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D6.3 – Citizens & Stakeholders Engagement & Community Building Plan v1

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Statement of originality

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

Simpatico

Table of contents

List of figures

List of tables

Glossary

ES	Spain
EU	Europe
IAP2	International Association for Public Participation
ICT	Information and Communication Technology
IT	Italy / Information Technology
KPI	Key Performance Indicator
PA	Public Administration
R&D	Research and Development
RO	Research Objective
TV	Television
UK	United Kingdom
WP	Work Package

Executive summary

This document is the deliverable "**D6.3 – Citizens & stakeholders engagement & community building plan v1**" of the European project "SIMPATICO - SIMplifying the interaction with Public Administration Through Information technology for Citizens and cOmpanies" (hereinafter also referred to as "**SIMPATICO**", project reference: 692819).

SIMPATICO addresses a strategic challenge towards the innovation and modernization of the public sector: the need to offer a more efficient and more effective experience to companies and citizens in their daily interaction with Public Administration (PA) by providing a personalized delivery of e-services based on advanced cognitive system technologies and by promoting an active engagement of people for the continuous improvement of the interaction with these services. In order to make the project objectives measurable and to validate its achievement, SIMPATICO proposes **three use-cases within the three PAs: the city of Trento, the region of Galicia and the city of Sheffield**. This enables the project to test different approaches to improve public e-services, in different areas of PA, and in countries characterized by different languages and by different attitudes of citizens towards the PA. In addition, two different iterations of this validation are foreseen, following the two research and development phases in the project plan.

The overall objectives and planning of the validation, the specific objectives for the three use-cases, as well as a detailed specification of the experiments to be carried out during the first iteration of the validation, are already described in a different deliverable: "D6.1 – Use-case Planning & Evaluation v1". This deliverable focuses on a **key aspect for the success of the validation**, namely the capability of SIMPATICO to **maximize the participation of citizens, civil servants and other local stakeholders (e.g., professionals, associations)**.

This deliverable has been produced at project month 12, i.e., during the preparation and set-up phase of the first iteration of the validation, when the three use-cases are focusing, in parallel to the definition of the technical infrastructure, to the identification and engagement of the stakeholders, which will become the main actors in the experiments that will be launched from month 14. The deliverable presents a **methodology** to plan and organize the community engagement, and then to measure it through a series of metrics; the proposed methodology is based on the "Spectrum of Public Participation" defined by the International Association for Public Participation. The deliverable also defines the **engagement plans to be adopted by the three SIMPATICO use-cases during the first iteration** of the validation process, including objectives, target audiences, expected qualitative and quantitative engagement results, and planned engagement activities.

A second version of this deliverable, planned for project month 24, will cover the engagement plans for the second iteration of the validation.

1 Introduction

This deliverable presents the outcomes of SIMPATICO project task T6.3 "Use-case community building" in the scope of WP6 "Use-case management". During the first 12 months of project execution, this task has worked to the definition of the engagement methodology to be adopted by the SIMPATICO project, to the planning of the engagement activities in the three project use-cases – namely, the two cities of Trento (IT) and Sheffield (UK) and the region of Galicia (ES) – as well as to the execution of the first engagement activities.

To better understand the aim and scope of the project use-cases, we provide in this introductory chapter a short description of the SIMPATICO project (Section 1.1) and of the validation strategy that we intend to adopt (Section 1.2). We conclude the chapter with a description of the structure of the rest of this deliverable.

1.1 SIMPATICO project

SIMPATICO's goal is **to improve the experience of citizens and companies in their daily interactions with the public administration** by providing a personalized delivery of **e-services** based on advanced **cognitive system technologies** and by promoting an active engagement of people for the continuous improvement of the interaction with these services. The SIMPATICO approach is realized through a platform that can be deployed on top of an existing PA system and allows for **a personalized service delivery** without having to change or replace its internal systems: a process often too expensive for a public administration, especially considering the cuts in resources imposed by the current economic situation.

The goal of SIMPATICO is accomplished through a solution based on the **interplay of language processing, machine learning and the wisdom of the crowd** (represented by citizens, business organizations and civil servants) **to change for the better the way citizens interact with the PA. SIMPATICO adapts the interaction process** to the characteristics of each user; **simplifies** text and documents to make them understandable; **enables feedback for the users** on problems and difficulties in the interaction; **engages civil servants, citizens and professionals** so as to make use of their knowledge and integrate it in the system (Figure 1).
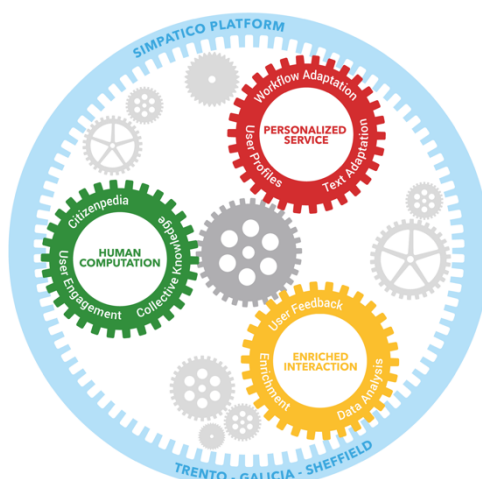

Figure 1 – SIMPATICO concept as a glance

The project aims can be broken down into the following **smaller research objectives (ROs)**.

RO1. Adapt the interaction process with respect to the profile of each citizen and company (PA service consumer), in order **to make it clear, understandable and easy to follow**.

- A **text adaptation** framework**,** based on a **rich text information layer** and on machine learning algorithms capable of **inducing general text adaptation operations** from **few examples, and of customizing these adaptations to the user profiles.**
- **A workflow adaptation engine** that takes user characteristics and tailor the interaction according to the user's profile and needs.
- A feedback and annotation mechanism that **gives users the possibility to visualize, rate, comment, annotate, document the interaction process** (e.g., underlying the most difficult steps), so as to provide valuable feedback to the PA, further refine the adaptation process and enrich the interaction.

RO2. Exploit the wisdom of the crowd to enhance the entire e-service interaction process.

- An **advanced web-based social question answering engine (Citizenpedia)** where citizens, companies and civil servants **discuss and suggest potential solutions and interpretation for the most problematic procedures and concepts.**
- A **collective knowledge** database on e-services used to simplify these services and improve their understanding.
- An **award mechanism** that **engages users and incentivizes them to collaborate** by giving them **reputation** (a valuable asset for professionals and organizations) and **privileges** (for the government of Citizenpedia – a new public domain resource) according to their contributions.

RO3. Deliver the SIMPATICO Platform, an open software system that can interoperate with PA legacy systems.

- A platform that **combines consolidated e-government methodologies with innovative cognitive technologies** (language processing, machine learning) at different level of maturity, enabling their experimentation in more or less controlled operational settings.
- An interoperability platform that enables an **agile integration of SIMPATICO's solution with** PA legacy systems and that allows the exploitation of data and services from these systems with the SIMPATICO adaptation and personalization engines.

RO4. Evaluate and assess the impact of the SIMPATICO solution.

- Customise, deploy, operate and evaluate the SIMPATICO solution on **three use-cases in two EU cities** – Trento (IT) and Sheffield (UK) – **and one EU region** – Galicia (ES).
- **Assess the impact** of the proposed solution in terms of **increase in competitiveness, efficiency of interaction and quality of experience.**

The focus of this deliverable is around RO4, covering both the description of the plan to customize, integrate, deploy and operate the SIMPATICO solution in the three project sites, and the definition of the objectives and KPIs for the evaluation and assessment of the SIMPATICO effectiveness and impact.

1.2 Validation strategy

The thesis that we want to validate in SIMPATICO is: "*by integrating language processing, machine learning and human computation we can deliver personalized services that are much more understandable, efficient and effective, thus increasing business competitiveness and citizen inclusion*".

To validate this hypothesis we need to measure the following expected outcomes: i) **increase in efficiency and effectiveness** of public e-services; ii) **better inclusion** of endangered collectives of citizens; iii) **decrease of the administrative burden** for companies and professional to facilitate economic development.

In addition, we want to evaluate the implemented approach by: iv) **measuring the engagement** of civil servants, citizens, professionals and other stakeholders and v) **validating the SIMPATICO Platform** both for its innovative value and for its usability and quality of experience.

In order to make the project objectives measurable and to validate the project's achievement, SIMPATICO proposes **three use-cases within the three Public Administrations of the Consortium: the city of Trento, the region of Galicia and the city of Sheffield.** This will enable us to investigate different aspects of the problem of improving public e-services (e.g. inclusion increase in case of poor language skills, reduction of bureaucracy burden in case of companies and so on), in different areas of PA (e.g. housing, schools, etc.), and in countries characterized by different languages and by different attitudes of citizens towards the PA. The **stakeholders** (PAs) engaged in the three use-cases have been selected for their experience and interest in e-services, as well as for the different socio-cultural backgrounds of the three regions. In this way, we will have the opportunity to validate the effectiveness of the project results in contexts, which differ on the number and heterogeneity of citizens and their social and cultural background.

In addition to **quantitative evaluation**, where we will measure achievements of KPIs alongside different dimensions representing efficiency and effectiveness of public e-services (e.g. time to complete a procedure, number of mistakes in filling a form, etc.), we will devote a significant effort to a **qualitative evaluation** (through surveys, interviews, etc.) measuring the barriers and obstacles preventing the adoption of the SIMPATICO solution and investigating the best strategy to overcome them. We will investigate the impact of the adoption of the technology both from the citizen point of view and from the civil servant point of view, using contextual enquiry methodologies, i.e. following these users in their daily use of the SIMPATICO system.

