CITIZEN'S CONNECT

COMMUNICATION PLAN
BHUBANESWAR MUNICIPAL
CORPORATION

Auroville Consulting

SUMMARY

This Communication Plan outlines goals, objectives and specific actions that Bhubaneswar Municipal Corporation can introduce to better engage citizens. The importance for two-way communication, empowerment of citizens and the influence of new and emerging communication technologies has been recognized and been made a key component in this communication plan. This Plan is to be seen as a living document that has to be reviewed and updated annually based on achievements and potential roadblocks met and based on a commitment to continuous organizational learning.

VISION

Bhubaneswar, through participatory decision-making and open access to information and technology, strives to be a:

• Child-friendly city providing accessible, safe, inclusive and vibrant public places.

• Transit oriented city with a compact urban form that promotes active, connected and sustainable mobility choices.

• Livable city providing diverse range of housing, educational and recreational opportunities; while enhancing its heritage, arts and traditional communities.

• Eco city co-existing in harmony with nature for nurturing a resilient, clean, green, and healthy environment.

• Regional economic centre attracting knowl - edge based enterprises and sustainable tourism activities by leveraging and empowering its institutions, local businesses and informal workforce.

This vision has been formulized during Smart City Citizen Engagement Initiative by BMC and has been based on the feedback and aspirations collected from its citizens.
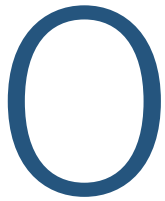
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INTRODUCTION

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INTRODUCTION

Never doubt that a small group of thoughtful, committed citizens can change the world; indeed it's the only thing that ever does.

- Margaret Mead, Cultural Anthropologist

This Communication Plan reflects the commitment of Bhubaneswar Municipal Corporation (BMC) to put its citizens and their needs and aspirations at the centre stage of planning and development processes. Multidimensional communication strategy is required to foster co-creation and collaboration of Bhubaneswar Municipal Corporation, Citizens and other stakeholder groups in developing Bhubaneswar into an inclusive, liveable, sustainable and prosperous city.

The goals, strategies and actions outlined in this Communication Plan were obtained from insights gained from the authors during their engagement with BMC for the citizen engagement planning of the Smart City Challenge, feedbacks obtained from community members and BMC staff and the results from a competition held at a prestigious local Management College to invite ideas and suggestions that would improve the BMC communication and citizen engagement. A further research on best practices implemented globally in other cities, has facilitated this exercise. Combining these provided the foundation for a Communication Plan.

DEFINITIONS

Stakeholders: Organizations, community groups, and more formal associations that are representative of the wider community and have related interests.

Citizens: The wider community and the general public, including people who are not officially voters.

Citizen Engagement: We understand Citizen Engagement as timely and meaningful citizen and stakeholder involvement in civic priority setting, decision-making, program development, and service delivery. Effective citizen engagement is a key part of good governance by providing authorities better information to support their decision-making, program development and service delivery, while meeting rising citizen expectations of government transparency and responsiveness. Citizen Engagement aim is to arrive at a decision making that is well informed and that offers citizens a platform to contribute ideas and knowledge.

1

COMMUNICATION CULTURE

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COMMUNICATION CULTURE

Civic engagement means working to make a difference in the life of our communities and developing the combination of knowledges, skills, values and motivation to make that difference. - Thomas Ehrlich, Professor at the Stanford Graduate School of Education

VISION BHUBANESWAR CITIZEN'S CONNECT

Establish a vibrant citizen's engagement program that creates ownership and participation among citizens in order to co-create answers in developing Bhubaneswar into a Smart City.

GUIDING PRINCIPLES

To fulfil the objectives of Citizen's Connect an organization culture that is transparent, responsible, inclusive, learning and leveraging will be put in place.

Transparent

Citizen's Connect values transparency by making information available to citizens in a timely fashion, using the channels they prefer and by involving citizens in decision making through a process which is understandable and transparent to all. An emphasis on respect to right of access to information and privacy rights of citizens and employees will be made.

Responsible

Every member of Bhubaneswar Municipal Corporation and Citizen's Connect Initiative is responsible for the success of citizen's engagement through timely and accurate information to citizens, listening to citizens, incorporating feedback and fostering collaboration with citizen's driven programs to leverage on their experience.

Inclusive

In order to include the socio-economic and cultural diversity of the city, Citizen's Connect will be an inclusive program that listens to the voices of all segments of society. Different means of reaching out to each of the segments will be employed to ensure maximum inclusion.

Learning

Our world is constantly changing new technologies and communication means are emerging and may give way to new processes for engaging with citizens. Citizen's Connect commits to continuous-learning. Regular evaluation of the programs and means deployed will be put in place to ensure a continuous learning process.

Leveraging

In order to optimally leverage on existing initiatives that work towards the vision and objectives of Bhubaneswar Smart City Initiative Citizen's Connect will be actively looking for collaboration with individuals or organizations.

OPERATIONAL PRINCIPLES

Clear Roles

Have clear job descriptions for each communication team members and a delegated responsibility and decision making plan.

Prioritize

Identifying areas and topics where civic engagement is most needed, as each issue requires a different level of engagement and resources are limited. Focus on Citizen's preferred methods of communication and engagement (written communication, television, radio and print media, social media, mobile apps, website).

Resourcing

Ensuring that the top priorities for engagement receive enough resources to be done well and not raising false expectations about staff capacity to engage on all possible topics.

Co-ordination & Consistency

Ensuring clarity in how and when various engagement efforts are undertaken by and with the city, and coordinating efficiently across and among city departments and programs.

Service Orientation

Define Citizen Engagement as an essential municipal service to all citizens and stakeholders.

Diversity

Identifying citizen's preferences and means in accessing communication channels and developing a multi-pronged communication tool kit that meets the citizen's needs.

ASSESSMENT | WHERE ARE WE TODAY?

During the Smart City Initiative BMC launched its Citizen Connect program to ensure that citizens of Bhubaneswar are an integral part in shaping the city's future by co-creating solutions for the Smarter Bhubaneswar. This was the beginning of an intensified process that will facilitate a way for Bhubaneswar's citizens to articulate a shared vision for economic activity, sustainability and inclusiveness.

The citizen engagement aims to connect with citizens during the entire plan/project cycle - identification, planning, implementation, monitoring and evaluation of a plan/project cycle. This initiative was part of the

Smart City Challenge where 98 Indian Cities participated, resulting in an acceleration of citizen engagement activities at Bhubaneswar city level and exposing citizens, city government and administration within a relatively limited time to multiple facets and tools for citizen engagement.

This provided an accelerated learning process for all parties involved. This chapter attempts an assessment in the form of a SWOT analysis of the citizen engagement process (not the results) initiated during the smart city initiatives.

STRENGHTS

Diversity of communication tools deployed (offline and online etc.) depending on target audience and objective.

Strong commitment to include marginalized segments.

Demonstrated capacity to source external professionals for specific requirements.

Adaptation of international standard for citizen engagement.

High capacity to enroll and engage external partners e.g. NGOs for citizen engagement related activities.

High capacity to enroll and engage volunteers for citizen engagement related activities.

Well established relationship with media partners and local radio stations

WEAKNESS

Gap of internal skill required to manage and efficiently use all communication tools at hand.

Lack in clarity of roles and responsibilities of communication team members.

Lack of sound documentation and data processing skills in communication team.

Gaps in interdepartmental communication about objectives and activities.

Absence of communication guideline and standards.

Absence of communication guideline and a volunteer management resource.

Gap in regular two-way communication between participating entities

OPPORTUNITIES

Temporary hiring of external consultants/ experts as a way to upgrade skills and capacities of internal communication team.

Bring discussion level beyond interest of various stakeholder groups and focus on the bigger picture.

Continuation/grant of smart city status will help in further accelerating and institutionalizing citizen engagement.

Set-up a Smart City alliance as a platform to exchange knowledge and experience between potential smart cities.

Temporary hiring of external consultants/ experts and volunteers.

