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D6.4 – Citizens & Stakeholder Engagement & Community Building Plan v2

Executive Summary: This report describes the engagement methodology to be adopted by the SIMPATICO project, together with 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) – for the second (and final) iteration of the project validation.

WP: WP6 – Use case management

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Statement of originality

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Table of contents

1	Introduction	8
1.1	Interaction model updates	8
1.2	Validation strategy.....	9
1.3	Structure of the deliverable	11
2	Methodology for engagement and community building.....	12
2.1	Definitions, state of practice and related efforts	12
2.2	Methodology	14
2.2.1	Inform	15
2.2.2	Consult.....	16
2.2.3	Involve	17
2.2.4	Collaborate	17
2.2.5	Empower	18
2.3	Next steps	19
3	Trento engagement and community building plan	21
3.1	Trento engagement plan	21
3.1.1	General objectives.....	21
3.1.2	Target audience.....	21
3.1.3	Key engagement activities.....	22
3.2	Expected engagement results	23
3.2.1	Qualitative results	23
3.2.2	Quantitative results.....	23
3.3	Preliminary planning of engagement activities.....	24
4	Galicia engagement and community building plan	27
4.1	Galicia engagement plan	27
4.1.1	General objectives.....	27
4.1.2	Target audience.....	27
4.1.3	Key engagement activities.....	28
4.2	Expected engagement results	29
4.2.1	Qualitative results	29
4.2.2	Quantitative results.....	29
4.3	Preliminary planning of engagement activities.....	30
5	Sheffield engagement and community building plan.....	34
5.1	Sheffield engagement plan.....	34
5.1.1	General objectives.....	34
5.1.2	Target audience.....	34
5.1.3	Key engagement activities.....	35
5.2	Expected engagement results	35
5.2.1	Qualitative results	35
5.2.2	Quantitative results.....	36
5.3	Preliminary planning of engagement activities.....	36



6	Conclusion	39
7	References.....	40

List of figures

Figure 1 - SIMPATICO concept as a glance	8
Figure 2 - User-centred design versus co-design [SandersStappers2008]	13
Figure 3 - SIMPATICO revised stakeholders relationships and interactions	14
Figure 4 - IAP2 Spectrum of Public Participation core levels	15
Figure 5- Chronogram of the community engagement activities during the SIMPATICO project	19

List of tables

Table 1 – Techniques identified for use in the <i>CONSULT</i> phase of the methodology.....	16
Table 2 – Techniques identified for use in the <i>INVOLVE</i> phase of the methodology	17
Table 3 – Techniques identified for use in the <i>COLLABORATE</i> phase of the methodology.....	18
Table 4 - Trento key engagement activities	22
Table 5 - Trento engagement plan.....	24
Table 6 - Galicia key engagement activities	28
Table 7 - Galicia engagement plan for the second phase	30
Table 8 - Sheffield key engagement activities	35
Table 9 - Sheffield engagement plan	36

Glossary

API	Application Programming Interface
ES	Spain
EU	Europe
IAP2	International Association for Public Participation
ICT	Information and Communication Technology
IT	Italy / Information Technology
KPI	Key Performance Indicator
LOG	Interaction Log (module)
PA	Public Administration
R&D	Research and Development
RO	Research Objective
TV	Television
UK	United Kingdom
UX	User eXperience
WP	Work Package

Executive summary

This document is the deliverable “**D6.4 – Citizens & stakeholders engagement & community building plan v2**” 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 second iteration of the validation, are already described in a different deliverable: “D6.2 – Use-case Planning & Evaluation v2”, which is released in parallel to this deliverable. 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 24, i.e., during the preparation and set-up phase of the second iteration of the validation, when the three use-cases are focusing, in parallel, on the definition of the technical infrastructure, and on the identification and engagement of the stakeholders, which will become the main actors in the experiments that will be launched in the following months. 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 second iteration** of the validation process, including objectives, target audiences, expected qualitative and quantitative engagement results, and planned engagement activities.

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”. It contains the definition of the engagement methodology to be adopted by the SIMPATICO project, together with 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) – to be adopted in the second (and final) iteration of the project validation.

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

1.1 Interaction model updates

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).

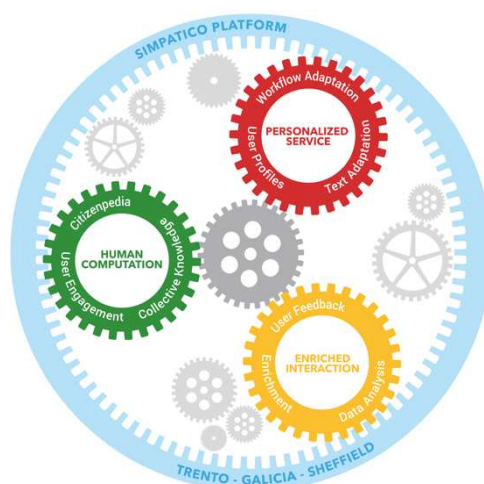


Figure 1 - SIMPATICO concept as a glance

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 hypothesis 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. better inclusion 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 that differ in 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. This deliverable concentrates on the second iteration, which has two goals:

- test the innovation potential of the project by testing a full version of the SIMPATICO Platform involving a consistent number of users and services, in a (near) real operational setting; this version of the SIMPATICO Platform shall include the most scientifically mature and robust tools developed by the project;
- perform a controlled evaluation (non necessarily with real users) of the SIMPATICO Platform including the most scientifically advanced technologies, even if not mature for adoption a real operational setting.

