11
12 Nevertheless, the *Laboratorio*'s initiatives were limited in number and remained isolated
13 experiments. Mancera was replaced in 2018 by the new mayor. The new party in power, known
14 as MORENA (National Regeneration Movement), stands on a left-wing ideology that aims to
15 eradicate widespread acts of corruption that have historically been a feature of Mexico City. Under
16 the banner of the 4th transformation (4T) MORENA gained overwhelming victories and majorities
17 in the federal Congress, the Senate and several states of Mexico.¹

18
19
20 The new government considered the *Laboratorio* to be an expensive experiment with limited
21 impact. In 2018, it was disbanded and replaced by a plan for a new governmental agency for digital
22 transformation of public administration. The idea to develop the *Agencia Digital de Innovación*
23 *Pública* (ADIP) (Digital Agency for Public Innovation) aligned with an austerity and efficiency
24 agenda put in practice under the 4T wave. The overall objective of the ADIP is to “build a
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50

51 ¹ The first transformation happened during Mexico's independence (1810), the second during the
52 reform period (1857-1861), the third was the Mexican Revolution (1910) and the fourth is
53 supposed to happen during the 2018-2024 presidency of Andrés Manuel López Obrador.
54
55
56
57
58
59
60

1
2
3 government free of corruption and at the service of the people of Mexico City through openness
4 and digital governance, primarily for those who need it most” (ADIP, 2020). The legal framework
5 that regulates the ADIP is the *La Ley de Ciudadanía Digital* (Digital Citizenry Law) of 2019.
6
7 According to its website (ADIP, 2020) since taking office in December 2018 the ADIP has
8 developed over 65 different projects. The developments range from the new Government of
9 Mexico City website to launching an app called App CDMX, which includes information on public
10 transport, the program of bicycle stations (known as Eco-bici), “my policeman” (to find the nearest
11 policeman available), a Covid19 tracking app, and even a panic button to be pushed in case of
12 emergency.
13
14
15
16
17
18
19
20
21
22
23

24 **Data Collection and Analysis**

25
26
27 The ADIP is a focal point for current smart city development in Mexico City and leads on behalf
28 of the local government. Our project aimed to examine the early operation of the agency, how it
29 configures citizen participation and how this sits within the broader dynamics of citizen
30 participation in Mexico City, as discussed in the previous section. The main source of data
31 comprised 30 audio-recorded semi-structured interviews collected in the field between September
32 2019 and January 2020, resulting in about 40 hours of interview data. The interviewees comprised
33 public/private actors directly and indirectly involved in developing a smart city agenda in Mexico
34 City (see Table 1). The data were analysed with the aid of NVivo 11 software, which is widely
35 used to analyse heterogeneous, qualitative datasets (Miles & Huberman, 2003), through a process
36 of deductive/inductive iteration, contextualised within an emerging structure of theoretical
37 reasoning (Gioia, Corley, & Hamilton, 2012). We employed pre-selected constructs to direct our
38 coding (i.e., deduction): these constructs described institutional factors that influence participation
39 in Smart City projects e.g. barriers to citizen involvement, formal/informal rules,
40 inclusion/exclusion dynamics. The coding itself employed an inductive logic based on: (i) initial
41 open data coding, maintaining the integrity of 1st-order (informant-centric) terms (210 codes); (ii)
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 organisation of 1st-order codes into 2nd-order (theory-centric) constructs; (iii) distillation of 2nd-
4 order constructs into overarching aggregate dimensions; (iv) presentation of the data in a narrative
5 fashion. The results of this analysis are shown in Table 2, where we report the 3 main theoretical
6 aggregates, and their underlying 2nd-order themes onto which we map the institutional logics
7 identified in the previous section. We illustrate these with representative quotes from the
8 interviews. The full, coded quotes are available in the supplementary material.
9
10
11
12
13
14
15
16
17
18
19

20 Insert Table 1 here
21
22
23
24
25

26 Insert Table 2 here
27
28
29
30
31

32 **Research Results**

33 **Centralisation, efficiency and control (Bureaucratic and technocratic logics)**

34
35
36 The first theoretical aggregate emerging from our data focuses on the logics to smart city
37 development mobilised by the ADIP, which can be summarised as *control* (over data and software
38 development) through *a top - down strategy* underpinned by a combination of strong *public sector*
39 *bureaucratic and technocratic logics*. These are, at least in part, legitimated by a *public discourse*
40 *of austerity and efficiency* and are enacted by *acquiring, co-locating and centralising resources*
41 *and expertise*. Compared to its predecessor the *Laboratorio*, which pursued diverse small-scale
42 and short-lived projects funded by private companies, the ADIP's approach has been to exert
43 considerable direct control, to the point where the smart city agenda is becoming monopolised by
44 the government agency. One of our respondents highlighted this control by drawing attention to
45 the way the agency cancelled a 10 million MXN contract overnight, securing instead a new
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 contract for the installation of 13,600 free Wi-Fi posts across the city, as well as increasing the
4 speed of the internet service offered to the city government: transforming it into ‘the free Wi-Fi
5 capital of the world [by] renegotiating one contract’ (ADIP employee interview November 2019).
6
7

8
9
10 Most of our interviewees suggested this control was accompanied by a clear strategy to internalise
11 and centralise previously externalised services, such as software development, data management,
12 and sensor infrastructures. From the outset the ADIP attempted to gain control over those diverse
13 sources of data produced within the city. The agency is attempting to introduce a narrative based
14 on the ‘objectivity of data’: working within a technocratic logic, it argues that centralising data as
15 the basis for city-wide applications could be a mechanism of standardisation that could
16 ‘depoliticise’ issues and resource allocations that had previously been subject to high levels of
17 contestation and spatial inequality. In parallel, thanks to the creation of an internal group of
18 developers and software engineers, the ADIP has created a monopoly over digitalised public
19 services offered by the city government, including the development of new software.
20
21
22
23
24
25
26
27
28
29
30
31
32

