

**IAȘI**



**OPEN GOVERNMENT PARTNERSHIP**

**IAȘI**

**ACTION PLAN 2019 - 2021**



Open  
Government  
Partnership

## INTRODUCTION

Since Mihai Chirica's interim term (25 May 2015 - 4 June 2016) and all the more so since he became mayor elect (5 June 2016), the activity of our institution in the field of open government has been revigorated and the administration's capacity to initiate and support this kind of projects has been developing. We can say that for almost four years, the Municipality of Iași has adopted a new style of public policy making.

Being aware of how important it is for the civil society to develop, the Iași Municipality has constantly improved dialogue with its representatives. An essential part of the separation and balance of powers in the state, the civil society has become a strong and serious partner of the City Hall in the process of public policy making and implementation. As a result, the City Hall's openness to Iași citizens and civil society, as well as to the business environment, which has always found a constant and honest partner in the municipality, has been strongly encouraged. During this time, the city has become more appealing to our friends from abroad, and this has materialised both in the increasing number of tourists and in the significant number of ambassadors and other important guests coming here.

To support these statements, here are some of the most important measures taken by the Iași municipality in this respect:

### **The civil society, a member in the city's decision-making bodies**

Our respect for the civil society is highlighted by the fact that its members are part of several municipal bodies. One of these is the Traffic Commission, which makes decisions relative to the streamlining of traffic in the city. Another one is the Vegetation Management Commission, as the Iași civil society has been showing an obvious interest in the city's green areas.

- <http://www.primaria-iasi.ro/portal-iasi/stiri-si-noutati-din-iasi/reprezentantii-pasagerilor-ctp-pietonilor-si-biciclistilor-inclusi-in-comisia-municipala-de-circulatie/8790/stiri-din-iasi>

### **Transparency of decision-making in online media**

Online media are constantly developing and cannot be ignored by authorities, who need to adapt to technological developments. This is why the Iași municipality decided to support citizens by offering them several channels of interaction and information. Thus, on the City Hall's website, citizens may find several documents of



public interest, such as those relative to the procedures and papers needed for city planning and zoning or to economic activities, Local Council decisions, regulations, announcements, reports, minutes, recordings of proceedings, or provisions issued by the mayor.

On the same website, the municipality offers, free of charge, an online system that allows natural and legal persons to track the situation of the complaints and requests they have submitted to the City Hall.

- <http://www.primaria-iasi.ro/portal-iasi/pmi/transparenta-decizionala/59/acte-de-interes-public>
- <https://edirect.e-guvernare.ro/Admin/Servicii/ServiciuVizualizare.aspx?IdInregistrare=91&IdOperatiune=4>
- <http://www.primaria-iasi.ro/portal-primaria-municipiului-iasi/monitorul-oficial-local/9219/pmi>
- <http://www.primaria-iasi.ro/portal-iasi/pmi/transparenta-decizionala/92/verificare-stadiu-cerere>

## Report a problem!

Maintaining a good relationship with citizens is extremely important for Iași City Hall. This is why the institution's website – [www.primaria-iasi.ro](http://www.primaria-iasi.ro) – is not just an online environment where information can be found but also a portal through which problems arising in the city can be reported. Through a dedicated section on the website, but also through the City Hall's Facebook page, [www.facebook.com/PrimariaMunicipiuluiIasi](http://www.facebook.com/PrimariaMunicipiuluiIasi), citizens have been reporting problems and issues relative to city life, being very helpful to the city's representatives.

- <http://www.primaria-iasi.ro/portal-iasi/sesizeaza-o-problema/>

## The diaspora, involved in local government

Romania has an important diaspora community. Of course, the city of Iași is no exception to this rule. This is why the Iași City Hall has been trying to maintain a close relationship with the people from Iași who left the country, temporarily or for good. They have been offered the possibility to propose measures for a better administrative management of the city. An example in this respect is the annual programme “The Diaspora Festival – Iași is Home!”, which hosts events,



conferences, and debates on the faith of the Iași diaspora and on the way in which they might get involved in the actions and decisions of local public administration.

Moreover, through the Restart Home project, the City Hall and the Association *O șansă pentru Fiecare* [A chance for everyone] provide free counselling to people who wish to come back to Iași and become entrepreneurs. Through the platform [www.restarthome.ro](http://www.restarthome.ro) and a dedicated phone line, the members of the Iași diaspora can request and get information on the business opportunities available in the city and in the region, data on the competitiveness index of the industry in which they wish to activate, and the opportunities to get non-refundable funds.

At the same, through its specialised departments, the Iași City Hall offers to citizens repatriated through entrepreneurship programmes support in order to carry out the steps that are within the municipality's jurisdiction. Through partnerships with elite professional organisations, embassies, associations of diaspora Romanians, or central-government institutions, the RestartHome office provides a coherent information flow to the future entrepreneurs of Iași and offers them a series of free or low-cost services that use common transparently provided resources. At the same time, RestartHome contributes, through devoted free sessions, to the development of entrepreneurial skills in the case of the members of the diaspora who wish to come back to the country in order to start a business.

- <https://curierul-iasi.ro/sarbatoarea-diasporei-iasul-este-acasa-2-33078>
- [www.primaria-iasi.ro/portal-primaria-municipiului-iasi/sarbatoarea-diasporei-iasul-este-acasa-editia-august-2019/9211/sarbatoarea-diasporei-iasul-este-acasa](http://www.primaria-iasi.ro/portal-primaria-municipiului-iasi/sarbatoarea-diasporei-iasul-este-acasa-editia-august-2019/9211/sarbatoarea-diasporei-iasul-este-acasa)
- [www.restarthome.ro](http://www.restarthome.ro)

## Measures against pollution

Like all big European cities, Iași is affected by pollution. Worried about its possible effects, the executives of Iași City Hall decided to take several measures. Among these are the adhesion to the “Mayors’ Convention on climate and energy” (May 2018), as well as to the “Zero Waste Municipalities” programme (February 2017), when our city became the first in Romania to have adopted the „zero waste” policy. These initiatives were based on requests formulated by citizens and the civil society, both in writing and during public debates. They were also backed by Local Council decisions.

- [https://www.conventiaprimarilor.eu/about-ro/cov-community-ro/signat-ro/overview-sign-ro.html?scity\\_id=14212](https://www.conventiaprimarilor.eu/about-ro/cov-community-ro/signat-ro/overview-sign-ro.html?scity_id=14212)



- <https://zerowasteeurope.eu/2017/02/zero-waste-progress-in-romania/>

## Information campaigns

In recent years, the Iași City Hall and its neighbourhood centres have played an important role in the implementation and support of local and regional policies. The effort to disseminate information and attract the citizens' goodwill materialised in information and consultation campaigns. For instance, in 2018, the municipality organised such campaigns for the 2018 local budget project, the city's bypass belt, the multifunctional sports centre and for the two great projects involving the Moldova regions: the Iași - Târgu Mureș Highway and the Regional Emergency Hospital.