The overall planning of the second iteration of the validation is organized in the following four phases.

Preparation phase [M21-M24]. The objective of this phase is to plan and prepare the following phases of the second iteration of experiments. During this phase, the task forces at the three pilot sites analyze the outcomes of the first iteration, the operational environments – including technical setting and social and regulatory aspects – and identify available e-services that can be used as a basis of the experiment. Based on this information, the integration and deployment strategy for the

each pilot site is defined, the approach and strategy for the evaluation is designed, and the e-services to be exploited in the experiments are selected. A detailed planning of the evaluation phase is also performed, both at the site level and at the project level.

Implementation phase [M25-M26]. 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 evaluation phase can be successfully executed. The implementation phase covers all aspects of the set-up (technical set-up, community building, management aspects and so on). More precisely, this phase covers: the integration of the SIMPATICO tools and techniques with the operational environment of each of the project sites; the set-up of the e-services selected in the preparation phase for the 3 project sites, in order to allow users to exploit the SIMPATICO tools and techniques in combination with these services; the population of the suitable sections of the Citizenpedia with information relevant for the specific testing e-services in the 3 project sites; the preparation of communication and engagement campaigns for stakeholders and end-users.

Pre-evaluation phase [M26]. 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 evaluation 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 use-case site are used by a small panel that is representative of the user community at the site.

Evaluation phase [M27-M32]. During this phase, users will have the possibility to interact with the SIMPATICO solutions in conjunction with the selected e-services, (i) in a production environment (or in an environment that simulates production) in order to validate the SIMPATICO approach as a whole, and (ii) with specific experiments in order to evaluate individual techniques and tools developed in the project. Data will be collected during the whole duration of the experiments, target KPIs will be regularly measured and analyzed against the data, and corrective actions will be 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.

Section 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 sections define the **engagement plans** to be adopted by the three SIMPATICO use-cases during the second iteration: Trento (**Section 3**), Galicia (**Section 4**), and Sheffield (**Section 5**).

Section 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: technologies that help make users feel more comfortable and hence more likely to use the services.

In addition to this, the process that users follow in getting to the services themselves, as well as the degree to 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.

Both lines of work above (technology and engagement) might seem distinct and independent, however, as many studies and pilots since have proved, the systems' designers and the users of these very same systems are most effective when discussing design and application tasks together. This is called *cooperative design* or *participatory design* and will be also discussed in more detail in the following.

In this section we present a methodology to maximize the engagement of the validation. We will then measure it through a series of metrics. We will briefly update the state of the practice for this (Section 2.1) with topics related to participatory design, and then describe our updated SIMPATICO user engagement methodology (Section 2.2), which builds on the one described in deliverable "D6.3 – Citizens & Stakeholders Engagement & Community Building Plan v1" and is further subdivided into a number of subchapters for each of the tasks in the methodology: inform, consult, involve, collaborate and empower. Then, in Section 2.3, we reflect on the results of the application of the methodology in the first iteration of the project and propose a plan for the SIMPATICO pilots to adopt the revised methodology. This is further supported by content in Sections 3-5, where we propose how to implement this plan during the project in the different pilot sites for the second and final iteration of the SIMPATICO validation.

2.1 Definitions, state of practice and related efforts

We described the core methodology of engagement to be applied to SIMPATICO in the project deliverable "D6.3 – Citizens & Stakeholders Engagement & Community Building Plan v1" Section 2.2 and its intended application in Section 2.3. We refer the reader to that document for a basic understanding of the fundamental tenets of the methodology, which still apply. The methodology was developed and approved by the project participants and steps were taken into applying it in the first pre-evaluation and evaluation of the platform.

However, events following the development of the methodology outlined its limitations. These included important issues in the devised technology that were found only when the technology was already developed, in the pre-evaluation and the preparation leading to the first project review in May 2017.

Upon analysis, it was decided that the main cause of these issues was a suboptimal process in the design of the technology. The technology was designed and developed according to strong theoretical foundations and high software engineering standards, but with no contact with the real users until the technology was already ready for pre-evaluation. Thus, it was decided that a solution to these issues would be the use of well-known strategies of participatory design in the future stages of the project.

Participatory design, which started its life known as *cooperative design*, is far from being a newcomer in the software engineering world. It is generally agreed that it has originated from industrial research experience in the Nordic countries in the late 70s and early 80s, with the UTOPIA project [Sundblad2011] being one of the foremost demonstrations of its usefulness. The core tenet is as follows: the view of organizations as a fundamentally harmonious system— according to which conflicts are to be avoided — was rejected in favour of a view of organizations recognizing fundamental "un-dissolvable" conflicts and extensive face-to-face communication not as a measure of mitigation but a fundamental part of the process.