THREADS

Delay in implementation while working with external experts.

Some communities/segments may feel not heard in the decision making process.

Existing digital gap (61% of citizens without access to internet).

High dependency on external consultants, experts. Internal team my get dis-powered in case external support gets involved in day-to day operations.

Sudden change of development priorities and goals.

Delay in implementation while working with external experts Participation and willingness of the media partners to collaborate.

2

STRATEGY FRAMEWORK

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STRATEGY FRAMEWORK

The Smart City Lab is a wonderful initiative in ensuring direct citizen engagement. It will go a long way in adding value.

Citizen's Comment on Facebook

PUBLIC PARTICIPATION SPECTRUM METHODOLOGY

Citizen's Connect is an initiative that actively seeks the collaboration of residents of Bhubaneswar by inviting them to participate in shaping the city's future by co-creating solutions for the Smarter Bhubaneswar. This is the start of a process that will help Bhubaneswar's citizens articulate a shared vision for economic activity, sustainability and inclusiveness. In order to meaningfully and sustainably connect with citizens during the entire plan/project cycle- identification, planning, implementation, monitoring and evaluation of a plan/project cycle, the citizen engagement strategy was organized along 5 engagement spectra. These are: Inform, Consult, Involve, Collaborate, Empower.

This strategy is an adaptation of the IAP2's Public Participation Spectrum Methodology, an internationally recognized standard for Citizen's Participation.

INCREASING IMPACT ON THE DECISION FINDIG PROCESS

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
GOAL	To provide citizen's and stakeholders with objective information.	To obtain feedback from citizens on main challenges faced and to discuss proposed solutions.	To work with the citizen's and stakeholder groups to understand their priorities and aspirations.	To partner with citizens in each aspect of the decision making process including the development of alternatives and the identification of preferred solution.	To place final decision making in the hands of the public.
MESSAGE	We keep you informed	We will listen to & acknowledge your concerns	We will work with you to ensure your concerns and aspirations are directly reflected in the decision making	We will look to you for advice and incorporate this in decisions as much as possible	We will implement what you decide
EXAMPLE	Website Mass Emailer Open days	Surveys Focus Group Comment/Discussion forums online	Polling Workshops	Citizen's Advisory Committee Participatory decision making	Ballots Citizens Juries Social auditing Particpatory Budgeting

Adapted from: IAP2's Public Participation Spectrum

2.1
STAKEHOLDER SEGMENTATION

STAKEHOLDER SEGMENTATION

Set Boundaries

Identifying stakeholders is most importantly to define boundaries for citizens' engagement. Be as inclusive as possible and consider including citizens, residents, former citizens of Bhubaneswar, organizations operating from Bhubaneswar etc.

Citizens

Citizens are more than passive consumers of services provided by city staff and council and paid for by taxes. Citizens can and do contribute to informed decision-making and the quality of life in their neighbourhoods by raising their concerns and contributing their ideas and energy to various local initiatives.

Elected Leaders

Although elected leaders are formally responsible for municipal decision-making, this responsibility is granted on the understanding that Council will represent the interests and values of the community. Citizen's engagement offers the opportunity for elected leaders to deepen their role as community representatives.

Government Departments (BMC/BDA etc.)

It is important to separate the role of elected leaders from executive authorities. While elected leaders are well positioned to be leaders in communicating with citizens and identifying citizen priorities, government departments such as BMC are well positioned to be leaders in planning, managing and reporting back from engagement initiatives. As trained professionals, staff are responsible for developing and applying professional expertise in the area of citizen's engagement.

Public Advisory Committee

The Governance Review recommended a new Public Advisory Committees component within its governance structure. The role of these committees is to provide early and regular public input to Council on issues of the Environment and Infrastructure, Community Development, and Planning.

Non-governmental Organizations and Associations

Citizen engagement works better when Neighborhood Associations and other community and stakeholder groups (such as businesses, environmental groups, arts groups, etc.) sup-

port or carry the citizen engagement effort. In particular, Neighborhood Associations and NGOs have local knowledge, information and community networks that can be mobilized to make civic engagement meaningful and effective, and they have knowledge of community issues and assets. During the Smart City Challenge BMC has successfully collaborated with NGOs and Associations such as Humara Bachpan, RON, FIDR, student associations etc. enabling and engaging specific citizens segments. It is recommended to continue and elaborate this collaboration further for future citizen engagement activities.

Media

Citizen engagement will be more successful if the media has been properly briefed and informed from the very beginning and has been made an active partner and stakeholder in the process. This can help in reducing or avoiding eventual gaps in the objectives as communicated by BMC and reporting by media (such as newspapers, radio, TV, online news etc.). Media organizations increasingly expect transparency in government, and want to be involved in City decision-making when it affects them. They expect public information and citizen involvement to take forms not traditionally taken in the past.

Educational Institutions

Partnering with local educational Institutions by collaborating on specific citizen engagement related projects presents a unique opportunity to get younger generation of dynamic and often enthusiastic citizens engaged, provide them a meaningful engagement platform by contributing to the cities development and sensitize them for civic engagement and responsibilities.

Consultants /Experts

Including external consultants and experts residing in the city early on in the planning process provides valuable professional insights for the planning and implementation process and will ensure broader acceptance to the city's development initiatives. Expert rounds, seminars or WhatsApp groups can be a good tool to facilitate this process.

International Support Agencies

A specific communication strategy may be developed for establishing and maintaining good relations with International support agencies.

State and Central Government Institutions

Including State and Central Government Institutions in the cities communication strategy will help in maintaining and improving the city's image. By sharing success stories of the Bhubaneswar Government Institutions, other Government Institutions are likely to use Bhubaneswar as a good practice example.

Non-Residents of Odisha/Bhubaneswar

Non-residents of Odisha living elsewhere in India or abroad may be considered as potential contributors to the city's collective knowledge and resource pool. Some of them may have plans to return in the near future and may help energizing the local economy. Considering these stakeholder segment in the communication efforts of the city may have multiple positive repercussions.

Smart Cities Partnership

During the Smart City Challenge by Government of India, 98 Cities have been competing. Citizen Engagement was an accelerated learning process for the competitors. By developing a smart city partnership among some of the cities, a platform that fosters inter-city knowledge exchange and leverages on the past learning and experience of the partners may greatly benefit future citizen engagement initiatives.

