INTERLINK

WP5 EVALUATION AND ASSESSMENT
D5.2 - COMMUNITY BUILDING AND PRELIMINARY USE-CASES ACTIVITIES

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Glossary

ENTRY	DEFINITION
INTERLINKERs	Common building blocks, provided as software tools or in the form of knowledge offered digitally, that represent interoperable, re-usable, EU-compliant, standardised functionality for the co-production of public services
Public Services	Services that are publicly available and are provided by the government or on behalf of the government's residence in the interest of its citizens. In INTERLINK we focus not only on the software services (i.e., the services delivered digitally) but also on the services that rely on digital technologies.

ACRONYMS

ABBREVIATED	EXTENDED
CSC	Unified State and Municipal Customer Service Centres - Latvia
DSII	Directorate of Information and Innovation Systems - MEF, Italy
G2C	Government to Citizen
G2G	Government to Government
MEF	Ministry of Economy and Finance - Italy
PA	Public Authorities
PS	Public Servants
PSPM	Participatory Strategic Planning Module - Italy
SMEs	Small and medium sized enterprises
TSO	Third sector organisation
VARAM	Ministry of Environmental Protection and Regional Development - Latvia
VRAA	State Regional Development Agency - Latvia
ZGZ	Zaragoza, capital city of the Zaragoza province - Spain

Table of contents

List of figures

List of tables

Executive summary

This document consists of the deliverable "D5.2 Community building and preliminary use-cases activities" of the project INTERLINK - Innovating goverNment and ciTizen co-dEliveRy for the digital sINgle marKet, co-financed by the European Union under the Horizon2020 programme, call DT-GOVERNANCE-05-2020, Grant Agreement No. 959201.

This deliverable contains the plan for building a community for the users and stakeholders in all the use-case sites, including details about the communication channels and contents. This deliverable is the result of the task "**T5.3 Use-case community building**". Its main outcomes are:

- INTERLINK methodology for Engagement and Cooperation for an effective community building process, analysing *communication* and awareness actions to promote and sustain participation
- Guidelines for Use Case Community Building on how to practically structure collaboration among the different stakeholders involved, their roles and responsibilities
- A pilot-specific strategy for the involvement of different types of stakeholders together with a detailed engagement and collaboration plan encompassing activities before, during and after the pilot execution.

1 Introduction

This deliverable describes the community building strategy devised for INTERLINK and the associated engagement activities arranged for each of the three pilots that will be executed, coordinated by MEF, VARAM and ZGZ.

For that, this document is structured in the following sections:

- Section 2 describes the INTERLINK methodology for Engagement and Cooperation. It provides some basis for an effective community building process, analysing suitable communication and awareness raising actions which may be used to promote and sustain participation
- Section 3 provides a set of cross-pilot guidelines for Use Case Community Building which should help pilot owners (MEF, VARAM, ZGZ) to structure collaboration among the different stakeholders involved, defining their roles and responsibilities
- Section 4 to 6 describe pilot by pilot, their specific adaptation of the INTERLINK strategy for the involvement of different types of stakeholders together with a detailed engagement and collaboration plan encompassing activities before, during and after the pilot execution.

2 INTERLINK methodology for use-case community building

Use-case community building activities entail the active engagement, participation, and involvement of key stakeholders before, during, and after the two pilot iterations [1]–[3].

This section provides some context for community building and evaluation in relation to INTERLINK, providing principles for identification of relevant stakeholders, as well as definitions, typology, execution, and evaluation of engagement activities in use-cases.

2.1. Context for community building and evaluation

In INTERLINK, Use-case community building Evaluation and Assessment activities will be carried out during 2 pilot iterations, which have the following objectives:

- **1st Pilot Iteration (Exploration):**
  - Validate INTERLINK co-production approach innovation potential and adoption barriers.
  - Guide the choice of the mature and promising supporting technologies and tools.

- **2nd Pilot Iteration (Consolidation):**
  - Validate the full INTERLINK co-production model and associated platform in real operational settings.
  - Perform ad hoc validations for more advanced technologies and techniques.

Use-case community building and evaluation, assessment, and monitoring will have 2 dimensions.

- **Local dimension**: engagement and evaluation activities performed within a specific city/region.
- **Global dimension**: development of common methodologies, best practises, overall monitoring, and evaluation strategies.

Figure 1 shows the WP5 timeline and the periods encompassing each of the pilot iterations.
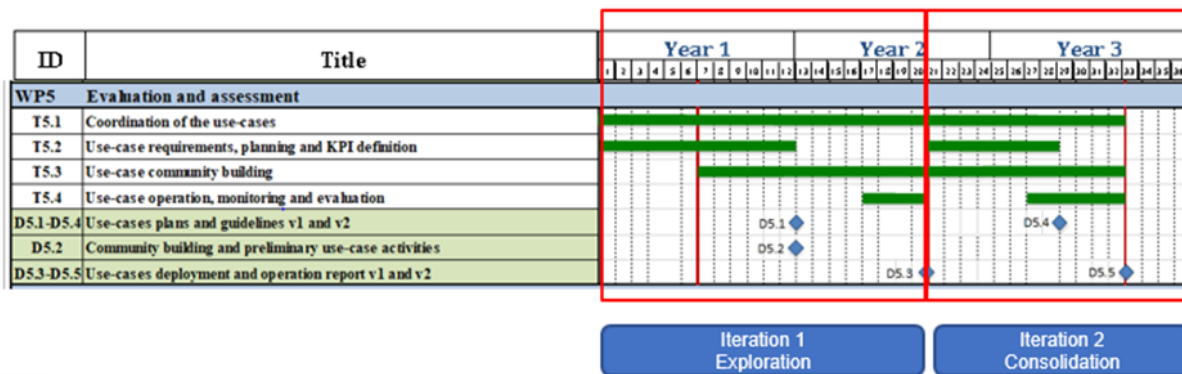
Figure 1. Two Pilot Iterations

2.2. Identification and Analysis of Stakeholders

According to the governance model for public service co-production, devised as part of WP2 which has been drawn from the literature on public administration and that guides this specific INTERLINK project, the following general stakeholder groups are of interest:

- **Public authorities (PAs):**
  - Public servants (PS) who would benefit from the co-produced service in their work, e.g. by simplifying their regular duties. Besides, they could foster co-production of services prioritised by the PA.
  - Politicians whose constituents/voters include end-users of the service.
- **Citizens:**
  - Potential end-users who would benefit from the co-produced service directly as an end-user and/or want to help in co-creating a service which they believe to be useful. They bring in experiential knowledge, valuable in (re-)designing a service. These can be individual or organised in groups (associations).
  - Expert citizens who enjoy participating in co-production projects and have the relevant skills to take on a more specialist role (knowledge activists).
- **Private businesses and non-profit organisations:**
  - Small and medium sized enterprises (SMEs) which are looking for new business opportunities and ways to utilise their skills and technology.

- ○ Freelancers who are looking for new customers and ways to demonstrate the benefits of their services.
- ○ Large companies who are looking for new customer relationships (with involved PA or companies), investment opportunities or ways to improve their brand or corporate image.
- ○ Private non-profit organisations (e.g., foundations, charities) who are willing to support the service.
- ● **Research organisations:**
  - ○ Universities and other research organisations who support the service as part of their research mission.

It is important to note that there are stakeholders who will be end-users of the INTERLINK solution and other stakeholders who will not be end-users of the provided solution, but whose participation is critical for the success, maintenance, and sustainability of INTERLINK. The former (**stakeholders who are end-users**) include PAs, Citizens, and Non-profit organisations, while the latter (**stakeholders who are not necessarily end-users**) include Research organisations and Private businesses. Table 1 identifies the end-user and non-end-user stakeholders per site for the two pilot iterations, as well as stakeholders for three pilot use-cases.

Table 1. Identification of Stakeholders for the Use-Cases

PILOT SITES		VARAM	ZGZ	MEF
Pilot Iteration 1: Exploration				
Stakeholders	*End-users*	- PAs ● Ministry of Environmental Protection and Regional Development of the Republic of Latvia ● CSCs: Unified State and Municipal Customer Service Centres (CSCs) ● Representatives of local governments ● Digital agents: they have the goal of transmitting information to the public in a readily and comprehensive manner, including advice on the safe use of the Internet, and	- PAs ● Zaragoza Municipality ● City Hall ● eTOPIA_: an innovative centre for art & technology that includes both a) an Open Urban Lab, where a quintuple helix approach for innovation around Smart City & Government takes place, and b) a Terminal to incubate new companies - Citizens ● Including children, citizens with and	- PAs ● MEF Directorates ● Other PAs Human Resource Departments ● DSII applications' operators and human resources ● MEF Department Directors ● MEF Data processors ● MEF employees ● Other PAs operators and managers

		assisting the use of digital services - Citizens - Non-profit organisations ● Non-governmental organisations	without digital skills, entrepreneurs, etc ● artists-creators (visual, media, …) - Non-profit organisations: ● Academia ● Civic associations (schools, neighbourhood associations, etc.)	
	Non-end-users	- Research organisations - Private businesses ● Including SMEs	- Research organisations - Private businesses	

<table>
<tr><td colspan="5" align="center">*Pilot Iteration 2: Consolidation*</td></tr>
</table>

Stakeholders	*End-users*	- PAs ● Ministry of Environmental Protection and Regional Development of the Republic of Latvia ● CSCs: Unified State and Municipal Customer Service Centres (CSCs) ● Representatives of local governments ● Digital agents: they have the goal of transmitting information to the public in a readily and comprehensive manner, including advice on the safe use of the Internet, and assisting the use of digital services - Citizens - Non-profit organisations ● Non-governmental organisations	- PAs ● Zaragoza Municipality ● City Hall ● eTOPIA_: an innovative centre for art & technology that includes both a) an Open Urban Lab, where a quadruple helix approach for innovation around Smart City & Government takes place, and b) a Terminal to incubate new companies - Citizens ● Including artists-creators (visual, media, …) - Non-profit organisations: ● Academia ● Civic fabric (schools, neighbourhood associations, etc.)	- PAs ● MEF Directorates ● Other PAs Human Resource Department ● DSII applications' operators and human resources ● MEF Department Directors ● MEF Data processors ● MEF employees ● Other PAs operators and managers	

	Non-end-users	- Research organisations - Private businesses	- Research organisations - Private businesses	

While the identification of the stakeholders and their categorization in end-users and non-end-users clarifies to whom the use-case community building activities should be targeted, it is also important to analyse the criticality of each stakeholder for the success of INTERLINK. Such criticality analysis can be done with an Influence/Interest grid [4], as is shown in Figure 2. This grid is adapted from the practitioner literature, and it is used to identify the participation goals for each stakeholder depending on its influence and interest in the particular project at hand [1]–[3]). It is important to note that participation is a superset of community building (or engagement) and of evaluation, assessment, and monitoring, and thus, activities will take place a) before the pilots take place during use-case community building as well as b) before, during, and after the pilots when INTERLINK will be in use and the evaluation, assessment, and monitoring of the project will take place.