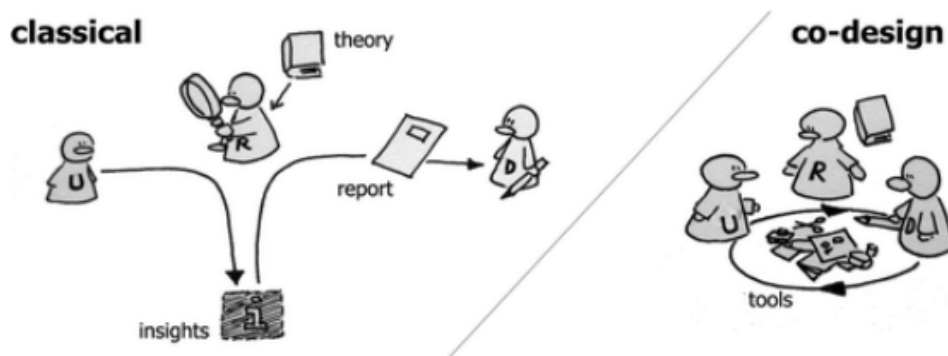


Figure 2 - User-centred design versus co-design [SandersStappers2008]

In the IT and software industry this was adapted in several ways (e.g., Agile development, Extreme Programming) that could be considered user-centric (i.e., focusing heavily on satisfying the users' needs); yet, true co-design or participatory design differs in that users are even more empowered: they are not only *consulted* when taking decisions, but they actually *participate* in the decision-taking process.

Participatory design and decision making has also permeated the politics. Cities such as Madrid, Spain, have included recently citizens in the loop for decision making on urbanism. Projects amounting to up to 100 million euros have been assigned in 2017 based on citizen participation using the Decide Madrid¹ platform.

The tools used in the co-design are wide ranging and start at pen-and-pencil such as PICTIVE [Muller1991] and game-based methods as CARD [Tudor1993]. These methodologies try to bridge the complexity of design, often harnessed well by technicians but less so by users of the system, into a process that is useful and engaging. The goal is to democratize the design process as much as possible without delving on the technical details. Both these techniques apply well to the co-design of e-services such as SIMPATICO's.

Given that these concepts have been introduced in SIMPATICO later than in the first design stages, it is important to remark how authors have also measured that the process is useful even when introduced late in the process. Thus, [Kautz2011] argues that such techniques can improve the developers' insight into an existing product, thus enabling better future decisions.

¹ <https://decide.madrid.es/> : Decide Madrid, a platform for participatory citizenship in Madrid.

2.2 Methodology

Having explored the current state of practice associated to the participatory design and its applications, now we will study how this applies to our work methodology as defined in “D6.3 – Citizens & Stakeholders Engagement & Community Building Plan v1”. As the methodology was based on a solid and well-known foundation (the IAP2 [International Association for Public Participation] Spectrum for Public Participation) we will not be radically changing it for this new release but rather introducing a number of small changes to reflect our new goal to encourage participatory design in the process. We will thus follow the same steps that were defined in the past (**Inform, Consult, Involve, Collaborate** and **Empower**) and see how this new co-design philosophy fits in the process.

We start the discussion revising our own assets in terms of agents that execute actions in a SIMPATICO system. We will then update the phases or actions for the 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.

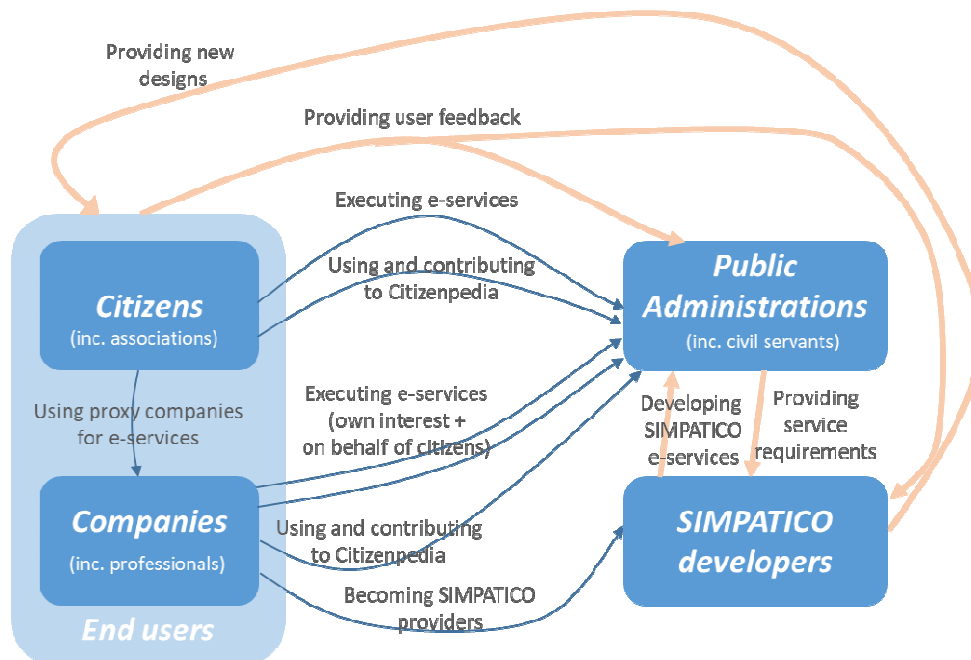


Figure 3 - SIMPATICO revised stakeholders relationships and interactions

In the Figure 3, which was introduced in “D6.3 – Citizens & Stakeholders Engagement & Community Building Plan v1” we can see the different stakeholders in the SIMPATICO ecosystem and how they relate to each other.

After our study on how participatory and cooperative design strategies can be put to effect we have made some minor adjustments to the Figure, marked by emphasized edges in light orange. These reflect the increased importance that co-design gives to the loop between the developers and the end-users, here mediated by the participation of the Public Administrations, which provide essential constraints to the design of e-services.

In essence, and compared to the equivalent Figure in “D6.3 – Citizens & Stakeholders Engagement & Community Building Plan v1” the core changes are (a) an increased importance of the collaboration

between PA, citizens and developers, signalled here by thicker lines connecting the boxes and (b) a new, explicit loop connecting directly End-Users and Developers, which corresponds to the design being jointly worked on by these entities. Other than that, all considerations and descriptions of roles in the prior deliverable still apply and will not be repeated here.