2.2
AUDIENCE SEGMENTATION

CITIZENS - AUDIENCE SEGMENTATION

Assessing the city's socio-economic profile, citizen's access to digital technology and traditional mass media channels it was ascertained that a concerted effort to obtain inputs using complementary media tools was essential in achieving a truly inclusive citizen engagement process. An audience segmentation indicates that about 54% of the city's population has access to internet (via computer or mobile phone).
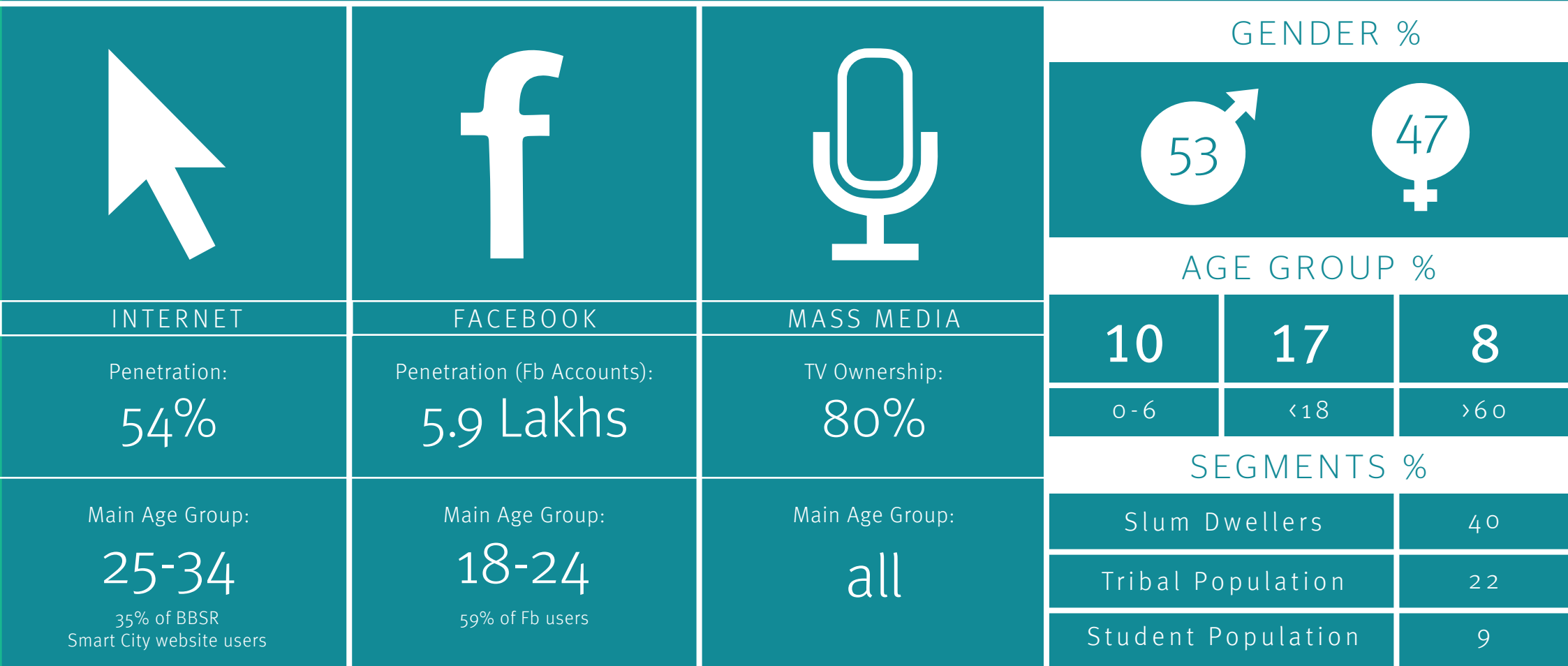
Facebook is the preferred social media platform particularly for the age group 18-24 years whereas the dedicated smart city website targeted a slightly senior audience segment among citizens with Internet access.

Traditional mass media channels such as TV, radio and newspaper indicate a wider reach as compared to online channels. Demographic profiling reveals that nearly 35% of the city's population live in slums and 17% of the population is under the age of 18. A sizable student and tribal population were identified.

Special attention should be given to bringing Bhubaneswar citizens to the table who may not traditionally be involved in city processes: schools and slum children, youth, women, slum dwellers, students, street vendors, transgender community, persons with disabilities and senior citizens.

AUDIENCE SEGMENTATION

INTERNET

Penetration:

54%

Main Age Group:

25-34

35% of BBSR
Smart City website users

FACEBOOK

Penetration (Fb Accounts):

5.9 Lakhs

Main Age Group:

18-24

59% of Fb users

MASS MEDIA

TV Ownership:

80%

Main Age Group:

all

GENDER %

53 47

AGE GROUP %

10	17	8
0-6	<18	>60

SEGMENTS %

Slum Dwellers	40
Tribal Population	22
Student Population	9

The communication environment into which BMC distributes its messages, along with the tools that it uses, is marked by rapid change. Social networking channels and mobile applications have created new opportunities for citizen engagement allowing citizens to easily share their ideas, personal experiences, feedbacks, information and grievances.

3 MOVING FORWARD

3
MOVING FORWARD

Society is stronger and kinder, when we take time to listen to the voices around us, when we pay attention to the stories presented through the everyday creativity of fellow human beings, and when we engage helpfully in the world.

- David Gauntlett, Prof at Westminster School of Media, Arts and Design

All City employees have a role to play to ensure the success of the Communications Plan. Working collaboratively across departments to ensure the City's communication efforts are well-coordinated and responsive to the needs of stakeholders and citizens creates the sound foundation for successful citizens' engagement. Internal and external communication goals formulated are to be seen as an evolving strategy for BMC and related government departments providing services to Bhubaneswar citizens. By engaging in multiple stages of communication (one way, two way, dialogue etc.) BMC will foster effective relationships with citizens and stakeholders; ensure City communications are well coordinated, effectively managed and responsive to the information needs of the public, employees and Council; and encourage effective public engagement.

BMC recognizes that a committed citizen's engagement strategy involves reaching out to engage citizens instead of expecting citizens to come to the city administration. By reaching out to the places where they work, live and study and by using multiple communication tools and channels depending on the citizen's accessibility to media in order to maximize citizen's contribution to developing the city.

3.1

GOALS & OBJECTIVES

One challenge is to ensure the new structure and practices of engagement stay attached to the values that are linked to the common good.

- Budd Hall, UNESCO Co-Chair

GOALS

1. Make Bhubaneswar Municipal Corporation a recognized leader in citizen's engagement.
2. Ensure maximum participation of all citi -zens and stakeholder groups to meet city's goals.
3. Empower citizen's to become change mak -ers through providing them collaborative platforms and support.

INTERNAL OBJECTIVES

1. Create a dedicated communication team for citizen engagement.
2. Introduce ongoing capacity building of communication team to be able to answer to the changing communication environment.
3. Create a culture of collaboration across depths.
4. Keep BMC employees informed about up coming and ongoing BMC initiatives.

EXTERNAL OBJECTIVES

1. Create an open and transparent informa -tion process for information based decision making of citizens.
2. Develop diversified engagement activities and planning processes to consult all citzens.
3. Create ownership and commitment among citizens and stakeholders.
4. Empower citizens to make decisions.
5. Maintain good media relationships.
6. Create resilience in the communication sys -tem and be prepared for emergency situations.

INTERNAL OBJECTIVE 1

CREATE A DEDICATED COMMUNICATION TEAM FOR CITIZEN ENGAGEMENT

ACTION 1.1

Team assessment to identify strengths, opportunities for capacity building and eventually a requirement for additional human resource.

Target Group: Existing Communication team

Stage of Communication: Involve

Tools: Workshop format for team assessment and definition of roles and responsibilities

Priority: High

Cost: Low

Evaluation: Outcome of Workshop

ACTION 1.2

Create job profiles, introduce delegated authority plan (roles and responsibilities) and a standard process for decision making. This will create clarity of each team member's role and responsibilities.

Target Group: Communication team

Stage of Communication: Involve

Tools: Workshop format, round table.

Priority: High

Cost: Low

Evaluation: Evaluate acceptance of roles and responsibilities among team members.

ACTION 1.3

Introduce regular performance evaluation for all communication team members through a peer to peer process in order to support an ongoing learning and capacity building process.

Target Group: Communication team

Stage of Communication: Collaborate

Tools: Workshop format, round tables

Priority: High

Cost: Low

Evaluation: Consistency and regularity of evaluation. Feedback of team members on usefulness of evaluation.

INTERNAL OBJECTIVE 2

INTRODUCE ONGOING CAPACITY BUILDING OF COMMUNICATION TEAM TO BE ABLE TO ANSWER TO THE CHANGING COMMUNICATION ENVIRONMENT

ACTION 2.1

Institutionalize IAP2 Communication Spectrum Methodology within the communication team for planning and implementation of citizen engagement activities

Target Group: BMC Employees
Stage of Communication: Inform
Tools: Seminar, training
Priority: High
Cost: Low
Evaluation: Mapping of initiatives against the IAP2 spectrum

ACTION 2.2

Institutionalized ongoing capacity building of communication team members to keep up with the changing communication environment. This may be based on the initial team assessment.

Target Group: BMC Employees
Stage of Communication: Inform
Priority: High
Tools: Dedicated training programs, seminars, online courses
Cost: Medium
Evaluation: No. of training programs completed

ACTION 2.3

Provide special capacity building to sensitize communication team for the needs and challenges of special interest groups such as children, citizens with disabilities, transgender, senior citizens etc.