- <http://www.primaria-iasi.ro/portal-iasi/anunturi-pmi/4690/stiri-din-iasi>
- <http://www.primaria-iasi.ro/portal-iasi/anunturi-pmi/8597/stiri-din-iasi>
- <http://www.primaria-iasi.ro/portal-iasi/anunturi-pmi/8748/stiri-din-iasi>
- <http://www.primaria-iasi.ro/portal-iasi/stiri-si-noutati-din-iasi/proiectul-spitalului-regional-de-urgenta-prioritar-pentru-municipalitatea-ieseana/6070/stiri-din-iasi>
- <http://www.primaria-iasi.ro/portal-iasi/anunturi-pmi/9099/stiri-din-iasi>

## Funds for civil society projects

An important element in the City Hall's activities is the Civil society funding programme. Each year, the Iași municipality grants funds to projects submitted by the civil society in areas such as: culture, written culture, social-environment-education-health, or youth. Since 2016, it has been the local administration that has been offering the largest amount in the country to the youth sector (1 million lei per year). In 2018 the administration created a new funding sector: transparent and participatory governance.

In 2019 the funds allotted from the local budget to all the areas mentioned above amount to 2.300.000 lei, divided as follows: cultural sector – 400.000 lei, youth sector – 1.000.000 lei, transparent and participatory governance – 400.000 lei, social-environment-education-health – 400.000 lei and written culture – 100.000 lei.

- <http://www.primaria-iasi.ro/portal-iasi/stiri-si-noutati-din-iasi/primaria-municipiului-iasi-lanseaza-programul-anual-de-finantare-nerambursabila-a-proiectelor-societatii-civile/8961/stiri-din-iasi>



## Iași – Youth Capital of Romania

During the period June – November 2018 the city of Iași participated in a contest for the title of **Youth Capital of Romania (ICTR) 2019 - 2020**, which it won at the Romanian Youth Gala from Baia Mare, on 10 - 11 November 2018. The programme “Iași – Youth Capital of Romania 2019-2020” built its missions and goals on a bold vision: a city in which the voluntary engagement of each young citizen is recognised, appreciated, and develops in an irreversible way a sense of belonging to the community. As a continuance of this vision, the mission of the ICTR 2019-2020 Programme is to mobilize the youth, non-governmental organizations and both public and private institutions so as to make them actively involved in the harmonious development of Iași as a modern, attractive space, stressing its identity and sense of belonging through sustainable project, a rational consumption of resources, and public policies integrated in agreement with the youth’s needs. The municipality supports this programme in many ways, including by funding projects (through the funds allotted to the civil society – the youth sector).

- <https://www.facebook.com/IasiCapitalaTineretului/>

## Iași – A member of OASC

On 26 March 2019 the City of Iași took over the coordination of the Romanian **Open & Agile Smart Cities** (OASC) network, a structure which possesses a very large database of standards needed for tomorrow’s cities in the field of open data, services, and technologies. OASC is a not-for-profit international organisation that has created a global network of 129 smart cities organised into 26 national and regional networks. The network members implement the minimal interoperability mechanisms needed to support the city’s smart development. The adoption of these mechanisms increases the pace of innovation, reducing costs and inefficiency. In brief, these mechanisms allow cities to engage in the global digital transformation.

- <https://oascities.org/a-new-wave-of-cities-join-oasc/>
- <https://www.digitallytransformyourregion.eu/iasi-becomes-coordinator-open-agile-smart-cities-network-romania>

## Iași City Report

Iași City Hall has continued to diversify the services that help it communicate with citizens. In early 2018 it launched the application “Iași Official App”, a platform that addresses both tourists and local people, promoting the city. In March 2018 it also





launched the app “Iași City Report”, which allows engaged citizens to send various reports and complaints to the Iași City Hall and its local public services. The citizens’ reports are accompanied by photos, descriptions and GPS coordinates so that authorities know immediately and exactly where the problem is located.

The app “Iași City Report” may be downloaded here:

<https://play.google.com/store/apps/details?id=ro.iasi>

Aplicația „Iași City Report” poate fi descărcată de aici:

<https://play.google.com/store/apps/details?id=ro.iasi>

- <http://www.primaria-iasi.ro/portal-iasi/anunturi-pmi/6215/stiri-din-iasi>

## Iași Digital City

In early 2018, within The Digital Cities Challenge programme, the European Commission selected 15 cities, among which Iași, to offer them high-level counselling and coaching with local and international experts to help them develop and implement strategic plans aiming to promote economic growth and social welfare. For 14-18 months, the Iași municipality is to receive a personalised consultancy and support programme from a group of experts who are familiar with the City of Iași, its current challenges and future ambitions, in order to access funds and programmes allowing the municipality to reach digital maturity, to engage in dialogue with other European cities having accepted the same challenge, to exchange ideas, experiences and good practices, and access European networks and platforms.

At the end of this programme, the City of Iași will have a strategy and an action plan for digital transformation, which will include concrete, feasible, and measurable steps to be implemented in the short, medium and long term, a firm commitment to the transforming power of digitalization, and a network of European partners able to provide mutual assistance and counselling in the future.

Moreover, since February 2019, the City of Iași has been a member of the Romanian Association for Smart City and Mobility (ARSCM). This organization, which includes the main providers of smart-city solutions, offers consultancy to the Romanian government on issues related to the support of smart city industries, being an active participant in the elaboration of legislative projects.

- <http://www.primaria-iasi.ro/portal-iasi/anunturi-pmi/7952/stiri-din-iasi>
- <http://www.primaria-iasi.ro/portal-iasi/anunturi-pmi/8190/stiri-din-iasi>



## Concluzii

The Iași Municipality reaffirms its willingness to continue its efforts to make more transparent its administrative activities and to involve citizens and the civil society in the decision-making process. As the mayor elect of the second largest city in the country after the capital, Bucharest, Mihai Chirica, is a strong supporter of the government measures included in the **Open Government Partnership (OGP)** Local Action Plan and, in general, of any measure that can lead to the improvement of local public government. He has declared his commitment to this in many public statements and through the measures presented above.

## IMPLEMENTATION OF THE LOCAL ACTION PLAN

In the light of all the measures described above and out of the wish to develop many more similar projects, the management of the Iași municipality decided to assume three major projects through the Local Action Plan, as part of the city's commitment as a member of the OGP Local Plan, projects which will be implemented during the period September 2019 - August 2021.