We now will focus on how this refocusing of the process affects the chosen methodology for SIMPATICO. Let us recall in Figure 4 the IAP2 Spectrum and how it focuses in the participation in governmental decision with five levels of government/participant engagement and expected outcomes: inform, consult, involve, collaborate, and empower.

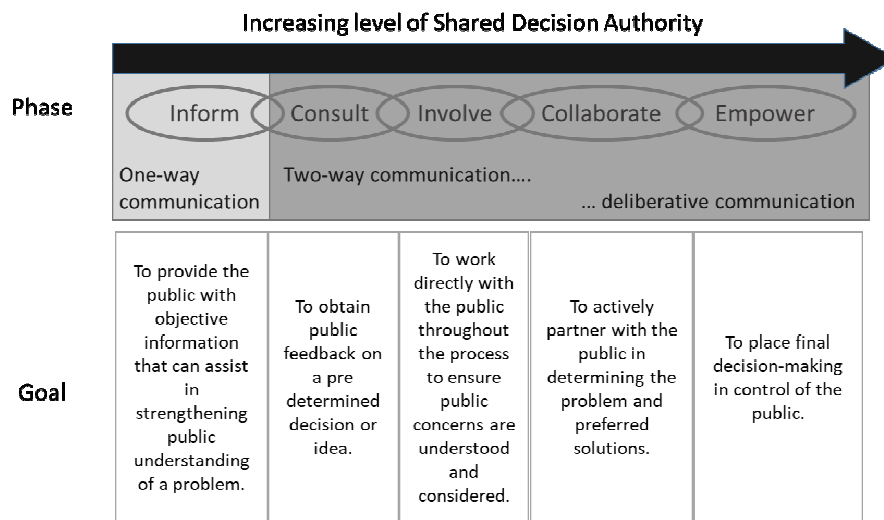


Figure 4 - IAP2 Spectrum of Public Participation core levels

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 “D6.3 – Citizens & Stakeholders Engagement & Community Building Plan v1” we proposed in Section 2.2 a revision of this framework that is more suited to the particular needs of SIMPATICO. We will now go through the steps in this methodology, outlining the new activities and roles that are derived from our exploration of participatory design. This is intended to complement what was already stated there, rather than fully replace it.

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 goal is simply to keep people informed from the provider’s side – it is about helping people to understand a given problem. No input or feedback is sought from the community of interest. In SIMPATICO, Inform is related to the activities already performed within project dissemination.

By its nature, the Inform phase is very much one-directional and thus relates little to any participatory activities directly. Indirectly, information results in better informed end-users, so it may have some beneficial side-effects.

2.2.2 Consult

The **Consult** 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. This is by design one of the critical aspects in a participatory design.

Let us revise in Table 1 the actions that were proposed for the **Consult** phase in [SIMPATICO_D6.3].

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

Tool/Activity	Executor→Participants	Description: process and expected results
Design concept surveys	Developers → End-Users Developers → PAs	This tool takes on from the surveys for the Citizenpedia that were already launched in May 2016 (project month 3) to inform users about the purpose of the Citizenpedia component. As hinted in D6.3, 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 end-users (citizens and civil servants). The results of these surveys applied to other components (e.g., IFE, SF or the Dashboard) could be applied to designs to improve them.
Social media	PAs → End-Users	As stated in D6.3, this presents opportunities to establish communication channels with the users to gather their sentiment and attitude towards the presented information. The end result is feedback that can be interpreted by the PA or the Developers.
Stakeholder's meeting	Developers → PAs	This could be a key asset to empower participation. 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. This has already started in the Madrid SIMPATICO meeting in October 2017 by contacting the Madrid City Council Participation Department (authors of DecideMadrid, explained in Section 2.1).

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. After execution, 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. By keeping in mind the novel participatory approach, we will organize such focus groups with better connections to design activities such as the discussion of design alternatives that were not used in the developments.

In Table 2 we review some of the activities explained in the deliverable D6.3 to explore the connections to participatory design.

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

Tool/Activity	Executor→Participants	Description: process and expected results
Focus group	PAs → Citizens Companies → Citizens Companies → Companies	<p>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 interaction can be recorded.</p> <p>In generating questions for the group, it is important that the moderator does not strongly anticipate reactions by the users and rather provides them with open-ended topics of conversation, as ‘loaded’ questions can induce ‘observer’s bias’ into the results.</p> <p>The usage of proper participatory tools such as PICTIVE (see Section 2.1) could be extremely beneficial to involve the end-users in design aspects without overburdening them with details (design is discussed in a lo-fi manner with paper cuts and models). This approach will be explored.</p>

2.2.4 Collaborate

The **Collaborate** level represents a significant jump from the previous levels. It is about partnering and sharing power – to the maximum possible extent (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 (in SIMPATICO’s case, the PA) 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. Additionally other components such as the Text Adaptation Engine include other feedback loops (e.g., rejecting a proposed simplification) that can be incorporated in this phase.

From the co-design perspective this is a critical stage. We need to provide actionable mechanisms so that the insight that is generated by users of the system gets included into subsequent design loops. This involves strengthening some of the proposed activities in D6.3 and refined in Table 3.