Target Group: BMC Employees
Stage of Communication: Inform
Priority: High
Tools: Dedicated training programs, seminars,
Cost: Low
Evaluation: No. of training programs completed

Example: Seoul, South Korea
The Seoul Metropolitan Government has introduced the currently operational "Honorary Vice-Mayor" system, in order to gather opinions and voices from the field and to reflect them in the City's administration. The Seoul Metropolitan Government has appointed honorary vice-mayors who represent twelve different groups, including the elderly, the disabled, traditional merchants, foreigners, women, youth, small businesses, culture and arts circles, tourism, urban safety, environmentalists, and young adults. These honorary vice-mayors represent the hidden voices in the field, which are then reflected in Seoul's policies. A total of 12 honorary vice-mayors, in different fields, have been appointed to participate in 678 activities, including meetings and discussions, and events, such as the opening of the Seoul Senior Centre.

INTERNAL OBJECTIVE 3

CREATE A CULTURE OF COLLABORATION ACROSS DEPARTMENTS

ACTION 3.1

Facilitate interdepartmental communication by arranging regular meetings between different departments. This may include short presentations and a Q&A session. This will provide opportunities to know about projects from other departments and discover points of convergence. This can also be accomplished by cross-departmental projects that gives employees from different departments the opportunities to work together and see the departments as collaborative units rather than isolated ones.

Target Group: BMC Employees, interdepartmental projects,

Stage of Communication: Collaborate

Tools: Interdepartmental meetings,

Priority: Medium

Cost: Low

Evaluation: Number of attendees from different departments, extent of interaction

ACTION 3.2

Identify key communication priorities of different departments and its division and incorporate them in the citizen engagement activities.

Target Group: Department heads

Stage of Communication: Consult

Tools: Regular meeting of department heads, email or telephone communication, WhatsApp groups

Priority: Medium

Cost: Low

Evaluation: Feedback of department heads

INTERNAL OBJECTIVE 4

KEEP BMC EMPLOYEES INFORMED ABOUT ONGOING & UPCOMING BMC INITIATIVES

ACTION 4.1

Identify preferred methods of BMC employees to receive information about ongoing initiatives.

Target Group: BMC employees

Stage of Communication: Consult

Tools: Online/paper survey forms circulated within the organization, emails with calls-to-action to seek the feedback

Priority: High

Cost: Low

Evaluation: Response rate

ACTION 4.2

Employ communication channels based on the preferred methods of communication (of BMC employees) and create an internal communication strategy based on IAP2 methodology to inform, consult, involve, collaborate and empower.

Stage of Communication: All

Target group: BMC employees

Tools: Intranet, Quarterly reports, monthly newsletters, information boards, meetings, Emails, Newsletters, webcast.

Priority: High

Cost: Low

Evaluation: Number of active participation, views etc.

ACTION 4.3

Introduce a system that incentivises employees to stay informed and engaged. Incentives can be the form of an award or public recognition such as an announcement of individual or departmental success. Prior to that a survey may be conducted to gauge what drives the employees to do their best to stay informed and engaged.

Stage of Communication: Inform

Tools: Information sharing via preferred communication platform for BMC employees

Priority: Medium

Cost: Low

Evaluation: Increase in employee's participation

Example: Siemens

1. Online communication

At Siemens Corporate often looks toward social media to give people a voice and transparency in their communications. Employees have the ability to comment on every article - and through the help of a couple of web interns - a social polling system has recently been developed for employees to rate content (thumbs-up or thumbs-down) and give feedback to questions and comments. This system has proven to be quite effective due to its cost-effectiveness as well as its ability to measure employee opinions on a particular subject matter.

EXTERNAL OBJECTIVE 1

CREATE AN OPEN & TRANSPARENT INFORMATION PROCESS FOR INFORMATION BASED DECISION MAKING FOR CITIZENS

ACTION 1.1

Identify preferred communication channel for different citizen segments and stakeholder groups in order to maximize impact of citizen engagement activities.

Stage of Communication: Consult

Target Group: all citizens and stakeholder groups

Tools: online and offline survey

Cost: Low

Priority: High

Evaluation: Response rate

ACTION 1.2

Consistently share information about ongoing and upcoming projects/ events, public meetings and outcome of those events through social media and YouTube to make the information available and easy to share.

Stage of Communication: Inform

Target Group: Citizens of ages 18-25 years (main age segment using social media) having access to internet

Tools: Social Media (Facebook, Twitter, Instagram, and YouTube)

Cost: Low

Priority: High

Evaluation: Number of Views, Likes, Shares and subscriptions

ACTION 1.3

Consistently share information about ongoing and upcoming projects/ events, public meetings and outcome of those events on Smart City Bhubaneswar website.

Stage of Communication: Inform

Target Group: Citizens of ages25-30 years that have access to internet

Tools: Smart City Bhubaneswar website, e-Varta

Cost: Low

Priority: High

Evaluation: Number of Views, Likes and downloads, subscriptions to online newsletter, RSS subscription

ACTION 1.4

Using mass media such as newspapers, TV and radio to inform citizens without access to internet. Partnering with Odia and English newspapers and dedicating a part of a supplement or a column to inform citizens about the ongoing and upcoming initiatives. A TV channel can be dedicated to delivering information to the citizens about the initiatives and events. It is recommended that the broadcasting schedule is published well in advance. Radio channels can be used to broadcast information about the local meetings and even interviews with government officials.

Stage of Communication: Inform
Target Group: All citizens, audience segmentation has indicated a TV and radio ownership rate of more than 80% of households
Tools: Newspapers, Public meetings, Radio, TV
Cost: Medium
Priority: High
Evaluation: Number of attendees in meetings, subscription to certain newspapers, radio listeners survey, TV ownership percentage

ACTION 1.5

Public meetings and brief presentations can be conducted at local level by the government officials/ spokesperson to give updates about initiatives taking place in that region. It is recommended that the public meetings be planned and announced well in advance so as to make it easy for citizens to accommodate it in their calendar.
Stage of Communication: Inform
Target group: Citizens that have no access to internet or mass media, slum dwellers
Cost: Low
Priority: High
Evaluation: Number of attendees, extent of interaction.

Example: City of Kitchener for online strategy, Canada

Facebook page: The City of Kitchener provides a single, comprehensive Facebook page that is monitored and maintained by staff in the Corporate Communications and Marketing Division on a daily basis, and which is used to inform and educate residents and other stakeholders, as well as engage them in conversation about the initiatives taken in the city.

The City website:
YouTube Channel: City of Kitchener create a corporate YouTube channel for posting all videos showcasing Kitchener that is managed by Corporate Communications and Marketing staff and that content only publish at the sole discretion of the city.
The City of Kitchener encourages staff, citizens and other stakeholders to create and submit video material for posting on the city's YouTube channel.

Example: Use of text message service to consult its citizens, Cambodia

During the election campaign in the year 2008, political parties used SMS text messaging for their political campaigns. The accessibility and penetration was so much that the National Election Committee banned the use of text message service during the last day before the election under the law prohibiting campaigning on the Election Day or the day before.

EXTERNAL OBJECTIVE 2

DEVELOP DIVERSIFIED ENGAGEMENT ACTIVITIES & PLANNING PROCESSES TO CONSULT ALL CITIZENS

ACTION 2.1

Organize community mapping by involving the residents of a neighbourhood. Community mapping engages residents through a participatory platform that can produce visual data about community resources, the areas in need of restoration, public spaces etc. thereby encouraging the conversation about the places that matter. Citizens with disability can be involved in community mapping to survey and map the places that are and are not accessible to them which is a step towards improvement in accessibility

Stage of Communication: Involve

Target Group: Neighbourhoods associations and stakeholder groups representing marginalized segments

Tools: Community Mapping

Cost: Low

Priority: High

Evaluation: Number of participants

ACTION 2.2

Public meetings to involve the citizens and special focus groups in the process of planning a certain aspect of a city/ neighbourhood. This gives them opportunity to voice their needs and gives them a sense of belonging.