SIMPATICO validation is organized in two different iterations that form the two research and development phases in the project plan. The overall planning of the first iteration of the validation is organized in the following four phases.

Preparation phase [M1-M6]. The objective of this phase is to plan and prepare the following phases of the experiments in the use-cases. During this phase, use-case teams analyse the operational environments in the 3 project sites, acquire all relevant documents and regulations, as well as all relevant information on the available e-services that can be used as a basis of the experiment. Based on this information, a detailed planning of the validation phase is also performed, both at the site level and at the project level.

Implementation phase [M7-M14]. The objective of this phase is to set up all the components of SIMPATICO solution, according to the plan defined in the preparation phase, so that the validation phase can be successfully executed. The implementation phase covers all aspects of the set-up, including community building and engagement campaigns. The present deliverable is being produced as an output of this phase.

Pre-validation phase [M15]. The objective of this phase, that is expected to happen in parallel to the conclusion of the implementation phase, is to validate that the set-up is in a convenient status and that the validation phase can actually start. The approach that is followed is to run a small "in-lab"

experiment at each project site; more precisely, the SIMPATICO solutions in conjunction with the selected e-services for each project site are used by a small panel that is representative of the user community at the site.

Validation phase [M16-M20]. During this phase, users will have the possibility to interact with the SIMPATICO solutions in conjunction with the selected e-services in a production environment (or in an environment that simulates production). Data are collected during the whole duration of the experiments, target KPIs are regularly measured and analysed against these data, and corrective actions are put in place whenever necessary. Documentation and reporting of the outcomes of the experiments is also part of this phase.

1.3   Structure of the deliverable

The rest of the deliverable is organized as follows.

Chapter 2 presents the **methodology** to plan and organize the community engagement, and then to measure it through a series of metrics. This methodology, which is based on the "Spectrum of Public Participation" defined by the International Association for Public Participation, will be adopted both by the three project use-cases and by the project as a whole.

The next three chapters define the **engagement plans** to be adopted by the three SIMPATICO use-cases during the first iteration: Trento (**Chapter 3**), Galicia (**Chapter 4**), and Sheffield (**Chapter 5**).

Chapter 6 completes the deliverable with some concluding remarks.

2 Methodology for Engagement and Community Building

SIMPATICO's overall goal is to simplify the interactions that users (both individual citizens and other stakeholders such as companies) have with the Public Administrations (PAs). One of the main tools for this is the development of better, more advanced technologies to implement the e-services: adaptive technologies that help making users feel more comfortable and hence more likely to use the services. But in addition to this, the process that users follow in getting to the services themselves, as well as the degree in which they return to the SIMPATICO services will be key in measuring the success of the project as a whole in the longer run. This refers to topics such as *citizen engagement* and the very much related *community building* that we intend to achieve in the project.

Thus, we will have to build a methodology to plan how to maximize this engagement and then measure it through a series of metrics. In this chapter, we briefly explore the current state of practice for this (section 2.1) and then go into describing our own SIMPATICO user engagement methodology (section 2.2) which is further subdivided into a number of subchapters for each of the tasks which the methodology follows: inform, consult, involve, collaborate and empower. Then, in section 2.3, we propose a plan for the SIMPATICO pilots to adopt the methodology. This is further supported by content in chapters 3 through 5, in which we propose how to implement this plan during the project in the different pilot sites.

2.1 Definitions, state of practice and related efforts

Engagement refers to the *measure of several important high level metrics in the user's attitude towards a brand or service*. A usual set of such metrics include for example the fours I's of involvement, intimacy, interaction and influence of the brand [Rotman2009]:

- *Involvement* or the presence of a person in the brand's various touchpoints, from website hits to audience in TV commercials or mobile app usage.
- *Intimacy* or the affection of the person to the brand. This covers not only the objective figures or facts about the brand and its impact but the emotional and personal impact that it has. Sources of this include: surveys, sentiment analysis on feedback and research on focus groups.
- *Interaction* can include metrics such as actions within a page, videos played, community contributions, ratings, reviews, votes submitted, photos or videos uploaded, text messages sent, quizzes taken, recipes saved, subscriptions renewed, and so on.
- Finally, *influence* is the likelihood of a person to actively support or advocate for the brand. This includes content that users forward in social media or tagging with the brand in the same media and more involved actions such as widgets that users embed in their personal blogs.

Focusing more in depth into the core goals of SIMPATICO, in the smart city and e-government field, user engagement refers to any action that creates "opportunities for members of the public to participate in the political process, not only by voting but also by examining one's own and others' viewpoints" [Nelimarkka2014].

Recent research [Wright2012] [Wright&Street2007] [Towne&Herbsleb2012) highlights the importance of the engagement process afforded through online platforms. Since the promotion of the e-services is the core element that SIMPATICO proposes to enhance the PAs' offerings, these studies validate our overall claims that engagement is of key importance. These same e-services and the associated methodologies that attract users to the services raise however questions of whether

the users that are more active are really representative [Graham2014] or if users that are not happy with the proposed solutions are actively represented [Zuckerman2014].

2.2 Methodology

After the discussion on alternatives and definitions in the section 2.1, in this section, we explain our approach to a *SIMPATICO methodology for user engagement*. We will primarily define in this opening section the different stakeholders involved in any overall SIMPATICO solution and then proceed to explain the basic tenets of our methodology, which will be greatly influenced by the International Association for Public Participation (IAP2) "Spectrum of Public Participation" (henceforth the "Framework" or "IAP2 Spectrum") which, since its publication has been one of the most successful and widely used tools. This framework, developed in the 1990s by the IAP2, has become the single most recognizable brand and image related to the field of community engagement.

We start the discussion of the Framework examining our own assets in terms of agents that execute actions in a SIMPATICO system. We will then examine the phases or actions for this Framework and how they relate to these agents. On a first, high level approximation, this is composed of four groups: citizens, companies that act on behalf of the citizens (and both can readily be grouped as the end-users of a SIMPATICO system), Public Administrations and developers of the system.
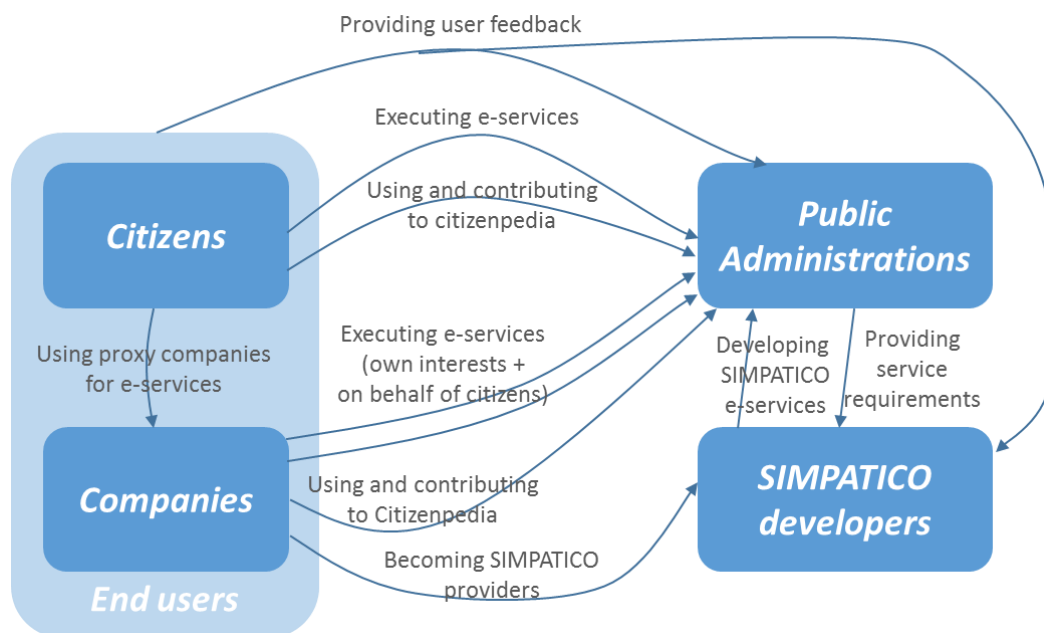
Figure 2 – SIMPATICO stakeholders relationships and interactions

As seen in the above Figure 2, in SIMPATICO, we can identify the following stakeholders:

Citizens

Citizens are the most obvious users of the system, as all persons are citizens of the location they live in. Their role in a SIMPATICO deployment falls in the following tasks:

- Executing the e-services for their personal consumption: e-services provide offerings to the citizens from the Public Administrations, and so, they use the services for their own purposes.

- Using the Citizenpedia to (a) gather information about the offerings of the SIMPATICO system or (b) contribute their own insights for the benefit of other users.
- Providing feedback to the PAs on the qualities of the offerings or the e-service itself (this can be seen also as indirectly providing feedback to the developers).

Companies and other non-personal enterprises using e-services

Companies often use the PAs' e-services to further their business or to comply with governmental regulations. They are a distinct group from Citizens although together they form the collective group of 'users' of SIMPATICO. Their user role involves the following tasks:

- Executing e-services on the company's behalf.
- Execution e-services on behalf of a third party such as another Citizen.
- Using the Citizenpedia and providing Feedback, the same as Citizens although with significant differences (e.g., in perceived trust).
- Eventually, and this beyond the intended scope of the project but nevertheless influencing the methodology as a post-project result, companies may dedicate as well to develop software services and as such they could move into the developer's position of Figure 2, thus fulfilling a dual role.

Public Administration

The PAs are the providers of offerings that the e-services help to acquire or to reserve. As such, they provide value to the SIMPATICO approach. They also act as the organizers or orchestrators of the activity of the developers, since they need to ensure that the end product caters for their needs, technical specifications and legal requirements. In SIMPATICO, the PAs are also responsible of dealing with the findings made through the SIMPATICO system, to ensure that revisions of the e-services are applied to improve on the weak spots identified explicitly by the users or detected implicitly by the analysis tools.