Table 3 – Techniques identified for use in the *COLLABORATE* phase of the methodology

Tool/Activity	Executor → Participants	Description: process and expected results
Change Request Log	PAs → End-Users Developers → End Users	<p>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.</p> <p>The manner in which this could be put to action is to use the gathered comments in the focus groups discussed in the phases prior to COLLABORATE. By using these idea inputs and building with co-design tools (PICTIVE, CARD) we could build a proper and effective co-design loop.</p>

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.

Given this and our exploration of co-design in the previous sections, we argue again that empower actually provides less flexibility to the design process as it implicitly means that a decision is yielded to the end-users rather than shared between all of the parties involved.

On the other hand, we interpret this as an opportunity for free-form creation to be handled at the end of the project rather than some set of tools that we can leverage during the execution. And as such, the set of tools proposed in D6.3 remain largely unchanged.

2.3 Next steps

The proposed methodology first explained in D6.3 was scheduled to happen as follows in Figure 5.

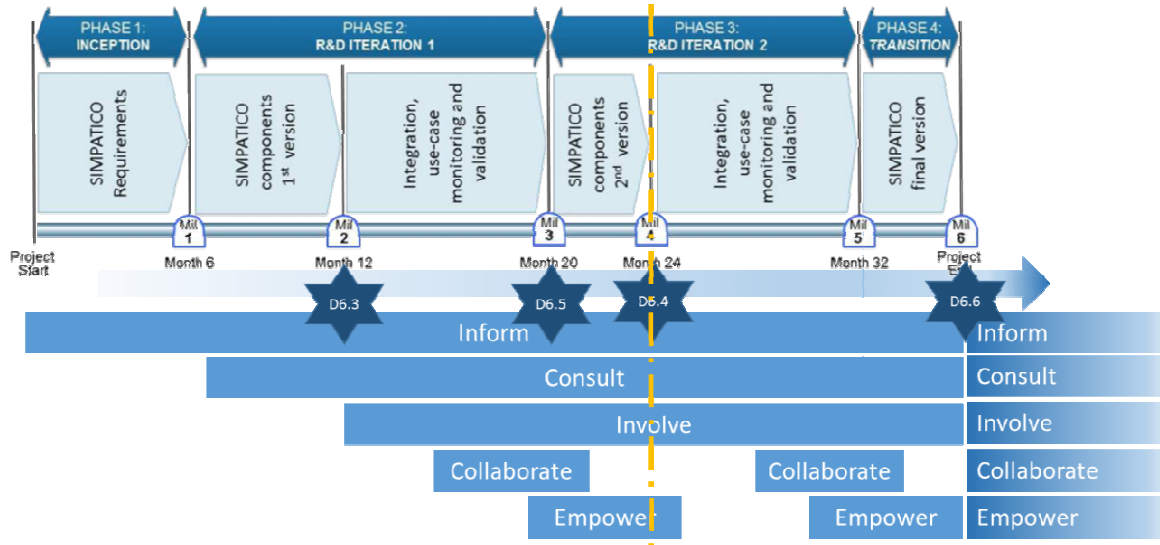


Figure 5- Chronogram of the community engagement activities during the SIMPATICO project

In the figure, we can see how the different proposed phases are sequential in their start and parallel in many cases. The **Inform** activities started with the project kick-off: with the set-up of the website and the Social Media profiles for the SIMPATICO project. This activity runs during the whole course of the project, as it forms the basis of the awareness of the technology and the SIMPATICO solutions. The first **Consult** activities required that the project had a successful start and began 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 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 was concluded, around M12, the **Involve** activities began to be presented. These included activities such as the presentation of the project to the end-users involved in the pilots (e.g., the associations of end-users in Galicia, where the involvement activities started shortly after M6 with intensification after M12). In **Involve** we had hands-on contact with not only the first technical results (necessary for the development of possible activities such as 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 coincides roughly with the two pilots running in months 15 to 20 and 28 to 32. In this phase, most of the face-to-face collaboration of the engagement is expected to happen. This happened already in M15-M20 with the execution of the pre-evaluation tests and the first stage of the pilots. There, many activities were conducted with end-users. In addition to the execution of the pilots, information gathering, such as the requests for features by the PAs and citizens (collected in reports of comments during the execution in Galicia, for example), were run in parallel. It is important to take into account that, although the **Collaborate** phases should be placed close to the pilot executions, they are less formal and not constricted by project timing so they can be extended further if needed, as shown in Figure 5.



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

In the following we 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 their use has not taken off as expected. This phenomenon has been analysed and the emerging result is that one of the key aspect to improve for the second phase is the community building and engagement.

Given this situation, the Municipality of Trento has defined a strategy to engage the community from the beginning of the pre-evaluation phase. In particular, concerning SIMPATICO and its tools, the Municipality of Trento is very interested in the possibility of using Citizenpedia both as a helping tool for the final users and as an instrument to involve the community .

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 outlined 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 3 This is the starting point which has been used to ground the methodology on the Municipality of Trento use case.

According to Figure 2, the target audience for Trento use case is composed of: Citizens (End-users), Companies , Civil servants and Developers. Trento extends the target audience presented in the picture adding Professionals, which can play both the role of Companies, and Civil Servants, which represents the persons acting on the behalf of the PA.

Citizens participate in 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.

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).

PA/Civil servants are engaged:

- to help introducing digital services and to simplify the process of transition from analogue to digital,
- to provide feedback on the quality of the e-services,
- 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 Online” and SIMPATICO solutions.

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.

Here is to stress the fact that the Municipality will release the new e-services throughout the whole duration of the experimentation, so the actions described below will be recursive and don't have already fixed dates.