Stage of Communication: Involve

Target Group: Focused groups including but not limited to youth, adult, senior citizens

Tools: Round tables, planning charettes,

Cost: Low

Priority: High

Evaluation: No. of participants

Example: City of Vancouver, Canada

In the City of Vancouver, the walking/bicycling tours were conducted by informed officials to lead and inform a group of citizens. This strategy was adopted by the city while developing the Cambie Corridor which was mainly about connecting different neighbourhoods by developing housing communities and utilizing and developing public spaces to increase community interaction by providing platform for it while also promoting sustainable transportation by linking bicycle and walking paths.

The citizens were consulted during each of the three phases of the corridor development plan using the combination of online as well as offline platforms. The citizens were consulted to map their location, to voice their preference of housing, the community that surrounds the houses and the public spaces around it. The city organized the walking/ bicycling tours, created online portal where citizens could provide the data and organized public meetings at each stage of the plan to discuss the plan and address the citizen's questions and concern.

ACTION 2.3

Collaborate with the local organizations that are actively working for the special needs groups to design citizen engagement activities for people with disability.

Stage of Communication: Collaborate

Target Group: NGO's and associations that work with citizens with disabilities

Tool: Workshops, meetings, planning sessions

Priority: High

Cost: Low

Evaluation: Survey, number of disabled people participating in citizen engagement activities.

ACTION 2.4:

Create an environment where the silent communities feel encouraged to participate and express. This can be achieved by improving accessibility and organizing events designed specifically for each community.

Stage of Communication: Consult, involve

Target Group: Slum dwellers, transgender, migrants

Tools: Special focus group meeting, consultations, participatory planning sessions

Priority: High

Cost: Low

Evaluation: No of participants from the marginalized segments.

Example: City of Victoria, Canada

The City of Victoria developed a Disability Action Plan to better inform the disabled citizens, and engage and empower them thereby facilitating the civic engagement. The plan was started with a survey that consulted citizens to know the areas in which they had problems reaching. Those areas turned out to be Transport, Mobility, Paperwork and Communication in increasing order. Considering these results, the City of Victoria developed means to improve upon it.

The buildings where public meetings are conducted are made sure to have accessibility for wheelchair users. During these meetings Better Hearing Australia hires hearing augmentation systems to support people with a hearing impairment to access meetings and events. It also provides hearing impairment awareness training.

Example: Liverpool, UK

The Mayor of Liverpool city changed a general meeting with the members of transgender community on the Transgender Day of Remembrance, quite possibly the most powerful day in the Transgender Calendar, to something remarkable by flying the Transgender Pride flag at half-mast to mark their period of mourning. This gave them wider visibility of their community

EXTERNAL OBJECTIVE 3

CREATE OWNERSHIP & COMMITMENT AMONG CITIZENS & STAKEHOLDERS

ACTION 3.1

Taking citizens input in terms of preference to reform a part of a neighbourhood since it will make it more likely to give them the sense of belonging and responsibility. Simple things like installing trash cans, street lights, sitting bench can transform a neighbourhood because of increased citizen interaction.

Stage of Communication: Collaborate
Target group: Neighborhoods
Tool: Polling on priorities, participatory planning,
Cost: Medium
Priority: High
Evaluation: Yearly survey and its analysis, interviews, number of participants

ACTION 3.2

Run competitions among neighbourhoods in the city such as the cleanest or safest neighbourhood etc.. This generates ownership among citizens for the cleanliness and safety of their neighbourhood.

Stage of Communication: Involve
Target group: Neighborhoods
Tool: Web, social media, mass media,
Cost: Medium
Priority: High
Evaluation: Yearly survey and its analysis, interviews, number of participants

Example: Kibera Silanga Village Neighbourhood, Nairobi, Kenya

In Nairobi, public space is scarce. Since the creation, by Colonial powers in 1948, little to no provision was made for well-structured common spaces for very much needed community programming, activity, and services. One of the most well-known of these settlements is Kibera, a massive slum comprised of 13 separate villages where most residents get by on less than a dollar a day. The partnership between the UN habitat and local organization took up the two pilot projects in the city's effort to create 60 great public spaces. Kibera's Silanga village neighbourhood, Project for Public Spaces met with community members to conduct a Placemaking workshop to generate ideas and support for the improvements to a soccer field that served as an important recreation facility for this long-underserved community. The residents continue to work toward the transformation of Silanga Field which contains school facilities, a meeting room, a pottery studio, and other important resources, into what they agreed, collectively, to re-name the Silanga Community Centre.Community activities, celebrations are encouraged and hence the common space feels a lot safer which in turn makes it a platform for community interaction thereby creating a sense of ownership among the citizens.

ACTION 3.3

Engage with volunteers and student groups on particular themes such as 'Open defecation free Bhubaneswar' and 'Swachh Bharat Abhiyan Mission' for running campaigns and public monitoring groups.

Stage of Communication: Collaborate

Target group: NGOs and student groups

Tool: Events, offline activities,

Cost: Medium

Priority: High

Evaluation: No of volunteers participating

ACTION 3.4

Scale up the existing Mobile application 'My City My Pride' and include other areas such as water leakage issues, issues with public toilets, accessibility for disabled people at public buildings etc.

Stage of Communication: Involve

Target group: Citizen's with smart phones

Tool: Mobile application

Cost: Medium

Priority: Medium

Evaluation: No. of downloads, no. of complaints resolved

Example: Sao Paulo, Brazil

The Centre of Sao Paulo used to be a privileged place representing the whole society making it a place of celebration and conflict. Because of urban sprawl and emergence of new regions with central functions, the centre had merely become a place of passage which not only produced a feeling of insecurity to users but did not meet their demand of a public space. So the City of Sao Paulo carry out the Open Centre Project which aimed at transforming the existing structures rather than building new ones. Involving a large number of user groups, organizing variety of performances in expanded time ranges was able to promote and strengthen the sense of belonging and people's identification with the Centre. A broad group of participants from all municipal departments and guests looked at public spaces in the city centre identifying problems and potential solutions using certain quality criteria. First the changes were on experimental basis to see how those changes affected the city life.

Specifically, the centre was Wi-Fi free, public lighting were renewed and the presence of street performers and street food was encouraged. Evaluation was done based on activity increase, pedestrian number, and interviews to understand the perception of safety. The experiment was done to evaluate the impact of adequate furniture and proposed activities according to the user needs and desires. Surveys before and after the intervention were important to evaluate and measure the effects of changes applied.

EXTERNAL OBJECTIVE 4

EMPOWER CITIZENS TO MAKE DECISIONS

ACTION 4.1

Identify the areas in which citizens can be involved in decision making. Participatory budgeting, social auditing and vigilance committee are examples of areas where citizens can be involved.

Stage of communication: Detail
Target Group: BMC, stakeholder groups
Tool: round tables, meetings
Priority: High
Cost: High
Evaluation: no of initiatives to empower citizens

ACTION 4.2

Traing citizens and government employees in social auditing. Introducing social auditing for development projects.

Stage of communication: Empower
Target Group: citizens and stakeholder groups

directly affected by projects
Tool: Social Auditing
Priority: High
Cost: Medium
Evaluation: feedback of stakeholders

ACTION 4.3

Introduce participatory budgeting BMC activities. Citizens brainstorm spending ideas, volunteer develop a budget proposals based on these ideas, residents vote on proposals, and the government implements the top projects. For example, if community members identify recreation spaces as a priority, their delegates might develop a proposal for a cricket ground renovations. The residents would then vote on this and other proposals, and if they approve the cricket ground, the city pays to renovate it.

What is Social Auditing?

In general, a social audit refers to a process for measuring, understanding and improving the social performance of any activity of an organization. Social auditing is again distinct from evaluation in that it is an internally generated process whereby the organization itself shapes the social auditing process according to its stated objectives. In particular, it aims to involve stakeholders in the process. It measures social performance in order to achieve improvement as well as to report accurately on what has been done. Social audit examines performance of a department/program vis-a-vis its stated core values in the light of community values and the distribution of benefits among different social groups reached through good governance principles. It provides an assessment of the impact of a department's non-financial objectives through systematic and regular monitoring of the basis of the views of its stakeholders.