33
34 Yet, as more than one civic activist noted, this monopoly risks hampering the creation of start-ups
35 with the potential to offer innovative services and risks curtailing bottom-up initiatives promoted
36 by activist-citizens. The curtailing of several citizen-driven initiatives was highlighted. This
37 included a citizen collective-led initiative funded by the local participatory budget mechanism that
38 was stopped - according to a respondent - by the intervention of the ADIP. The project, promoted
39 by a local collective of neighbours of the Colonia Juarez, consisted of an interactive app to improve
40 neighbourhood security. Despite having received the majority of votes in the participatory
41 budgeting process, it was alleged that the project had been cancelled and the budget re-assigned to
42 another initiative. The local authority justified this substitution by claiming that the ADIP was
43 developing a similar project: that is, by appealing to efficiency through avoiding duplication.
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60
61
62
63
64
65
66
67
68
69
70
71
72
73
74
75
76
77
78
79
80
81
82
83
84
85
86
87
88
89
90
91
92
93
94
95
96
97
98
99
100
101
102
103
104
105
106
107
108
109
110
111
112
113
114
115
116
117
118
119
120
121
122
123
124
125
126
127
128
129
130
131
132
133
134
135
136
137
138
139
140
141
142
143
144
145
146
147
148
149
150
151
152
153
154
155
156
157
158
159
160
161
162
163
164
165
166
167
168
169
170
171
172
173
174
175
176
177
178
179
180
181
182
183
184
185
186
187
188
189
190
191
192
193
194
195
196
197
198
199
200
201
202
203
204
205
206
207
208
209
210
211
212
213
214
215
216
217
218
219
220
221
222
223
224
225
226
227
228
229
230
231
232
233
234
235
236
237
238
239
240
241
242
243
244
245
246
247
248
249
250
251
252
253
254
255
256
257
258
259
260
261
262
263
264
265
266
267
268
269
270
271
272
273
274
275
276
277
278
279
280
281
282
283
284
285
286
287
288
289
290
291
292
293
294
295
296
297
298
299
300
301
302
303
304
305
306
307
308
309
310
311
312
313
314
315
316
317
318
319
320
321
322
323
324
325
326
327
328
329
330
331
332
333
334
335
336
337
338
339
340
341
342
343
344
345
346
347
348
349
350
351
352
353
354
355
356
357
358
359
360
361
362
363
364
365
366
367
368
369
370
371
372
373
374
375
376
377
378
379
380
381
382
383
384
385
386
387
388
389
390
391
392
393
394
395
396
397
398
399
400
401
402
403
404
405
406
407
408
409
410
411
412
413
414
415
416
417
418
419
420
421
422
423
424
425
426
427
428
429
430
431
432
433
434
435
436
437
438
439
440
441
442
443
444
445
446
447
448
449
450
451
452
453
454
455
456
457
458
459
460
461
462
463
464
465
466
467
468
469
470
471
472
473
474
475
476
477
478
479
480
481
482
483
484
485
486
487
488
489
490
491
492
493
494
495
496
497
498
499
500
501
502
503
504
505
506
507
508
509
510
511
512
513
514
515
516
517
518
519
520
521
522
523
524
525
526
527
528
529
530
531
532
533
534
535
536
537
538
539
540
541
542
543
544
545
546
547
548
549
550
551
552
553
554
555
556
557
558
559
560
561
562
563
564
565
566
567
568
569
570
571
572
573
574
575
576
577
578
579
580
581
582
583
584
585
586
587
588
589
590
591
592
593
594
595
596
597
598
599
600
601
602
603
604
605
606
607
608
609
610
611
612
613
614
615
616
617
618
619
620
621
622
623
624
625
626
627
628
629
630
631
632
633
634
635
636
637
638
639
640
641
642
643
644
645
646
647
648
649
650
651
652
653
654
655
656
657
658
659
660
661
662
663
664
665
666
667
668
669
670
671
672
673
674
675
676
677
678
679
680
681
682
683
684
685
686
687
688
689
690
691
692
693
694
695
696
697
698
699
700
701
702
703
704
705
706
707
708
709
710
711
712
713
714
715
716
717
718
719
720
721
722
723
724
725
726
727
728
729
730
731
732
733
734
735
736
737
738
739
740
741
742
743
744
745
746
747
748
749
750
751
752
753
754
755
756
757
758
759
760
761
762
763
764
765
766
767
768
769
770
771
772
773
774
775
776
777
778
779
780
781
782
783
784
785
786
787
788
789
790
791
792
793
794
795
796
797
798
799
800
801
802
803
804
805
806
807
808
809
810
811
812
813
814
815
816
817
818
819
820
821
822
823
824
825
826
827
828
829
830
831
832
833
834
835
836
837
838
839
840
841
842
843
844
845
846
847
848
849
850
851
852
853
854
855
856
857
858
859
860
861
862
863
864
865
866
867
868
869
870
871
872
873
874
875
876
877
878
879
880
881
882
883
884
885
886
887
888
889
890
891
892
893
894
895
896
897
898
899
900
901
902
903
904
905
906
907
908
909
910
911
912
913
914
915
916
917
918
919
920
921
922
923
924
925
926
927
928
929
930
931
932
933
934
935
936
937
938
939
940
941
942
943
944
945
946
947
948
949
950
951
952
953
954
955
956
957
958
959
960
961
962
963
964
965
966
967
968
969
970
971
972
973
974
975
976
977
978
979
980
981
982
983
984
985
986
987
988
989
990
991
992
993
994
995
996
997
998
999
1000

1
2
3 the participatory budget itself, the diversion of funds is achieved by exerting pressure on the
4 municipality. The collective took the matter to the Mexico City Electoral Tribunal.
5
6

7
8 An overarching public and political discourse of austerity, pursuit of efficiency, and a drive against
9 wastage and corruption serve as an important source of legitimation for these logics. Many
10 contracts signed by the previous administration were perceived to have been overly beneficial to
11 the private sector. The new government halted the hiring of expensive consultancies for smart city
12 development. Instead, smart city solutions would be developed by a centralised, internal team: this
13 was argued to be more cost-effective and reduced the potential for corruption whilst increasing the
14 efficiency of the e-solution. The Agency assembled a team of 40 software developers. ADIP
15 respondents claimed that applications developed internally were between 200 and 500 percent less
16 expensive than similar applications available commercially. Claims of efficiency, improved
17 quality and scalability made by agency respondents were, however, contested by interviewees
18 outside government: several raised concerns relating to the lack of open-source code for smart city
19 applications or an absence of mechanisms to provide feedback about improvements to them.
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34

35
36 The strategy of centralisation and internal delivery of smart city solutions, however, encountered
37 a key issue: limited pre-existing technical and organizational capabilities. The ADIP sought to
38 draw in relevant technical (digital) capabilities from civil society groups. Respondents highlighted
39 the lack of formal institutional (including legal) mechanisms to attract and retain highly qualified
40 people in government with the necessary skills. Attracting talent into the ADIP was also hampered,
41 it was claimed, by unattractive salaries and uncertainty about career stability. To compensate for
42 this, the ADIP had recruited young, enthusiastic individuals from a number of civil society
43 organizations.
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 **The dynamics of participation and engagement (Bureaucratic logic in tension with**
4 **city-wide, citizen-led, bottom-up logic)**
5
6
7

8
9 The second theoretical aggregate emerging from the data relates directly to participation, urban
10 governance and the distribution of power in Mexico City. Respondents suggested that the current
11 approach to smart city development was creating invisible but tangible barriers to citizen
12 participation. This operated at two levels: one organisational, at the level of the ADIP, and one
13 supra-organisational, at the level of the city.
14
15
16
17
18

19
20 First, our respondents highlighted that the citizen engagement being undertaken by the ADIP was
21 *limited in nature, unidirectional and instrumental in motivation*. Rather than engagement being
22 meaningful, it was presented as a ‘simulation of participation’. Respondents from the ADIP
23 exemplified a bureaucratic logic when they mobilised a narrative of efficiency and performance to
24 justify their limited approach, citing a lack of time and the need to speed up the building of a robust
25 and functioning infrastructure as pre-requisites for more participatory forms of engagement. The
26 agency was, according to one respondent, anxious to deliver ‘smart’ applications. The perceived
27 imperative to deliver outputs quickly and efficiently was used to legitimate the Agency’s limited
28 participation approach, while this imperative in turn reflected the influence of the public discourse
29 of austerity and fiduciary integrity discussed in the previous section. Our data suggests that this
30 approach to participation by the ADIP might at face value be in tension with city-wide, formal
31 processes of citizen participation and urban governance that are underpinned by a more bottom-
32 up, citizen - led logic (see Research Setting above). Our respondents noted the great emphasis
33 placed on participation in Mexico City’s laws and in mechanisms such as the participatory budget.
34 However, our respondents also suggested that despite the existence of these laws, *in practice* these
35 created similar barriers to meaningful participation at a city-wide level as those manifested by the
36 ADIP, with constraints on citizen agency and limits to the redistribution and exercise of power
37 (Arnstein, 1969).
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 Respondents in this sense drew attention to the legal framework for participation in Mexico City
4 as being both an important influence and, paradoxically, a simultaneous constraint on citizen
5 agency and power. The roots to this paradox can be found in the history of urban governance in
6 Mexico City, which has been dominated by factions, citizen groups (e.g. *colectivos*) and corporatist
7 forms of participation based on patronage networks (De Alba-Ulloa & Arellanes-Arellanes, 2017)
8 (see section below). These, our respondents suggested, serve to limit, and even hijack, more
9 meaningful and inclusive forms of democratic agency by citizens. One interviewee for example
10 suggested that the Citizen Participation Law was written more to legitimise the public
11 administration than to create meaningfully engagement mechanisms. The management of
12 participatory budgets was also felt by some to favour projects supported by politicians, whilst
13 leaving out viable projects proposed by citizens.
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28

29 In this respect the limited approach to citizen participation mobilised by the ADIP serves to limit
30 the potential disruption to these engrained networks of patronage and clientelism that could be
31 caused by more meaningful forms of participation. The modality of engagement and participation
32 exercised by the ADIP de-risks this by limiting engagement to surveys and formal/informal
33 meetings with the *colectivos*. In this model, citizens are positioned largely as *users* of smart city
34 solutions. Overall, while the ADIP's limited approach to engagement appears at first to be in
35 tension with the logic of bottom -up citizen participation that frames laws underpinning urban
36 governance, it reinforces how these laws are enacted in practice through networks of power,
37 clientelism and patronage. This privileges the *concentration of power, control and decision*
38 *making*, whilst leaving little room for more meaningful and inclusive citizen agency in shaping the
39 direction of smart city activities.
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54

55 **Representation, power, social justice and the logic of clientelism**

56

57 The final theoretical aggregate emerging from our data problematises these incumbent *institutions*
58 *of representation, clientelism and patronage* within the city, institutions that have implications for
59
60

1
2
3 *social justice* and *equality of opportunity* for citizens to engage with, and benefit from, the smart
4 city agenda. Respondents drew attention to the important role of *social collectives* (Harguindeguy
5 & Molina, 2009) and how these link to *institutions of citizen representation*. Social collectives are
6 crucial to understanding the organization of social life in Mexico. Collectives, local assemblies
7 and a variety of informal forms of aggregation and association have been central to political life
8 in the country for two centuries. Over time these have been institutionalised and integrated into
9 public administration and laws. Local citizen assemblies have traditionally been used to raise new
10 generations of politicians, which in turn reproduce local patronage networks. The functional
11 complement of this system has been the logic of *clientelism*: a logic that emphasises loyalty from
12 people toward the leader that in turn creates an informal system of power and dependency due to
13 the vertical control of public funds. Our respondents suggested these mechanisms inhibit broader
14 citizen voice, participation and agency. This system has led to *informal networks of power*, which
15 allow access to public funds in exchange for political-electoral support, a practice deeply ingrained
16 in Mexican political culture.