### Co-creation of the Iași Local Action Plan

On 28 August 2018, the Iași City Hall launched an invitation to all interested citizens to become a part of the Iași MSF. On 12 September 2018, at Roznovanu Palace, in the presence of Brittany Lane, the OGP Local Programme Manager at that time, the City Hall organised the first applied information session on how an MSF works and how the Local Action Plan is collaboratively created. The citizens were given the deadline 28 September 2018 to register for the MSF by filling in an online form posted on the City Hall website. As a result, the MSF was formed as a structure comprising 60 people (members of the civil society, of the academic and business environment, and public servants who were also in charge of the forum's „secretariat”).

First, the MSF members were invited to join, depending on their own skills and interests, several working groups matching the City Hall's areas of competence and concern (infrastructure, transparency, environment, digitalization, transport, promotion etc.). Then, from 25 October 2018 to 22 November 2018, the „Vasile Pogor” Room in the Iași City Hall hosted five extended meetings of the MSF; during





this time, the working groups had their own separate meetings as well. The MSF members agreed by mutual consent on the way the forum should work and how the decisions should be made, and the working groups created collaboratively a set of measures to be included in the Local Action Plan. The 13 resulting measures were voted online by all MSF members and after a process of deliberation within the forum the three projects assumed by the City Hall as a commitment within the OGP were finally chosen.

The MSF members reorganised according to these projects. They were debated on in the new working groups together with the stakeholders from their corresponding sectors, they were refined and written down according to the OGP requirements and standards. The entire process ended on 5 December 2018, when the measures were forwarded to the MSF „secretariat” ensured by City Hall representatives.

Following the public consultation organised on 12 December 2018, the propositions and suggestions made within the debate were integrated by the MSF members into the projects included in the Local Action Plan.

The three projects were co-created by the representatives of the Iași City Hall and the members of the Multistakeholder Forum (MSF) Iași during the period August – December 2018 and they were analysed and voted on by the Iași Local Council in its meeting of 24 April 2019.

The three major projects included in the Local Action Plan are the following:

**MEASURE I. Branding the city: The democratic legitimacy of a transparent governance in the Iași Municipality**

**MEASURE II. Clean Iași: 100% people, 0% waste**

**MEASURE III. Design4Community – Mechanism to co-create solutions to public issues**

The first project, **Branding the city: The democratic legitimacy of a transparent governance in the Iași Municipality**, proposes to develop a branding strategy for the city – an umbrella effort which aims to promote civic engagement and local government transparency by remodelling the relationship citizens have with their city. Thus, the four promotion axes (tourism, business, education, community) will connect the local administration, the inhabitants of Iași, and visitors to the existing projects, strategies, and development plans through a smart involvement in the city's affairs and its prospects.



The second project, **Clean Iași: 100% people, 0% waste**, is based on the principle of co-creating public projects by harmonizing the measures taken by institutions with the citizens' input. At the same time, it places the power to change in the hands of citizens, who are empowered by public institutions to adopt responsible behaviours, it allows of a transparent evaluation of impact, and creates a dialogue between citizens and public institutions in order to develop de strategy and the action plan of the sanitation department, increasing its responsibility and transparency.

The third project, **Design4Community - Mechanism to co-create solutions for public issues**, aims to develop a public participation mechanism that requires a collaborative (administration, academic environment, private environment, and civil society) process in order to identify, prioritize and develop innovative and intelligent solutions for some community issues.

The measures will be implemented under the supervision of the Open Government Office/ Compartment/ Staff, which is founded by or subordinated to the Mayor of Iași and will be supervised by the Multistakeholder Forum.



## MEASURE I

### **Branding the city: The democratic legitimacy of an transparent governance in Iasi Municipality**

#### **Lead implementing agency/actor:**

Iași Municipality through the Compartment for the Promotion of the Economic and Tourism Environment

#### **Other stakeholders involved:**

- State actors:
  - Iași Municipality
  - Alexandru Ioan Cuza University
  - George Enescu University of Arts
  - Faculty of Architecture Iasi
- Association of Management of the Tourist Destination Iasi and the region of Moldova `Destination Iasi`
- Private actors
  - Tourism Association Iasi.travel
  - Branding companies (Wiron, Subsign, Grapefruit)

#### **What is the public problem that the commitment will address?**

There is a general low local awareness in regards of public projects and city's strategies, conducting to several unfortunate effects:



- municipal projects fade from public awareness and the general dynamic of the city remains little understood by its inhabitants;
- municipal strategies lack their directing power, as they are neither sufficiently acknowledged in the community, or constantly communicated in terms of progress, blockages and next steps
- people of Iași have a negative perspective over their city, themselves, as locals and the city management
- many civic endeavors coming from either NGOs or common citizens when prompted with the opportunity-window to contribute to the public agenda, are lacking sufficient understanding over the issues they try to solve in terms of what has been done, what solutions were discarded and why etc.

Although public awareness over city projects and plans has never been scientifically documented in Iași, it transpires on many different contexts. For one example, public consultations over the local budget are always conducted like they would build up on ground zero, people being asked to bring suggestions, but are not provided with the contextual data their suggestions should best be fitted in. Actually, public debates, which are not effective in harness wide audiences, are the primary sources of information a citizen could access in order to keep himself up to date with city development. Although information about them are to be found on municipality website, they are seldom easy to spot, to understand and to place it into a coherent bigger picture.

During the exercise made to start the OGP process in Iași, most of the participants in the start-event declared they didn't know what plans and projects are conducted by the municipality. Again, during an one year program conducted by CIVICA, a local NGO for better governance, which was built on the basis of generative politics, more than 100 citizens proposed public projects they assumed, if selected, to voluntarily run them under implementation, with the help of local representatives. The program brought close observations both on what locals would want for their city, and how they perceive the administrative process for their proposed projects. Lack of knowledge regarding due time, phases and processes, as well as lack of knowledge in regards of projects already in place, ran by the municipality, was a constant. Even more worrisome, when documenting the issue of a specific problem, in order to shape a clearer path of implementation for a certain project, civic groups were faced with confusion, as it was excessively difficult to connect public strategies and projects



with what has been actually done, what is going to happen and what was simply omitted.

To the general low awareness over the public projects, their progress and predictability, a sharp gap separate variate groups of stakeholders and the public servants of the city, making even less probably for the citizens to coherently acknowledge or participate in public projects development and implementation. Co-working between public servants and groups of citizens with different expertise is neither acknowledged, nor practiced. People know as a general information that if they have an idea they could bring it in front of the representatives, but the process lacks clarity and predictability. Experts or experienced citizens in a specific field reject the costs associated with unclear paths, as they share, like most of the locals, a distrustful attitude towards the political arena which is perceived as juxtaposed to what it means to manage a city.