Stage of communication: Empower
Target Group: Stakeholders
Tool: participatory budget planning sessions, online and offline polling
Priority: Medium
Cost: low
Evaluation: feedback of stakeholders

ACTION 4.4

Develop participatory micro-planning exercise with local officials and stakeholder representatives. Such exercise helps the local officials interact more closely with the community and understand it and vice versa.
Stage of communication: Empower
Target Group: Stakeholders
Tool: participator planning sessions
Priority: High
Cost: low
Evaluation: feedback of stakeholders

ACTION 4.5

Introduce a Municipal Vigilance Committee to monitor Bhubaneswar Municipal Corporation with the key fucntion to ensure that municipal programs and budgets reflect local priorities. Vigilance Committees may be constituted by thematic areas such as Health, Mobility, Waste management etc.

Stage of communication: Empower
Target Group: Stakeholders
Tool: Vigilance Committee, audits
Priority: medium
Cost: low
Evaluation: feedback of stakeholders

Example: Micro-development planning as part of social audit
A voluntary development organization Samarthan and PRIA (Society for Participatory Research in Asia) collaborated in a participatory micro-planning exercise with local officials, panchayat members, members of different castes, etc.
This led to the identification of several goals one of which was to construct a drain. Inspired by the participatory local planning process, the community contributed half the cost of the drain (Rs 50,000). Those who could not give money offered their labour. The rest of the money came from the district office and was mobilized by the Gram Panchayat and its pro-active woman president, the Sarpanch.
Every member of the Gram Sabha developed a sense of ownership of the project. The Gram Sabha monitors the work. Gram Panchayat representatives also hold regular ward-level meetings. The relationship between people and their local representatives developed quickly into one of mutual support.

Example: Participatory Budgeting in the Republic of Philippines

Step 1: Preparation and initiatio

• The Local Government Unit (LGU) initiated the process by setting aside a portion of the provincial/municipal/city budget for participatory Budgeting (PB). This may take the form of an official's discretionary fund or a percentage of the LGUs development fund (as in the case of Brazil where the law provides that 20% of the city budget must be set aside for PB).

• LGU creates a technical working group (TWG) tasked to liaise and assist the PB groups that would be created later on. The TWG is typically composed of the LGU administrator, budget office, treasurer, engineer's office, and other related agencies.

• Philippine Center for Civic Education and Democracy (PCCED), with the assistance of the LGU then conducts sectoral mapping that would determine the number and nature of civil society organizations in the area.

• The LGU, citizens' and Civil Society Organization (CSO) representatives, and PCCED will then agree upon a set of guiding principles, regulations and

rules of the PB process and then they establish a calendar of events/planning cycle.

Step 2: Participatory budget formulation

• PB begins with information campaigns, public education, and workshops to promote budget literacy (both general knowledge and the local budget cycle and priorities) and explain the principles of PB and the virtues of participation and citizenship.

• General Assemblies and/or neighbourhood meetings are convened to give a venue for citizens to express and debate their needs and priorities. Essentially the assemblies/meetings are designed so people can initially vote on what they think should be the development direction or priority of the province/city/municipality.

• "Caravans" are organized at this stage to allow neighbourhood/sector representatives to visit different parts of the city/locality for a first-hand observation of problems and inequalities and to gain a better understanding of competing needs.

• PCCED then organize a series of training workshops for pertinent skill development for the neighbourhood/sector representatives

• At this point, the representatives will gather in a write shop where they are expected to produce proposals for the priorities that have been identified.

• The LGU will then convene a PB Showcase where the representatives explain the priorities and projects produced through the PB process will be displayed/presented in public.

• An election will then be organized so the general public can vote on the projects. Based on the results of the popular vote, projects will be funded by the amount set aside by the LGU.

Step 3: Implementation

• Projects approved are implemented through a process that is in accordance with both national and local laws

• Citizen groups and representatives continue to be engaged in the PB process by participating in monitoring the implementation and evaluation process

Step 4: Program evaluation and publication

Evaluation is done by LGU, citizens' representatives and PCCED identifying strengths and weaknesses and proposing changes to the next budget cycle. The whole process is documented and the results are published.

EXTERNAL OBJECTIVE 5

MAINTAIN GOOD MEDIA RELATIONSHIPS

ACTION 5.1

Determine the media spokesperson of a particular department and make this information available on the government website.

Stage of Communication: Inform

Target group: Mass media representatives

Tools: Website

Priority: High

Cost: Low

Evaluation: Feedback of media representatives

ACTION 5.2

Proactively inform media representatives about the ongoing and upcoming citizen engagement initiatives.

Stage of Communication: Inform

Target Group: Media representatives

Tools: Press conference, press release

Priority: High

Cost: Low

Evaluation: Extend of media coverage

ACTION 5.3

Organize events for the media representatives to get feedback on and support for citizen engagement activities

Stage of Communication: Collaborative

Target group: Media representatives

Priority: High

Tools: Consultations, feedback rounds

Cost: Low

Evaluation: No. of participants

EXTERNAL OBJECTIVE 6

CREATE RESILIENCE IN THE COMMUNICATION SYSTEM & BE PREPARED FOR EMERGENCY SITUATIONS

ACTION 6.1

Provide a functional Joint Information Center at BMC allowing City Public Information Officers from Police, Fire Department, CMO, and Public Works to effectively produce and provide information to the public in times of emergency.

Target Group: City staff
Stage of Communication: Collaborate
Priority: High
Cost: Medium

ACTION 6.2

Develop a plan about the first communication response for the times of emergency. This includes: a) Identify partners and entities that should receive direct information and updates during emergencies. b) Update the website's emergency switch-over feature to provide immediate information and links directing public to other emergency response organizations within the community. C) Create a bank of city phone messages to be used in crisis and develop a plan so that City staff will know how to quickly switch to emergency information provision for staff as well as public.

Target Group: City staff
Stage of Communication: Collaborate
Priority: High

Cost: Medium

ACTION 6.3

Educate citizens about informational resources available during an emergency event. In essence, develop emergency plan for all the business and residential units and schedule the emergency response drills.

Target Group: Citizens, staff members
Stage of Communication: Inform, Involve
Priority: High
Cost: Medium

ACTION 6.4

Prepare communication message maps by: a) Selecting and researching information on the top four crisis emergencies likely to affect the City. B) Creating and update preparation, response, and recovery message maps for selected emergency events. C) Upgrading the message maps to make them usable on television and the website.

Target Group: Staff members
Stage of Communication: Collaborate
Priority: High
Cost: Medium/ High

5 HUMAN RESOURCES

5

HUMAN RESOURCES

Young people express their politics in new ways, often invisible to older generations... They prefer immediate action through volunteering rather than abstract politics.

- MacArthur Foundation

A dedicated communication team responsible for citizen engagement will work together to:

• Ensure consistency and quality of the con -tent and appearance of all communications of BMC;

• Meet citizen engagement goals and objectives;

• Coordinate communication efforts across the City.