17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36 As many interviewees revealed, it is hard to find projects in Mexico City that are not, in some
37 way, a reflection of a patronage network or lie at the intersection of multiple interests backed by
38 multiple networks of power. Some *colectivos* – such as the collective of street sellers – are
39 powerful and influential in local urban policies. This complex network of patronage, our
40 respondents argued, also infuses the digital agenda of the city. They suggested that, despite a
41 narrative of standardisation and equity, the Agency’s digital agenda, as with that of the
42 predecessor *Laboratorio*, is a result of a patronage network favoured by the cosmopolitan and
43 richer areas, whilst largely ignoring the city’s peripheral and more disadvantaged
44 neighbourhoods. This issue of *social justice* and inequity of opportunity was visible in the
45 metaphor of the ‘two velo-cities’ (the *two-speed city*) used by some interviewees. One city is
46 characterised as cosmopolitan, respectful of human rights, with an approach to urban
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 development that draws on a knowledge economy, with access to services and jobs. The other
4
5 city was a 'slow' one, abandoned and left behind, where services are scarce and basic human
6
7 rights are uncertain.
8
9

10 Our interviewees also drew on a narrative of *techno-optimism* regarding the capability of smart
11
12 city technologies to address and resolve the 'two velo-cities' by creating a neutral, apolitical space
13
14 in which the power games played within patronage networks might be overcome. This aligns to
15
16 some extent with the technocratic logic mobilised by the ADIP. But whilst the approach
17
18 promulgated by the ADIP might, at face value, offer such a neutral, apolitical space, our
19
20 respondents suggested that this has not so far been able to engage with or address issues of equality
21
22 of opportunity or benefits associated with smart city development. Indeed some suggested that it
23
24 might reinforce such inequalities by favouring wealthy residential neighbourhoods and spaces for
25
26 the new economy which becomes 'smart,' whilst much of the remaining city is left behind
27
28
29 (Masucci, Pearsall, & Wiig, 2019).
30
31
32
33

34 **Discussion**

35
36
37
38 In this study we set out to understand how different institutional logics are influencing smart city
39
40 development, and within this, the nature and modalities of citizen participation in the context of
41
42 Mexico City. Our results suggest the interplay of several logics that exhibit a complex pattern of
43
44 co-existence, tension, and synergistic, mutual reinforcement. We discuss these further here with a
45
46 focus upon the ways in which the key organisational actor in the field (the ADIP) has reconciled
47
48 these logics during the early months of its existence.
49
50
51

52 **From the *Laboratorio* to the ADIP**

53
54
55 The abolition of the *Laboratorio* and the creation of the ADIP was accompanied by a significant
56
57 shift in logic mobilised by the organisation leading smart city development in Mexico City. The
58
59 creation of the ADIP represents a reassertion of the bureaucratic and top-down, technocratic logics
60

1
2
3 with emphasis placed upon probity, accountability, public management and anti-corruption as well
4
5 as the benefits of standardisation of data and centralisation of decision-making. These logics were
6
7 strongly present in the early months of the ADIP's existence, the timeframe during which we
8
9 collected our data. The *Laboratorio* had been abolished by the local government for perceived
10
11 performance deficiencies: the creation of the ADIP and the logics that underpin it was a response
12
13 to such perceived deficiencies.
14
15

16
17 Echoing observations by León and Rosen (2019), our results illustrate the way in which a
18
19 technocratic logic of smart city development can be used to try to depoliticise urban governance.
20
21 A concern about the smart city is that social and political issues are treated as largely technical
22
23 ones amenable to technical solutions which are uncontentious. By adopting bureaucratic and
24
25 technocratic logics, the ADIP, we suggest, emblemises this concern. It has adopted an
26
27 organisational strategy that serves to squeeze politics out of smart city development in the city as,
28
29 seemingly, a political strategy in itself.
30
31
32

33
34 The implications for the modalities of citizen participation in smart city development are
35
36 significant. The quadruple helix model previously mobilised by the *Laboratorio* engaged citizens,
37
38 at least to some degree, as active stakeholders in smart city development processes. In contrast,
39
40 the dominant bureaucratic and technocratic logics of the ADIP lever a model of representative
41
42 democracy in which citizens are positioned as 'users' with little direct involvement or meaningful
43
44 agency. This reflects the fact that the ADIP understands itself as a government agency whose
45
46 agenda is set by elected politicians, who in turn receive their mandate from the electorate. 'Input
47
48 legitimisation' flows from electoral politics and that is the arena in which citizens shape the smart
49
50 city agenda. Direct participation in development processes is largely limited to user feedback and
51
52 testing. This pushes against the citizen-led bottom-up logic (which, in the smart city literature, is
53
54 viewed in the main as being normatively desirable) and towards the bureaucratic and technocratic
55
56 logics. The ADIP does not seek to internally balance or hybridise the bureaucratic and citizen-led
57
58
59
60

1
2
3 logics, nor does it exhibit any noticeable forms of organisational decoupling in the face of the
4
5 latter. Figure 2 summarizes our argument and highlights the way informal institutional logics
6
7 permeate the field.
8
9

10
11
12
13
14
15
16 Insert figure 2 here
17
18
19
20
21

22 **Rejection of helical models of smart city development**

23
24
25 Our review of the smart city literature suggested a progressive desire to move from double helix
26
27 models towards triple and quadruple helices that involve the engagement of ever wider groups of
28
29 stakeholders and citizens. Our findings suggest the exact opposite: the move from the *Laboratorio*
30
31 to the ADIP is moving *not* from a double towards a quadruple helix model, but from a double to a
32
33 single helix model in which the state is the lead and sole actor. In other words, it rejects helical
34
35 models entirely. It does so by mobilising a hybrid of institutional logics (technocratic,
36
37 bureaucratic) within a newly formed public sector organisation, rather than reaching out to develop
38
39 cross-sectorial collaboration. Here it is challenging, on grounds of efficiency, effectiveness and
40
41 fiscal probity, the rationale that such direct forms of engagement are an effective or desirable
42
43 governance mechanism. This, in turn, reflects the recent history of Mexico City, where much of
44
45 the focus has been on corruption and poor value for money. The approach taken by the
46
47 *Laboratorio*, which drew in multinational commercial vendors, was perceived as inefficient and
48
49 not operating to the advantage of citizens. The reassertion of the bureaucratic logic, emphasizing
50
51 rules, fiscal probity and value for money, seeks to address this and places greater emphasis upon
52
53 throughput legitimacy.
54
55
56
57
58
59
60

1
2
3 The success of this strategy, and the logics that underpin it, are yet to be decided, noting our
4 interview data only encompasses the first year of the ADIP's existence. Although the agency
5 appears to have stabilised a hybridisation of the bureaucratic and the technocratic logics during
6 that period, there were expressions of discontent from stakeholders. For this reason, it is too early
7 to say whether this is a sustainable and durable coupling.
8
9
10
11
12
13
14

15 **Participation in institutional context**

16
17
18 While the move from the *Laboratorio* to the ADIP was an attempt by politicians to shift the balance
19 of institutional logics shaping smart city development, the move also highlights significant
20 continuities. These continuities can be seen when we consider how the organisational logics
21 manifested by the ADIP work with and reinforce broader and more deeply embedded institutional
22 logics sustained at a city-wide level. These in total, we argue, have important implications for
23 citizen participation in smart city development, and serve to mutually-reinforce the logics
24 mobilised by the ADIP itself.
25
26
27
28
29
30
31
32
33
34