Moreover than not, citizens justify their lack of interest and knowledge in public projects through their distrust in the managing authorities.

As a moderator factor which weightens the gap between citizens and city management, the lack of local identity of the city contributes to the persistence of certain image issues regarding the city, such as:

- a negative perception among the inhabitants regarding their city;
- poor attractiveness of the city for tourists, businesses, academia;
- in the online environment, the emphasis is often placed on negative aspects regarding the image of the city
- a negative and contested image of local administration.

In order to:

- address the issue of citizens' unrelatedness to the city projects,
- create space for dialogue between local authorities and different social categories of people who interact with the city (business, tourism, students, common citizens and NGOs)
- overpass the distrust that keeps citizens and city management apart

an integrated solution was created, that would foster transparency over public projects derived from the city strategies and it would facilitate dialogue within a





context that would raise minimal citizens' distrust, while also building the local identity as an instrument to connect citizens to city plans and progress.

## What is the commitment?

The commitment promotes the process of developing a **city branding strategy** as an umbrella endeavour to reshape the relation between citizens and their city, by connecting them to city's public projects, strategies and plans for the future. Although the history of city branding accommodates plenty minimal approaches, what we propose is to use the complex, healthy process of city branding in order to:

- create more transparency at the administrative level,
- a better relatedness of citizens and different stakeholders to specific city projects, their progress and the plans for the future in fields of their interest,
- while also ensuring the continuity of this specific relation with the city, through personal integration and internalization, as a core feature of local identity.

A. Consultation, public dialogue and harmonizing different perceptions in search for meaningful common ground

In order to create a successful city brand, stakeholders targeted at all society levels need to have a common vision of the brand's core values and benefits, whilst have effective relationship that support ideas. This reinforce the idea of **community engagement** in the process of creating and implementing the entire project as they create meaning and legitimise the city brand. This stage implies consistent consultation and social survey, in order to identify the drivers of meaning among a community, while also identifying the blockages in building over those drivers. No predictions are healthy to promote until the actual consultation and thorough interpretation of results, but just as an exemple, it could be supposed that people of Iași highly praise the cultural background of the city or the once green scenery. Conversely, the inhibitors for developing a strong perception over the city, built upon what they value most, are either lack of projects or lack of knowledge on projects which support these traits.

B. Assuming to build upon community shared drivers of meaning, by developing maps of public projects, publishing open data relevant statistics for different targeted stakeholders or fields of interest (investors, students, tourism agents, researcher etc.)



and creating the digital spaces, symbols, narratives and messages that would facilitate both new interest in city projects, and the ease to communicate them as part of local identity

The story behind city branding involves, as well, the easiness of communities to understand what is Iasi, what is the progress of what Iasi want to be and where do all of us want to arrive in terms of Iasi development. In this case, the addressed issue refers to become a more **transparent city** within its own plans and projects so that communities can understand, involve or communicate the relevant informations upon the city. That implies shaping a change at both ends: in how and what local administration publicly communicate to different stakeholders, and in how and what stakeholders focus upon, in relation to the city.

Many local academics consider brand building so important that, for Iași, it should be 1st priority, offering a fresh start for reshaping the relation with the city. Because people's perception is everything, and city brand means people's perception, while a city brand strategy is managed perception of the involved community.

Starting from the small scale of the city until the regional and national context, from locals to mayors, the approach of engagement will be both vertical (from locals to future newcomers) and horizontal (from small scale to national context). Therefore, civic engagement in the creation and communication of the city brand will be enforced through continuous collaboration between different visions.

**Designing the branding strategy aims at (a) defining a unitary and positive image / identity of Iași and its assumption by the administration, inhabitants, the business environment, tourists, students and (b) promoting as widely as possible this image / identity defined for the city of Iași.**

**a. Designing a branding strategy that involves the following steps:**

*1. Civic engagement through permanent consultation (general and customized by interest groups - community, business, tourism and education) to define the pillars of development of city branding.*

At this point, the idea is to awake the engagement spirit of communities in Iasi in order to magnetize the relevant information concerning Iasi from different stakeholders point of view. In order to do so, the local authorities will facilitate the relevant data (strategies, plans, stage of process) for a better understanding of what is and where will be Iasi, while the general survey, community consultation and debates will bring at the surface the most significant themes for citizens, in relation to



their city.

## 2. *Synthesis of ideas and defining the concept of city branding for Iasi.*

The process of creating the brief refers to elaborate a set of ideas and principles which reflects the wholeness image of Iasi, in order to establish the guidelines for branding process of Iasi municipality. At this stage, the municipality assume to build upon citizens' interests and defines sets of datas and relevant statistics, along with thematically selected projects and city strategies which are going to be publicly communicated as an integral part of identity and brand building.

3. *Making proposals (specialists in place branding, selected through contest) of visual identity elements. The final choice will be decided by a committee of specialists (50%) and by the local community (voting system).*

According to the brief, there will be a permanent dialogue between specialists selected to provide the visual identity and to build the visual markers for the knowledge platforms which will communicate public statistics and projects, and the local administration workgroup, until the results if finally achieved.

## 4. *Elaborating the city branding strategy.*

The team behind the strategy will elaborate the brand strategy tackling the relevant OGP values into the proposal: accountability, open data, transparency and civic engagement, shaping and managing, with the administration workgroup, the data portals designed to communicate public projects and sets of statistics in open format, for different stakeholders (innovators, tourists, students etc.).

## **b. Implementing branding policies (12 months)**

Residents and local government will assume the identity defined in the branding strategy and will communicate this image in a transparent and open manner. Promotional campaigns will be created on 4 key axes (tourism, business, education, community) to bring more investors to the city and support educational / tourism initiatives. Central activities / actions will involve:

1. Intensive promotion of visual identity by labeling a set of public goods by the local government with these elements of identity (public transport, administration cars, canals, neighborhood town halls, etc.).
2. Promotion of visual identity by private actors by creating "Made in Iași" labels on local products (eg wine bottles, etc.).