Developers

Finally, the role of the developers is to implement technical solutions that enable not only the e-services to fulfil the PA needs but also to follow the SIMPATICO approach of letting the Users (Citizens and Companies) have an influence in the design. The developers may be private companies, the IT department of the PAs or even companies that not only develop SIMPATICO e-services but as well are facilitators on behalf of citizens to fill in their service requests, as noted by the edge in the Figure 2.

We now will focus on how the Framework proposes that all of these entities work together and, specifically, how we can produce an effect on the engagement of the end-users. The IAP2 Spectrum focuses in-depth in the participation in governmental decision, and for these it specifies five levels of government/participant engagement and expected outcomes: inform, consult, involve, collaborate, and empower (see Figure 3).
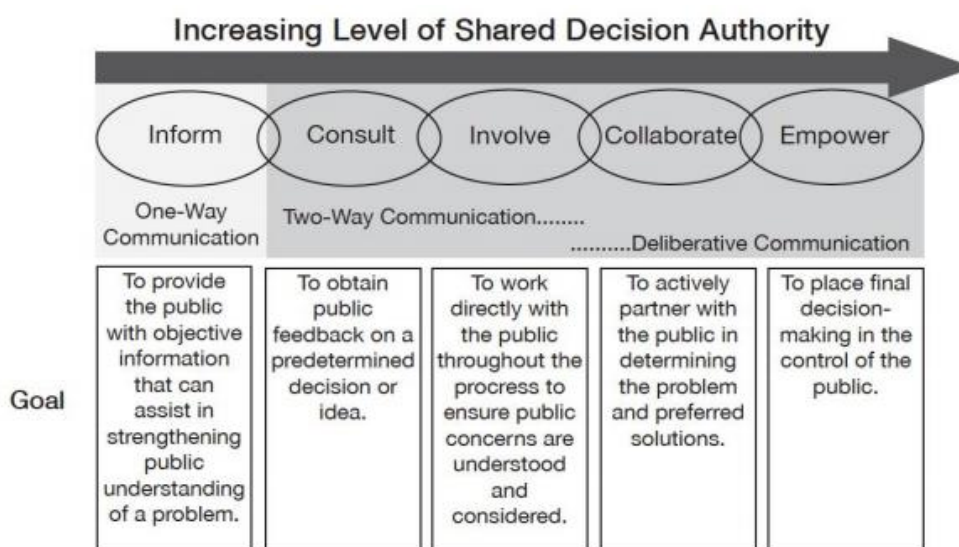
Figure 3 – IAP2 Spectrum of Public Participation core levels

The IAP2 Framework tries to model the process of collaborative decision-making and how this applies to the process of government. At the lowest end of engagement is *inform*. At this level, a platform provides information to assist public understanding of complex issues. The next level is *consult*. At this level, a platform obtains feedback from participants on proposed government decisions. The third level is *involve*. At this level, a platform actively collects stakeholder feedback for the purpose of ensuring that stakeholder concerns are considered by governments. The fourth level is *collaborate*. At this level, a platform facilitates direct communication between government and the public. The highest level in the Spectrum is *empower*, whereby decisions offered by participants through a platform are implemented in practice.

In SIMPATICO we cannot use this model straight away as the role of the developments in the project is not directly enabling users to be active in decision-making from the PAs, but rather enhancing users' access to e-services. But crucially, we also provide means for a very effective feedback loop between end-users and the administrations that closely reflects the overall model of increasing citizen engagement presented in the IAP2 Spectrum. Thus, now we will have to study how the different needs from users (and particularly citizens and companies acting on their behalf) can be mapped onto the different phases of the IAP2 model so we can construct our own work methodology which will be substantiated in section 2.3 and chapters 3 to 5 of this document.

Previous work [Hardy2015] has identified a number of limitations which could be especially harmful in the use of IAP2 Spectrum in a scenario such as SIMPATICO's:

1. For example, the whole IAP2 Spectrum is written as if there is only one sponsoring organisation involved. This may be true for the project-level deployment of the methodology, but for future applications beyond the project's lifetime it can be a strong limitation.
2. The Spectrum assumes that the organisation is the entity initiating the process. As in 1), this may not always the case – engagement may be initiated by the community, or a particular community group such as the companies executing e-services on behalf of the citizens.
3. The whole process assumes that the process is essentially about *influencing* a decision (or the execution of e-services) without further follow-up activities that guarantee post-decision evaluation of the results.

Further to the model provided in IAP2 Spectrum and validating its success, there are a number of references that build on the raw model to offer techniques useful for the implementation of this in real scenarios, such as for example the one pictured in Figure 4 below:

A similar conceptual model is also provided by [DialoguePartners2015] as we can see in the figure below:
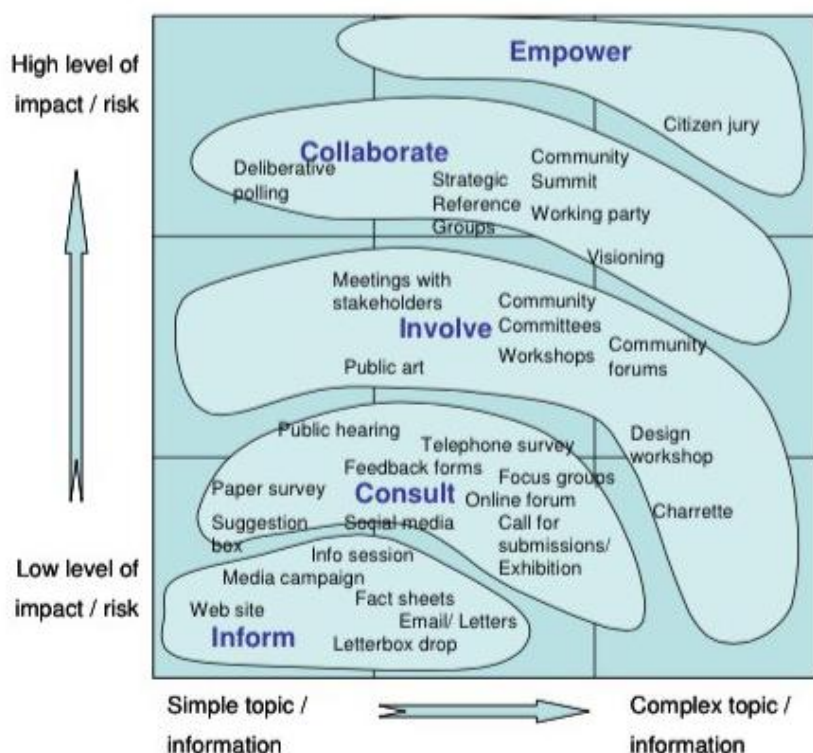
Figure 4 – Example proposed tools for the different levels in IAP2 Spectrum

This figure shows a number of well-known tools and methodologies, and how they can be used in the different phases of the IAP2. Some examples are: public surveys, public hearings and focus groups to gather intelligence on the feedback of the users and public polling and public-aware summits at the higher levels of collaboration.

However, and importantly for the SIMPATICO project, this largely presents a vision which is based on the available tools and techniques in the market before the advent of participative web 2.0 and further. We can see how the Internet-specific tools (e.g., web site, social media and feedback forms) are mentioned in the first stages of the process and how the higher stages are virtually unaffected by the changes in the technology that we are harnessing in SIMPATICO. Thus, and in order to extend the IAP2 Spectrum utility, we will now examine all of the methodology's phases in detail to gather not only the tools from this limited view but also propose new approaches, based on SIMPATICO results that we believe can significantly improve the process of engaging the different actors in the e-service field (especially the citizens as our core interest).

2.2.1 Inform

The **Inform** level provides information throughout a process about work being undertaken by an internal or expert team leading up to a decision being made. The promise is simply about keeping

people informed from the provider's side – it is about helping people to understand. No input or feedback is sought from the community of interest.

In SIMPATICO, Inform is related to the activities already performed within project dissemination. And as such, for the execution of the project we will rely greatly on some of the proposed communication and dissemination instruments put forward in WP7. For more information about the strategy and elements used in the SIMPATICO dissemination plan please consult deliverable D7.2. In the table below we provide a first overview of the available resources for this.

Table 1 – Techniques identified for use in the *INFORM* phase of the methodology

Tool/Activity	Executor→ Participants	Description: process and expected results
Project Web site	PAs → End-Users Developers → PAs	Merely static informative materials are delivered on the basic co-ordinates of the SIMPATICO approach: basic strategy and technologies are presented as well as (in the future) results and achievements.
Project blogs	PAs → End-Users Developers → PAs	Compared to the Web site, this is more dynamic content (for each of the local blogs new content is created on a weekly basis). This enables more in-depth discussion on the results and more promotional elements to be presented: the day-to-day of the system tests and the experience of the PAs and Developers as active parties, so that they could involve similar participants in the future.
Citizenpedia survey (Citizens and Civil Servants)	Developers → End-Users Developers → PAs	The surveys for the Citizenpedia were already launched in May 2016 (project month 3) to inform users about the purpose of the Citizenpedia component and how it could be useful for their activities (performing an e-service in the case of Citizens) to gather information. In this case, we focus on the informative aspects (see section 2.2.2 on its use in the 'Consult' level): end-users were presented with the intended functionality so their awareness of such solution is improved and their interest raised for future actions.
Leaflets, posters and other dissemination materials	PAs → End-users Developers → PAs	Delivering these materials is a time-proven effective way of raising the awareness not only in the particular solution presented by SIMPATICO, but on the general topic of adapted and rich e-services as a whole.
Social Media	PAs → End Users	This refers to the usage of Social Media in SIMPATICO that is mostly unidirectional:

![Simpatico logo]

	Developers → PAs	disseminating project objectives and state of work during the execution of the project.
Project newsletter	PAs → Companies Developers → PAs Developers → Companies	The SIMPATICO newsletters contain regular releases of updated information delivered across the network of collaborators of the project participants (PAs for the pilots and the SIMPATICO developers). The goal is merely informative: creating awareness about the project activities and approach. In addition, interested users contacted can proceed to further stages of the methodology.
Direct Partner Contacts	PAs → Companies Developers → PAs Developers → Companies	Face to face dissemination is also a powerful informative media. Activities for this kind of dissemination include contacts during conferences, trade fairs and commercial meetings. The goal is to raise awareness and interest so that the parties involved can proceed to the next stages.