35 In this respect we can locate the logics of the ADIP approach to smart city development - and
36 citizen participation within it - within an understanding of powerful, established norms and
37 institutions of (urban) governance in Mexico City. These are more complex than at first appears.
38 The formal governance structures of Mexico City at face value invoke a logic of bottom-up citizen
39 led participation and place considerable weight upon direct citizen participation in policy decision-
40 making. However, these institutions are themselves located within a broader, engrained logic of
41 *clientelism* supported by informal networks of patronage and power. The result is a form of
42 cognitive dissonance: practices on the ground are rather less citizen-led in practice than those
43 inculcated within formal structures of urban policy. What emerges from our data is the powerful
44 influence of the logic of clientelism across the city, one which serves to configure and limit citizen
45 participation in smart city development.
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 The quadruple-helix model of the *Laboratorio* can, we suggest, be seen as an attempt to break
4 from the logic of clientelism by seeking to foster forms of direct citizen participation in smart city
5 development, increasing throughput legitimation. Despite this, our interviewees reported that the
6 projects conducted by the *Laboratorio* did little to change the familiar logic of clientelism. The
7 creation of the ADIP and its logic of centralised, top – down bureaucracy could, we suggest, be
8 seen as another attempt to break with this city-wide clientelist logic in order to deliver an approach
9 that is more representative of the entire electorate’s needs, albeit deploying a very different set of
10 logics to that of the *Laboratorio*. However, our interviewees reported scepticism regarding the
11 success of the ADIP’s approach in terms of addressing this influential logic of clientelism, at least
12 in its first year of operation. Some saw the approach of the ADIP not only as not disrupting the
13 incumbent logic of clientelism but in practice reinforcing it.

29 **Implications for citizen participation in smart city development**

30
31 Kornberger et al. (2017) have demonstrated that a dominant bureaucratic logic places constraints
32 on the extent to which public services can embrace the bottom-up logic of open government. The
33 two are fundamentally in tension. Their findings resonate with the experience in Mexico City in
34 terms of the tension between the logics of bureaucracy, technocracy and bottom-up citizen
35 participation. These three field level logics are certainly visible in our case study. However, our
36 findings indicate that restricting analysis to the interplay of these field-level logics risks missing
37 those further logics (in our case study the logic of clientelism) that might exist above and around
38 the field level logics and which may in turn significantly influence them (Greenwood, Magán Díaz,
39 Xiao Li, & Céspedes Lorente, 2010). The implication is that to fully understand smart city
40 development processes it is certainly necessary to analyse those field-level logics that are present,
41 but is important also to locate these *within a broader analysis of those situated, societal level logics*
42 *at play within the particular city under consideration.*

1
2
3 At a field level within the smart city community there has been increasing momentum to recognise
4 the politics of the smart city and its implication for citizen participation (Kitchin et al., 2019), often
5 with an explicit concern about the undue influence of ‘big tech’ over the agency of citizens
6 (Hollands, 2015). However, our study suggests this underplays the importance of other locally-
7 situated social and political dynamics that extend beyond the influence of ‘big tech’. In the Mexico
8 City case, we observe a regional government that has turned decisively away from big tech, but,
9 unlike the equivalent political change in Barcelona (Charnock et al., 2021), this did not bring
10 citizens closer to the centre of the process. Rather, the move to dominance for a bureaucratic logic
11 has seen citizens further distanced from the process of smart city development.
12
13
14
15
16
17
18
19
20
21
22
23

24 Above we noted that in its first year the ADIP stabilized a hybrid of the bureaucratic and
25 technocratic logics geared towards delivering outputs. We now consider whether this position is
26 sustainable and where drivers of change might lie. A key determinant of the sustainability of the
27 current approach by the ADIP is whether local government is satisfied with the ADIP’s delivery
28 and performance. What emerges from our data is that the agency adopted a managerialist attitude
29 that prioritised the delivery of apps over citizen participation and inclusion. Our interviewees
30 suggested these apps did not have the anticipated reach in terms of numbers of users and there was
31 room for improvement in design and functionality. We cannot anticipate whether the ADIP’s
32 delivery and performance will be deemed satisfactory over the longer term. If organisational
33 motivations at senior level are managerialist, then it will require internal or external pressure to
34 induce more inclusive, equitable and citizen-led smart city development. External pressure within
35 the smart city field – a global discourse on the desirability of citizen-led smart city development –
36 already exists but is insufficient to act as a counterweight to the ADIP’s current dominant logics.
37
38 It is likely that increased local pressure for greater citizen participation would need to manifest
39 itself through the political system in order to gain significant traction. The post-2018 local
40 government sees its left-populist electoral mandate as providing sufficient legitimacy to represent
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 the needs of citizens: a significant shift in political philosophy will be needed to revise the
4 understanding of input legitimation. Even were that to occur, the embeddedness of the clientelist
5 societal logic suggests limited progress will be possible without much more far-reaching social
6 change. Overall, therefore, it appears the scope for external pressure to shift the balance of
7 dominant logics towards more meaningful citizen participation is limited.
8
9

10
11 We might however look to endogenous change in the balance of logics within the ADIP itself, as
12 a mechanism for recoupling to the bottom-up citizen participation practices that are normatively
13 preferred in much of the smart city literature (Tilsik, 2010). The ADIP's strategy of recruiting
14 staff with the relevant expertise from civil society organisations suggests many of these staff bring
15 with them experience of working with communities in more participative ways. This could set up
16 an internal dynamic with the potential to destabilise the incumbent logics of the ADIP. Whether it
17 will do so will depend in part on the resilience of the currently dominant bureaucratic
18 organisational logic and the resilience of the deeply embedded societal-level logic of clientelism,
19 both of which configure and limit citizen participation. Moreover, we cannot exclude the potential
20 role of the ADIP itself in shaping and influencing those logics, which might include the possibility
21 of creating new forms of patronage and networks of power built around the ADIP and the
22 considerable resources at its disposal. These are questions that can only be addressed in future
23 work.
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45

46 **Conclusions**

47
48
49 This paper describes the existence of and dynamics between institutional logics that influence
50 smart city development and, within this, citizen participation. We analysed the tensions that exist
51 between a public sector bureaucratic logic; a technocratic logic; and one that emphasises bottom-
52 up citizen participation and agency. We see elements of these first two logics within current smart
53 city development in Mexico City but show that these in turn refract a broader logic which
54
55
56
57
58
59
60

1
2
3 configures participation through a logic of clientelism and patronage. *These logics, whilst different,*
4 *work synergistically.* Broader political discourses serve to hybridise, legitimate and bind these
5
6 logics of bureaucracy, technocracy and clientelism together, in total configuring and limiting
7
8 citizen participation. The outcome is centralisation of decision making and control over the
9
10 objectives for and opportunities afforded by smart city development. While the concern about
11
12 smart cities is typically that the embrace of a technocratic logic might inadvertently result in
13
14 political issues being treated as technical and uncontentious, our study shows that the situation can
15
16 be more nuanced. However, the end result is the same: limits to citizen participation, largely
17
18 benefiting those who live in more affluent, ‘connected’ areas at the expense of those in less affluent
19
20 neighbourhoods. While similar findings have been reported elsewhere in the Global South, the
21
22 example of Mexico City offers insights into the substantial barriers to equitable and inclusive smart
23
24 city development created by embedded socio-political institutions that shape local, situated
25
26 institutional logics. A discourse portraying smart city development as undertaken in citizens’
27
28 interests is almost universal. But the devil is always in the detail, and the detail we suggest is
29
30 hidden within the logics underpinning smart city development, and how these interact. These
31
32 logics, and how they influence the nature and modalities of participation, need to be made visible
33
34 in particular situated contexts. Without doing so, tokenism and the unequal distribution of the
35
36 benefits of smart city development are, we suggest, inevitable outcomes.