3. Promotion of visual identity by citizens by distributing promotional materials with visual identity elements which reinforce the notion of transparent city and cues to the data portals (shirts, backpacks, stickers, umbrellas, jackets, etc.).
4. Assumption of the visual identity by the local economic actors (taking over the Iași visual identity elements in their own promotional materials).
5. Communication of visual identity outside of Iași through (a) participation in tourism fairs, business events and (b) in the online environment.
6. Change of totems from the entrance to Iasi city with some specific from the branding manual.
7. Promoting and constant updating the data portals where citizens have access to specific statistics in open format and information regarding the public projects (budgets, milestones, progress, next steps, opportunities to get involved) on different fields of interest for different stakeholders: tourism, business, education, community. These portals, integrated into the local identity brand strategy, are going to be of use also for facilitating and drawing attention towards public consultation events.
8. Making a promotion film to communicate Iasi as a destination.
9. Communication the city brand through Iasi ambassadors (cultural / sporting personalities, students involved in internships / university exchanges, etc.) who will bring further awareness over the city, its identity and the information provided to support it, in regards to public projects and the access to participation.

**Expected results of implementation of the city branding process, as previously described:**

- a. Locals will become proud of the city they live in, changing the interaction pattern with authorities and public projects .
- b. People of Iași will communicate the city as a creative one in all social spheres (social media, friends, relatives, business, tourism fairs, tourists), while also backing their statements with concrete information, advocating further the data and info portals.
- c. Universities will attract more students coming from outside the city, as the local community is going to reclaim its attractivity factor.



- d. The number of tourists will increase with the participation of Iasi in tourism fairs, and their feedback (positive) will have the effect of snowball, encouraging the local administration, as well as the community to make further steps in building upon the shared identity.
- e. The business and entrepreneurial environment will benefit from both the idea of an attractive city - aimed at increasing start-ups and business events, and the concrete data they'll be provided through data and information platforms, which will allow them to make informed decisions.
- f. The local administration will become a more resilient one, by genuinely gaining the trust of different social categories of the community
- g. Local community will become more engaged in public decisions and projects as they will become more transparent to the community.

## How will the commitment contribute to solve the public problem?

City Branding is the process of branding a city or place. *“A strong place brand helps a city compete in the global marketplace,” says Chris Fair (President, Resonance, Marketing Firm)*

The previously described process allows:

- finding the topics and fields citizens mostly care about in relation to their city and build more **transparency and knowledge** over the corresponding public projects while also developing corresponding bodies of statistics with public access, so that interested stakeholders could base their decisions upon them; by doing so, a better performance of transparency is ensured, by bridging public information with highly shared community interests;
- the development of a new relation between city management and citizens, as the branding process opens a dialogue place less affected by mistrust; the consolidation of a more open relational pattern between the local administration and the citizens, as the local identity must be enforced through concrete action upon transparency and dialogue opportunities;





- local administration to accommodate with the value of transparency and to develop internal workflows mandatory in order to gather and update statistical data and to digitally and coherently communicate public projects, their status and updates

## Why is this commitment relevant to OGP values?

### ● Civic Involvement

The very first action of the commitment, assuming an attractive city for its inhabitants, the business environment, tourist and academic field involves a major civic participation process from the local society. All four pillars of the present proposal (civic society, business, education, tourism) are to be consulted for the purpose of the project. Their perceptions and vision is essential in achieving a final result that highlights the identity of Iași. During the implementation process, **civic engagement** in promoting the identity which will be directly related to public projects and data from the portals will weigh heavily on dissemination and internalization of the provided public information. Awareness over available public information and meaning added, due to their link with the local identity, should serve to better accommodate the community with checking up on what's happening in their city.

### ● Transparency

By digitizing city strategies and public projects, along clustered fields of interest manifested by the local community and its stakeholders, the threshold of meaningful **transparency** becomes reachable. Otherwise, the risk is that the local administration to cease the great effort mandatory to take such an approach, due to apparently lack of interest in the community. While we may assume that all city strategies will be digitized and subordinated public projects, presented along with their timeline, progress and other contextual data, the specific fields for open data platforms (statistics) should be established within the process of brand strategy building, in order to identify the types of data relevant for stakeholders and also collected by institutions and public agencies.

### ● Accountability and open data

The process of understanding Iași is also about understanding the past, present and future projects and strategies. Saying that, through the process, the local authorities will become more aware in regards with the two sided blade of transparency. **Sharing and presenting** in a friendly way the inside data (strategies, projects, future



plans) builds public trust, while is also binding you into respecting the promises made and clearly explain the change of plans. Apart from digitization of public projects clustered along community expressed interests, the open data portals, designed to share relevant statistics for different stakeholders allows many types of social groups to verify and build upon valid information.

### ● Sustainable development

The major goals of a branding campaign are to increase economic growth and improve the quality of citizens' lives, and both of them are sustainably reached by creating a local identity which changes the relational patterns between authorities and citizens, allowing citizens to **better relate** to public projects and city hall decisions, while also accommodating the local administration with workflows mandatory to ensure a better communication on city's projects.

On the medium and long term, the local identity, actively translated in action, adds to economic development and social innovation.

### ● Using the Technologies

The brand strategy is closely related to the construction of a smart-city, which is heavily influenced by the way the city is positioned through its features. Creating the open data portals, in fields of interest for different stakeholders (civic society, business, education, tourism), along with digitizing city strategies and subordinated public projects is highly related to city's strategy on the smart-city issue.

## Additional information

The budget is about 100,000 euros.

The first part of the project can be budgeted sequentially:

- a. Consultation + Synthesis.
- b. Making proposals + developing branding strategy

The second part of the implementation project can be carried out sequentially through public procurement procedures and the involvement of tourism / business association structures, as the development of open data portals and digitizing city strategies and subordinated public projects needs a different budget which is to be computed after the first stage. .



a. Example of a proposal made by a company from Iasi for Oradea Municipality:  
<https://subsign.co/projects/oradea>

b. Example of branding manual made and implemented in Alba Iulia  
[https://www.apulum.ro/pdf/Alba%20Iulia%20Manual%20De%20Brand\\_2014.pdf](https://www.apulum.ro/pdf/Alba%20Iulia%20Manual%20De%20Brand_2014.pdf)

c. Article explaining the need for a city brand strategy  
<http://urbact.eu/while-you-were-designing-your-city-logo>

## Road map

| Actions   | Calendar    |
|---|-------------|
| <ul style="list-style-type: none"> <li>→ Public consultation</li> <li>→ Brief manual</li> </ul>   | 2019 - 2020 |
| <ul style="list-style-type: none"> <li>→ Building Branding Strategy</li> <li>→ Implementation of branding policies</li> <li>→ Compiling first sets of data for digitizing city strategies and subordinated public projects, in the fields of interest expressed during previous stages</li> <li>→ Developing the technological solution for digitized city strategies</li> <li>→ Gathering and compiling first sets of statistical data collected by institutions in fields of interest expressed by stakeholders</li> <li>→ Launching the portals and the digitized maps with public information regarding public projects subordinated to city strategies</li> <li>→ Constant updates on public information provided</li> </ul> | 2020 - 2021 |