Table 4 - Trento key engagement activities

Phase	Activity
Inform	<ul style="list-style-type: none"> • Communication events • Community panels planning and organization Scientific café
Consult	<ul style="list-style-type: none"> • Evaluation of the new e-services with and without SIMPATICO extension and collect feedback through the community panels
Involve	<ul style="list-style-type: none"> • Focus groups with citizens and professionals to test the e-services integrated with SIMPATICO's features • Focus groups with civil servants to discuss how much the introduction of SIMPATICO's features simplify the e-services and how to increase their impact on the community
Collaborate	<ul style="list-style-type: none"> • Improve the usage on the e-services through the usage of (and the contribution to) Citizenpedia
Empower	<ul style="list-style-type: none"> • Specific Focus groups with administration panels and community panels to improve the quality of the services and e-services after the evaluation

3.2 Expected engagement results

This section defines 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 limited time (the experimentation).

3.2.1 Qualitative results

This section identifies the expected qualitative results. The expected qualitative results identify actions and objectives that the municipality needs to fulfil in this execution of the scenario, which can't be measured directly.

The expected qualitative results are:

- Raise awareness on the Trento Smart City Project and the related initiatives about e-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 project improved online services and their benefits.
- Increase awareness of the participation to 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.
- Promote SIMPATICO 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 SIMPATICO in conjunction with 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 actions and objectives that the municipality needs to fulfil in this execution of the scenario.

An important note to stress is that since the diverse nature of the e-services which will be developed, the number of the stakeholders interested in each e-service could vary significantly. So, speaking about the quantitative results in terms of people involved have to be taken as an average estimation among all the e-services.

Moreover since Trento Municipality aims to present the community each one of the e-services developed in phase two through public events, and some of the e-services could belong to an administrative macro-area, it would be possible that during a single event more than one e-service will be presented.

General quantitative results expected:

- 1 Communication event focusing on the Trento Council e-service implementation view, strategy and plan (Smart City Week in April 2018).
- At least 2 Scientific cafés targeting citizens and professionals presenting the e-services developed in SIMPATICO.

- 1 administration panel composed by civil servants for each e-service for pre-evaluation and evaluation of the e-service and the tools developed in SIMPATICO through specific focus groups.
- At least 1 community panel composed by citizens and professionals to evaluate the specific e-services and tools developed in SIMPATICO through specific focus groups.
- At least 5 people (citizens and professionals) involved in the community panel.
- At least 2 Citizenpedia contributions made by the community panel.
- 1 Social game integrated in Citizenpedia.

Average quantitative results expected per single e-service:

- 10 people involved in Scientific cafés.
- 5 pre-evaluations of the specific e-services and tools developed in SIMPATICO (using pre-evaluation feedback).
- 3 civil servants involved in the administration panel.
- 85 people (citizens and professionals) involved in the evaluation phase.
- 20 evaluations of the specific e-services and tools developed in SIMPATICO (through feedback).
- 5 Citizenpedia contributions made by the administration panel.
- Co-working with the administration panel to define the step by step guide for each form.
- 1 Citizenpedia contribution for each e-service during the evaluation phase.

3.3 Preliminary planning of engagement activities

While the functionality is complete as of the writing of this document, LOG needs to have its APIs fine-tuned to ease the access to particular pieces of data required by external components.

This section presents the preliminary engagement activities plan in Table 5; for each activity the table presents the Title (the code name), the Target audience (whom it is aimed at), the phase (a link with the engagement methodology phase), the content (e.g. the service it refers to), the description, the Driver and Incentives (how – if at all - the municipality reward the participants), the Expected results and the Quantitative outcomes.

Table 5 - Trento engagement plan

Activity title	Target audience	Phase	Content	Description	Drivers and incentives	Expected results	Quantitative outcomes	Date
Smart City Week 2018	Citizens	Inform Involve	Simpatico Project, services, e-services, SIMPATICO tools	5 days communication event with workshops and activities in stand to present: <ul style="list-style-type: none"> - 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, identification of interested people to constitute the community panel	5 days of activities in stand	11-14 April 2018

Scientific café	Citizens, Professionals	Inform, Involve	Services, platform	Event where one or more e-service are presented and shown		Raise awareness about the new e-services and their usage encouragement	2 Scientific cafés 10 people involved	Since M27. As already said the Municipality will release the new e-services throughout the whole duration of the experimentation, so this kind of action will be done whenever a new e-service is ready to be launched
Community panel organization	Citizens, Professionals	All	Services, e-services, SIMPATICO tools	Definition of a community panel to use the e-services and retrieve feedback about their quality and usability		Reach test-users to test the new e-services and to collaborate in their improvement through feedback and contributions in Citizenpedia	1 panel organized 5 people involved 5 Citizenpedia contributions Definition of the step-by-step guide for each form	Since the end of M25 when the first new services will be ready.
Organization of the administration panels (one per service)	Civil servants	All	Services, e-services, SIMPATICO tools	Definition of an administration panel to use the e-services and retrieve feedback about their quality and usability		Improvement of the services, e-services and SIMPATICO tools through feedback and contributions in Citizenpedia	1 panel per service organized 3 civil servants per panel involved 5 Citizenpedia contributions	Since the end of M25 when the first new services will be ready.
Citizenpedia social game	End users	Involve, Collaborate	Services, e-services, SIMPATICO tools	Through a social game integrated within Citizenpedia end users are encouraged in	Social game and rewarding program	Citizenpedia contributions	1 Citizenpedia contribution per e-service	Social game and rewarding program



				actively collaborating in the service and e-services improvement				should start in M26 (April)
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4 Galicia engagement and community building plan

4.1 Galicia engagement plan

4.1.1 General objectives

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

Provide public services through ICT to the most vulnerable groups (the elderly and those with disabilities), taking into account demography issues. There are many rural areas in Galicia so many people can not get close to the public administrations in person.