37
38 We close by stressing the situatedness of our case study. As an exploratory, critical case,
39
40 (Flyvbjerg, 2006) our study is informative, but we caution against making generalisations from
41
42 our data concerning those logics that might be mobilised within smart city development in other
43
44 geographically or temporally situated contexts. These we argue must be opened up to empirical
45
46 study themselves. However, if we consider the ADIP example as a critical case in Flyvbjerg’s
47
48 (2006) sense then our work can offer a tentative general claim. A shift of political power from a
49
50 conservative to a more progressive government can be necessary but not sufficient to achieve
51
52
53
54
55
56
57
58
59
60

1
2
3 functioning and meaningful citizen participation in Smart City projects. If in a case in which a left-
4 wing movement backed by civil society is returned to power, participation is not fully achieved
5 because the dynamics of deeply engrained institutional logics are overpowering then we should
6 expect that genuinely transformative change is not possible through institutionalised forms of
7 participation.
8
9
10
11
12
13
14
15

16 **Acknowledgement**

17
18
19 This research has been conducted as part of the project “Empowering Citizen-Oriented Smart City
20 Innovation in Mexico” (ECOSCIM). The work was supported by the Economic and Social
21 Research Council [grant number ES/S006710/1] and CONACYT. Mario Pansera also
22 acknowledges funding by the ERC Starting Grant PROSPERA [grant number 947713] and the
23 H2020 grant JUST2CE [grant number 101003491].
24
25
26
27
28
29
30
31

32 **References**

- 33
34
35 ADIP (2020). *Portal de Datos de La Ciudad de México*. <https://datos.cdmx.gob.mx/pages/home/>.
36
37
38 Agger, Annika, & Sørensen, Eva (2018). Managing Collaborative Innovation in Public
39 Bureaucracies. *Planning Theory*, 17, 53–73.
40
41
42
43 Anthopoulos, Leonidas (2017). Smart Utopia VS Smart Reality: Learning by Experience from 10
44 Smart City Cases. *Cities*, 63, 128–148.
45
46
47
48 Arellano-Gault, David, Demortain, David, Rouillard, Christian, & Thoenig, Jean-Claude (2013).
49 Bringing Public Organization and Organizing Back In. *Organization Studies*, 34, 145–167.
50
51
52
53 Arnstein, Sherry R. (1969). A Ladder of Citizen Participation. *Journal of the American Planning*
54 *Association*, 35, 216–224.
55
56
57
58 Balestrini, Mara, Rogers, Yvonne, Hassan, Carolyn, Creus, Javi, King, Martha, & Marshall, Paul
59
60

1
2
3 (2017). A City in Common: A Framework to Orchestrate Large-Scale Citizen Engagement
4 around Urban Issues. In *Conference on Human Factors in Computing Systems - Proceedings*,
5
6 2017-May, 2282–2294. New York, NY, USA: Association for Computing Machinery.
7
8
9

10 Berglund-Snodgrass, Lina, & Mukhtar-Landgren, Dalia (2020). Conceptualizing Testbed
11
12 Planning: Urban Planning in the Intersection between Experimental and Public Sector Logics.
13
14 *Urban Planning*, 5, 96–106.
15
16
17

18 Bromley, Patricia, & Powell, Walter W. (2017). From Smoke and Mirrors to Walking the Talk:
19
20 Decoupling in the Contemporary World. *Academy of Management Annals*, 6, 483–530.
21
22

23 Burns, Ryan, Fast, Victoria, Levenda, Anthony, & Miller, Byron (2021). Smart Cities: Between
24
25 Worlding and Provincializing. *Urban Studies*, 58, 461–470.
26
27

28 Cardullo, Paolo, & Kitchin, Rob (2019a). Smart Urbanism and Smart Citizenship: The Neoliberal
29
30 Logic of ‘Citizen-Focused’ Smart Cities in Europe. *Environment and Planning C: Politics and*
31
32 *Space*, 37, 813–830.
33
34

35 Cardullo, Paolo, & Kitchin, Rob (2019b). Being a ‘Citizen’ in the Smart City: Up and down the
36
37 Scaffold of Smart Citizen Participation in Dublin, Ireland. *GeoJournal*, 84, 1–13
38
39

40 Charnock, Greig, March, Hug, & Ribera-Fumaz, Ramon (2021). From Smart to Rebel City?
41
42 Worlding, provincializing and the Barcelona Model. *Urban Studies*, 58, 581–600.
43
44

45 Harguindeguy, Collin L., & Molina, Rafael (2009). Las Organizaciones de La Sociedad Civil En
46
47 México: De La Invisibilidad Al Protagonismo. *Nuevo Mundo Mundos Nuevos, Coloquios*, 1–15.
48
49

50 Cugurullo, Federico (2018). The Origin of the Smart City Imaginary: From the Dawn of Modernity
51
52 to the Eclipse of Reason. In Christoph Lindner & Miriam Meissner (Eds.), *The Routledge*
53
54 *Companion to Urban Imaginaries* (pp. 113–124). London & New York: Routledge.
55
56
57

58 Dacin, Tina M., & Dacin, Peter A. (2008). Traditions as Institutionalized Practice: Implications
59
60

1
2
3 for Deinstitutionalization. In Royston Greenwood, Christine Oliver, Thomas B. Lawrence, &
4 Renate E. Meyer (Eds.), *The Sage Handbook of Organizational Institutionalism* (2nd edition, pp
5 327–352). London: Sage Publications.
6
7

8
9
10 Datta, Ayona (2018). The Digital Turn in Postcolonial Urbanism: Smart Citizenship in the Making
11 of India's 100 Smart Cities. *Transactions of the Institute of British Geographers*, 43, 405–419.
12

13
14
15 De Alba-Ulloa, Jessica, & Arellanes-Arellanes Juan (2017). Challenges in Public-Private
16 Partnerships: The Case of the Chapultepec Cultural Corridor in Mexico City. In Thomas Reilly
17 (Ed.), *The Governance of Local Communities. Global Perspectives and Challenges* (pp. 21–80).
18 New York: Nova Publisher.
19

20
21
22 Flyvbjerg, Bent (2006). Five Misunderstandings about Case-Study Research. In David Silverman
23 Clive Seale, Giampietro Gobo, & Jaber F. Gubrium (Eds.), *Qualitative Research Practice:
24 Concise Paperback Edition* (pp. 219–245). London and Thousand Oaks, CA: Sage.
25

26
27
28 Gaffney, Christopher, & Robertson, Cerianne (2018). Smarter than Smart: Rio de Janeiro's Flawed
29 Emergence as a Smart City. *Journal of Urban Technology*, 25, 47–64.
30

31
32
33 Gioia, Dennis A., Corley, Kevin G., & Hamilton, Aimee L. (2012). Seeking Qualitative Rigor in
34 Inductive Research: Notes on the Gioia Methodology. *Organizational Research Methods*, 16,
35 15–31.
36

37
38
39 Glynn, Mary Ann, & Lounsbury, Michael (2005). From the Critics Corner: Logic Blending,
40 Discursive Change and Authenticity in a Cultural Production System. *Journal of Management
41 Studies*, 42, 1031–1055.
42

43
44
45 Greenwood, Royston, Magán Díaz, Amalia, Xiao Li, Stan, & Céspedes Lorente, José (2010). The
46 Multiplicity of Institutional Logics and the Heterogeneity of Organizational Responses.
47 *Organization Science*, 21, 521–539.
48

49
50
51 Greenwood, Royston, Oliver, Christine, Lawrence, Thomas B., & Meyer, Renate E. (Eds.) (2017),
52
53
54
55
56
57
58
59
60

- 1
2
3 *The Sage Handbook of Organisational Institutionalism* (2nd Edition). London: Sage Publications.
4
5
6 Greenwood, Royston, Suddaby, Roy, & Hinings, Robin (2002). Theorizing Change: The Role of
7
8 Professional Associations in the Transformation of Institutional Fields. *Academy of Management*
9
10 *Journal*, 45, 58–80.
11
12
13 Grossi, Giuseppe, & Pianezzi, Daniela (2017). Smart Cities: Utopia or Neoliberal Ideology. *Cities*,
14
15 69, 79–85.
16
17
18 Haus, Michael, Heinelt, Hubert, & Stewart, Murray (2005). How to Achieve Governability at the
19
20 Local Level? In Michael Haus, Hubert Heinelt, & Murray Stewart (Eds.), *Urban Governance*
21
22 *and Democracy: Leadership and Community Involvement* (pp. 12–40). London: Routledge.
23
24
25 Hensmans, Manuel (2003). Social Movement Organizations: A Metaphor for Strategic Actors in
26
27 Institutional Fields. *Organization Studies*, 24, 355–381.
28
29
30 Hoffman, Andrew J. (1999). Institutional Evolution and Change: Environmentalism and the U.S.
31
32 Chemical Industry. *Academy of Management Journal*, 42, 351–371.
33
34
35 Hollands, Robert G. (2015). Critical Interventions into the Corporate Smart City. *Cambridge*
36
37 *Journal of Regions, Economy and Society*, 8, 61–77.
38
39
40 Irazábal, Clara, & Jirón, Paola (2021). Latin American Smart Cities: Between Worlding
41
42 Infatuation and Crawling provincializing. *Urban Studies*, 58, 507–534.
43
44
45 Jirón, Paola, Imilán, Walter A., Lange, Carlos, & Mansilla, Pablo (2021). Placebo Urban
46
47 Interventions: Observing Smart City Narratives in Santiago de Chile. *Urban Studies*, 58, 601–
48
49 620.
50
51
52 Joss, Simon, Sengers, Frans, Schraven, Daan, Caprotti, Federico, & Dayot, Youri (2019). The
53
54 Smart City as Global Discourse: Storylines and Critical Junctures across 27 Cities. *Journal of*
55
56 *Urban Technology*, 26, 3–34.
57
58
59
60