Overall, applying the Influence/Interest grid, we expect all stakeholders to have a high influence over the project and within each stakeholder type there can be groups with high interest and groups with low interest. In general, the overall objective of use-case community building is to engage stakeholders, so that stakeholders' interest grows to high among a priori low-level of interested stakeholders (moving from Quadrant A to Quadrant B), and high interest is maintained among a priori highly interested group of stakeholders (maintenance of Quadrant B). In other words, more specifically (see also Figure 2):

- **End-User Stakeholders**:
  - **PAs:**

    Analysis: In each pilot site the INTERLINK solution will represent the introduction of a new digital environment that replaces other digital services and/or processes that were carried out by non-digital means. As a result, the introduction of INTERLINK in each site will require a change in the current practises of PAs. In such a scenario, the scientific literature explains that resistance towards new approaches and techniques (as those suggested by the INTERLINK solution and towards the required practice changes that come with it) is likely to occur due to a myriad of reasons, such as switching costs or change aversion [5]–[8]. At the same time, the literature on the co-production of public services also points out that there are certain organisational and personal factors that can facilitate such transition for PAs [9][10]. Thus, it is expected that while all PAs will have a high influence over the INTERLINK solution, there will be some PAs that will have low interest while others will manifest high interest in the project. It is possible that there are certain situations in which PAs are depending on private actors (e.g. for resources), which might lead to a little less influence. Thus:

    - Influence: high & Interest: low

- Influence: high & Interest: high

OBJECTIVE of use-case community building:

- Increase interest to high among a priori low interested stakeholders so stakeholders in Quadrant A move to Quadrant B in Figure 2.

- Maintenance of high interest among a priori high interested stakeholders, so stakeholders in Quadrant B in Figure 2 stay in that quadrant.

o **Citizens**:

Analysis: According to the literature in the co-production of public services, citizens' motivation to be engaged in co-production initiatives can be enhanced partially by the use of digital technologies during the co-production process as it is the case with INTERLINK [11]. However, such literature also points to certain drivers of citizen engagement in co-production initiatives, such as age, gender – females are more likely to participate -, internal and external efficacy, political self-efficacy, ease, and satisfaction with government performance [9], [9], [12]. Taking this literature into consideration and given the variety of citizens' characteristics, it is expected that while all citizens will have a high influence over the INTERLINK solution, there will be a majority of citizens with low interest, while there will be a small number of motivated citizens. It may vary depending on their motivation either to fully engage or just legitimise decisions already taken by PAs. Thus:

- Influence: high & Interest: low

- Influence: high & Interest: high

OBJECTIVE of use-case community building:

- Increase interest to high among a priori low interested stakeholders so stakeholders in Quadrant A move to Quadrant B in Figure 2

- Maintenance of high interest among a priori high interested stakeholders, so stakeholders in Quadrant B in Figure 2 stay in that quadrant

o **Non-profit organisations**:

Analysis: INTERLINK proposes the introduction of a novel co-production methodology and a range of supporting tools which foster participation in citizens, citizen organisations, associations, and non-profit organisations. INTERLINK empowers organisations to be able to co-produce together with public administrations or other private entities solutions which truly address the needs and demands of citizens and organisations. Non-profit organisations are key stakeholders to promote the adoption of the INTERLINK co-production model, supporting tools and reusable artefacts to tackle socioeconomic challenges targeted by those organisations. Thus, it is expected that non-profit organisations will have a high influence over the INTERLINK solution since they promote participation and collaboration in their daily activities. However, some will show low interest while others will manifest high interest in the project. Thus:

- Influence: high & Interest: low
- Influence: high & Interest: high

OBJECTIVE of use-case community building:

- Increase interest to high among a priori low interested stakeholders so stakeholders in Quadrant A move to Quadrant B in Figure 2.

- Maintenance of high interest among a priori high interested stakeholders, so stakeholders in Quadrant B in Figure 2 stay in that quadrant.

- Pay attention to the influence of non-profit organisations by disseminating the project results and establishing clustering activities where the INTERLINK approach is showcased and debated with non-profit organisations.

- **Non-End-User Stakeholders**: they are critical for the eventual sustainability of the project results. (In the case of the ZGZ pilot, research organisations and private businesses discussed here below could also be direct users).
  - **Research organisations**:

    Analysis: INTERLINK proposes the introduction of a novel co-production methodology and a range of supporting tools, e.g., a collaborative environment to guide co-production processes and the INTERLINKERs catalogue to foster reuse. Research organisations with a technical background will be interested in exploring new INTERLINKERs that would enhance co-production projects and would be highly reusable. Research organisations from social science backgrounds will be very interested in exploring the impact associated with the adoption of these new ways of promoting closer and direct interaction between public administration and citizens. Thus, it is expected that while research organisations (aside from the ones taking part in the project) will have a low influence over the INTERLINK solution, there will be some research organisations that will have low interest while others will manifest high interest in the project. Thus:

    - Influence: low & Interest: low
    - Influence: low & Interest: high

    OBJECTIVE of use-case community building:

    - Increase interest to high among a priori low interested stakeholders so stakeholders in Quadrant A move to Quadrant B in Figure 2.

    - Maintenance of high interest among a priori high interested stakeholders, so stakeholders in Quadrant B in Figure 2 stay in that quadrant.

    - Increase the influence of research organisations outside the consortium by disseminating the project results and establishing clustering activities where the INTERLINK approach is showcased and debated with other researchers.

o **Private businesses**:

Analysis: Should the co-production approach promoted by INTERLINK prove to be valid approach to enhance the quality and/or quantity of delivered public services and to sustain INTERLINKERs' perceived quality and resulting adoption, private businesses would be keen on helping to maintain and further exploiting the ecosystem of co-produced reusable artefacts that could emerge. Private companies may use, extend, and enhance the delivered collaborative tools and they may also contribute with new co-produced public services which then they exploit once delivered. Although initially it is expected that private companies (aside from the ones taking part in the project) will have a low influence over the INTERLINK solution, there will be some private companies, particularly those working closely with the project pilots, that will have high interest while others will manifest low interest in the project. Thus:

- Influence: low & Interest: low
- Influence: low & Interest: high

OBJECTIVE of use-case community building:

- Increase interest to high among a priori low interested stakeholders so stakeholders in Quadrant A move to Quadrant B in Figure 2.

- Maintenance of high interest among a priori high interested stakeholders, so stakeholders in Quadrant B in Figure 2 stay in that quadrant.

- Increase the influence of private companies outside the consortium by communicating the project results to private stakeholders related to the PAs involved in the consortium. Consult and explore how and why they would be involved in the future maintenance and exploitation of INTERLINK assets to enhance their portfolio of solutions for PAs.

High

Quadrant A

PARTICIPATION GOAL:
Inform + Consult

To provide information, assist, and obtain feedback

End-User Stakeholders:
• PAs
• Citizens
• Non-Profit Organizations

Non End-User Stakeholders:
• Research Organizations
• Private businesses

Quadrant B

PARTICIPATION GOAL:
Co-Produce = Involve + Collaborate

To consider public's concerns and aspirations, to obtain public's participation on solution development

End-User Stakeholders:
• PAs
• Citizens
• Non-Profit Organizations

Non End-User Stakeholders:
• Research Organizations
• Private businesses

Quadrant C

PARTICIPATION GOAL:
Inform

To provide information

End-User Stakeholders:
None

Non End-User Stakeholders:
None

Quadrant D

PARTICIPATION GOAL:
Inform + Consult

To provide information, assist, and obtain feedback

End-User Stakeholders:
None

Non End-User Stakeholders:
None

Stakeholder Influence

Low

Stakeholder Interest

Figure 2. Analysis of Stakeholders' Influence and Interest

2.3. Activities for Use-Case Community Building and Assessment

The IAP2 Public Participation Spectrum [13], is designed to assist with the selection of the level of participation that defines the public's role in any community engagement program. This Spectrum shows that differing levels of participation are legitimate depending on the goals, time frames, resources, and levels of concern in the decision to be made. However, and most importantly, the Spectrum sets out the promise being made to the public at each participation level. The Spectrum is widely used in many community engagement manuals. This explains why it has been considered as the basis to design INTERLINK strategy for community engagement.

Figure 3. IAP2 Public Participatory Spectrum highlighting co-production related participation goals

Motivated by principles of the IAP2 Public Participation Spectrum [13] and based on our previous experience in the WeLive project [14] where a co-creation methodology was created, we have come up with the following categorization of community building activities suitable for the INTERLINK objectives. These are the different types of activities that can be carried out to attain the participation objective:

- **INFORM ME**: creates awareness using traditional communication methods and channels.
- **GUIDE ME**: assists end-user stakeholders and gives them guidance for how to use the INTERLINK platform.
- **CONSULT ME**: obtains end-user stakeholders' feedback on the INTERLINK platform and associated co-production process.
- **WORK WITH ME**: considers end-user stakeholders' concerns and aspirations on the INTERLINK platform and associated co-production process, as well as end-user stakeholders' participation within the co-production process enabled by the INTERLINK. For that, the objective is not only to involve users but also to empower them with co-production support tools and guidelines.

Therefore, we deem that there are different types of activities that can be carried out to attain the participation objective associated with the influence and interest of stakeholders analysed earlier. Table 2 provides a catalogue of such activities drawn from the Public Participation Guide [15], the scientific literature [16], and previous projects of public participation through digital means (e.g., WeLive [14]) organised by Activity Type. **It is important to note that "Inform and Consult" activities are carried out for end-user stakeholders with a priori low interest (see Quadrant A in Figure 2) with the goal of raising awareness towards the INTERLINK solution so that such stakeholders can become more interested and move to Quadrant B in Figure 2. It is also important to note that Table 2 includes use-case**

community building activities as well as activities carried out in evaluation, assessment, and monitoring.

A particular important note to remind (as mentioned in Section 2.1.) is that use-case community building and evaluation, assessment, and monitoring will have **2 dimensions:**
- Local dimension: engagement and evaluation activities performed within a specific city/region.
- Global dimension: common methodologies, best practises, overall monitoring, and evaluation strategies.