The following communication team is proposed:

COORDINATOR				

VERTICALS				
WEB	SOCIAL MEDIA	MASS MEDIA	EVENTS	VOLUNTEERS

SUPPORT TEAMS					
GRAPHIC DESIGN	PHOTO -GRAPHY	FILM	CONTENT WRITING	RESEARCH & DATA ANALYTICS	LOGISTICS
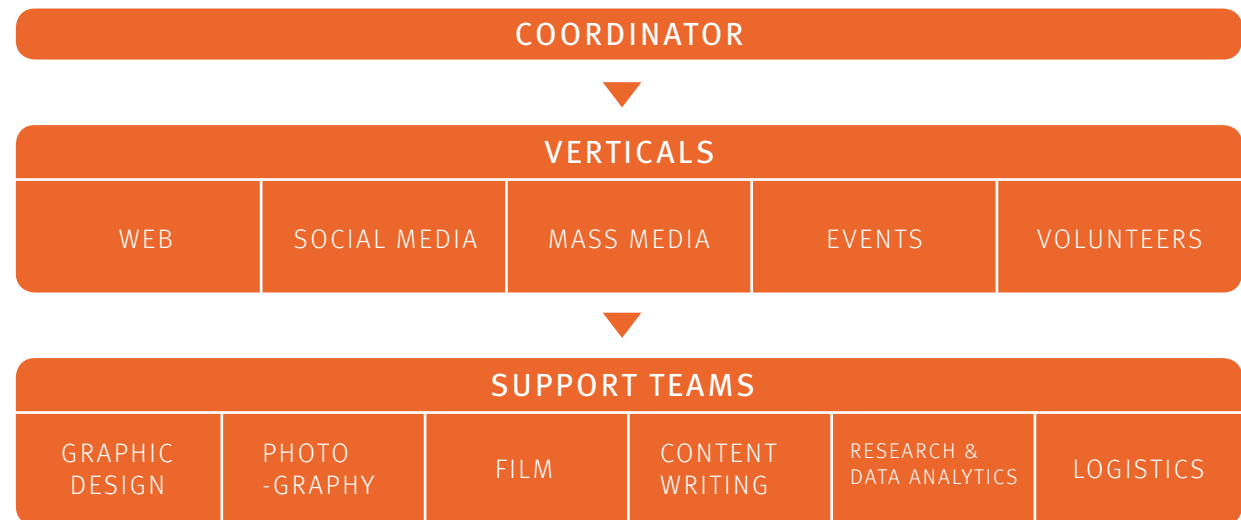
COORDINATOR

• Develops, reviews and updates long-term strategy for Citizen's Connect Initiative
• Responsible for overall coordination between all communication verticals and support teams, sets milestones and deliverables for verticals
• Responsible for regular team evaluation and for providing a continuous training and capacity building platform
• Develops and implements communication and citizens engagement plan
• Identifies communication and citizen engagement priorities across all departments
• Maintains and nurtures partnership and knowledge exchange between partnering cities
• Ensues quality and consistency in citizen engagement and communication
• Serves as point to point contact for associated organizations such as NGO's, student associations etc.
• Will be the point to point contact to Commisioner, Bhubaneswar Municipal Corporation, for all activities of Citizen's Connect team

1 Person, full time commitment

WEB VERTICAL

• Responsible for programming, design, maintenance and timely update of Smart City Bhubaneswar Website
• Responsible to optimize google-search-engine results for Smart City Website
• Reports to Citizen's Connect Coordinator on regular basis
• Supports Mass Media vertical in designing and sending mass emails to citizens
• Web vertical is also responsible to design, develop and maintain new media applications such as mobile phone apps
• Regularly informs all other communication verticals on upcoming changes on Smart City Web

Team consisting of 1 web developer and 1 person for content generation and update

SOCIAL MEDIA VERTICAL

• Responsible for engaging citizens and all stakeholders via social media platforms such as FB, Twitter, Instagram, WhatsApp, YouTube etc.
• Designs and implements social media campaigns in coordination with Citizen's Connect Coordinator and the communication verticals (Events, Web, Mass Media)

• Reports to Citizen's Connect Coordinator on regular basis

1 Person, half-time commitment

MASS MEDIA VERTICAL

• Responsible to inform Mass Media about initiatives and events under Citizen's Connect Program in timely manner
• Responsible to maintain and nurture a collaborative partnership with all media channels
• Mass Media channels include: News Paper and Journals, Radio, SMS, TV and mass emailer
• Drafts press release, mass SMS and mass email messages and documents coverage of citizen connect program in mass media
• Makes media coverage available to Citizen's Connect Coordinator and the other communication verticals for dissemination on website and social media platforms
• Co-develops citizen engagement activities with mass media partners (e.g. event with Radio Partners, Talk show with TV partners)

1 Person, full time commitment

EVENTS VERTICAL

• Responsible to organize events, seminars, campaigns etc. under Citizen's Connect including timely stakeholder engagement, fundraising efforts and budgeting

• Ensures key message of organized events is consistent with the overall communication objectives

• Documents all events and is responsible for data collection and entry

• Closely works with all the communication verticals (Web, Social Media, Mass Media) to ensure timely and maximum coherence between event organization and media communication

• Reports to Citizen's Connect Coordinator

1 Person, full time commitment

VOLUNTEER VERTICAL

• Responsible for meaningful engagement of volunteers to reach citizen engagement objectives

• Point to Point contact for single volunteers or for volunteering organizations

• Responsible for mobilizing volunteers

• Coordinates with communication verticals to find out about assignments available for volunteers

• Records volunteer opportunities, skill set available with volunteers and volunteer's achievements

• Creates incentives to honour the contributions of volunteers

• Reports to Citizen's Connect Coordinator

1 Person, half time commitment

SUPPORT TEAMS

The support teams may be composed by volunteers, hired professionals and existing BMC staff members. The support teams will contribute to the communication verticals with valuable inputs including the following: graphic design, content writing, photography, film, research and data analytics, logistics, etc. Support team member may work on a project basis only.

Multiple personnel with a min. time commitment per person/week: 10 hrs.

CONTINUOUS EVALUATION

Team evaluation: Peer-to-peer evaluation presents a powerful tool to ensure organizational development by identifying things that work and things that do not work. It is recommended to have a monthly peer-to-peer evaluation among all communication team members.

Evaluation of citizen engagement: It is recommended to have a monthly evaluation on the citizen engagement progress. All team members and external contributors shall be contributing to the evaluation. The following questions may be used as a template:

• Are we communicating as much as we should?

• Are we meeting our citizen engagement objectives?

• Are we communicating the right information? The information that the citizens need?

• Are we using the best ways to communicate? Are we inclusive in our communication?

• Are we communicating in a timely manner?

• How can we communicate more consistently in both forms (visual presentation) and substance (message)?

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6 ANNEXURES

REFERENCE CASE STUDIES

No.	Topic	Location	Target group	Tool	IAP2's Spectrum	URL
1	Public Participation in mobility planning	Brazil	City representatives	Seminar conducted by urban mobility experts	Consult, Involve	http://thecityfix.com/blog/public-participation-sustainable-urban-mobility-plan-brazil-cities-pac-jesse-worker/
2	Public participation in urban mobility planning	Sao Paulo	Mayors, Secreataries, Technical staff	Seminar	Consult, Involve	http://www.wricities.org/news/40-cities-convene-s%C3%A3o-paulo-seminar-sustainable-urban-mobility
3	Sao Paulo wins 2014 City/State MobiPrize by empowering citizens and fostering innovation	Sao Paulo	computer programmers, cell phone users, residents of a community	Mobile applications, Volunteered Geographic Information platform, Open Events such as hackathons	Consult, Involve	http://thecityfix.com/blog/sao-paulo-mobiprize-empowering-citizens-fostering-innovation-sustainable-transport-hackathon-coby-joseph-dario-hidalgo-henrique-evers-paulo-santos-rocha/
4	Participatory budget- Article	Sao Paulo	Socially vulnerable segments including but not limited to senior citizens, homeless people, women, people with disabilities , indigenous people	Election of delegates from all the segments of the population, cultural events, special schools for indigenous people based on their traditions	Inform, consult, Involve	http://www.plataformademocratica.org/Publicacoes/22527.pdf
5	Participatory Budgeting Project	US	citizens with internet access	Website	Involve, Collaborate	http://www.participatorybudgeting.org/
6	Public Involvement software (based on Sims)	US	citizens with internet	Mobile app	Consult, Involve	http://metroquest.com/
7	Participatory Urban Planning	Chicago	Internet/ mobile users	Text message, Campaign website	Consult	http://thecityfix.com/blog/chicago-innovates-urban-planning-with-participatory-communication/
8	Participatory budgeting process	Philippines	Citizens with extensive internet access	Online budget portal	Involve, Collaborate	http://www.dbm.gov.ph/?p=10628 , http://www.opengovguide.com/country-examples/philippines-developed-citizens-budget-portal/
10	Participatory Budget	Pune, India	Special groups including slum dwellers, citizens with internet access	Workshops, Twitter, local NGOs	Consult	http://janwani.org/site/projects/participatory-budgeting-2/