1
2
3 Kitchin, Rob (2019). Toward a Genuinely Humanizing Smart Urbanism. In Paolo Cardullo, Cesare
4 Di Feliciantonio, & Rob Kitchin (Eds.), *The Right to the Smart City* (pp. 193–204). Bingley:
5 Emerald Group Publishing.
6
7
8
9

10 Kitchin, Rob, Cardullo, Paolo, & Di Feliciantonio, Cesare (2019). Citizenship, Justice and the
11 Right to the Smart City. In Paolo Cardullo, Cesare Di Feliciantonio, & Rob Kitchin (Eds.), *The*
12 *Right to the Smart City* (pp. 1–28). Bingley: Emerald Group Publishing
13
14
15
16

17 Kornberger, Martin, Meyer, Renate E., Brandtner, Christof, & Höllerer, Markus A. (2017). When
18 Bureaucracy Meets the Crowd: Studying ‘Open Government’ in the Vienna City Administration.
19 *Organization Studies*, 38, 179–200.
20
21
22
23
24

25 Labianca, Giuseppe, Gray, Barbara, & Brass, Daniel J. (2000). A Grounded Model of
26 Organizational Schema Change during Empowerment. *Organization Science*, 11, 235–257.
27
28
29

30 León Alvarez, Luis, & Rosen, Jovanna (2019). Technology as Ideology in Urban Governance.
31 *Annals of the American Association of Geographers*, 110, 497–506.
32
33
34

35 Lynch, Casey R. (2019). Contesting Digital Futures: Urban Politics, Alternative Economies, and
36 the Movement for Technological Sovereignty in Barcelona. *Antipode*, 52, 660–680.
37
38
39

40 March, Hug, & Ribera-Fumaz, Ramon (2016). Smart Contradictions: The Politics of Making
41 Barcelona a Self-Sufficient City. *European Urban and Regional Studies*, 23, 816–830.
42
43
44

45 Martin, Chris J., Evans, James, & Karvonen, Andrew (2018). Smart and Sustainable? Five
46 Tensions in the Visions and Practices of the Smart-Sustainable City in Europe and North
47 America. *Technological Forecasting and Social Change*, 133, 269–278.
48
49
50
51

52 Martin, Graeme, Bushfield, Stacey, Siebert, Sabina, & Howieson, Brian (2020). Changing Logics
53 in Healthcare and Their Effects on the Identity Motives and Identity Work of Doctors.
54 *Organisation Science*, 42, 1477–1499.
55
56
57
58
59
60

- 1
2
3 Marvin, Simon, Luque-Ayala, Andrés, & McFarlane, Colin (Eds.) (2015). *Smart Urbanism:
4 Utopian Vision or False Dawn?* London: Routledge.
5
6
7
8 Masucci, Michele, Pearsall, Hamil, & Wiig, Alan (2019). The Smart City Conundrum for Social
9 Justice: Youth Perspectives on Digital Technologies and Urban Transformations. *Annals of the
10 American Association of Geographers, 110*, 476–484.
11
12
13 Miles, Matthew, & Huberman, Michael (2003). *Qualitative Data Analysis: An Expanded
14 Sourcebook* (2nd Edition). Thousand Oaks, CA: Sage Publications.
15
16
17
18 Mora, Luca, Bolici, Roberto, & Deakin, Mark (2017). The First Two Decades of Smart-City
19 Research: A Bibliometric Analysis. *Journal of Urban Technology, 24*, 3–27.
20
21
22
23 Mora, Luca, Deakin, Mark, & Reid, Alasdair (2019). Strategic Principles for Smart City
24 Development: A Multiple Case Study Analysis of European Best Practices. *Technological
25 Forecasting and Social Change, 142*, 70–97.
26
27
28
29 Ocasio, William, Thornton, Patricia, & Lounsbury, Michael (2017). Advances to the Institutional
30 Logics Perspective. In Royston Greenwood, Christine Oliver, Thomas B. Lawrence, & Renate
31 E. Meyer (Eds.), *The Sage Handbook of Organizational Institutionalism* (2nd Edition, pp. 509–
32 531). London: Sage Publications.
33
34
35
36
37
38
39
40
41
42
43 Oliver, Christine (1992). The Antecedents of Deinstitutionalization. *Organization Studies, 13*,
44 563–588.
45
46
47
48 Paroutis, Sotirios, Bennett, Mark, & Heracleous, Loizos (2014). A Strategic View on Smart City
49 Technology: The Case of IBM Smarter Cities during a Recession. *Technological Forecasting
50 and Social Change, 89*, 262–272.
51
52
53
54
55
56
57
58
59
60 Pollio, Andrea (2016). Technologies of Austerity Urbanism: The ‘Smart City’ Agenda in Italy
(2011–2013). *Urban Geography, 37*, 514–534.

- 1
2
3 Pollitt, Christopher, & Bouckaert, Geert (2017). *Public Management Reform: A Comparative*
4
5 *Analysis-into the Age of Austerity*. Oxford: Oxford University Press.
6
7
8 Raven, Rob, Sengers, Frans, Spaeth, Philipp, Xie, Linjun, Cheshmehzangi, Ali, & de Jong, Martin
9
10 (2019). Urban Experimentation and Institutional Arrangements. *European Planning Studies*, 27,
11
12 258–281.
13
14
15 Reay, Trish, & Hinings, Robin (2009). Managing the Rivalry of Competing Institutional Logics.
16
17 *Organization Studies*, 30, 629–652.
18
19
20 Rossi, Ugo (2019). The Common-Seekers: Capturing and Reclaiming Value in the Platform
21
22 Metropolis. *Environment and Planning C: Politics and Space*, 37, 1418–1433.
23
24
25 Schmidt, Eduard J., & Groeneveld, Sandra (2019). Setting Sail in a Storm: Leadership in Times
26
27 of Cutbacks. *Public Management Review*, 23, 1–23.
28
29
30 Scott, Richard W. (1995). *Institutions and Organisations*. Thousand Oaks, CA: Sage.
31
32
33 Shelton, Taylor, & Lodato, Thomas (2019). Actually Existing Smart Citizens: Expertise and
34
35 (Non)Participation in the Making of the Smart City. *City*, 23, 35–52.
36
37
38 Shields, Robin, & Watermeyer, Richard (2018). Competing Institutional Logics in Universities in
39
40 the United Kingdom: Schism in the Church of Reason. *Studies in Higher Education*, 45, 3–18.
41
42
43 Söderström, Ola, Paasche, Till, & Klauser, Francisco (2014). Smart Cities as Corporate
44
45 Storytelling. *City*, 18, 307–320.
46
47
48 Thornton, Patricia, & Ocasio, William (2008). Institutional Logics. In Christine Oliver, Royston
49
50 Greenwood, Kirstin Sahlin, & Roy Suddaby (Eds.), *The Sage Handbook of Organizational*
51
52 *Institutionalism* (pp. 99–129). London: Sage Publications.
53
54
55 Thornton, Patricia, Ocasio, William, & Lounsbury, Michael (2015). The Institutional Logics
56
57 Perspective. In Robert Scott & Stephen Kosslyn (Eds.), *Emerging Trends in the Social and*
58
59
60

1
2
3 *Behavioural Sciences* (pp. 1–30). London: Wiley.
4
5

6 Tilcsik, András (2010). From Ritual to Reality: Demography, Ideology, and Decoupling in a Post-
7
8 Communist Government Agency. *Academy of Management Journal*, 53, 1474–1498.
9