Table 2. Catalogue of Activities per Participation Goal

PARTICIPATION GOAL	Inform	Consult		Co-Produce	
				Involve	Collaborate
	To provide stakeholders with balanced and objective information, and assist them	To obtain stakeholders' feedback		To consider public's concerns and aspirations	To achieve stakeholders' participation on solution development and delivery of public services
STAKEHOLDERS' ROLE	Stakeholders are informed	Stakeholders are informed, listened to, and their concerns acknowledged		Stakeholders' concerns and aspirations are taken into consideration, and they are provided with feedback	Stakeholders are prosumers that participate in the co-production of services
ACTIVITY TYPE	INFORM ME + GUIDE ME	CONSULT ME		WORK WITH ME	
Activities	*Use-Case Community Building*	*Use-Case Community Building*	*Evaluation, Assessment, and Monitoring*	*Use-Case Community Building*	*Evaluation, Assessment, and Monitoring*

- Public Meetings - Training Sessions - Hackathons - Seminars - Contests - Briefings (to reach out to established groups) - Printed information (Factsheets, Newsletters, Leaflets, Posters, and Bulletins) - Websites - Information Repositories - Information Hotlines and Kiosks - Press and Media - Social Media - Exhibitions & Stands	- Focus groups (to explore attitudes and opinions in depth) - Public Meetings & Hearings - Public Workshops - World Cafes (fostering open discussion of a topic/aspect)	- Pre-Evaluation Sessions (e.g., think aloud evaluation and heuristic evaluation) - Mid-Evaluation Sessions (e.g., interviews, open-ended questions in questionnaires) - Post-Evaluation Sessions (e.g., interviews, open-ended questions in questionnaires)	- Focus groups - Consensus workshops (to identify shared values and agreement)	- Administration of questionnaires during the pilots while INTERLINK is in use for the co-production of public services - Focus groups - Consensus Workshops (to identify shared objectives and agreement)

Some exemplary engagement and feedback mechanisms and methods per engagement category under this categorization are shown in Table 3.

Table 3. Engagement and feedback mechanisms and methods per engagement category

ENGAGEMENT PHASES AND AIM		ENGAGEMENT MEANS AND METHODS	ENGAGEMENT MEASUREMENT AND FEEDBACK FROM STAKEHOLDERS
INFORM ME	Raise awareness for INTERLINK project, co-production model, collaborative environment and co-produced artefacts (public services & INTERLINKERs)	• Different communication methods and channels • Marketing communication mix • Multichannel marketing strategy	• How many users approve terms of use • Number of visitors to INTERLINK collaborative environment • Platform usage KPIs reported
GUIDE ME	To give guidance on how to use the INTERLINK collaborative environment and artefacts (co-produced INTERLINKERs and services)	• (Online) workshops and tutorials • Hackathons • Contest	• How many public-services and how often have been accessed • Usability and user experience evaluation
CONSULT ME	To obtain end-user stakeholders' feedback on the INTERLINK tools and associated co-production process and resulting artefacts	• Interviews, questionnaires, surveys	• Satisfaction level • Perceived quality of co-produced service and co-production tools • Acceptance
WORK WITH ME	To achieve more profound and active engagement, collaboration and use (empowerment) of the INTERLINK framework by different target groups	• Service design tools for collaboration • Elements that support citizens' engagement and collaboration	• How many new INTERLINK artefacts have been co-produced • In-app questionnaire, Online survey, in-depth interviews (acceptability)

2.4. Stakeholders' Use-Case Community Building Planning & Tracking

The Use-Case Community Building Activity Plan & Tracking System should outline the planned activities and allow for their tracking and evaluation once implemented. The planning and realisation of the community-building activities has a two-fold purpose:

1) Ensure that different and significant stakeholder groups are enrolled in each pilot to be able to execute the pilots according with the expected number of users declared in the grant agreement.
2) Be able to assess the value delivered by INTERLINK co-production methodology and associated supporting tools and produced reusable artefacts.

Hence, for each activity planned, details about the activity context (ID, title, objective, engagement phase, target INTERLINK assets or test group) and responses to important questions such as FOR WHOM?, i.e. for what stakeholder types, HOW?, i.e. with what resources, WHEN?, i.e. its timeline; or WHO IS RESPONSIBLE?, i.e. who within the INTERLINK consortium takes responsibility for it, should be answered.

Besides, for each activity planned, its actual execution has to be tracked and evaluated, so that the object of the activity and the activity itself are assessed. Indeed, given the complexity of the INTERLINK project as well as the different pilot sites, each with its own unique characteristics, it is necessary to have a tracking mechanism for all the use-case community building activities happening in each site.

Consequently, in the INTERLINK two main templates in the form of spreadsheets have been developed, through which full record of activities planned and executed are kept:
o A **template for community building activity planning**, see Figure 4.
o Another **template for tracking the execution of the pilots' community building planned activities**, see Figure 5.

CONTEXT						PLANNING											
						FOR WHOM? (Target audience)				HOW? (resources)					WHERE?	WHEN?			WHO IS RESPONSIBLE?
Activity ID	Activity title	Engagement phase (Inform me, guide me, consult me, work with me)	Objective	Target INTERLINK artefact (collaborative environment, INTERLINKERs)	Test group	Stakeholder Type(s)	Stakeholder sub-type	Influence	Interest	Description of activity (from Catalogue of Activities)	Dissemination and Training materials	Evaluation and Data Gathering means	Budget / Drivers / incentives	Expected results	Site	Start date	End date	Project Phase	Who carries out the activity

Figure 4. INTERLINK's Use-Community Building Activity Planning template

Notice that as reflected in section "4.2. Evaluation methodology" of "D5.1 – Use-case plans and guidelines v1", the users that will be involved in each pilot have been termed as follows. This terminology is used to describe the engagement activities planned at each pilot.
o **PRE(A) group I**: they are users engaged before the pilot execution subphase who perform an evaluation of an e-service without INTERLINK. They report on how things have been done until INTERLINK arrived, with their feedback a baseline can be established.
o **POST(B) group I**: they are users who have access to INTERLINK methodology, tools, and artefacts in alpha mode. They are alpha testers who interact with the alpha version of INTERLINK before wide actual piloting is initiated. They are involved in the pre-pilot

sub-phase. They help ensuring that the pilot deployment is bug-free and useful before actual open piloting starts.

- o **POST(B) group II**: they are users who have access to beta validated version of INTERLINK platform, artefacts, and methodology. This group of users and stakeholders is involved during the pilot execution sub-phase of iteration 1. They may include users and stakeholders that took part in PRE(A) group I and include users that acted as alpha testers in POST(B) group I.
- o **POST(B) group III** and **POST(B) group IV** are groups of stakeholders and users analogous to POST(B) group I and POST(B) group II, but in this case for pilots' iteration 2.

More specifically, the following information has been required to be registered for **planning the use-case community building activities** (see Figure 4). *The planning process of activities was started by asking the pilot sites for specific activities that they will carry out based on the catalogue of activities outlined in the Section 3.1. Catalogue of activities.* Notice that the result of this planning exercise is depicted for each pilot in sections VARAM Community Building Plan, ZARAGOZA Community Building Plan and MEF Community Building Plan. Next, the different structures of the tracking mechanism are described:

- *CONTEXT:* ID for the activity, its title, the engagement phase it is associated with (INFORM, GUIDE, CONSULT or WORK WITH ME), its objective, INTERLINK artefacts that might be used and testing group involved (PRE (A) group I, POST (B) group I and/or POST (B) group II as indicated in section 4.2 of D5.1).
- *FOR WHOM*: for which stakeholder will the activity be carried out, e.g., civil servants, citizens, private companies, and so on.
- *HOW*: indicating details about the concrete activity type that will be executed, e.g., workshop, co-design session, training session, and so on, what communication and training materials will be used, what incentives or drivers may be needed to reach the expected results.
- *WHERE*: indicating whether the activity will be hosted in a specific location or online.
- *WHEN*: in what dates will the activity be carried out, indicating the data range and phase of pilots that it may correspond to, e.g., before the pre-pilot, during pre-pilot subphase, during the pilot execution subphase or after the pilot execution.
- *WHO IS RESPONSIBLE*: who within the INTERLINK consortium is responsible for the activity.

Activity ID	Engagement phase	Activity Title	Activity Type	Activity Description	Date (format YYYYMMDD)	Target component	Target audience	Attendance to the Event (# people types, gender, age range, ocupation, ICT literacy)	Drivers and incentives	Quantitative outputs (# consent forms signed, # online questionnaires, # specific dissemination material created ...)	Comments
							Citizens				
							Public Administration				
							SMEs				
							Developers				
							Research organizations				

Figure 5. INTERLINK's per pilot monthly tracking of Use-Community Building Activities template

Similarly, for the purpose of **tracking and evaluating the planned activities during their execution**, the following information has been required to be registered again in another spreadsheet (see the template in Figure 5). For each row of such table the following details are gathered:

- *Activity ID*: which links the activity celebrated with the activity planned and registered in the activity planning spreadsheet.
- *Engagement phase*: one of the following engagement phases that we have defined in INTERLINK which show the clear purpose of each community building activity, namely, INFORM ME, GUIDE ME, CONSULT ME and WORK WITH ME.
- *Activity Title*: title of the activity celebrated.
- *Activity* Type: which may further clarify the purpose of the activity. Some possible values are a) awareness; b) training; c) testing; d) communication; e) monitoring & evaluation; or f) other.
- *Activity Description*; thorough description of the activity.
- *Date*: when the activity is actually celebrated in format YYYYMMDD.
- *Target components*: those used or promoted in the activity.
- *Target audience*: citizens, public administration, SMEs, developers, research organisations or others.
- *Attendance to the Event*: statistics including number of people types, gender, age range, occupation, or ICT literacy level.
- *Drivers* and incentives: if applicable, it might be that gifts, prizes or diplomas may be issued to those taking part in the activity.
- *Quantitative outputs*: number of consent forms signed, number of online questionnaires, number of specific dissemination material created.
- *Comments*: additional details about the activity celebrated which are worth mentioning.

Importantly, each executed activity should be evaluated. ***Use-case community building activities should be evaluated because such activities are intrinsically linked to evaluation, assessment, and monitoring of the whole pilot***. This explains the inclusion of the field in the spreadsheet of Figure 6 named "quantitative outputs" (3.2. Procedure for Use Case Community Building and Evaluation), where references to the evaluation mechanisms used should be included. Conventionally, two types of evaluations will be performed during each activity execution:

- *Evaluation of* the *Activity*: the measures employed in the evaluation of the activity will be recorded, as well as where the file with the gathered information is kept. We aim to evaluate the use-case community building activity itself. For example, this will be achieved by gathering feedback through a satisfaction questionnaire.
- Evaluation *of the Object of the Activity*: the measures employed in the evaluation of the object of the activity will be recorded, as well as where the file with the gathered information is kept. This type of evaluation addresses the object of the use-case community building activity, which would be an aspect of the INTERLINK solution (e.g., the idea of co-production, the idea, or a mock-up of the INTERLINK solution, or first impressions about the INTERLINK solution itself) so the measures employed in this evaluation need to be specified (e.g., usefulness, expectations, interest etc.).