2.2.2 Consult

The consultation level focuses on feedback. In terms of system design, consultation is achieved by allowing participants to submit some form of input. This is the only requirement to achieve this level, consultation does not require processing participants' contributions nor does it require making the contributions visible to other participants.

Table 2 – Techniques identified for use in the CONSULT phase of the methodology

Tool/Activity	Executor→ Participants	Description: process and expected results
Citizenpedia survey (Citizens)	Developers → End-Users	The surveys for the Citizenpedia were already launched in May 2016 (project month 3) to inform users about the purpose of the Citizenpedia component and how it could be useful for their activities (performing an e-service in the case of Citizens) to gather information. Its ultimate role is to steer the development of the Citizenpedia with choices that produce the maximum satisfaction for their intended target group. The results were already collected and propagated through the development teams in SIMPATICO (mainly WP4). This approach (and the one in the row below) can be applied in the future to more holistic

		SIMPATICO-wide surveys to gather more comprehensive understanding of the expectations by citizens and civil servants.
Citizenpedia survey (civil servants)	Developers → PAs	The same as above but the survey was more geared towards the use of the Citizenpedia by the PAs during the e-services performance evaluation and the incorporation of feedback in the evolved designs.
Social media	PAs → End-Users	The social media presents a mostly unilateral communication channel as content is mostly created and interaction moderated from the PA side. However it presents opportunities to gather some information about the users' sentiment and attitude towards the presented information. The end result is feedback that can be interpreted by the PA as further requirements to the Developers.
Stakeholder's meeting	Developers → PAs	During some project general assembly or in other events, Stakeholders are invited to join the project team in a specific session where they could be interviewed and can provide their point of view on project activities.

2.2.3 Involve

The **Involve** level invites input and ideas from the community to help develop options/potential solutions. The community participates earlier in the process than for the consult level. The community is part of the developing solutions, not merely commenting about plans or solutions being proposed by an organisation. Ultimately, the organisation will still make decisions, but they promise that the decisions will be informed by ideas and input.

In this level we intend to give users guidance on how to use SIMPATICO and how this results in beneficial outcomes. This can be done by arranging workshops where citizens and other stakeholders are able to test the framework components and technologies. For engaging the developers, strategies involve elements such as arranging training workshops where they can learn to use the multiple functions of the framework or collaborative activities such as *code fests* or *hackathons*. In these, a coding objective is proposed and large parties of developers collaborate on the spot to find the better solution, usually with the promise of a reward. Such activities spread the awareness about the technology, produce reusable results and generate newsworthy stories.

For the citizen side of things, activities such as focus groups can be proposed. A focus group is a user research procedure in which groups of users (5 to 10 users) are asked to collectively evaluate or give their feedback on a product, which may be real or described by the moderator. This gives the users a chance to express their feeling towards the offering and to propose their own vision about how it

should be accomplished. This enables better results on new products and a less biased set of results than for example a questionnaire, which is less open ended.

Tool/Activity	Executor→ Participants	Description: process and expected results
Hackathon/Code Fest	PAs → developers Developers → developers Companies → developers	The organizer thinks of an interesting result (e.g., something that could enable SIMPATICO to get a new feature) that requires developing new software. The organizer offers a reward and information about the framework in some communities of developers and through dissemination channels. The hackathon is organized and after it is executed, the best solution is awarded a prize. It is important to define a useable scheme for sharing the results (e.g., the source code must be open licensed) and to conduct an effective dissemination that maximizes the attendance.
Focus group	PAs → Citizens Companies → Citizens Companies → Companies	A subset of features of SIMPATICO or the whole process is outlined and packaged into a demonstration or presentation that participants can experience. The moderator asks questions (as neutral and open-ended as possible) on the presented results. The discussion between the participants is steered by the moderator. Notes on the process must be generated and the whole group can be recorded. In generating questions for the group, it is important that the moderator doesn't strongly anticipate reactions by the users and rather provide them as open ended topics of conversation, as 'loaded' questions can induce 'observer's bias' into the results.

2.2.4 Collaborate

The **Collaborate** level is a significant jump. It is about partnering and sharing power – to the maximum extent possible (a phrase that has been used, confused and misused). It takes more time and effort. A range of stakeholders/community members work together with the sponsoring organisation to define the scope of the decision to be made, to develop options, to assess those options against agreed criteria in an attempt to reach consensus. Although more time consuming and expensive, it is the shortest route to an implementable solution for highly complex/controversial decisions.

SIMPATICO is a platform that is geared towards a long-term 'Collaborate' phase: users are expected for example to continuously and consciously provide feedback (e.g., through text forms) in which requests for modifications will be encouraged. In addition, the Citizenpedia is by its very nature a collaborative instrument that will require constant updating by the users to be helpful.

Other sources of collaboration would be to promote, as a side aspect of Citizenpedia, a section on change requests for the SIMPATICO platform where users can request changes to the system which are then passed over to the PAs and the developers. This could be substantiated in co-creation workshops in which some of these requests or others coming directly from PAs or developers are taken into considerations and analysed by "SIMPATICO design committees" in which all of the sides are represented and in which the problem and potential solutions are analysed.

Finally, mechanisms of crowd sourcing could be implemented in SIMPATICO if the need arises for some work that could be better achieved by many collaborators on an informal basis rather than on the limited resources of developers on a more formal basis. This could for example be evaluating different text or workflow simplification strategies and the usability of different designs.

Table 4 – Techniques identified for use in the *COLLABORATE* phase of the methodology

Tool/Activity	Executor→ Participants	Description: process and expected results
Citizenpedia	PAs → End-users	Citizenpedia is by design a collaborative tool that makes SIMPATICO more useful with the use. To maximize the engagement of users in the tool, a gamification strategy can be used in which more active users or users that provide most useful feedback are granted points and honours in a virtual world. For the global usefulness of the Citizenpedia, a manner to assign trust to contents should also be put in place.
Change Request Log	PAs → End-Users Developers → End Users	In addition to the procedure-related help offered by Citizenpedia, a system could be built (maybe based on the same Citizenpedia technology) that formally enables users to propose new features to the system and to rank existing proposals by other users. In addition, a mechanism to ensure that users understand that this is taken into consideration by developers and PAs should be put in place and the gamification aspects of the Citizenpedia also used in this section.
Activity crowd sourcing	PAs → Citizens Developers → Citizens Companies → Citizens	Activities that require non-specialized work in SIMPATICO (such as providing text analysis tagging or evaluating design alternatives) can be proposed through a crowd-sourcing mechanism in which rewards are offered (virtual through the same gamification

		mechanisms described for Citizenpedia or even real world incentives).

2.2.5 Empower

The **Empower** level is essentially delegated decision-making. It is where an organisation promises to do whatever the 'community of interest' decides. It is interesting to note how some authors [Hardy2015] [Dialogue2015] argue that the *Empower* phase might not be the most powerful or the inevitable and most desirable final status of the methodology but rather *Collaborate* might be much more productive. This is due to the fact that in Empower, it is implicit that the provider (in our case the PAs) is yielding the majority of the activity to the end-users, while in *Collaborate* a fully-fledged dialogue is expected resulting in richer creation of value.