10
11 Townsend, Anthony M. (2013). *Smart Cities: Big Data, Civic Hackers, and the Quest for a New*
12
13 *Utopia*. New York: WW Norton & Company.
14
15

16 Trencher, Gregory (2019). Towards the Smart City 2.0: Empirical Evidence of Using Smartness
17
18 as a Tool for Tackling Social Challenges. *Technological Forecasting and Social Change*, 142,
19
20 117–128.
21
22

23 Vargas Solano, Nestor, & Galván Gómez, Manuel A. (2014). La Participación Ciudadana En La
24
25 Ciudad de México: Panorama, Retos y Perspectivas. In Ayala Sánchez (Ed.), *Nuevas Avenidas*
26
27 *de La Democracia Contemporánea* (pp. 433–463). Mexico City: UNAM, Instituto de
28
29 Investigaciones Jurídicas.
30
31

32
33 White, James M. (2016). Anticipatory Logics of the Smart City's Global Imaginary. *Urban*
34
35 *Geography*, 37, 572–589.
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Author Bios

Mario Pansera is currently employed as Distinguished Researcher by the University of Vigo. He's also affiliated Researcher at the Autónoma University of Barcelona. He leads the Post-growth Innovation Lab of the University of Vigo. His work focuses on Responsible Research and Innovation (RRI) and Innovation for degrowth/postgrowth. Mario is honorary research fellow at the University of Bristol and international faculty at the Graduate School of Business of the University of Cape Town in South Africa where he teaches Circular Economy and Responsible Innovation in the ExeMBA.

Alex Marsh is Professor of Public Policy at the School for Policy Studies, University of Bristol. His research has addressed a range of issues in the fields of housing and urban studies, with an emphasis upon regulation, governance, participation and democracy. He has a particular interest in the role of evidence and anticipation in policy processes and the role of digital innovation in his fields of study. He is currently governance theme lead for the UK Collaborative Centre for Housing Evidence.

Richard Owen is a Professor of Innovation Management in the School of Management, Faculty of Social Sciences, University of Bristol, UK. He is interested in the power of innovation and techno-visionary science to create futures in profound and uncertain ways, how we can engage as a society with those futures and how we can take responsibility for them. He is interested in the politics, risks, ethics and governance of innovation and new technologies in society. His research sits at the intersection of innovation governance and science and technology studies as a critical, interdisciplinary scholar.

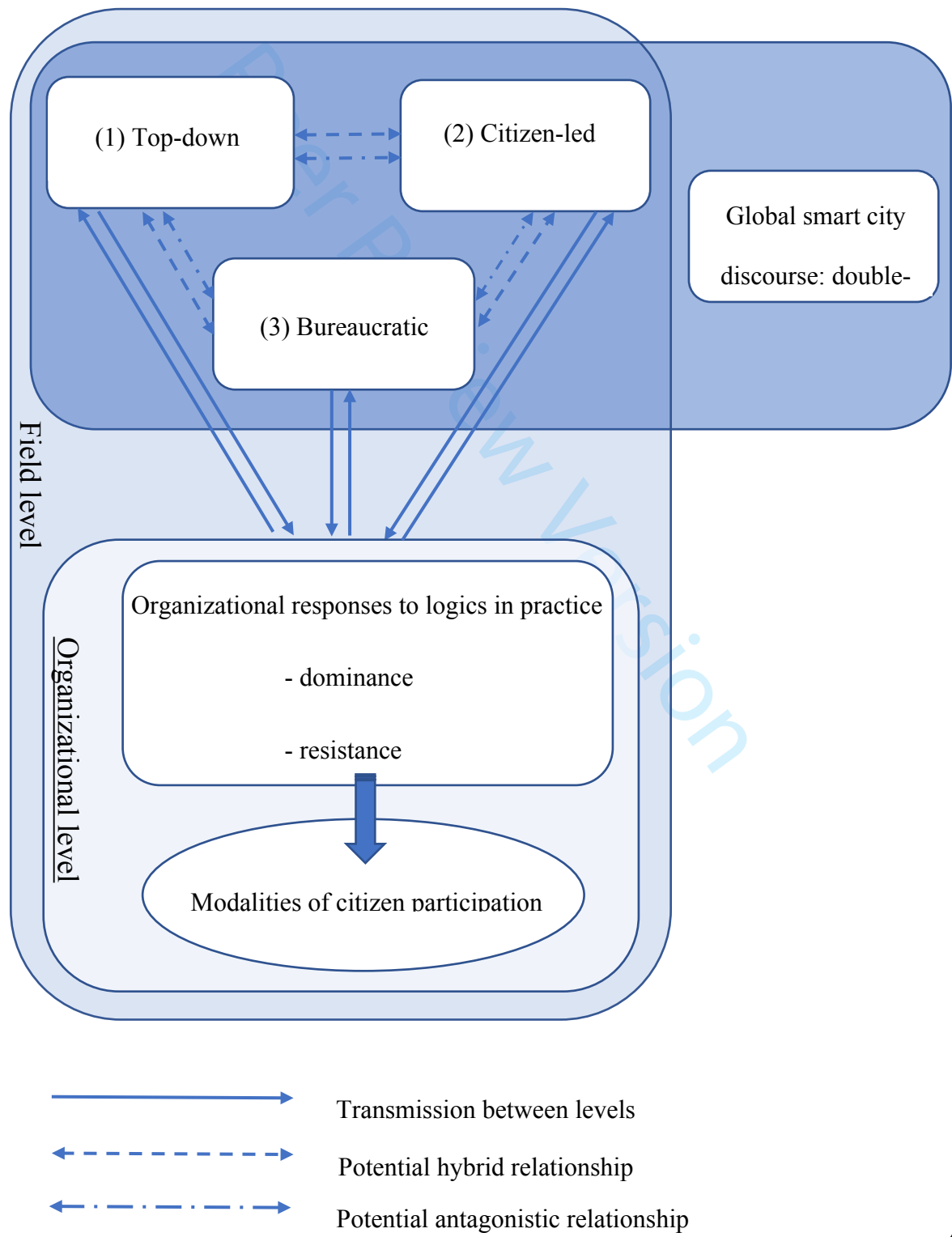
Jesús Arturo Flores López is director at Anáhuac University of the joint research project (Anáhuac University–University of Bristol, UK) Empowering Citizen-Oriented Smart City Innovation in Mexico (ECOSCIM) funded by the Economic and Social Research Council, Newton

1
2
3 Fund and the National Research Council of Mexico. His research interests cover the development
4 and analysis of citizen participation mechanisms, matters of accountability, transparency and
5 government innovation. Since 2017, he is an Urban Affairs Association board member and, at
6 present, Chair of the International Committee.
7
8
9
10
11