Activity ID	Engagement phase	Activity Type	Activity Description	Date (format DD/MM/YYYY)	Status	Target component	Target audience	Number of attendees	Gender		Stakeholder Type				
									Male	Female	Citizen	Entrepreneur	Business	PA	Academia

ICT Skills				Work Status					Drivers and incentives	Quantitative outputs (link online questionnaires, specific dissemination material …)	Evaluation		Link to activity summary template	Comments
Advanced	Intermediate	Basic	None	Students	Unemployed	Employed 3rd party	Self-employed /entrepreneur	Retired			Of Activity (measures used & file with gathered data once activity takes place)	Of Object (measures used & file with gathered data once activity takes place)		

Figure 6. INTERLINK's per pilot global tracking of Use-Community Building Activities template

2.5. Operation & Management of Community Building Activities

The operation and management of use-case community building activities require the critical participation of the **Pilot Coordinators** (MEF, VARAM, ZGZ). VARAM as **Community Building Leader** will coordinate the use-case community building activities with the help of a pilot/site coordinator from each of the sites. Furthermore, since use-case community building activities are intrinsically linked to evaluation activities, DEUSTO as **Cross-pilot Coordinator** will support VARAM in the management and coordination of use-case community building activities. Finally, input from the rest of participants of the consortium will be needed, for example, for how data gathered in the activities should be gathered in compliance with ethical and legal requirements (UCLOVAIN) or for the explanation of the co-production processes enabled by INTERLINK (RU and FBK). Figure 7 provides a graphic summary of how the management and operation of the use-case community building activities could be carried out.
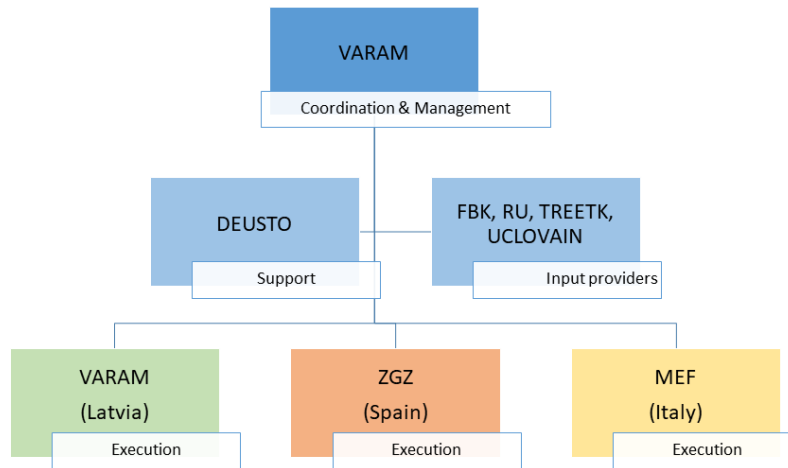
Figure 7. Use-Community Building Operations & Management

3 Guidelines for Use Case Community Building

A procedure has been defined to guide pilot owners to, first, plan their activities and then, perform the tracking and evaluation of such activities. Next, a brief summary of the guidelines is offered, after first indicating some candidate activities that can be carried out for community building according to each of the defined engagement categories.

3.1. Catalogue of activities

Here a summary of some possible activities that could be organised for each engagement phase is listed, to serve as guideline for pilot owners' planning activities:

- **INFORM ME + GUIDE ME** candidate activities:
  - Training Sessions
  - Hackathons
  - Seminars
  - Contests as promotional activities
  - Briefings (to reach out to established groups)
  - Public Meetings
- **CONSULT ME** candidate activities:

- ○ Community building through communication
- ○ Focus groups (to explore attitudes and opinions in depth)
- ○ Public Meetings & Hearings
- ○ Public Workshops
- ○ World Cafes (fostering open discussion of a topic/aspect)
- ○ Evaluation
  - Pre-Evaluation Sessions (e.g., think aloud evaluation and heuristic evaluation)
  - Mid-Evaluation Sessions (e.g., interviews, open-ended questions in questionnaires)
  - Post-Evaluation Sessions (e.g., interviews, open-ended questions in questionnaires)
- **WORK WITH ME** candidate activities:
  - ○ Community building through collaboration
  - ○ Focus groups
  - ○ Consensus workshops (to identify shared values and agreement)
  - ○ Evaluation
  - ○ Administration of questionnaires during the pilots while INTERLINK is in use for the co-production of public services
  - ○ Focus groups
  - ○ Consensus Workshops (to identify shared objectives and agreement)

3.2. Procedure for Use Case Community Building and Evaluation

At each public administration, the Pilot Coordinators (MEF, VARAM, ZGZ) manage the trial with the following responsibilities:

- Deployment and proper function of INTERLINK co-production process backed by its collaborative environment and INTERLINK-powered public services, including the framework components, INTERLINK powered public services apps and the INTERLINKERs.
- Coordination of INTERLINK introduction, presentation and training workshops and events.
- The observation of the pilot (field trial) progress ensuring, with the support of the Community Building Leader (VARAM), the engagement of enough stakeholders.
- KPIs monitoring performing corrective actions if necessary. Section "4.5. Pilot KPIs for quantitative and qualitative assessment" of "D5.1 – Use-case plans and guidelines v1" contains the KPIs that will be measured at each pilot site and those that are generic for all pilots (cross-pilot).
- The scheduling of focus interviews to collect feedback and analyse it.

- The collection of questionnaires (demographic, satisfaction, acceptance, trust) of all participating stakeholders; i.e., citizens, public administration, developers' community, local businesses, and others.

In detail, prior to the operation of the field trial, i.e., realisation of the pilot execution subphase, each pilot/trial coordinator with the support of the pilot task force, composed by the pilot owner and input provider in Figure 7, must ensure that the following steps (checklist) are accomplished, and the outcomes documented:

- Set up the INTERLINK framework components and the co-produced public services and add them to the testing documentation.
- Alpha tester users' engagement and training.
- Internal pretesting (face-to-face cross-testing session), including INTERLINK project members and a set of alpha testers (5 to 10 people) from INTERLINK public administrations, of the INTERLINK ecosystem – the whole functionality required for the pilot phase I.
- Pretesting of logging functionality and tools to be used for collecting and gathering end-users´ feedback.
- Pre-pilot sub-phase monitoring and evaluation. Possible technical deficiencies are identified and addressed by INTERLINK members of the support team.
- Preparation of communication campaigns for engaging end-users and ensuring the participation of local stakeholders which is critical for successful evaluation of INTERLINK potential.
- Assure that the trial support team has received appropriate training and has access to technical documentation.
- Showcase INTERLINK framework components, collaborative environment & wizard, available INTERLINKERs and co-produced services to all beta users through several workshops in each public administration, walk them through the tools in case that it is needed, and provide them with basic information about how problems can be resolved using the helpdesk. Also inform test users about the planned pilot duration and subsequent surveys.
- Inform test users (both alpha and beta testers) about trial privacy procedures and policies. All test users will have to accept the INTERLINK terms of use before accessing the INTERLINK ecosystem tools and for those who will collaborate for assessing the ecosystem, they will have to sign a consent form. In addition, anonymous information on customer feedback provided by the INTERLINK system could be utilised in research.
- Disseminate and collect the INTERLINK demographic, satisfaction and evaluation questionnaire among users assisting to the pilot trials' activities.

As mentioned in 2.4. Stakeholders' Use-Case Community Building Planning & Tracking, the spreadsheet ACTIVITY PLANNING, should be completed by each Pilot Coordinator. Every Pilot Coordinator must ensure that proper planning of engagement activities take place BEFORE, DURING (both in pre-pilot and actual piloting subphases) and AFTER the actual realisation of each pilot iteration.

In order to facilitate tracking, a spreadsheet for each pilot (see Figure 5) has been created to monitor month by month the evolution (achievement) of different engagement activities across each specific pilot, named MONTHLY ACTIVITY TRACKING. Besides, for each evaluation phase (in this case for the 1st pilot iteration), another template (see Figure 6) has been created to aggregate all statistical data and information gathering outcomes resulting from each activity executed. Observe in Figure 6 that most of the fields of the monthly tracking table are also included in this table. However, the pilot phase wide table provides more details on the socio demographic aspects of those taking part in the activities. Besides, it includes columns that allow for crosslinking each activity with its report and the files generated as result of questionnaires and surveys completed by those taking part in the activities. This spreadsheet is paramount to cross-link all the information needed to be able to produce "D5.3. Use-case deployment and operation report v1" due in M20.

In summary, a three-fold procedure for COMMUNITY BUILDING will be followed:

1) ACTIVITY PLANNING (see Figure 4) to envision what types of activities in what periods will be needed to reach the stakeholder types and numbers that must be exposed to the INTERLINK.
2) PILOT-SPECIFIC MONTHLY ACTIVITY MONITORING. Figure 5 has to be pre-filled at the beginning of each month with the planned activities for that month and post-filled with details associated with the real attendance and real achievements obtained in the celebration of such activities.
3) CROSS-PILOT TRACKING & EVALUATION table as shown in Figure 6 to confirm whether an event took place or not. In case it took place, showcase details about participants and evaluate the actual event and the purpose for what it was done.

In summary, pilot owners are suggested to carry out the following process to be able to track and evaluate the execution of the pilots:

● For each planned engagement activity, one row per pilot should be edited in the pilot wide tracking spreadsheet.

● For each executed engagement activity, first the corresponding row should be created in the monthly tracking spreadsheet, using the data from the pilot-wide tracking spreadsheet.

● After each engagement activity is finished, the following bookkeeping activities will be applied:

  ○ Generation of an activity report (see Figure 9), which will be stored in a shared Google Drive folder and with a reference introduced in the "Link to activity summary report" field of the pilot-wide spreadsheet.

  ○ Storage of collected consent forms in a shared Google Drive folder.

  ○ Analysis of the gathered socio-demographic and satisfaction questionnaires. The analysis of the socio demographic questionnaires will allow the update of columns "Number of attendees" to "Work status" (Figure 6).

  ○ Besides, some activities will also imply the realisation of interviews and/or collection of surveys and online questionnaires. Full details about the contents

gathered have to be stored in the corresponding row for each activity, in columns under the "Evaluation" header (Figure 6).

Figure 8 shows the Pilot iteration 1 folder made available for consortium partners in Google Drive, including all supporting files to carry out PLANNING, MONITORING and EVALUATION of engagement activities needed to perform PILOTS ASSESSMENT. Notice that Pilot Coordinators have to continuously update the dissemination-materials Google Drive folder (see Figure 8), where specific sub-folders for each public administration have been prepared, including the contents of Dissemination material prepared. In the root folder, contents which are applicable to all pilots will be uploaded.