11	Traffic mobile apps	Banglore	Anyone who uses any kind of transportation and has a smart phone	Mobile app	Inform, Consult	http://www.bangaloretrafficpolice.gov.in/index.php?option=com_content&view=article&id=197&btp=197
12	Citizen participation and Local governance	South East Asia	Citizens, Government officials	National assemblies, training, workshops, verbal and written ways acquired to keep the officials informed. Pilot projects, opening up spaces for participation, network of people to monitor the outcome of discussion forums, joint events	Inform, Consult, Involve	https://static1.squarespace.com/static/536c4ee8e4b0b60bc6ca7c74/t/54380f33e4b06d545d26b71b/1412960051875/20.+Citizens+Participation+in+Local+Governance+SE+Asia.pdf
13	Adobe project in India to deliver timely government services	Gujarat	Citizens living in rural parts of Gujarat	Training provided by Adobe Systems	Inform	http://southasia.oneworld.net/news/adobe-project-in-india-to-deliver-timely-govt-services#.VkmXsbcrLIU
14	Smart Chandgarh Mobile App	Chandigarh	Smart phone users	Mobile app	Consult,	http://chandigarh.gov.in/mgovernance.htm
15	Public participation in Budget decisions	South Korea	All the citizens	Voting via internet and post, Citizen cultural event	Collaborate	http://www.opengovguide.com/country-examples/south-korea-has-established-systems-to-seek-public-input-on-budgeting-decisions/
16	Case Studies of Social Accountability Initiatives	Asia	Marginalized communities	mass media, public discussions, campaigns, local activists, university faculties		http://siteresources.worldbank.org/EXTSOCACCDEMSIDEGOV/Resources/EmpoweringTheMarginalizedFinalVersion.pdf
17	Use of mobile phones give Cambodians a voice	Cambodia	Mobile phone users	Text message	Consult, Involve	https://futurechallenges.org/local/the-rise-of-citizen-media-via-mobile-phone-in-cambodia/
18	e-participation	Singapore	Social media, mobile apps, websites, infographics, online and offline consultation	Multiple online tools	Inform, Consult	http://www.un.org/esa/socdev/egms/docs/2013/ict/presentation/KarenTan.pdf
19	e-citizen	Singapore	Citizens who have access and use internet extensively	Website	Inform, Consult	https://www.ecitizen.gov.sg/Pages/default.aspx
20	Citizen participation	Seoul	Citizens with internet access	Website	Inform	http://english.seoul.go.kr/

21	Creating shared space while strengthening local economy and utilizing excessive resources by appropriately allocating them	Seoul	Corporate companies	Seoul Sharing Hub- an online portal, Seoul Promotion Committee- representative committee, townhall lectures	Inform, Consult	http://english.seoul.go.kr/policy-information/key-policies/city-initiatives/1-sharing-city/
22	Diversifying Communication Channels	Seoul	Elderly, citizens with disabilities, women, youth, small businesses, culture and arts circles, tourism, urban safety, environmentalists, and young adults	Committee of representatives	Consult	http://english.seoul.go.kr/policy-information/key-policies/diversifying-communication-channels/1-honorary-vice-mayor/
23	Innovation in Civic Participation	Brazil	Youth (age 18-24)	Community service	Involve	http://www.icicp.org/resource-library/icp-publications/global-youth-service-database/americas/south-america/brazil/
24	Citizen consultation in recogninzing their priorities and determining the areas they want to allocate the budget	Seoul	Citizens of the community	Online, posts	Consult, Involve, Collaborate	http://english.seoul.go.kr/policy-information/key-policies/budget/1-citizen-participation-budget-system/
25	Internal communication strategy	UK	Employees	Intranet, team briefing, Email, managers (as source of information themselves)	Inform, consult	https://communication.cabinetoffice.gov.uk/ic-space/strategy-and-internal-communications/developing-an-internal-communications-strategy/
26	Internal Communication	Melcrum Internal Communication	Employees	Games, intranet, mobile friendly platform	Inform, Involve, Empower	https://www.melcrum.com/resources/case-studies
27	Internal Comm. Best practices	General	Employees	Email, Sign-off line, log-on pages, pay stubs, Survey	Inform, Consult	https://enplug.com/blog/15-internal-communications-best-practices-for-2015
28	General strategies to increase voting accessibility	Mobility International USA	Citizens with Disability	Training, Removing barriers, monitoring by citizens with disabilities	Empower	http://www.miusa.org/resource/tipsheet/inclusivedemocracy
29	Barriers and To dos	UK	Citizens with Disability	Language, accessible formats	Inform, consult	http://www.cipr.co.uk/sites/default/files/Disability%20Conference%20booklet_0.pdf
30	Improving voting accessibility	UN	Citizens with Disability	Toolkit, identifying barriers	Inform	https://gcn.civilservice.gov.uk/blog/2015/03/04/disability-confident-our-shortcuts-to-success/
31	Neighbourhood Ownership model, bottom-up, Citizens are the planner	St. Louis, USA	Citizens with Disability	Team of citizens that can act as representatives and leaders for the respective community	Consult	http://www.circuitattorney.org/docs/Neighborhood%20Ownership%20Model%20Detailed.pdf

32	Disability Action Plan	City of Victoria	Any organization/ employee withing the City of Victoria	Training the staff working in recruitment	Inform	http://www.dhs.vic.gov.au/about-the-department/documents-and-resources/reports-publications/adapting-to-disability-a-guide
33	Disability Action Plan	City of Victoria	Citizens with disability	Printed or online information, communication in-person or through phone	Inform, Consult	http://www.dhs.vic.gov.au/for-business-and-community/community-involvement/people-with-a-disability-in-the-community/disability-action-plans
34	Human Services- Overall	City of Victoria	Citizens who intends to communicate with citizens having a disability	Webpage	Inform	http://www.dhs.vic.gov.au/for-business-and-community/community-involvement/people-with-a-disability-in-the-community/communicate-and-consult-with-people-with-a-disability/communication-with-people-with-disabilities
35	Youth participation in National Development Process (NDP)	Uganda	Youth	SMS, radio, newspaper, Participants representing NGOs, disabled citizens, Student groups and youth structures	Consult, Involve	http://ygproject.org/case-study/national-development-plan
36	Visibility in a community, Trans-visibility	Liverpool, UK	Transgender	Meeting with mayor, recognizing transgender population	Inform	http://www.liverpooltrans.co.uk/
37	Transgender Action Plan	UK	Transgender	Survey, published plan to provide equality in different sectors	Inform, Consult, Involve	https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/85498/transgender-action-plan.pdf
38	Civic engagement of Nairobil slum youth	Nairobi	Slum Dwellers	Creating a shared space	Consult,	http://thesupply.org/findings/
39	Resilient Communication	UK	Emergency Situations	A secure web-based platform, cellphone network, fixed-line phone network, mapping the telecommunication, Airwave	Inform	https://www.gov.uk/guidance/resilient-communications
40	Resilient Communication evaluation scorecard	UNISDR with IBM n AECOM	Emergency Situations	Review the document	General	http://www.unisdr.org/2014/campaign-cities/Resilience%20Scorecard%20V1.5.pdf
41	Enhancing the resilience of communications	UK	Guiding principles	Emergency services mobile communication program	General	https://www.gov.uk/guidance/telecoms-resilience
42	Society for Participatory Research in Asia	Asia	Delegate Decision Making- Examples	Mass campaigns	Inform, Collaborate	http://www.fao.org/docrep/006/ad346e/ad346e09.htm