## **Name of responsible person from implementing agency:**

Dan Postolea

**Title, Department:** Local Administration Communication department

**Email and Phone:** [dan.postolea@primaria-iasi.ro](mailto:dan.postolea@primaria-iasi.ro), +4.0232.267.582 (interior 117)

Anca Zota

**Title, Department:** Economic Cooperation and Tourism department

**Email and Phone E-mail:** [turism@orimaria-iasi.ro](mailto:turism@orimaria-iasi.ro), +4.0232.261.990



## MEASURE II

### **Clean Iași - 100% people, 0% waste**

#### **Lead implementing agency/actor:**

Iași Municipality - Open Government Office/ Compartment/ Staff

#### **Other stakeholders involved:**

Salubris SA, Waste Management Company

Zero Waste working Group, OGP MultiStakeholder Forum Iași working group

#### **What is the public problem that the commitment will address?**

Romania is one of the states with the lowest recycling rate in Europe. According to ANPM, only 10% of the waste is recycled, with the remaining of 80% being deposited and 10% incinerated. According to the most recent study on waste management in Romania (Mușuroaea, Oberdorfer, & Mușuroaea, 2017), the city of Iași produces 88.881 tons of trash yearly. It is estimated that by 2025 we will produce twice as much waste, with the European Union average reaching 1.3 billion tons per year. European objectives focused on circular economy aim to reach a recycling rate of 65% of municipal waste, reduce the landfill volume to hold only 10% of waste, and reuse or recycle 75% of packaging, all by 2030.

Iași joined the international network called “Zero Waste Cities” in February 2017, being the first Romanian municipality to aim at implementing the “zero waste” provision. Iași has already implemented approximately 25% of the measures, the greatest majority of which were within the legislative framework. The rest of the measures were not sufficiently addressed, and they include the following objectives: reduce waste disposal by 30%, increase the recycling rate by 20%, increase the compost of biowaste by 20%, generate less than 50 kg of mixed waste per capita, all





by 2020. A vicious circle is perpetuated by the low level of awareness in regards with the utility and necessity of waste collection at source within the city's population.

For example, because the citizens of Iasi do not use the appropriate public trash bins, the Waste Management Service is not able to separately collect waste (paper, plastic, metal, glass, etc.) either. The few citizens from Iasi who use a selective waste system in their households declare they are discouraged by the fact the Waste Management Service empties all the public bins in the same car, making people's effort to recycle to seem futile. On the other hand, the Waste Management Service argues that a differentiated program of waste collection is hard to implement since the public trash bins are rarely adequately used, and the waste is always contaminated.

Field observation on how public trash bins are managed, as well as at the waste management station, was conducted. It revealed that despite existing plans to develop the waste disposal infrastructure (such as installing special trash bins to discourage public vandalism and encourage separate collection of trash), the main issue is waste selection at the household level.

There are multiple factors that might determine a low level of environmentally friendly behavior on the citizen's part. They can be split in two areas. The first one is the lack of education in regards with the importance of implementing selective waste management in the household. The second one is linked with convenience and powerful existing habits around private waste management. Many citizens prefer not to change their waste selection routines since it involves more attention (carefully observing the types of trash they generate and where they are supposed to be stored) and the need to rethink the waste collection space in the household.

At the same time, the garbage and trash cans industry does not encourage a changed behavior towards selective waste collection in the household. For example, voluminous trash cans encourage the idea of trashing everything in one bag. Moreover, the traditional trash can already uses a lot of space, so it makes it difficult to install additional waste collection containers. To conclude, selective waste collection should begin in the household. To facilitate a more aware and responsible behavior, the ordinary citizens need knowledge and solutions which can help them reduce the costs of changing their behavior in regards with private waste collection.

The following solution is built upon Iasi's "Zero Waste" strategy, aiming to continue the steps the municipality already implemented or pledged to implement.



As the problem is located at the household level, more attention should be provided to assure data availability in regards to waste management at the city level, as well as more granular, at the neighborhood level, so that citizens could gain awareness over the impact of their domestic routines related to trash storage. As the investments in public infrastructure for waste management proved to have limited impact over citizens' behaviors, a harmonization between the Waste Management Service action plan and citizens' needs and desired solutions should be operated in order to assure the common ground so that a joint effort to be made, by both officials and citizens.

## What is the commitment?

**Clean Iași** is a pilot project which aims to encourage selective waste collection practices, as well as reducing the waste volume which deteriorates the environment, both from an ecological and a socioeconomic perspective.

The project has **three secondary objectives**:

- a) Short-term impact: inform, raise awareness and lower the costs of changing behaviors for the citizens who choose selective waste collection
- b) Medium-term impact: facilitate the information transfer from citizens to the Waste Collection Management service in order to harmonize the public waste management strategy with the citizens' needs and their vision
- c) Long-term impact: ensure basic research and knowledge for developing public policies and regulations to diminish the production of objects which cannot be integrated into the circular economy

**Clean Iași** aims to:

1. Be proactive in meeting the citizens' needs by acquiring and distributing 1.000 apartment containers with personalized bags for waste collection, which comply with the appropriate, standardized design for selective trash storage, and, additionally, supplement the public waste storage areas with special bins for the collection of used oil, clothes, and footwear.

The household containers will be distributed free of charge in one or two city neighborhoods which will present the largest number of citizens requesting to receive one in order to replace their older waste baskets. The neighborhood with the largest number of concerned citizens will also be equipped with special bins for the collection of used oil, clothes, and footwear.



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The process will involve the following steps:

a) The Information Campaign: “Responsible neighbors, an easier life, zero waste”

The City Hall and/or the waste management service launch an information campaign and launch a contest to find the cleanest and most responsible neighborhoods in Iași.

b) Mobilizing Responsible Neighborhoods

Owner associations are involved in the popularization of the campaign and in gathering signatures from neighbors who say “yes, I am responsible, and I want to give away my waste basket”. Signatures are collected over a period of three weeks, but the action ends as soon as 1.000 signatures are collected from a neighborhood. The signature lists are officially registered in a constant manner, and their status is publicly communicated so as to encourage the mobilization of neighborhood communities and to keep a record of registrations. The first neighborhood that gathers 1.000 signatures wins and the competition closes. If at the end of the period destined to gather signatures no neighborhood reaches the threshold of 1.000 signatures, the winners will be the first two neighborhoods that have gathered the largest number of responsible citizens.

c) Clean change

The apartment containers and bags are distributed through a series of public events taking place after the normal working hours, and they include workshops and practical demonstrations for each block of flats in which the new equipment is “inaugurated”. Within each session, the neighbors from each block receive the containers and take part in practical demonstrations on the impact of selective waste collection, on how the containers should be used, and on practical solutions to diminish waste. The mounting of special common containers for used oil, clothes, and footwear is marked through mini community events, which allow neighbors to know each other and to socialize in a context that is friendly to circular economy.

d) Monitoring and impact assessment

The dynamics of the waste collection areas in the winning neighborhood is monitored over a period of 6 months and the results concerning the fluctuation of selective waste collection are made public.