Raise awareness and information on 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 dimension (user-centred design).

Promote the participatory co-creation of e-services with citizens using Citizenpedia.

Analyze and validate the technological acceptance of the selected Xunta e-services and the 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 3), the following target audience has been identified for Galicia use case:

Citizens participate in engagement activities:

- to execute replicated e-services (controlled environment),
- 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 given by the end users related to the SIMPATICO solution and to speed up their interactions,
- to use Citizenpedia and to provide feedback, as in the case of citizens, but with some differences reflecting the status and role of associations (e.g., in perceived trust),
- to gain experience and knowledge related to new ICT techniques that enhance 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 to 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 key engagement activities for each phase outlined in Table 6.

Table 6 - Galicia key engagement activities

Phase	Activity
Inform	<ul style="list-style-type: none"> • Communication events • Selection of the most representative associations related to the active ageing field. Active ageing term represents the well-being, social and mental health through the aging process. 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 • Creation of dissemination materials (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	<ul style="list-style-type: none"> • Evaluation of e-services through feedback (using questionnaires) • Evaluation of e-services powered by SIMPATICO features through feedback (using questionnaires) • Citizenpedia survey for citizens • Citizenpedia survey for civil servants
Involve	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Improve the usage and contributions to Citizenpedia with a workshop in which participants add new questions and answers. • Assign a special role inside Citizenpedia to associations in order to enhance the engagement and collaboration
Empower	<ul style="list-style-type: none"> • Specific focus groups to improve the quality of the SIMPATICO components 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 supported by SIMPATICO, in order 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 Galicia pilot is divided in two phases, the first one was executed in 2017 and the second one will be run in 2018.

These are the expected quantitative results of the execution of the 2nd phase of the Galician pilot:

- 3 communication events.
- 3 involved associations.
- 1 call aimed at finding citizens for pre-evaluation verification and evaluation engagement about the “wellness” e-service.
- 1 call aimed at finding citizens for pre-evaluation verification and evaluation engagement about the “personal autonomy” e-service.
- 1 call aimed at finding citizens for pre-evaluation verification and evaluation engagement about the “assessment of the degree of disability” e-service.
- 1 civil servants workgroup.
- 3 stakeholders’ testimonial videos.
- 3 training and information activities through the associations’ e-learning platforms.
- 1 evaluation of “wellness” e-service with feedback.
- 1 evaluation of “personal autonomy” e-service with feedback.
- 1 evaluation of “assessment of the degree of disability” e-service with feedback.
- 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.
- 40 new questions and answers related to the Galicia pilot in Citizenpedia.

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, 2nd phase.

Table 7 - Galicia engagement plan for the second phase

Activity title	Target audience	Phase	Content	Description	Drivers and incentives	Expected results	Quantitative outcomes	Date
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	March – April 2018
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	2 testimonial videos (viral) 3 training pills	April 2018
Offline communication events: ITC's talk in III Conferencia Internacional de Proyectos Educativos para Seniors meeting.	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	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	300 persons (citizens and civil servants) involved in the evaluation phase	23–25 May

				e-services in their daily life.		procedures to provide more efficient solutions to problems and needs of Galicia.		
Calls for pre-evaluation engagement	Citizens and Civil Servants	Inform	Services, SIMPATICO project	<p>Call aimed at finding:</p> <ul style="list-style-type: none"> - citizens for pre-evaluation and evaluation engagement about the “wellness”, “personal autonomy” and “assessment of the degree of disability” e-services <p>Civil servants engaged to be enrolled at the civil servants workgroup. This group will contribute answering questions and moderating Citizenpedia</p>	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	<ul style="list-style-type: none"> - 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 	23 – 27 April 2018
Citizenpedia population	Citizens and civil servants	Collaborate	Project, services, SIMPATICO tools	An open workshop to which stakeholders (civil servants and citizens) are invited to assist. The Simpatico project will be explained in this event and participants will test the Citizenpedia component, the QAE in particular.	Rewarding program for the participants	Citizenpedia contributions	<ul style="list-style-type: none"> -40 contributions to the Citizenpedia. - 1 video of the Citizenpedia component, particularly the QAE 	1 day in May 2018
Pre-evaluation of the e-services and SIMPATICO	Citizens and Civil Servants	Consult	Services, SIMPATICO project	Sessions to evaluate the use of the e-services. During the sessions users give feedback	For citizens and civil servants it would be a nice opportunity to know and be part of the design and	Receive feedback on the effectiveness, efficiency and satisfaction of	<ul style="list-style-type: none"> - 1 pre-evaluation session - Recorded interactions 	1 week May

tools with feedback				through several methods such as questionnaires, logs and screen recording.	enhancement of new technologies.	the e-service and the actual issues Understand how it is possible to enhance the quality of the versions of SIMPATICO tools and the replicated services		
Focus group with developers	Developers	Collaborate	SIMPATICO project	Explain to developers the aim of SIMPATICO and how can they contribute to enhance Simpatico tools. Get their feedback.	For developers it would be nice opportunity to know about new tools that can be used in their daily job.	Receive feedback of how to improve SIMPATICO from developer's point view	1 focus groups 5 users involved	1 day in May 2018
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	1 day in May 2018
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", "personal autonomy" and "assessment of the degree of disability "e-services. civil servants engaged to be enrolled at the civil servants workgroup. This group will	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	July 2018