Figure 8. Google Drive folder to plan and trace execution of community engagement activities

The following sections tackle pilot by pilot the next key aspects of use-case community building:

1) Engagement and cooperation objectives
2) Target audience
3) Engagement results expected
4) Preliminary pilot engagement plan

Engagement Activity Conclusions

ACTIVITY	*<Name of the activity>*	DATE/PLACE	*<write the date> <write the place>*

PURPOSE
Activity objectives *<Describe the activity objectives>*

TYPE OF PARTICIPANTS
<Describe the type of participants attending to the activity>

INTERLINK PARTICIPANTS		
ORGANISATION	**NAME**	**EMAIL**
<name of INTERLINK partner>	*<name of INTERLINK attendant>*	*<Email of INTERLINK attendant>*

ADDITIONAL MATERIALS / DOCUMENTS	
1	Document used in the activity: *<link to Google Drive document>*
2	Other documentation: *<link to Google Drive document>*

INTERLINK   Engagement Activity Conclusions   page 1

Figure 9. Community Building activity report

4 MEF Community Building Plan

The Italian Ministry of Economy and Finance (MEF) aims at building a community of its key stakeholders in order to gather feedback and requirements on the process of designing and testing a Participatory Strategic Planning Module (PSPM) mock-up. The largest ambition of MEF is to continue to engage in new and innovative ways of designing public policies and delivering services.

MEF's community is divided into two large categories: Public Bodies and Civil Servants. Public Bodies are made of MEF's Directorates, and other Public Bodies HR Departments. As for the civil servants, the category is composed of MEF employees, MEF's Directorate of Information and Innovation Systems (DSII) operators and personnel, MEF data processors, other Public Bodies operators and managers, and finally, the Department Directors from MEF.

To engage these stakeholders MEF has divided activities into pre-pilot, pilot, and post-pilot phases. The phases will represent an "Inform me" process, "Guide me", "Work with me", and "Inform me" again. All three of these phases will be accompanied by the "Consult me" procedure as the idea is to generate a reinforcing feedback loop that ensures active participation and input from the community.

4.1. Engagement and cooperation activities' objectives

4.1.1. General objectives

The execution of the community engagement aims to achieve the following general objectives:

- During the <u>pre-pilot phase</u>, while preparing the design activities and usage from collaborative environment of certain enablers (INTERLINKERs) the community engagement will pursue two main goals:
    1. *Inform and make stakeholders aware about the INTERLINK project and its main objectives*. At the same time, expose them to MEF's use case, the benefits it can bring, the importance of engaging in bottom-up approaches, and how the pilot will develop throughout its duration.
    2. *Understand the stakeholders' expectations of the new designed service prior to INTERLINK, with the aim of building a reference benchmark*. MEF would then collect thoughts, ideas, and feedback on the process of designing a Public Body strategic plan as of today and see what the expectation might be of a new collaborative approach.

- During the <u>pilot execution phase</u>, when the stakeholders are already working with the collaborative environment and the design activities are taking place, the community engagement will focus on the following objectives:
    1. *Involving and empowering stakeholders in the design activities of the PSPM mock-up and gathering feedback on the usability, accessibility, and effectiveness of the collaborative environment and its enablers (INTERLINKERs)*. The result

should be to ensure active participation from the stakeholders in order to design a tool that is tailored, and hence, adapts easily to the actual procedure.

2. *Making a comparison between the satisfaction of stakeholders before and after the introduction of INTERLINK and its enablers (INTERLINKERs).* This objective is strictly correlated with aim 2 of the pre-pilot phase, that is, the creation of a satisfaction baseline before the introduction of the collaborative environment and its enablers that will then be compared to the satisfaction after through a series of surveys/questionnaires/interviews.

- During the <u>post-evaluation phase</u>, when users can review the final result of the design activities on the collaborative environment and still provide some feedback and answer a questionnaire, the community engagement will pursue such main objectives:

  1. *Making stakeholders aware of the resulting PSPM mock-up after the collection, analysis, and selection of the feedback received while informing them of the next steps.* The idea of this iterative process is to ensure that stakeholders can see how their input was received, generating a positive feedback loop of active engagement beyond the duration of the pilot.

  2. *Making stakeholders aware about the updated version of the INTERLINK platform and the INTERLINKERs*, after the collection, analysis and selection of the feedback received.

4.1.2. Specific objectives

The specific objectives of the community building activities are as follows:

1. *Deployment of a collaborative environment to engage stakeholders in the discussion and definition of a PSPM mock-up*, that will have two main functionalities (Interface for Strategic Planning and Open Repository of Good Practices). The PSPM mock-up will allow MEF to continue its path as an innovator in the field of e-Government, internal co-production, and adoption of new ways of delivering public services.

2. *Deployment and testing of a set of enablers (INTERLINKERs) that support the collaborative design of a new public service.* The three main enablers whose development is planned for MEF's pilot in iteration 1 are:
   - *Stakeholder mapping and recruitment* – an INTERLINKER designed to help MEF identify, map, and engage stakeholders in order to be recruited for the design of the PSPM mock-up.
   - *Ideas crowdsourcing* – an INTERLINKER that allows users to propose and discuss different topics and ideas that could be used in the new PSPM mock-up. These ideas would then be the subject of an open voting mechanism, enabling the ideas to be categorised, grouped, and ranked to facilitate their evaluation.
   - *Practicepedia* - an "Open repository of good practises", i.e., a repository that collects useful information and documents aimed at improving a Public Body's capacity with know-how. The repository, for MEF's use case, should be populated with good practises, methods, and approaches to ensure successful strategic planning in a Public Body context.

3. *Engagement of stakeholders to validate the INTERLINK co-production methodology (in this case- collaboration - internally within the organisation), its associated tools and enablers in the form of INTERLINKERs*. Some concrete KPIs that should be met by the end of the community building activities are:
   - Number of Public Bodies involved in design (at least 3 during the whole pilot)
   - Number of civil servants involved in design: at least 45 (at least 22 in phase I)
   - Number of citizens involved in co-production (at least 1)
   - Number of citizens registered on INTERLINK platform (at least 1)
   - Number of TSOs involved in co-delivered services (at least 1)
   - Number of active users per co-produced service: at least 100 (at least 50 in phase I)
   - Number of INTERLINKERs used in the design of the PSPM mock-up (at least 5 during the whole pilot)
   - Number of features contributed by external stakeholders to include into the PSPM mock-up (at least 5 during the whole pilot)
   - Increased representativeness of stakeholders during the design phase (at least 25% during the whole pilot)
   - Perceived efficiency gains of the process (value creation) thanks to INTERLINKERs (at least 35% during the whole pilot)

4. *Validation of the INTERLINK methodology by demonstrating its adoption, provision of value and positive user perceptions in terms of acceptance, usability, and trus*t:
   - INTERLINK usage/adoption measures:

     i. Number of INTERLINKERs used in the design of the PSPM mock-up: at least 5 (2 in phase I)

     ii. Number of features contributed by external stakeholders to include into the PSPM mock-up: at least 5 (2 in phase 1)

   - INTERLINK value delivery, by reasoning about:

     iii. Perceived efficiency gains of the process (value creation) thanks to INTERLINKERs (at least 35% during the whole pilot).

   - Users' perception of INTERLINK:

     iv. Perceived positive user perceptions thanks to analysis of feedback received in the surveys/questionnaires (at least 80% during the whole pilot).

4.2. Target audience: stakeholders

The following stakeholders have been identified to be targeted during the 1st iteration of the INTERLINK piloting and are divided in two main categories:

- Public Bodies:
  o MEF Directorates
  o DSII applications' operators and human resources

- Civil Servants:
  - MEF Department Directors and MEF employees
  - MEF Data processors and MEF Technical Officers
  - Other PAs operators and managers
  - Other PAs Human Resource Department

MEF has identified these stakeholders as key players to the development and evolution of MEF's activities. The use case's objectives are to create opportunities for the collaboration of MEF human resources and other Public Bodies' resources in order to implement open innovation by creating new tools and improve existing public services at the same time of sharing experiences and good practises in terms of Strategic Planning design.

4.3. Community building expected results

4.3.1. Quantitative results

The community building plan will include materials and tools in order to achieve the use case goals and report every engagement activity. The estimated quantitative results that will be produced during MEF's first iteration are:

- 25 official emails for communication
- 5 intranet posts/communications
- 1 video
- 1 brochure/leaflet
- 3 presentations for MEF internal stakeholders and other Public Bodies
- 3 surveys/online questionnaires
- 3 workshops with engaged stakeholders
- 1 heuristic evaluation and cognitive walkthrough.
- 45 or more Civil Servants engaged
- 3 or more Public Bodies involved
- 3 or more MEF Directorates engaged

4.3.2. Qualitative results

The community building plan has been developed, as well as the whole use-case, following the INTERLINK project's objective of providing proof-of-concept, proof-of-use, and proof-of-value to the INTERLINK methodology by demonstrating its adoption, provision of value, and user perception. The estimated qualitative results that will produce are related to these objectives and MEF estimates to produce:

- Qualitative analysis of the stakeholders' satisfaction with the INTERLINK platform and its enablers (INTERLINKERs), as well as with the mock-up of the new public service (PSPM) based on their answers to surveys/questionnaires.

- Qualitative analysis of the value creation of the INTERLINK platform and INTERLINKERs, as well as with the mock-up of the new public service (PSPM) based on stakeholders' answers to surveys/questionnaires.

In conclusion, the qualitative results should allow MEF and the INTERLINK project to gain knowledge on the usability, accessibility, and user experience of the platform's collaborative environment. It should also open the discussion on the improvements brought about by a new approach to the design of public services, at the same time of providing a picture on the general acceptance and potential adoption of the INTERLINK platform.

4.4. Pilot engagement and cooperation plan

As mentioned above, MEF's community engagement plan will be broken down in three phases: pre-pilot, pilot, and post-evaluation. Each of these three phases will be respectively accompanied by an "Inform me" process, "Guide me"/"Work with me" process, and "Inform me" again. The common thread of the phases will be the "Consult me" procedure, as the idea is to generate a positive reinforcing feedback loop that ensures active participation and input from the community. The overall objective of these processes is to make sure that adoption is achieved in the most comfortable way for stakeholders (users).
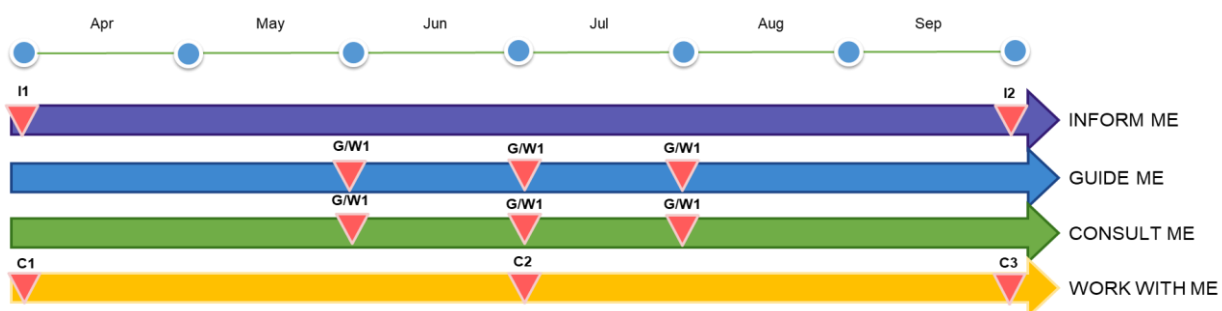
Figure 10. Community Building Plan for MEF

4.4.1. INFORM ME

The "Inform me" process will take place at both the pre-pilot and post-evaluation phases. This will be done to ensure that MEF first creates awareness on the pilot and project, its objectives, and how the activities will be carried out. At the end, during the post-evaluation phase, the "Inform me" process will notify engaged stakeholders of the results of all the activities, how their input was received and included into the final output in order to create a channel of updates and exchanges beyond the pilot.