Thus, it is critical how this phase is faced in SIMPATICO and since some of the original tools proposed for pure citizen participation fall beyond the realities of our intent, a refocusing of this phase is required. An approach of particular interest, once the 'Empowerment' is achieved is to re-imagine the whole Spectrum process but reversing the roles of provider and participants, that is, for SIMPATICO, analysing the situation from the viewpoint of the End Users (Citizens and Companies):
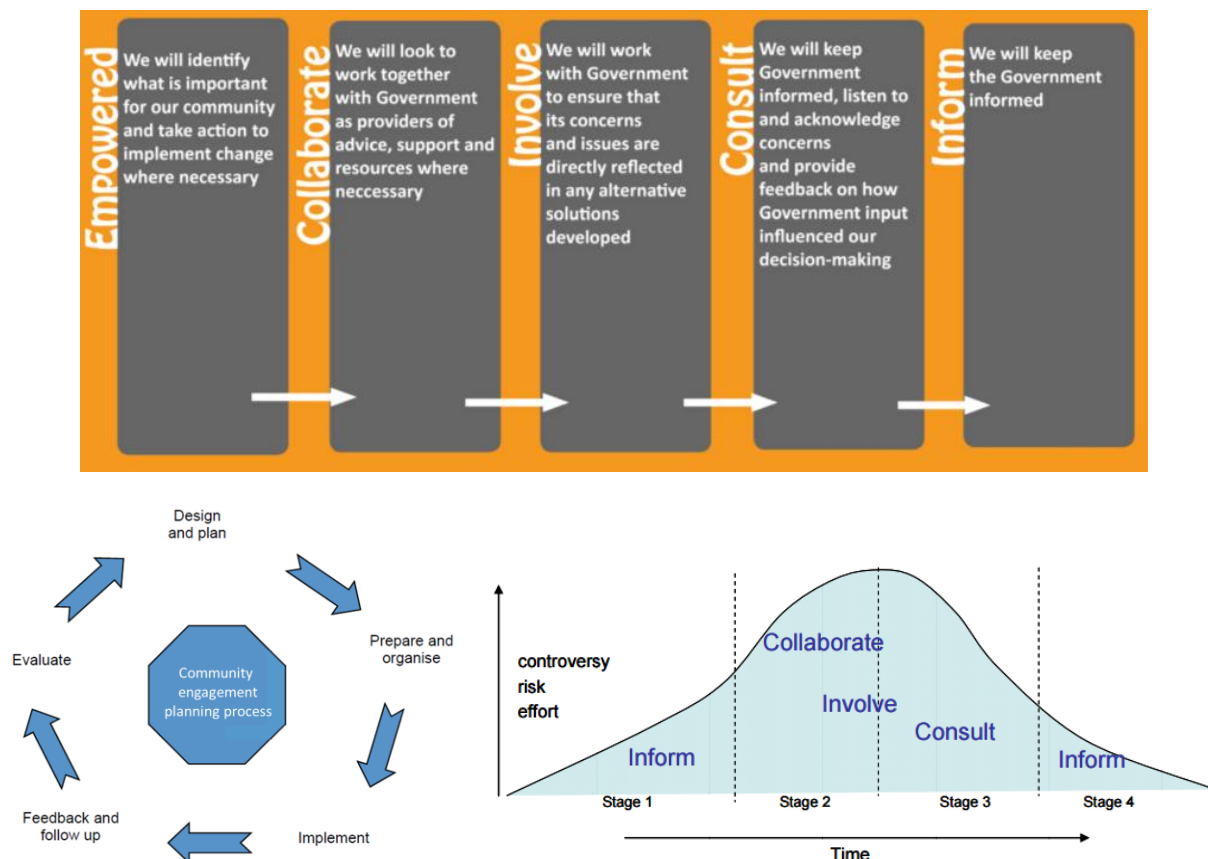
Figure 5 – (Top) Reversed IAP2 Spectrum [McCallum2015]. (Bottom left) Cyclical view of the Spectrum. (Bottom right) Envisaged Effort graph for the cyclical approach

Depicting and building on top of this, in Figure 5 (top) we can see how the situation is re-interpreted and new insights might be gained from the analysis of the situation from the user's point of view, and that this process may generate extra engagement between the two parts. Very related to this, in

Figure 5 (bottom) [Warrington2015] we see how the process might indeed be in a way cyclical (bottom left) and how the effort is spent in the process (bottom right). Thus, we can consider Empower as simply the last step of the process into the launching of a revised version of the approach. We estimate that within SIMPATICO we will arrive at this level and be able to document it in the project deliverables D6.4 "Citizens & stakeholders engagement & community building plan v2" (due at project month 24) and D6.6 "SIMPATICO evaluation report v2" (month 32).

The preliminary set of tools that we have selected to be useful at this stage include the following:

Table 5 – Techniques identified for use in the *EMPOWER* phase of the methodology

Tool/Activity	Executor→ Participants	Description: process and expected results
User feedback: focus group on process retrospective	PAs → End Users	This is a focus group targeted at participants in the trials of SIMPATICO in which the questions by the moderator are mainly oriented at providing a reflective thinking on the overall process followed and comparisons with the legacy solution. We want users to think on how this was done and what the major highlights for them were.
User feedback: focus group on reimagining SIMPATICO	PAs → End Users	How would you solve the provision of e-services in a better way? This focus group tries to gather the end users' ideas and insights on the current problems of e-services and to get new ideas that could be incorporated as new SIMPATICO features or even ideas for continuation efforts beyond the current project.
User feedback: focus group on interaction	Developers → End Users	This is a specialized user focus group that tries to get the issues in interaction that may have been more problematic during the execution of the pilots. This is to be executed only in the first Empower phase as the results would be useful for the second R&D iteration of the project in months M20-M28 to provide a better interaction.

2.3 Engagement and cooperation planning and timing

Given the proposed methodology it is now time to plan its fit into our work plan. The general outline for this is presented in the following Figure 6:
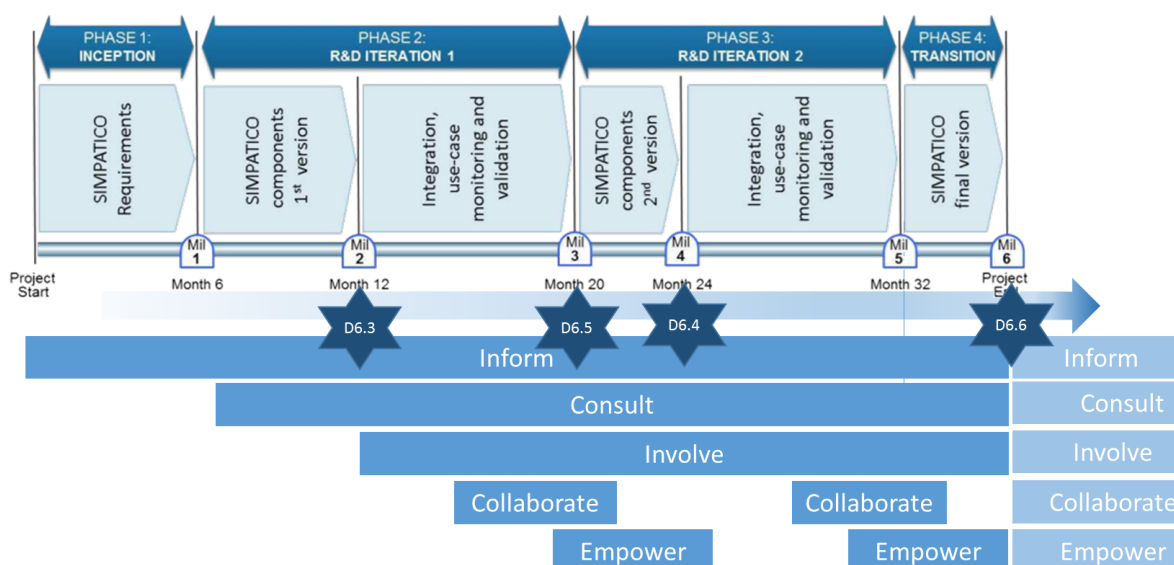
Figure 6 – **Chronogram of the community engagement activities during the SIMPATICO project**

We can see how the different proposed phases are sequential in their start and parallel in many cases. The **Inform** activities did already start with the project beginning: with the set-up of the website and the Social Media profiles for the SIMPATICO project. This activity is expected to run during the whole course of the project, as it forms the basis of the basic awareness of the technology and the SIMPATICO solutions. The first **Consult** activities required that the project had a successful start and then started around month 6 with the launch of the Citizenpedia survey and the first interactive information activities such as the attendance to conferences and workshops. The activities that correspond to **Consult** are expected to last as well throughout the whole project.

After the start of these informational activities and the production of the first concrete project results once the first R&D iteration is concluded, around M12, the **Involve** activities can begin to be presented. This point in time for the project also coincides with the delivery of the current document in which a plan for the engagement is presented. In **Involve** we do have hands-on contact with not only the first technical results (necessary for the development of hackathons and other related technical engagement activities) but also with the user communities that are expected to be testing SIMPATICO during the pilot phases. These communities are a first approach to finding adequate users for the focus groups that were described in section 2.2.3.

The **Collaborate** phase in SIMPATICO is expected to coincide roughly with the two pilots running in months 15 to 20 and 28 to 32. In this phase, it is where the most face-to-face collaboration of the engagement is expected to happen. In parallel to the purely technical tests, activities such as the requests for features and crowdsourcing for problem solving can be run in parallel. It is important to take into account that, even while they should be located close to the pilot executions, the **Collaborate** phase is less formal and not constricted by project timing so it can be extended further if needed, as shown in Figure 6.

Finally, after the execution of each of the pilots an **Empower** phase will follow in which the engagement activities will be focused in getting the most out of already experienced users. Activities in this phase such as Retrospective Focus Groups and group request for new features are expected to inform the final pilot and then the post-project exploitation plans.

It has to be noted that, as already discussed in section 2.2.5, ideally the execution of the activities will continue and be cyclical with new iterations of the SIMPATICO project development after M36. We have extended the phases in the Figure 6 to signify this intent, which will be further developed in future revisions of this document and other WP6 deliverables such as D6.4 which is a direct continuation of this work and D6.5 and D6.6 which will mainly deliver pilot test results but also minor updates to this plan and achieved results, as noted in Figure 6.

After the proposal of the methodology, we now will iterate through the different pilot sites in the project and provide details on the implementation of this methodology in each case.

3 Trento Engagement and Community Building Plan

3.1 Trento Engagement Plan

3.1.1 General Objectives

This section identifies the community engagement objectives of the Municipality of Trento. Trento has been very active in the development of e-services, although the use of them has not taken off as expected. This phenomenon has been analysed and the result has been that one of the key aspect to stress is community building and engagement.

Given this situation, the Municipality of Trento has decided to engage the community in the definition of the e-services, starting from the very initial phases. With regard to SIMPATICO, together with the validation of the new simplification tools with the final users, Municipality of Trento is very interested in verifying the possibility to use Citizenpedia both as a tool offering advanced help to the final users and as an instrument to involve the community stakeholders.

More specifically, the engagement and community objectives are:
- raise awareness of the usefulness of online services and their benefits;
- introduce the e-services;
- simplify the process and the forms used for each procedure;
- evaluate the improvements of the adoption of SIMPATICO solutions to the usability of the e-services and to the efficiency of the offices of the Municipality;
- involve Trento community (civil servants, citizens and professionals) in the documentation of the e-services through Citizenpedia.