## 2. Public consultation and harmonization of the Waste Management Service's action plan with the citizens' needs

In order to ensure the most appropriate strategy to encourage selective waste collection, the second component of **Clean Iași** focuses on a large public consultation through questionnaires and semi-structured interviews. Questions will touch issues like “what holds you back from collecting selective waste?”, “what do you need to collect selective waste?”, and “which Zero Waste measures you would like to have implemented the soonest?”.

The results will be analyzed and harmonized with the Waste Management Service's strategy and will reflect in concrete actions planned for 2020.

## 3. Research, traceability, transparency and predictability for a clean future

The third component of **Clean Iași** involves the development of a knowledge base mandatory for creating public policies and industry regulations that aim to diminish the production of goods that cannot be reintegrated into the system of circular economy (good that cannot be recycled and reused). The research is done in collaboration with local universities, research laboratories and the Waste Management Service in order to have relevant statistics on the quantities and types of waste generated by the people of Iași. The research also focuses on the *de facto* trajectory of the waste (from the object being trashed in the household, to its reintegration in the production circuit or its transformation into a polluting agent), as well as the potential trajectory (what quantity and what type of waste could change their trajectory in order to be reintegrated in the production of goods, so that they do not turn into polluting agents).

## How will the commitment contribute to solve the public problem?

**A. The first component of Clean Iași contributes to overcoming multiple blockages which impede the development of social behaviors related so selective trash storage**

**1. It places the solution at the root of the problem – the household level**



a) Ecological education happens in the household. Numerous studies support the idea that, even though education in schools and public spaces contributes to raising awareness, the impact remains low, because the information is not converted into strong habits in the private space. Through the distribution of household selective containers, the recipient citizens of Iasi are encouraged to practice values which otherwise they might just declaratively accept.

b) Change costs are minimized for the first citizens who take the step towards a responsible lifestyle. The practical issue, i.e. managing the waste collection area in the apartment is solved, and its echo in the citizens's individual conscience is amplified by the fact that the Municipality recognizes a community need and gets proactively involved in its solving, offering a solution and not just asking for a behavioral change.

## **2. It amplifies the rate of information reception and multiplication about the need for, the importance of and the best practices for selective waste collection at home**

a) The highest information retention rate is registered when the information has practical, contextual value. In other words, those people who remember the information the best are those who need it the most in a specific context. When prompted with the gifted special bins, citizens are most interested in finding out more on the subject of selective waste collection at home. Workshops and demonstrations at this stage are highly effective and the chances are that participants will more often than not act as ambassadors and multipliers. In other words, participants in these workshops and demonstrations are pre-qualified to appreciate the real value of provided information.

b) The information which is easily assimilated in people's' lifestyle is that which penetrates their consciousness within leisure activities. Through workshops and demonstrations taking place in neighborhoods at accessible hours, a friendly and relaxed context is ensured, so that peoples could socialize and have natural conversations on topics regarding waste collection, with their neighbors, NGOs guests and officials.

3. At the same time, the contest contributes to the creation of a community identity at the neighborhood level, by "de-alienating" neighbors. Anomy and social isolation awareness, determined by the fact that neighbors do not know each other, amplify in any community behaviors that ignore the collective good and diminish people's capacity to influence each other in order to cultivate constructive and responsible behaviors.





**B. The second component of “Clean Iași”, which focuses on public consultations and the harmonization of the public waste management strategy with the citizens’ needs, ensures the impact and correct implementation of measures aimed at diminishing waste and pollution.**

1. It is statistically proven that the efficiency of top-down solution is diminished in the implementation phase because of understanding blockages and maladjustment in society. Appropriate probing, both through questionnaires and semi-structured interviews, ensure a consistent basis of knowledge for the development of measures in accordance with the citizens’ expectations, understanding, and needs, increasing the public institution’s efficiency.

2. Public consultation increases the receptivity and understanding of the peoples of Iași in regards with the Zero Waste strategy.

**C. The third component builds the basis for measures which will decisively influence the circuit of circular economy, and, on the long-term, targets big industrial actors.**

1. Researching the traceability of locally generated garbage opens the road to a healthier economic and social biotope, influencing the general pollutant-producing environment. In other words, once the objects that cannot be reintroduced in the circular economy stop being produced, and the industry actors agree to use new production processes, the road to a healthy and equitable environment becomes stable and predictable.

A strategy to reduce waste cannot be fully carried out if it does not address all the actors involved and it is absolutely necessary to take measures in order to engage in the dialogue all the agents that produce goods which turn into waste after use.

## **Why is this commitment relevant to OGP values?**

**Clean Iași** harmonizes several open government partnership standards:

- a) It builds on an aggregate strategy undertaken by the municipality, as Zero Waste employs the co-creation principle in public projects through the harmonization of projects led by institutions with citizen input;
- b) It empowers citizens to create change by allowing them to develop responsible behaviors (through the competition for the most aware neighborhoods, the



distribution of household containers for selective collection of waste and the placement of public bins for used oil and clothing collection)

c) Allows for transparent impact evaluation

d) It develops a joint dialogue between citizens and institutions for developing a strategy and an action plan for the Waste Management Service provider, enhancing its responsibility and transparency

Brings together in dialogue various agents of change (citizens, institutions, researchers, and paves the way for the future engagement of industry actors in actions aimed at diminishing pollution)

## Additional information

The budget for acquiring the household containers for the selective collection of waste and personalized trash bags is estimated to 210.000 lei, while the consultation and research costs are estimated at 100.000 lei. This is a pilot project and depending on the results it might be extended in 2020 in order to raise the number of neighborhoods involved in selective waste collection. The public consultation results will be integrated in the Waste Management Service provider's action plan for 2020, and the research will serve to advance the municipality towards the implementation of the Zero Waste strategy.