- **I1. Presentation of INTERLINK and use case to PRE (A) group I & POST (B) group I**
  - Objective: Inform and make internal stakeholders aware about the INTERLINK as a project and MEF's use case (including activities plan, benefits, and importance). MEF will use the following communication means: a) 1 official email; b) at least 3 intranet/social media posts; c) Ad-hoc online meetings
  - Phase: Pre-Pilot

- Frequency:
  - 1 launch meeting (plus ad-hoc meetings, if needed)
- Target artefacts/INTERLINKERs:
  - Stakeholder mapping and recruitment
  - Awareness creation
  - GDPR regulation and compliance forms
- Target groups:
  - Public administrations (MEF Directorates, and Other PAs Human Resource Department)
  - Civil servants (DSII applications' operators and human resources, MEF Department Directors, MEF Data processors, MEF employees, and Other PAs operators and managers)
- Dissemination materials:
  - Short INTERLINK and use case presentation
  - Short presentation materials
  - Virtual leaflet/brochure
  - Recap and follow-up emails
- Evaluation mechanisms:
  - Online questionnaire / survey
  - Interviews script and transcript of answers received
- Outcomes:
  - Stakeholders' engagement in the use case activities
- Location: Online (communications sent via official email, MEF's intranet and social media channels)
- Date: April – May 2022
- Responsible: MEF Team (supported by INTERLINK consortium)

- **I2. Presentation of pilot results to POST (B) group II**
  - Objective: Make stakeholders aware of the PSPM mock-up setting, after the collection, selection, and elaboration of the feedback received
  - Phase: Post-evaluation
  - Frequency: 1 or 2 communications may suffice
  - Target artefacts:
    - Practicepedia (Open repository)
  - Target groups:
    - Public administrations (MEF Directorates, and Other PAs Human Resource Department)
    - Civil servants (DSII applications' operators and human resources, MEF Department Directors, MEF Data processors, MEF employees, and Other PAs operators and managers)
  - Dissemination materials:
    - Short presentation of the PSPM mock-up co-designed and functionalities
  - Evaluation mechanisms:
    - NA
  - Outcomes: Stakeholders' awareness of the outputs produced by the use case activities

○ Location: Online (official communications sent plus virtual meetings, if needed)
○ Date: September 2022
○ Responsible: MEF Team

4.4.2. GUIDE ME / WORK WITH ME

The "Guide me" and "Work with me" processes go hand in hand during MEF's use case as the two assist end-user stakeholders by providing guidance on how to use the INTERLINK platform, how to collaborate and co-design the PSPM mock-up with the support from INTERLINK platform, how to engage in constructive discussions and ideas exchange, and more.

- **G/W1. Assistance to POST (B) group I throughout the use case activities**
    ○ Objective: Involve and empower stakeholders in the co-design activities of the PSPM mock-up and gather feedback
    ○ Phase: Pilot
    ○ Frequency: Iterative / as needed
    ○ Target artefacts/INTERLINKERs:
        ■ Ideas' crowdsourcing
        ■ e-Voting
        ■ Open Repository of Good practises
        ■ Workplan scheduling
        ■ Workplan monitoring and notifications
        ■ Tools for workshops
        ■ Guidelines for co-design
    ○ Target groups:
        ■ Public administrations (MEF Directorates, and Other PAs Human Resource Department)
        ■ Civil servants (DSII applications' operators and human resources, MEF Department Directors, MEF Data processors, MEF employees, and Other PAs operators and managers)
    ○ Dissemination materials:
        ■ Training material (tutorials) on how to use collaborative environment and INTERLINKERs
        ■ Surveys and interviews (questionnaire template)
    ○ Evaluation mechanisms:
        ■ One-on-one interviews
        ■ Online survey/questionnaire
    ○ Outcomes:
        ■ Feedback on the potential of the INTERLINK collaborative approach for co-production (co-design in the case of PSPM mock-up)
        ■ Specification and design of a PSPM mock-up in accordance to needs of stakeholders involved through the collaborative process fostered by INTERLINK

- Effective engagement of the stakeholders in the activities related to the PSPM mock-up co-design
  - ○ Location: Virtually and/or in person at MEF's premises (in accordance to Covid related restrictions)
  - ○ Date: June – August 2022
  - ○ Responsible: MEF Team (supported by INTERLINK consortium)

4.4.3. CONSULT ME

The "Consult me" procedure is supposed to be a constant throughout MEF's pilot, i.e., it is envisaged to take place during all three phases (pre-pilot, pilot, and post-evaluation). The idea is to generate a positive reinforcing feedback loop that ensures active participation and input from the community. The idea behind it is to make sure that adoption is achieved in the most comfortable way for end-users.

- **C1. Obtain PRE (A) group I expectations and ambitions**
  - ○ Objective: Understand the stakeholders' expectations of the new co-designed service prior to INTERLINK
  - ○ Phase: Pre-Pilot
  - ○ Frequency: 1 or 2 sessions may suffice
  - ○ Target artefacts/INTERLINKERs:
    - Tools for interviews, survey, and task analysis
  - ○ Target groups:
    - Public administrations (MEF Directorates, and Other PAs Human Resource Department)
    - Civil servants (DSII applications' operators and human resources, MEF Department Directors, MEF Data processors, MEF employees, and Other PAs operators and managers)
  - ○ Dissemination materials:
    - Short INTERLINK and use case presentation
    - Short presentation video/materials
    - Virtual brochure/leaflet
  - ○ Evaluation mechanisms:
    - Online questionnaire / survey
    - Interviews' script and transcript of answers received
  - ○ Outcomes:
    - Better understanding on what was done well in the past (without INTERLINK), what needs improvement, and how introducing co-design might produce higher quality public services
  - ○ Location: Online
  - ○ Date: April – May 2022
  - ○ Responsible: MEF Team (supported by INTERLINK consortium)

- **C2. Obtain feedback on the perception of INTERLINK and its value added by POST (B) group I**
  - Objective: Make comparison between the satisfaction of stakeholders before and after the introduction of INTERLINK and its enablers
  - Phase: Pilot
  - Frequency: Monthly
  - Target artefacts/INTERLINKERs:
    - Tools for interviews, survey, and task analysis
    - Period reporting
  - Target groups:
    - Public administrations (MEF Directorates, and Other PAs Human Resource Department)
    - Civil servants (DSII applications' operators and human resources, MEF Department Directors, MEF Data processors, MEF employees, and Other PAs operators and managers)
  - Dissemination materials:
    - Leaflet about the workshop
    - Project-related material (brochure, videos, etc.)
    - Printed questionnaires/interviews to be distributed among participants/live questionnaires or surveys through online applications (e.g., Mentimeter)
  - Evaluation mechanisms:
    - Feedback received from the interviews/surveys
  - Outcomes:
    - Feedback and insight to co-design the PSPM mock-up according to stakeholders' needs/requirements
  - Location: Virtual platform or MEF premises (according to the epidemiological situation)
  - Date: June – August 2022
  - Responsible: MEF Team (supported by the INTERLINK consortium)

- **C3. Gather final retrospective feedback about the pilot and its results by POST (B) group II**
  - Objective: Provide a space to evaluate the results of the collaborative work conducted during the pilot and obtain feedback on the final output
  - Phase: Post-evaluation
  - Frequency: 1 or 2 sessions may suffice
  - Target artefacts/INTERLINKERs:
    - e-Voting
    - Tools for interviews, survey, and task analysis
  - Target groups:
    - Public administrations (MEF Directorates, and Other PAs Human Resource Department)
    - Civil servants (DSII applications' operators and human resources, MEF Department Directors, MEF Data processors, MEF employees, and Other PAs operators and managers)

- ○ Dissemination materials:
  - Short presentation of the PSPM mock-up co-designed and functionalities through a PPT presentation
  - Questionnaire to gather feedback on co-design results and experience
- ○ Evaluation mechanisms:
  - Online questionnaire / survey
  - Results from e-Voting on satisfaction with the PSPM mock-up
- ○ Outcomes:
  - Generate an active and long-lasting engagement of the community in collaborative initiatives
- ○ Location: Online
- ○ Date: September 2022
- ○ Responsible: MEF Team (supported by INTERLINK consortium)

5 VARAM Community Building Plan

VARAM, the Ministry of Environmental Protection and Regional Development of the Republic of Latvia, has the goal to improve the service descriptions available on the Latvian State Portal [17], which is a portal that provides easy access to services delivered by state and local government institutions. This pilot's ambition is to co-design and make these descriptions more useful and accessible since most of the citizens still rely on physical consultation of services through CSC (Unified State and Municipal Customer Service Centers) and local administrations of respective municipalities.

5.1. Engagement and cooperation activities' objectives

5.1.1. General objectives

The execution of this pilot aims to achieve the following general objectives:

- *Enhance service descriptions on the Latvian portal.* Through INTERLINK, the co-production team will improve service descriptions available on the Latvian portal. The improvement of these service descriptions is meant to facilitate citizens' access to public services available from the Latvian State Portal [17].

- *Explore co-production experimentation for better governance processes.* The INTERLINK collaborative environment and a set of newly defined INTERLINKERs will be used by the network of stakeholders to: a) define a new richer service description template and b) enrich already existing services with new co-designed content respectively.

- *Demonstrate the value delivered by the co-production approach promoted by INTERLINK.* This is to demonstrate how the adoption of INTERLINK can help VARAM to shift to higher quality, more acceptable and adopted public services, as a result of the collaborative involvement and empowerment of the network of stakeholders linked to the public administration.

For later pilot phases (phase 2) there may be more ambitious general objectives added. INTERLINK is being considered for co-production of a new unified municipal service. It remains under discussion, and the platform's deployment for such a purpose is dependent on various impact factors (mostly legal, for example, who would be the owner of the service, should there be a post-monitoring period after the project etc.) which are still being examined and explored.