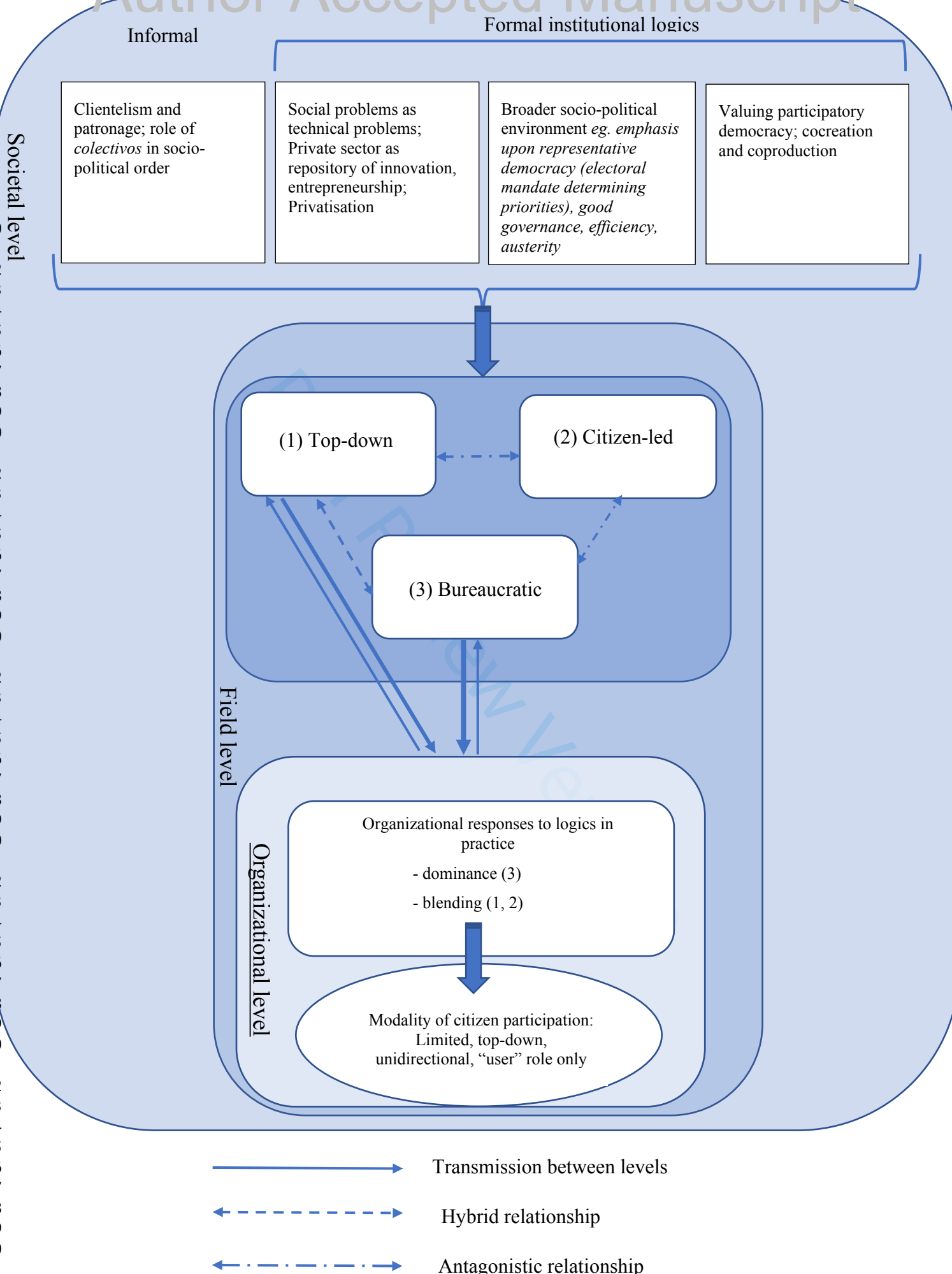
12
13 **Jessica Lillian De Alba Ulloa** is the Director of the Anáhuac Center for Research in International
14 Relations (CAIRI). She also holds the Chair of the Committee on the Status of Engagement with
15 the Global South, International Studies Association (ISA). Her research and teaching focus on
16 International Relation Theory, North America and U.S. Foreign Policy, Mexico Foreign Policy
17 and Bioethics. She had professional position at the Mexican Foreign Affairs Ministry, Mexican
18 Immigration Institute and Kroll Mexico.
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Figure 1 Institutional Logics at play in Smart City development



1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60



1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Figure 2 Institutional Logics at play in the ADIP and the resulting modalities of citizen participation

Peer Review Version

Table 1 Data Collected

Groups	Data collected	Concepts studied and induced
Public Servants	9 Semi-structured interviews	Organizational strategy for the implementation of digital governance, data management, barriers and enablers
Civil Society members / activists	15 Semi-structured interviews	Organizational interaction, barriers and enablers for citizen participation
Academia	2 Semi-structured interviews	Narratives and discourses about smart city projects,
Politicians	2 Semi-structured interviews	Evolution and approval of the laws of citizenry participation, political barriers and enablers
Private Sector	2 Semi-structured interviews	Institutional interaction, barriers and enablers for private sector participation
Govt	laws, public documents, websites	Institutional communication, legislative frameworks

Table 2 Data Structure

Theoretical aggregates & Logics in Operation	2nd order themes	Representative quotes supporting 2nd order themes
<p>Centralisation, efficiency & control</p> <p>Bureaucratic and Technocratic logics</p>	<p>Control over data and software development</p> <p>Public discourse of austerity and efficiency as legitimising force</p> <p>Acquisition, centralisation and co-location of expertise for smart city development</p>	<p>“I also think that they are limiting many Start-ups [...] We proposed them [a new app], but they had to request permission from the Digital Agency and we know that the Digital Agency said “no, if you want an application, we will do it” (private sector manager)</p> <p>“They are literally monopolizing software development within the government of Mexico City to such an extent that even if a [...] city council wants to develop an application or a website, it must have the approval of the Digital Agency for Public Innovation” (social enterprise employee)</p> <p>“We had always outsourced the acquisition of software, [...]. Our product costs are between, between 100 and 500 percent cheaper than a company, [...] I have a team of 40 people who are software developers, I think it is the government factory, the factory of largest software in government across the country” (ADIP employee)</p> <p>“In past administrations used contractors and paid, I think, 10 million pesos a year for commercial supplier licenses to record citizen reports in Mexico City, [...] the transition came and this government, [...] contracts with commercial suppliers disappeared” (Govt employee)</p> <p>“Hiring [...] talents is complicated, finding the right talent has been difficult.” (ADIP employee)</p> <p>“The majority of executives [working] for the Digital Agency, come from Civil Society, which is hopeful, and you can have conversations, whether formal or informal, because they continue to participate in traditional spaces of civil society” (Social Activist)</p>

The dynamics of participation and engagement	Invisible barriers to participation	“[...] authority is afraid of participation because they don’t know it, they don’t control it, the authority encourages corporate clientele participation and that has been in Mexico since the post revolution. The entire post-revolutionary regime was based on a corporate and clientele structure, and now [the new govt] simply reproduces and adapts that system, but they do not transform it” (Govt employee)
Bureaucratic logic in tension with city-wide, citizen-led, bottom-up logic	Hijacked participation mechanisms	<p>“[...] the citizen participation laws are written for the authorities to use, not the citizenship, and that is to have the cart in front of the oxen, it is the other way around, they should think about those laws for the people.” (Social Activist)</p> <p>“It gives it a status, it opens doors for you, politicians believe that leaders are leaders, and the truth is that it’s not so, and it is seen in the percentage of participation, participation is very low, and if they really were leaders in their community, where is the participation? where is their leadership? (Social Activist)</p> <p>“Citizen committees in which they have been politically co-opted and citizens, eh, seeing that a certain group continues to participate, they say “why should I participate, if I already know who is going to win, right?” (Social Activist)</p>
Representation, clientelism and social justice	Role of collectives and clientelism	“...the neighbourhood assemblies historically were training tables [guidelines] of the PRI [Institutional Revolutionary Party] and it was one of the doors of, in some cases of the entry of leaders and in other cases of clientele relations, so all this of the neighbourhood assembly is actually very flawed, very flawed very controlled” (Social Activist)
Clientelist logic (see text for description)		“the social analysis of Mexico has always been linked to collectives, [...] And also inherited from the revolution, which was historically an analysis of the Soviets that Mexico inherits. So, with 70 years of Institutional Revolutionary Party, thus all these forms were institutionalized” (Academic)

**meets
technocratic
logics**

Urban inequality
and social
justice

“The city has two speeds; there is a cosmopolitan city, there is a city of knowledge, access, law, opportunities, work, services, and there is a great city that is not that. So the probability of it being a smart city is high for this city that is already encrypted, that has services, that has traffic lights, to call it that stupidly, smart or self-regulated, that an ambulance has a route with a GPS phone to take, here depending on where you live the emergency services, that help you or not, to die or live; it’s that simple” (Social Activist)

“Where I live is second in Human Development. Period. Well, I go to an ice cream shop and that person takes 2 hours 40 minutes to get to work there. I tell him “Hey, but this is tough, why don’t you find a job closer? Because there isn’t. Second, why don’t you move closer? No, because where I live, I pay less than \$ 100 a month-rent, and then the effect, mobility spending, land rental value, are crossed, and this makes the city work at two speeds.” (Govt employee)

Techno-
optimism

“To depoliticize also, but as a synonym of neutral cleansing because it would be one thing to depoliticize in terms of entering into political analysis to see who wins and loses and another thing will be is to depoliticize saying no, I don’t get involved in the political analysis, I am neutral and there goes the instrument, and the instrument will decide.” (Academic)

“Technology arrives, and technology in a more or less clean way, neutral without big fuss and cheap, I imagine, cheap and simple to do, with this cost zero, zero cost I do not know what, I do not remember the word, then reduces costs, they are simple, quick, cheap solutions, that can be used” (Social Activist)