3.1.2 Target Audience

This section, based on the identified general objectives and on the engagement methodology defined in the deliverable, defines the community stakeholders and the roles and relations they have. The proposed engagement methodology introduces a schema which illustrates the stakeholders relationships and interactions – see Figure 2. This is the starting point which has been used to ground the methodology on the Municipality of Trento use case.

According to the general Figure 2, the target audience for Trento use case is built by: Citizen (End users), Professionals and companies, Civil servants and Developers.

Citizens (End users) participate in engagement activities:
- to execute the new e-services,
- to provide feedback on the quality of the e-service,
- to use Citizenpedia to gather information about the offerings of the SIMPATICO system and or to contribute their own insights for the benefit of other users.

Professionals and companies participate in engagement activities:
- to execute e-services for the company's behalf or on behalf of a third party such as another Citizen,
- to use Citizenpedia and to provide feedback, the same as Citizens although with significant differences (e.g., in perceived trust).

Civil servants are engaged:
- to help introduce digital services and to simplify the process of transition from analogue to digital,
- to provide feedback on the quality of the e-service,
- to use and to contribute to Citizenpedia,
- to ask developers to implement changes to ensure the improving of the e-services on the weak spots found explicitly by the users or implicitly by the analysis tools,
- to orchestrate the work of the developers about the integration between "Sportello telematico" and SIMPATICO solutions.

Developers are engaged:
- to implement technical solutions that enable the e-services to fulfil the PA needs following the SIMPATICO approach.

3.1.3 Key Engagement Activities

This section identifies the key engagement activities Municipality of Trento will activate in order to achieve the general objectives.

To achieve the above objectives Trento task force has defined the following separate key engagement activities for each phase.

Table 6 – Trento key engagement activities

Phase	Activity
Inform	- Communication events - Scientific café - Call aimed at finding citizens for pre-evaluation and evaluation engagement about the "enrolment to day nursery service" e-service - Call aimed at finding professionals for pre-evaluation and evaluation engagement about the "acoustic derogation for temporary activities" e-service
Consult	- Evaluation of the new e-service with feedback (using pre-evaluation questionnaires) - Evaluation of the e-service powered by SIMPATICO's features with feedback (using evaluation questionnaires) - Citizenpedia survey for citizens - Citizenpedia survey for civil servants
Involve	- Focus groups with citizens to discuss how the introduction of SIMPATICO's features can really simplify the e-services - Focus groups with citizens to discuss how the introduction of SIMPATICO's features can really simplify the e-services - Focus groups with civil servants to discuss how the introduction of SIMPATICO's features can really simplify the e-services

Collaborate	• Improve the usage on the e-services through the usage of (and the contribution to) Citizenpedia • Use of a collaborative change requests system
Empower	• Specific Focus groups to improve the quality after the evaluation

3.2 Expected Engagement Results

This section will defined the expected engagement qualitative and quantitative results. Qualitative results are important in order to measure the community engagement level in a medium/long term plan. Quantitative results are important in order to measure the community engagement level in a specific moment in time.

3.2.1 Qualitative results

This section identifies the expected qualitative results; the quantitative results are thought to get a reasonable measure for a series of objectives too difficult to evaluate.

The expected quality results are:
- Raise awareness on the Trento Smart City Project and the related initiatives about Government and participation aimed at improving the quality of living in the city and getting the citizens' propensity to share it through word of mouth.
- Raise awareness of the usefulness of online services and their benefits.
- Increase awareness of the usage of European projects by Trento Municipality and its partners as FBK for the realization of its objectives of smart city.
- Enlarge the community of citizens involved in the open innovation process thanks to a collaborative culture to transform the city of Trento into a competitive city.
- Share information in order to simplify the filling of the digital forms to citizens and professionals that provide social and economic value to the whole community.
- Emphasize the sense of a Smart City: Using our Smart City Lab as a meeting place where citizens, professionals, developers and civil servants have the opportunity to collaborate in the development of simplified procedures to provide new solutions to problems and needs of the city.
- Understand the general acceptance of the open innovation process.

3.2.2 Quantitative results

This section identifies the expected quantitative results; more precisely in this case the expected quantitative results identifies events, actions and objectives that the municipality needs to fulfil in this first execution of the scenario.

The expected quantitative results are:
- 1 Communication event focusing on the Trento Council e-service implementation view, strategy and plan.
- 2 Scientific cafés targeting citizens and professionals presenting the specific e-services developed in SIMPATICO.

- 2 Calls aimed at finding citizens and professionals for pre-evaluation and evaluation of the specific e-services and tools developed in SIMPATICO .
- 10 people involved in Scientific cafés.
- 15 users (citizens and professionals) involved in the pre-evaluation phase.
- 15 pre-evaluations of the specific e-services and tools developed in SIMPATICO (using pre-evaluation questionnaires).
- 20 persons (citizens and professionals) involved in the evaluation phase.
- 20 evaluations of the specific e-services and tools developed in SIMPATICO (using evaluation questionnaires).
- 1 Citizenpedia survey for citizens.
- 1 Citizenpedia survey for civil servants.
- 3 focus groups with the community stakeholder to discuss how the introduction of SIMPATICO's features can really simplify the e-services.
- 15 persons (citizens, professionals and civil servants) involved in the final focus groups.
- 1 focus groups with high level citizens, professionals and civil servants to discuss how to improve the simplification process with SIMPATICO.
- 10 persons (citizens, professionals and civil servants) involved in the final focus groups.

3.3 Preliminary Planning of Engagement Activities

This section presents the preliminary engagement activities plan through a table; for each activity the table presents the Title (the code name), the Target audience (who it is referred to), the phase (a link with the engagement methodology phase), the content (e.g. the service it refers on), the description, the Driver and Invectives (how the municipality reward the participants), the Expected results, the Quantitative outcomes, and the comments.

Table 7 – Trento engagement plan

Activity title	Target audience	Phase	Content	Description	Drivers and incentives	Expected results	Quantitative outcomes
IEEE Smart City Week	Citizens	Inform	Project, services, platform	5 days communication event with workshops and activities in stand to present: - the council innovation strategy - the one-shop-stop project - the SIMPATICO project - the possibility to register for being part of an experimentation panel of people		Raise awareness on Trento Smart City Project, the usefulness of online services, SIMPATICO Project	2 workshops 5 days of activities in stand
Scientific café	Citizens, Professionals	Inform	Services, platform	Event about e-services in general and regarding the specific services: "enrolment to day nursery service" and "acoustic derogation for temporary activities"			2 Scientific cafés 10 people involved
Calls for pre evaluation engagement	Citizens, Professionals	Inform	Services, platform	Call aimed at finding: - citizens for pre-evaluation and evaluation engagement about the "enrolment to day nursery service" e-service - professionals for pre-evaluation and evaluation engagement about the		Reach test-users to test the new e-services and to build the community for the pre-evaluation and evaluation phase	2 calls

				"acoustic derogation for temporary activities" e-service			
Evaluation of the e-services with feedback	Citizens, Professionals	Consult	Services, platform	Face to face meeting with a series of single citizens or professionals to evaluate the use of the new e-service about: - the "enrolment to day nursery service" e-service - the "acoustic derogation for temporary activities" e-service During the meeting the user give feedback using the specific pre-evaluation questionnaire	tech gadgets	Execute a test of the new e-services, Receive feedback on the quality of the e-service and the actual issues Understand how it is possible to simplify the service	2 evaluations 15 users *(citizens and professionals)* involved
Citizenpedia survey	Citizens, Professionals	Consult	Services, platform	Deployment of a survey about Citizenpedia for citizens, professionals and civil servants		Receive contents to insert in Citizenpedia	10 surveys filled
Focus groups	Citizens, Professionals, Civil servants	Involve	Services, platform	Specific focus groups with citizens, professionals and civil servants to discuss how the introduction of SIMPATICO's features can really simplify the e-services about: - the "enrolment to day nursery service" e-service - the "acoustic derogation for temporary activities" e-service	tech gadgets		3 focus groups 15 users (citizens, professionals and civil servants) involved
Evaluation of the e-services powered by SIMPATICO's features with feedback	Citizens, Professionals	Consult	Services, platform	Face to face meeting with a series of single citizens or professionals to evaluate the use of the new e-service about: - the "enrolment to day nursery service" e-service - the "acoustic derogation for temporary activities" e-service During the meeting the user give feedback using the specific pre-evaluation questionnaire	tech gadgets	Execute a test of the e-services powered by SIMPATICO's features Receive feedback on the quality of the e-service and the actual issues Understand how it is possible to simplify the service	2 evaluations 20 users (citizens and professionals) involved
Focus groups	Citizens, Professionals, Civil servants	Empower	Project, services, platform	Specific focus groups with high level citizens, professionals and civil servants to discuss how to improve the simplify process with SIMPATICO	tech gadgets		3 focus groups 10 users (citizens, professionals and civil servants) involved

4 Galicia Engagement and Community Building Plan

4.1 Galicia Engagement Plan

4.1.1 General Objectives

In general terms, the engagement and community objectives for Galicia are focused on the digital inclusion. More precisely, the pilot will try to:

- Approach public services through ICT to the most vulnerable groups (elderlies and people with disabilities), taking into account two main dimensions: gender issues and rural areas.
- Raise the awareness and knowledge of the usefulness of Xunta online services and their benefits.
- Increase the learnability and ease of use of e-services addressing not only a cognitive dimension (cognitive accessibility and context-awareness), but also a citizen-focused one (user-centred design).
- Promote the participatory co-creation of e-services with citizens using Citizenpedia.
- Analyse and validate the technological acceptance of the selected Xunta e-services and SIMPATICO solution by vulnerable citizen groups.