5.1.2. Specific objectives

The specific objectives of this pilot are as follows:

1. *Deployment of a collaborative environment to engage stakeholders in the discussion and definition of a new service* description *template*.

2. *Deployment of a set of enablers (INTERLINKERs) which support collaborative enhancement and refinement of service descriptions*. Some concrete expected enablers whose development is planned for this pilot in iteration 1 are:
   - *Servicepedia*: INTERLINKER which allows the co-production team to annotate web documents with comments, questions, answers, terms which can be browsed, queried or even suggested to users when accessing different parts of a web document. The annotations can be voted, commented, extended by other users in a Wiki-like manner.
   - *Incentives and rewards*: Sustain participants engagement in the long-term and reward participation.
   - *Quality of Service surveys*: Survey to monitor and assess the quality of co-designed and co-delivered services.

3. *Engagement of a critical mass of stakeholders to validate the INTERLINK co-production methodology, its associated tools, and enablers in the form of INTERLINKERs*. Some concrete KPIs that have to be met in this pilot by the end of the project are (notice in brackets and bold the actual objective set for pilot iteration 1):
   - Number of **citizens involved in service customization**: 200 (**100 in phase 1**)
   - Number of **citizens registered in INTERLINK platform**: 200 (**100 in phase 1**)
   - Number of **citizens involved in co-produced services**: 50 (**25 in phase 1**)
   - Number of TSOs involved in co-produced services: 10 (**5 in phase 1**)

4. *Validation of the INTERLINK co-production methodology by demonstrating its adoption, provision of value and positive user perceptions in terms of acceptance, usability and trust*:
   - INTERLINK usage/adoption measures:
     i. Number of **INTERLINKERs used in an actual service**: 4 (**2 in phase 1**)
     ii. Number of **partnership enablers used within INTERLINK service instance**: 5 (**2 in phase 1**)
   - INTERLINK value delivery, by reasoning about:
     i. INTERLINK decreases the PA's administrative and management costs
     ii. INTERLINK increases the number and quality of co-produced initiatives
     iii. INTERLINK increases the participation of citizens and private entities in the customization and co-production of services
   - Users' perception of INTERLINK:

i. High acceptance of INTERLINK by end-user stakeholders > 80%
ii. High usability (or user experience) of INTERLINK perceived by end-user stakeholders
iii. High trust of end-user stakeholders towards INTERLINK

In order to support objectives 3 and 4, the following community building activities will have to be arranged:

- Workshops with PAs where PA employees get more information about the INTERLINK concept and environment.
- Seminars where identified target groups will get more information about INTERLINK and INTERLINK platform.
- Engage identified target groups to test the INTERLINK platform. All the target groups will participate in the enhancement of public service descriptions. Besides, civil servants will also support the validation of the provided description augmenter.
- Creating new public service concepts to enhance service descriptions.
- Inviting people to test and provide feedback about the co-production tools and services in meetings.
- Online autonomous testing applications created with citizens.

5.2. Target audience: stakeholders

The following stakeholders have been identified to be targeted during the 1ˢᵗ iteration of INTERLINK piloting:

- VARAM: the Ministry of Environmental Protection and Regional Development of the Republic of Latvia
- CSCs: Unified State and Municipal Customer Service Centres (CSCs)
- VRAA: State Regional Development Agency
- Representatives of local governments
- Digital agents: they have the goal of transmitting information to the public in a readily and comprehensible manner, including advice on the safe use of the Internet, and assisting the use of digital services
- Non-governmental organisations
- Citizens

After the first communication activities, the scope of stakeholders may widen as there is a possibility that some other types of stakeholders may express interest in the project.

5.3. Community building expected results

5.3.1. Quantitative results

Quantitative results of VARAM use case will consist of overall engagement (media and marketing) as well as specific engagement (targeted towards pilot participants) activities.

Overall engagement (media and marketing):

- 1 video
- 1 brochure
- 2 presentations for public administrations and citizens
- 1 announcement of pilot start (June 2022)
- 3 announcements of celebrated events
- 3 press releases
- 10 messages through VARAM social network accounts with messages during the pilot

Specific (targeted) engagement:

- 1 report about selection of alpha testers
- 1 workshop with alpha testers
- 1 workshop with citizens
- 1 workshop with public servants
- 10 support emails received, and answers given.
- 1 FAQ with at least 10 common questions associated with VARAM services and INTERLINK platform usage
- 12 answers to online questionnaire about INTERLINK public services and platform
- 20 answers, i.e., 20 users answer the in-app questionnaire of the description augmenter
- 1 heuristic evaluation and cognitive walkthrough

5.3.2. Qualitative results

Apart from quantitative results, several qualitative results have been defined as well:

1. Enlarge the community of civil servants and citizens involved in the process of opening up public administration and enhancing co-production of e-services.

2. Strengthen user driven innovation culture in VARAM and in the overall public administration.

3. Gain knowledge on usability and user experience problems related to the INTERLINK collaborative environment and public services.

4. Gain knowledge about the general acceptance of INTERLINK concept and co-production-based innovation process.

5.4. Pilot engagement and cooperation plan

Figure 11 depicts a timeline of community building and engagement activities of the VARAM use-case. The following subsections will describe each stage and activity in more detail.
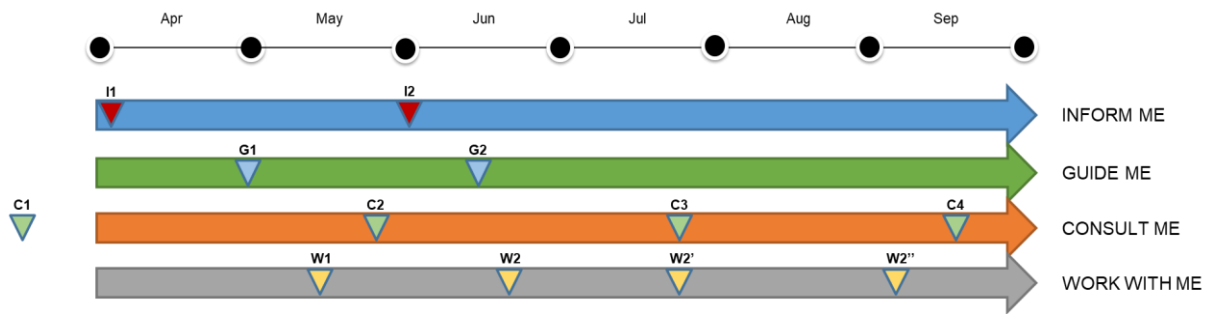
Figure 11. Community Building Plan for VARAM

5.4.1. INFORM ME

INFORM ME activities will be targeted towards the general public and alpha testers in specific. General public will have access to overall communication materials while alpha testers will be provided with specific information on INTERLINK.

- **I1. Presentation of the INTERLINK project to alpha testers (POST (B) group 1)**
  - <u>Objective</u>: get alpha testers acquainted with INTERLINK and spot issues with the collaborative environment and INTERLINKERs. Indicate session participants what INTERLINK is and what it can do to support them in public service description refinements.
  - <u>Phase</u>: PRE-PILOT (APR-MAY)
  - <u>Frequency</u>: 1 or 2 sessions
  - <u>Target artefacts</u>: Public service descriptions enhancement process (leveraging Servipedia and Collaborative environment in alpha mode, still not completely stable and usable)
  - <u>Target groups</u>: Testing B group I (with INTERLINK in alpha status, i.e., operational with minor glitches) which includes the following stakeholder types: Civil servants
  - <u>Dissemination materials</u>: presentation about INTERLINK co-production model, INTERLINK platform and INTERLINKERs, including examples on how INTERLINK can support VARAM in public service description refinement.
  - <u>Evaluation mechanisms</u>: a questionnaire will be issued to gather socio-demographic information and first expectations and perceptions from alpha testers, together with an information sheet and consent form from the project.
  - <u>Outcomes</u>: photos of event, questionnaires filled in by attendees, presentation offered.
  - <u>Location</u>: VARAM premises
  - <u>Date</u>: April-May 2022
  - <u>Responsible</u>: VARAM consortium team members

- **I2. Presentation of the INTERLINK project to beta testers (POST (B) group II)**

- ○ Objective: Get stakeholders informed so that they can actively take part in co-production processes to enhance service descriptions and also public service description templates.
- ○ Phase: PILOT ITERATION 1 (JUN-AUG)
- ○ Frequency: at least one session for each target group
- ○ Target artefacts: Public service descriptions enhancement process (leveraging Servipedia and Collaborative environment in operational mode, beta status)

- ○ Target groups: Testing B group I and II (with INTERLINK in beta status, i.e., operational) includes the following stakeholder types: Civil servants, representatives from municipalities, digital agents, citizen, TSO representatives.

- ○ Dissemination materials: presentation about INTERLINK co-production model, INTERLINK platform and INTERLINKERs, including examples on how INTERLINK can support VARAM in public service description refinement.
- ○ Evaluation mechanisms: questionnaires will be issued to gather socio-demographic information and first expectations and perceptions from beta testers, together with an information sheet and consent form from the project.
- ○ Outcomes: photos of event, questionnaires filled in by attendees, presentation offered.
- ○ Location: VARAM premises, municipal premises, schools, libraries
- ○ Date: June-July 2022
- ○ Responsible: VARAM consortium team members supported by representatives of other stakeholders.

5.4.2. GUIDE ME

GUIDE ME activities will be dedicated to training sessions for alpha and beta testers.

- ● **G1. Training session with alpha testers (POST (B) group 1)**
    - ○ Objective: Get alpha testers acquainted with INTERLINK platform (with INTERLINK in alpha status, i.e. operational with minor glitches), assess its functionality, and spot issues.
    - ○ Phase: PRE-PILOT (APR-MAY)
    - ○ Frequency: 1 or 2 sessions
    - ○ Target artefacts: Public service descriptions enhancement process (leveraging Servipedia and Collaborative environment)
    - ○ Target groups: Testing B group I (with INTERLINK in alpha status, i.e., operational with minor glitches) which includes the following stakeholder types: Civil servants
    - ○ Dissemination materials: INTERLINK platform training materials
    - ○ Evaluation mechanisms: questionnaires, immediate feedback session
    - ○ Outcomes: questionnaires filled, feedback report
    - ○ Location: VARAM premises
    - ○ Date: April - May 2022
    - ○ Responsible: VARAM consortium team members

- **G2. Training session with beta testers (POST (B) group II)**
  - ○ Objective: Get beta testers acquainted with INTERLINK platform (with INTERLINK in beta status, i.e., operational), assess its functionality, and spot issues.
  - ○ Phase: PILOT ITERATION 1 (JUN-AUG)
  - ○ Frequency: 2 - 4 sessions
  - ○ Target artefacts: Public service descriptions enhancement process (leveraging Servipedia and Collaborative environment)
  - ○ Target groups: Public administration (civil servants, CSC representatives, and municipalities), TSO, and digital agents
  - ○ Dissemination materials: INTERLINK platform training materials
  - ○ Evaluation mechanisms: questionnaires, immediate feedback session
  - ○ Outcomes: questionnaires filled, feedback report
  - ○ Location: VARAM premises, municipal premises, schools, libraries
  - ○ Date: June - August 2022
  - ○ Responsible: VARAM consortium team members, municipal representatives, and digital agents

5.4.3. CONSULT ME

CONSULT ME activities will seek mutual engagement with stakeholders in order to gather feedback and provide evaluation for INTERLINK.