				contribute answering questions and moderating Citizenpedia				
Evaluation of the e-services and the SIMPATICO tools 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 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 evaluation sessions Recorded interactions 5 interviews with stakeholders to discuss how the SIMPATICO features could be enhanced	2 weeks in September 2018
Citizenpedia survey	Citizens and Civil Servants	Consult	Citizenpedia component	Deployment of a survey about Citizenpedia for citizens and civil servants. This survey has questions about functionality and usability	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	300 surveys filled	2 weeks in September 2018
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 SIMPATICO developers and PAs to enhance the quality of life of their socio-cultural groups.		1 focus groups 10 users involved	1 day in September 2018

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:

- Bridge the gap between citizens and public administration.
- Improve the quality of services, making them more practical and relevant, and helping to ensure that services are delivered in a more effective and efficient way.
- Develop and implement new approaches to collaboration and consultation with citizens on policy and service delivery issues.
- Have a long term engagement with migrants.
- Expand the accessibility of e-services on Smart phones.
- Engage citizens, civil servants and local stakeholders in improving the policies and processes.
- 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 outlined in this deliverable, defines the community stakeholders and the roles and relations they have. The engagement methodology introduces a schema (illustrated in Figure 2), 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 the Sheffield use case is composed of: Citizen (End users), Civil servants and Developers.

Citizens 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 functionalities 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 issues found explicitly by the users or implicitly by the analysis tools,
- to orchestrate the work of the developers about the integration between the 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, in Table 8, the key engagement activities Sheffield city council will follow in order to achieve the general objectives.

Table 8 - Sheffield key engagement activities

Phase	Activity
Inform	<ul style="list-style-type: none"> • Sending out newsletters to registered emails • Distribute pilot specific Leaflets • Workshops • Meetups • Work closely with Bunnyfoot, a UX and Service Design consultancy, at finding citizens for pre-evaluation and evaluation engagement about the “enrolment to day nursery service” e-service
Consult	<ul style="list-style-type: none"> • 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)
Involve	<ul style="list-style-type: none"> • Meetups • Focus groups with citizens to discuss how the introduction of SIMPATICO’s features can simplify the e-services • Focus groups with citizens to discuss how they use SIMPATICO’s features (UX Exercise)
Collaborate	<ul style="list-style-type: none"> • Improve the usage and contributions to Citizenpedia
Empower	<ul style="list-style-type: none"> • 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.

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 with the use of SIMPATICO outcomes, targeting citizens, especially migrants or non-native English speakers.
- Improve the interaction between migrants and civil servants.
- Make the administrative 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. As the e-services have not been finalised yet the total results have been taken across the e-services deployed rather than specific results for each specific e-service.

The expected results are:

- 1 workshops.
- meetups.
- 1 survey.
- 1 civil servants workgroup.
- 1 leaflet design.
- 50 users (citizens, migrants and civil servants) involved in the pre-evaluation phase.
- 200 users (citizens, migrants and civil servants) involved in the evaluation phase.
- 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.

Third party organisation is managing User interface and engagement with Sheffield city council. There will be final qualitative feedback mechanism provided by Bunnyfoot when they are operational in April 2018 we will get more information.

5.3 Preliminary planning of engagement activities

Following the same schema as for the other use cases, this section presents, in Table 9, the preliminary engagement activities plan for Sheffield.

Table 9 - Sheffield engagement plan

Activity title	Target audience	Phase	Content	Description	Drivers and incentives	Expected results	Quantitative outcomes	Date by
Workshops	Citizens	Inform	Services, Platform	Organise workshops for citizens especially migrants to demonstrate how to use digital			1 workshop	June 2018

				services.				
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	June 2018
Survey	Citizens	Consult	Services	Conduct a survey of citizens' views on their satisfaction with programs, services and regulations			1 survey	May 2018
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	April 2018
Calls for Evaluation engagement	Citizens Civil Servants	Inform	Services, Platform	Call aimed at finding: Evaluation and evaluation engagement about the selected eservices 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)	July 2018
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		Receive feedback on the quality of the e-service and the	1 evaluation session	June 2018

				several methods such as questionnaires and logs		actual issues Understand how it is possible to simplify the service		
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		June 2018
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				May 2018

6 Conclusion

In this deliverable, we have presented the methodology and plan of SIMPATICO project 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, the deliverable describes a common methodology, which is shared among the project partners, and adopted in the three use-case sites of Trento, Galicia and Sheffield. A first version of this methodology, which is based on the “Spectrum of Public Participation” defined by the International Association for Public Participation, was already proposed in the first version of this deliverable, “D6.3 – Citizens & Stakeholders Engagement & Community Building Plan v1”. The revised methodology described in this version of the deliverable has been updated in order to better support a participatory design approach: this is an important improvement that SIMPATICO is adopting in the second iteration of the engagement and evaluation activities, to improve usability of the SIMPATICO tools.

The deliverable also defines specific engagement plans to be adopted during the second iteration of the SIMPATICO engagement and evaluation activities by the three use-cases, based on the specific validation objectives and plans, discussed in companion deliverable “D6.2 – Use-case Planning & Evaluation v2”. 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, and thanks to the experience collected during the first iteration of the engagement and evaluation activities, 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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