4.1.2 Target Audience

Given these general objectives, and given the community stakeholders identified in the SIMPATICO engagement methodology, their relationships and their interactions (see Figure 2), the following target audience has been identified for Galicia use case:

Citizens (End users) participate in engagement activities:

- to execute replicated e-services,
- to provide feedback on the quality of e-services,
- to use Citizenpedia to contribute their own insights for the benefit of other users.

Associations participate in engagement activities:

- to provide direct communication between Public Administration and citizens,
- to provide direct and clear communication between the more vulnerable groups of citizens and ICT enablers, in order to better understand the feedback and to speed up their interactions,
- to use Citizenpedia and to provide feedback, as well as the citizens do, but with some differences (e.g., in perceived trust),
- to gain experience and knowledge related to new ICT techniques that enhance PA e-services. The aim is to gain experience, trust and reputation in the field of ICT-enhanced PA e-services.

Civil servants are engaged:

- to promote the usage of digital services,
- to provide feedback on the quality and efficiency of the e-services,
- to contribute in the Citizenpedia,
- to ask developers to implement changes to enhance the e-services.

Developers are engaged:

- to implement technical solutions that enable the e-services to fulfil the PA needs following the SIMPATICO approach.

4.1.3 Key Engagement Activities

In order to successfully achieve the above objectives, the Galicia task force has defined the following key engagement activities for each phase.

Phase	Activity
Inform	- Communication events - Selection of the most representative associations related to the active ageing field - Public call aimed at finding citizens for pre-evaluation and evaluation engagement about the replicated e-services - Civil servants workgroup creation for pre-evaluation and evaluation - Diffusion materials creation (e.g. stakeholders' testimonial videos, leaflets…) to inform and create awareness among the target groups about the benefits of Xunta e-services. - Training and information activities related to SIMPATICO and e-Government through the associations' e-learning platforms - Participation to ICT events organized by the associations
Consult	- Evaluation of e-services with feedback (using questionnaires) - Evaluation of e-services powered by SIMPATICO features with feedback (using questionnaires) - Citizenpedia survey for citizens - Citizenpedia survey for civil servants
Involve	- Focus groups with stakeholders to discuss how the introduction of SIMPATICO features can really simplify the use of e-services - Interviews with stakeholders to discuss how the SIMPATICO features could be enhanced
Collaborate	- Improve the usage and contributions to Citizenpedia - Assign a special role inside Citizenpedia to associations in order to enhance the engagement and collaboration
Empower	Specific focus groups to improve the quality after the evaluation

4.2   Expected Engagement Results

4.2.1 Qualitative results

The following qualitative results are expected as result of the execution of the Galician pilot:

- Raise awareness on the associations and the related initiatives about e-services, digital literacy aimed at improving the quality of living in Galicia and getting the citizens' propensity to share it through word of mouth.
- Raise awareness of the usefulness of online services and their benefits.
- Increase the awareness of the usage of SIMPATICO by Xunta and its partners (e.g. involved associations) for the study of the citizen needs and the enhancement of the interactions between Public Administrations and citizens through online services.
- Enlarge the community of citizens involved in the design and enhancement of e-services thanks to a collaborative culture to promote the usage of digital channel instead of traditional ones.
- Emphasize the sense of community, using the involved associations as a key channel where citizens, civil servants and ICT-enablers have the opportunity to collaborate in the development of simplified procedures to provide more efficient solutions to the problems and needs of Galicia.

4.2.2 Quantitative results

The following quantitative results are expected as result of the execution of the Galician pilot:
- 4 communication events.
- 3 involved associations.
- 1 call aimed at finding citizens for pre-evaluation and evaluation engagement about the "wellness" e-service.
- 1 call aimed at finding citizens for pre-evaluation and evaluation engagement about the "personal autonomy" e-service.
- 1 civil servants workgroup.
- 3 stakeholders' testimonial videos and 1 leaflet design.
- 3 training and information activities through the associations' e-learning platforms.
- 3 ICT events organized by the associations.
- 1 evaluation of "wellness" e-service with feedback.
- 1 evaluation of "personal autonomy" e-service with feedback.
- 20 users (citizens and civil servants) involved in the pre-evaluation phase.
- 200 persons (citizens and civil servants) involved in the evaluation phase.
- 1 Citizenpedia survey for citizens.
- 1 Citizenpedia survey for civil servants.
- 1 focus group with stakeholders to discuss how the introduction of SIMPATICO features can really simplify the e-services.
- 5 interviews with stakeholders to discuss how the SIMPATICO features could be enhanced.
- 3 associations' members collaborating in Citizenpedia with special role.
- 1 specific focus group to improve the quality after the evaluation.

4.3 Preliminary Planning of Engagement Activities

Following the same schema as for the Trento case, this section presents the preliminary engagement activities plan for Galicia.

Table 9 – Galicia engagement plan

Activity title	Target audience	Phase	Content	Description	Drivers and incentives	Expected results	Quantitative outcomes
Search, contact and engagement of associations	Associations and citizens	Involve	Project, services, SIMPATICO project	Search for associations that interact and represent the target groups of citizens. Contact, inform about the SIMPATICO project and propose collaboration to act as direct channel between SIMPATICO partners (especially Public Administration) and citizens.	For associations it would be opportunity to collaborate directly with PA (Xunta de Galicia) in a H2020 project, learning a new way to approach ITC´s in their target audience.	Raise awareness on the associations and the related initiatives about e-services, digital literacy aimed at improving the quality of living in Galicia and getting the citizens' propensity to share it through word of mouth	3 involved associations
Online communication events	People aged over 65. People with disabilities.	Inform	Benefits of e-services in general, and, SIMPATICO project objectives	Participation in e-learning platforms used by associations through testimonial videos, training pills about e-administration and SIMPATICO benefits.	ITC improved literacy.	Raise awareness of the usefulness of online services and their benefits	- 3 testimonial videos (viral) - 3 training pills
Offline communication events: ITC´s talks	People aged over 65. People with disabilities	Collaborate	Benefits of ITC´s in general (promotion of autonomy), e-services in particular, and, SIMPATICO project objectives	Associations to deliver a continuous training and events programme with different type of contents. ITC´s are highly present in those events. Our aim is to collaborate with them carrying out specific talks and further discussion on the benefits of e-services in their daily life.	ITC improved literacy	Emphasizing the sense of a community, using the involved associations as a key channel where citizens, civil servants and ICT-enablers have the opportunity to collaborate in the development of simplified procedures to provide more efficient solutions to problems and needs of Galicia.	200 persons (citizens and civil servants) involved in the evaluation phase 20 users (citizens and civil servants) involved in the pre-evaluation phase
Calls for pre-evaluation engagement	Citizens and Civil Servants	Inform	Services, SIMPATICO project	Call aimed at finding: - citizens for pre-evaluation and evaluation engagement about the "wellness" and "personal autonomy" e-services Civil servants engaged to be enrolled at the civil servants workgroup. This group will contribute answering questions and moderating Citizenpedia	For citizens and civil servants it would be a nice opportunity to give their opinion and feedback directly to the PA (as an institution) and be early-adopters of new ICT technologies.	Enlarge the community of citizens involved in the design and enhancement of e-services thanks to a collaborative culture to promote the usage of digital channel instead of traditional ones	- 3 citizen calls - 1 civil servant call - 20 users (citizens and civil servants) involved in the pre-evaluation phase - 3 associations' members collaborating in Citizenpedia with special role

Pre-evaluation of the e-services with feedback	Citizens and Civil Servants	Consult	Services, SIMPATICO project	Sessions to evaluate the use of the e-services. During the sessions users give feedback through several methods such as questionnaires, logs, think aloud protocol and screen recording.	For citizens and civil servants it would be a nice opportunity to know and be part of the design and enhancement of new technologies.	- Receive feedback on the effectiveness, efficiency and satisfaction of the e-service and the actual issues - Understand how it is possible to enhance the quality of the first version of SIMPATICO tools and the replicated services	- 1 pre-evaluation session - Recorded interactions
Calls for evaluation engagement	Citizens and Civil Servants	Inform	Services, SIMPATICO project	Call aimed at finding: - citizens for evaluation and evaluation engagement about the "wellness" and "personal autonomy" e-services. - civil servants engaged to be enrolled at the civil servants workgroup. This group will contribute answering questions and moderating Citizenpedia	For citizens and civil servants it would be a nice opportunity to give their opinion and feedback directly to the PA (as an institution) and be early-adopters of new ICT technologies.	Enlarge the community of citizens involved in the design and enhancement of e-services thanks to a collaborative culture to promote the usage of digital channel instead of traditional ones	- 3 citizen calls - 1 civil servant call - 200 users (citizens and civil servants) involved in the pre-evaluation phase
Evaluation of the e-services with feedback	Citizens and Civil Servants	Consult	Services, SIMPATICO project	Sessions to evaluate the use of the e-services. During the sessions users give feedback through several methods such as questionnaires, logs, think aloud protocol and screen recording.	For citizens and civil servants it would be a nice opportunity to know and be part of the design and enhancement of new technologies.	- Receive feedback on the effectiveness, efficiency and satisfaction of the e-service and the actual issues - Understand the advantages and disadvantages of using SIMPATICO to simplify e-services	- 6 evalua-tion sessions - Recorded interactions - 5 interviews with stake-holders to discuss how the SIMPATICO features could be enhanced
Citizenpedia survey	Citizens and Civil Servants	Consult	Citizenpedia component	Deployment of a survey about Citizenpedia for citizens and civil servants	For citizens and civil servants it would be a nice opportunity to know and be part of the design and enhancement of new technologies.	Receive the main features to add and/or enhance	100 surveys filled
Focus groups	Citizens and Civil Servants	Empower	Services, SIMPATICO project	Focus groups with target citizens and civil servants to discuss how to improve SIMPATICO tools and to identify potential improvements	Citizens and civil servants would have a really face-to-face dialog with the		- 2 focus groups - 10 users involved