## Road Map

| Actions   | Calendar  |
|---|-----------|
| Acquisition through public auction the services needed to design the communication and implementation campaign (including event organization)         | 2019-2020 |
| Acquisition through public auction the household containers for selective waste collection and the equipment needed to equip the winning neighborhood |           |
| Contracting consultancy services  |           |



|   |           |
|---|-----------|
| Concluding a cooperation protocol for research or contracting research services   | 2020-2021 |
| Organizing and running the contest and the communication campaign   |           |
| Communicating the results, distributing household containers, and mounting neighborhood equipment, running the events planned at the block and neighborhood level |           |
| Monitoring the impact in the winning neighborhood   |           |
| Carrying out the research and communicating its results   |           |
| Carrying out the public consultation through the questionnaire and semi-structured interviews, interpreting and communicating the results                         |           |
| Harmonizing the consultation results with the action plans of the waste management department and public communication of the decisions made                      |           |

## Name of responsible person from implementing agency:

Viorica Bostan

**Title, Department:** Executive Director, Technical Direction and Community Services, Iasi Municipality

**Email and Phone:** [viorica.bostan@primaria-iasi.ro](mailto:viorica.bostan@primaria-iasi.ro), +4.0232.267.582 (interior 262)

Cătălin Neculau

**Title, Department:** Director, Salubris (Waste Management Company)

**Email and Phone:** [catalin.neculau@salubris.ro](mailto:catalin.neculau@salubris.ro), +4.0232.276.244



## MEASURE III

### **Design4Community – Mechanism to co-create solutions to public issues**

#### **Lead implementing agency/actor:**

Iași Municipality - Local Administration Communication department / Open Government Office/ Compartment/ Staff

#### **Other stakeholders involved:**

CIVICA Association, The Center for Public Innovation, OGP Multistakeholder Forum working group

#### **What is the public problem that the commitment will address?**

The lack of a communication mechanism between the local public administration and the civil society of Iași (citizens, NGOs, private sector, academia) both in what regards the identification, prioritization and the solving of issues/projects in the community, and the use of the civil society's expertise/ know-how for discovering and developing intelligent and innovative solutions for raising the citizens' quality of life.

In this context, in the coming years, an important challenge for civil society will be to identify coherent modalities of action and resources to support open governance through institutionalized mechanisms that provide clarity and predictability by standardizing the public consultation process so as to prevent it from falling into a mere formality.

Although there are still no concrete studies to measure the level of collaboration between local public administration and civil society, the lack of a stable collaboration mechanism often leads to problems in the understanding and support of some projects proposed by the public administration. Even if this need is widely known, in general, concrete solutions have yet to be proposed.



## What is the commitment?

Measure proposes the creation of **Design4Community**, which aims to develop a mechanism of public participation that supposes a collaborative process (administration, academic environment, the private environment, and the civil society) in order to identify, prioritize, and develop innovative and intelligent solution to some community issues.

**Design4Community** involves the use of the **design thinking** methodology at the stage when solutions are identified to the problems prioritized by the community. The measure is transformative and ambitious in nature, aiming to change the paradigm of the relation established between institutions and citizens in order to promote collective interests and identify the most suitable solutions for various community problems.

**Design4Community** is a permanent mechanism for co-creation which, through repetition, has the potential of becoming the new standard of a stronger relation between public administration and citizens, a relation characterized by higher trust in institutions and a smoother implementation of collaboratively found solutions. Moreover, the mechanism is a scalable process that significantly contributes to the open government partnership standards. Through its results, **Design4Community** could become an example of good practice, both for local Romanian administrations and administration bodies worldwide.

In order to implement the public participation mechanism Design4Community, an online platform will be developed by adapting the open-source CONSUL instrument (Madrid).

The implementation of Design4Community, through the open government Office/ Compartment/ Staff of the Iași City Hall, **involves the following stages:**

- 1) Facilitating the process of registration and prioritization of citizens' issues;
- 2) Organizing the workflow in order to identify collaboratively the solutions to the issues prioritized by the community through the design thinking methodology;
- 3) Coordinating the process whereby the community is consulted on the solutions developed collaboratively to the problems prioritized by the citizens;
- 4) Monitoring the implementation of the solutions and evaluating the progress made.



During the period 1 September 2019 – 31 August 2022, the co-creation mechanism Design4Community will be implemented for at least four times, for four distinct problems identified and prioritized by the community. The duration of the implementation of the four stages of the mechanism is of approximately 5 months / problem.

## **How will the commitment contribute to solve the public problem?**

The Design4Community mechanism creates a channel of constant communication between local public institutions and the citizens, facilitating the access to and the exchange of information between institutions and citizens. The mechanism allows citizens to participate in identifying issues and implementing solutions, it holds public institutions and citizens accountable, and it uses the community's expertise.

Design4Community uses technology for a smooth, direct and free exchange of ideas, opinions and information between citizens and public authorities.

## **Why is this commitment relevant to OGP values?**

Design4Community strengthens and makes permanent the basic principles of an Open Government Partnership by bringing together citizens, specialists and public authorities to generate innovative solutions for public issues. The implementation process facilitates monitorization and leads to better real-time solutions. The Design4Community mechanism also allows for the continuous improvement of problem prioritization processes and for finding appropriate solutions to them. Design4Community contributes to a higher accountability and transparency of public institutions. Most importantly, it creates a continuous, stable and predictable framework for a productive collaboration between the citizens of Iasi and the institutions that serve them.

## **Additional information**

The estimated budget is of approximately 65.000 euros.





More about the design thinking methodology in public administration:  
<http://www.businessofgovernment.org/sites/default/files/Applying%20Design%20Thinking%20to%20Public%20Service%20Delivery.pdf>

## Road Map

| Actions   | Calendar  |
|---|-----------|
| Developing an online platform by adapting the open-source CONSUL instrument (Madrid)  | 2019-2020 |
| Implementing the Design4Community mechanism (x4):   | 2020-2021 |
| <ul style="list-style-type: none"> <li>Facilitating the process of registration and prioritization of the citizens' issues</li> </ul>   |           |
| <ul style="list-style-type: none"> <li>Organizing the workflow in order to identify collaboratively the solutions to the issues prioritized by the community through the design thinking methodology</li> </ul> |           |
| <ul style="list-style-type: none"> <li>Coordinating the process whereby the community is consulted on the solutions developed collaboratively to the problems prioritized by the citizens;</li> </ul>           |           |
| <ul style="list-style-type: none"> <li>Monitoring the implementation of the solutions and evaluating the progress made.</li> </ul>  |           |

## Name of responsible person from implementing agency:

Dan Postolea

**Title, Department:** Local Administration Communication department

**Email and Phone:** [dan.postolea@primaria-iasi.ro](mailto:dan.postolea@primaria-iasi.ro), +4.0232.267.582 (interior 117)