					SIMPATICO developers and Pas to enhance the quality of life of their socio-cultural groups.		
Focus group	Citizens, Civil Servants and Associations	Empower	Services, SIMPATICO project	Specific focus group to discuss the potential improvements of SIMPATICO, identify the next steps inside the Galician digital inclusion strategy	Citizens and civil servants would have a real face-to-face dialog with the SIMPATICO developers and PAs to enhance the quality of life of their socio-cultural groups.		- 1 specific focus group to improve the quality after the evaluation - 8 members involved

5 Sheffield Engagement and Community Building Plan

5.1 Sheffield Engagement Plan

5.1.1 General Objectives

This section identifies the community engagement objective of Sheffield City Council. The engagement and community objectives of Sheffield are:

1. Bridge the gap between citizens and public administration.
2. Improve the quality of services, making it more practical and relevant, and helping to ensure that services are delivered in a more effective and efficient way.
3. Develop and implement new approaches to collaboration and consultation with citizens on policy and service delivery issues.
4. Have a long term engagement with migrants.
5. Expand the accessibility of e-services on Smart phones.
6. Engage citizens, civil servants and local stakeholders in improving the policies and processes.
7. Evaluate the improvements of the adoption of SIMPATICO solutions to the usability of the e-services.

5.1.2 Target Audience

This section, based on the identified general objectives and on the engagement methodology defined in the deliverable, defines the community stakeholders and the roles and relations they have. engagement methodology introduces a schema which illustrated the stakeholders relationships and interactions.

According to the project engagement methodology, which defines a reference schema that illustrated the stakeholders relationships and interactions (see Figure 2), the target audience for Sheffield use case is build by: Citizen (End users), Civil servants and Developers.

Citizens (End users) participate to engagement activities:
- to execute the new e-services,
- to provide feedback on the quality of the e-services,
- to use Citizenpedia to gather information about the offerings of the SIMPATICO system and or to contribute their own insights for the benefit of other users.

Civil servants are engaged:
- to help introduce digital services and to simplify the process ,
- to provide feedback on the quality of the e-service,
- to use and to contribute to Citizenpedia,
- to manage content on Citizenpedia,
- to ask developers to implement changes to ensure the improving of the e-services on the weak spots found explicitly by the users or implicitly by the analysis tools,
- to orchestrate the work of the developers about the integration between Sheffield City Council legacy system and the SIMPATICO solution.

Developers are engaged:

- to implement technical solutions that enable the e-services to fulfil the PA needs following the SIMPATICO approach.

5.1.3 Key Engagement Activities

This section identifies the key engagement activities Sheffield city council will activate in order to achieve the general objectives.

Table 10 – Sheffield key engagement activities

Phase	Activity
Inform	- Sending out newsletters to registered emails - Distribute pilot specific Leaflets - Workshops - Meetups - Work closely with Bunnyfoot[1] at finding citizens for pre-evaluation and evaluation engagement about the "enrolment to day nursery service" e-service
Consult	- Evaluation of the new e-service with feedback (using pre-evaluation questionnaires) - Evaluation of the e-service powered by SIMPATICO's features with feedback (using evaluation questionnaires) - Citizenpedia survey for citizens - Citizenpedia survey for civil servants
Involve	- Meetups - Focus groups with citizens to discuss how the introduction of SIMPATICO's features can really simplify the e-services
Collaborate	- Improve the usage and contributions to Citizenpedia - Use of a collaborative change requests system
Empower	Specific focus groups to improve the quality after the evaluation

5.2   Expected Engagement Results

This section defines the expected engagement's qualitative and quantitative results. Qualitative results are important in order to measure the community engagement level in a medium/long term plan. Quantitative results are important in order to measure the community engagement level in a specific moment in time.

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[1] Bunnyfoot is a consultancy company which manages User Interface and engagement. SCC is working with Bunnyfoot for their new website.

5.2.1 Qualitative results

The expected qualitative results are:
- Provide improved e-services to citizens.
- Raise awareness on the SIMPATICO project and the related initiatives about government and participation aimed at improving the quality of living in the city and getting the citizens propensity to share it through word of mouth.
- Raise awareness of the usefulness of online services and their benefits.
- Simplify completion of digital forms to citizens especially migrants or non-native English speakers.
- Improve the interaction between migrants and civil servants.
- Make the processes faster and cheaper.
- Reduction in costs for translations and interpretations.
- Reduction of administrative burden.
- Minimise number of face to face interactions.
- Minimise number of offline application forms.

5.2.2 Quantitative results

This section identifies the expected quantitative results. The expected results are:
- 1 workshops.
- 2 meetups.
- 1 survey.
- 1 call aimed at finding citizens for pre-evaluation and evaluation engagement about the "wellness" e-service.
- 1 call aimed at finding citizens for pre-evaluation and evaluation engagement about the "personal autonomy" e-service.
- 1 civil servants workgroup.
- 1 leaflet design.
- 20 users (citizens, migrants and civil servants) involved in the pre-evaluation phase.
- 110 users (citizens, migrants and civil servants) involved in the evaluation phase.
- 1 Citizenpedia survey for citizens.
- 1 Citizenpedia survey for civil servants.
- 1 focus group with stakeholders to discuss how the introduction of SIMPATICO features can really simplify the e-services.
- 2 interviews with stakeholders to discuss how the SIMPATICO features could be enhanced.
- 1 specific focus group to improve the quality after the evaluation.

5.3   Preliminary Planning of Engagement Activities

Following the same schema as for the other use cases, this section presents the preliminary engagement activities plan for Sheffield.

Table 11 – Sheffield engagement plan

Activity title	Target audience	Phase	Content	Description	Drivers and incentives	Expected results	Quantitative outcomes
Workshops	Citizens	Inform	Services, Platform	Organise workshops for citizens especially migrants to demonstrate how to use digital services.			1 workshop
Meetups	Citizens Civil Servants	Inform Involve	Policies, internal projects and services like Citizenpedia	Organise meetups to make citizens aware of the policies and internal projects (like SIMPATICO) or services like Citizenpedia and acquire their feedback.			2 meetups
Survey	Citizens	Consult	Services	Conduct a survey of citizens' views on their satisfaction with programs, services and regulations			1 survey
Calls for pre evaluation engagement	Citizens Civil Servants	Inform	Services, Platform	Call aimed at finding: - citizens for pre-evaluation and evaluation engagement about the "School attendance" e-service - citizens and civil servants for pre-evaluation and evaluation engagement about the "Parenting skills courses" e-service civil servants engaged to be enrolled at the civil servants workgroup. This group will contribute answering questions and moderating Citizenpedia		Raise awareness of the usefulness of online services and their benefits	1 citizens call 1 civil servant call 20 users (citizens, migrants and civil servants)
Pre-evaluation of the e-services with feedback	Citizens Civil Servants	Consult	Services, Platform	Sessions to evaluate the use of the e-services. During the sessions users give feedback through several methods such as questionnaires and logs		Receive feedback on the quality of the e-service and the actual issues Understand how it is possible to simplify the service	1 pre-evaluation session
Calls for Evaluation engagement	Citizens Civil Servants	Inform	Services, Platform	Call aimed at finding: - citizens for Evaluation and evaluation engagement about the "School attendance", "Parenting skills courses" and "Young Carers" e-services civil servants engaged to be enrolled at the civil servants workgroup. This group will contribute answering questions and moderating Citizenpedia		Enlarge the community of citizens and migrants involved in enhancement of e-services thanks to a collaborative culture to promote the usage of digital channel instead of traditional ones	1 citizens call 1 civil servant call 110 users (citizens, migrants and civil servants)

Evaluation of the e-services with feedback	Citizens Civil Servants	Consult	Services, Platform	Sessions to evaluate the use of the e-services. During the sessions users give feedback through several methods such as questionnaires and logs	For citizens and civil servants it would be a nice opportunity to know and be part of the design and enhancement of new technologies.	Receive feedback on the quality of the e-service and the actual issues Understand how it is possible to simplify the service	1 evaluation session
Citizenpedia survey	Citizens Civil Servants	Consult	Services, Citizenpedia	Deployment of a survey about Citizenpedia for citizens and civil servants		Receive contents to insert in Citizenpedia	
Focus groups	Citizens Civil servants	Empower	Services, Platform,	Focus groups with target citizens and civil servants to discuss how to improve SIMPATICO tools and to identify potential improvements			

6 Conclusion

In this deliverable, we have presented the achievements of the first year of SIMPATICO for what concerns the engagement and community building activities – a key activity for a successful validation of the SIMPATICO results, and an important element for the exploitation of the project results.

In particular, a common methodology has been defined, which has been shared among the project partners, and is being adopted in the three use-case sites of Trento, Galicia and Sheffield. Specific engagement plans have also been defined for the three use-cases, based on the specific validation objectives and plans, discussed in previous deliverable "D6.1 – Use-case Planning & Evaluation v1". These plans identify specific exploitation objectives and target audiences, which take into account the variety of services and end-users addressed in the three use-cases; they also define specific expected outcomes and well as a specific plan of engagement activities.

Thanks to the common methodology and guidelines adopted by the three use-cases, we foresee significant opportunities to share not only engagement materials (e.g., promotion material, questionnaires, and so on), but also to share lessons learned and best practices, and in general to help maximizing the results of the engagement campaigns.

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