- **C1. Meeting with PRE(A) group I to generate baseline of service description enhancement process**
  - ○ Objective: to understand how service description process is carried out in the current environment (generating baseline)
  - ○ Phase: BEFORE PRE-PILOT (FEB-MAR)
  - ○ Frequency: at least 2 sessions
  - ○ Target artefacts: Public service descriptions enhancement process (leveraging Servipedia and Collaborative environment)
  - ○ Target groups: Public administration (civil servants, municipalities)
  - ○ Dissemination materials: INTERLINK information leaflet
  - ○ Evaluation mechanisms: Interviews, questionnaires, immediate feedback session
  - ○ Outcomes: Further dissemination materials (media, video, photo, brochure, advertisement), baseline report
  - ○ Location: VARAM premises, municipal premises and/or online
  - ○ Date: February - March 2022
  - ○ Responsible: VARAM consortium team members

- **C2. Feedback session with alpha testers to analyse feedback received from questionnaires**

- Objective: Obtain feedback about testers' perceptions of INTERLINK platform and public services
- Phase: PRE-PILOT (APR-MAY)
- Frequency: 1-2 sessions may suffice
- Target artefacts: Public service descriptions enhancement process (leveraging Servipedia and Collaborative environment)
- Target groups: Public administration (civil servants)
- Dissemination materials: Questionnaires filled (report)
- Evaluation mechanisms: Focus groups and interviews
- Outcomes: Feedback report
- Location: VARAM premises
- Date: April - May 2022
- Responsible: VARAM consortium team members

- **C3. Feedback session with beta testers POST (B) group II**
  - Objective: Obtain feedback about testers' perceptions of INTERLINK platform and public services; get stakeholders to actively take part in co-production processes to enhance service descriptions and also public service description templates
  - Phase: PILOT ITERATION 1 (JUN-AUG)
  - Frequency: at least 2 sessions
  - Target artefacts: Public service descriptions enhancement process (leveraging Servipedia and Collaborative environment)
  - Target groups: Public administration (civil servants, CSC representatives, and municipalities), TSO, and digital agents
  - Dissemination materials: Baseline report
  - Evaluation mechanisms: Feedback session, questionnaires
  - Outcomes: Questionnaires filled, feedback report
  - Location: Municipal premises, schools, libraries, and/or online
  - Date: June - August 2022
  - Responsible: VARAM consortium team members, municipal representatives, and digital agents

- **C4. Retrospective analysis session with POST (B) group II, where some users that did enhance service descriptions in the past also take part**
  - Objective: Reflect about different approaches to tackle public service description enhancements
  - Phase: POST EVALUATION (AUG-SEP)
  - Frequency: 1 session
  - Target artefacts: Public service descriptions enhancement process (leveraging Servipedia and Collaborative environment)
  - Target groups: Public administration (CSC representatives), TSO, and digital agents
  - Dissemination materials: Feedback reports, questionnaires reports, working documents of session

- Evaluation mechanisms: Feedback session
- Outcomes: Feedback report
- Location: VARAM premises and/or municipal premises, schools, and libraries
- Date: August - September 2022
- Responsible: VARAM consortium team members, municipal representatives, and digital agents

5.4.4. WORK WITH ME

WORK WITH ME activities will prepare testers for actual use of the platform, as well as engage with them in the platform's environment.

- **W1. Scenario-based session to co-refine service descriptions**
  - Objective: Get testers acquainted with INTERLINK platform, spot issues with collaborative environment and INTERLINKERS.
  - Phase: PRE-PILOT (APR-MAY)
  - Frequency: 1 session
  - Target artefacts: Public service descriptions enhancement process (leveraging Servipedia and Collaborative environment)
  - Target groups: Public administration (Civil servants)
  - Dissemination materials: Baseline report, presentations of INTERLINK
  - Evaluation mechanisms: Questionnaires, immediate feedback session
  - Outcomes: Questionnaires filled, feedback report, working document of the session
  - Location: VARAM premises
  - Date: April - May 2022
  - Responsible: VARAM consortium team members

- **W2. Challenge- and incentive-driven work together session**
  - Objective: Get stakeholders to actively take part in co-production processes to enhance service descriptions and also public service description templates; reflect about different approaches to enhance public service descriptions
  - Phase: PILOT ITERATION 1 (JUN-SEP)
  - Frequency: at least 2 sessions
  - Target artefacts: Public service descriptions enhancement process (leveraging Servipedia and Collaborative environment)
  - Target groups: CSC representatives, TSO, and digital agents
  - Dissemination materials: Baseline report
  - Evaluation mechanisms: Questionnaires filled, feedback report, working document of the session
  - Outcomes: Questionnaires filled, feedback report, working document of the session
  - Location: municipal premises, schools, libraries
  - Date: June - September 2022

○ Responsible: VARAM consortium team members, municipal representatives, and digital agents

6 ZGZ Community Building Plan

6.1. Engagement and cooperation activities' objectives

Zaragoza and its Center for Art and Technology (eTOPIA_), aims at promoting collaborative city-making facilities and programs and at improving the process of Open Innovation in the city. eTOPIA_ needs communication and co-production tools so that the different stakeholders involved in the co-production of new public services and initiatives (SMEs, startups, entrepreneurs, social collectives, citizens) can collaborate in particular in the co-development, co-maintenance, and co-exploitation phases of the resulting new services.

6.1.1. General objectives

As stated in the proposal, the precise overall objectives for demonstrating proof of concept, proof of use and proof of value of the INTERLINK solution are as follows:

● *INTERLINK usage and service co-production.* The fulfilment of this objective can be evaluated by measuring the number of INTERLINKERs in use, the stakeholders involved with the INTERLINK solution during the two pilot iterations, as well as the co-production of INTERLINK-enabled services, corresponding to the KPIs specified in the Proposal and their targets.

● *The value enhancements provided by the INTERLINK solution.* More specifically, in the case of ZGZ, we should check if the following goals are met by using the INTERLINK environment:
  - INTERLINK increases the number and quality of co-produced initiatives.
  - The participation of citizens and private entities in the customization and co-production of services is increased.

We also aim to measure the users' perception of INTERLINK in terms of acceptance, usability, and trust for the collaborative creation of services.

6.1.2. Specific objectives

The specific objectives of the community building activities in ZGZ pilot are:

• *Build an effective, transparent, and collaborative environment*, with the capabilities to:

  a. Managing resources to better address eTOPIA_'s community needs.

  b. Programming and tracking activities happening at eTOPIA_ as a baseline for cascading the co-production responsibilities from civil servants to engaged users.

c. Showcasing an accessible and comprehensive view to the programmes of eTOPIA_.

d. Creating a sustainable cooperation mechanism between eTOPIA_'s staff and its engaged communities.

- *Share experiences and give feedback* around the building of 4 main INTERLINKERs:

  a. *Resource management* – INTERLINKER(s) for the reservation of places and resources assigned to each activity programmed in eTOPIA_.

  b. *Activity booking* – INTERLINKER(s) for booking activities and programs. Through this module external actors / eTOPIA_ audience can: a) Book activities; b) Pay activities; c) Propose changes to activities and d) Propose new ad hoc programs/activities/events.

  c. *Engagement tracker module* - INTERLINKER(s) to manage feedback received from visitors of eTOPIA_ plus analysis of attendance and registration rates.

  d. *Loyalty module* -- INTERLINKER(s) to reward participation of citizens in collaborative activities and long-term engagement.

- *Engage eTOPIA_'s communities around this whole process*, for which the following KPIs will be used and monitored:

  a. Number of citizens involved in service customization (regulars, maker community and school principals): 100 (20 for phase I).

  b. Level of satisfaction of attendees of the co-creation workshop: at least 80% during the whole pilot.

  c. Level of perceived efficiency gained of the process (value creation) thanks to INTERLINKERs: at least 35% during the whole pilot.

  d. Level of satisfaction of users with the final implementation: at least 80% during the whole pilot.

6.2. Target audience: stakeholders

The following stakeholders have been identified to be targeted during the two pilot iterations (exploration and consolidation):

For the Pilot Iteration 1 (**Exploration**): **Pre-Pilot subphase (M16-M17)** + **Pilot Execution phase (M18-M22)**, the following stakeholders are considered:

- **PAs**
  - Zaragoza Municipality (Smart City Department)
  - eTOPIA_: an innovative centre for art & technology that includes both a) an Open Urban Lab, where a quintuple helix approach for innovation around Smart City & Government takes place, and b) a Terminal to incubate new companies.

- **Citizens**
  - Including children, citizens with and without digital skills, entrepreneurs, etc.
  - Artists-creators (visual, media etc.)

- **Non-profit organisations:**
  - Zaragoza City of Knowledge Foundation
  - Academia
  - Civic associations (schools, neighbourhood associations, etc.)
- **Research organisations:**
  - BIFI – Institute for Biocomputation and Physics of Complex

For the Pilot Iteration 2 (Consolidation) the following stakeholders are expected to participate:

- **PAs**
  - Zaragoza Municipality (Smart City Department)
  - eTOPIA_: an innovative centre for art & technology that includes both a) an Open Urban Lab, where a quadruple helix approach for innovation around Smart City & Government takes place, and b) a Terminal to incubate new companies.

- **Citizens**
  - Artists-creators (visual, media etc.)

- **Non-profit organisations:**
  - Zaragoza City of Knowledge Foundation
  - Academia
  - Civic associations (schools, neighbourhood associations, etc.)

- **Research organisations**
  - BIFI – Institute for Biocomputation and Physics of Complex

- **Private businesses**
  - Technical partners (Zaragoza SMEs)
  - Entrepreneur ecosystem and business incubators around eTOPIA_.

6.3. Community building expected results

6.3.1. Quantitative results

The community building plan will include a number of materials and tools addressed to attain its goal and report every engagement activity.

The following ones are some of the envisioned materials:

- 1 video on a co-creation session with different stakeholders to deliver a new service

- 1 brochure about INTERLINK in Zaragoza

- 2 interviews

- 2 presentations

- 2 workshops
- 3 campaigns of newsletters
- 2 reports from alpha and beta testers
- 1 information sheet and 1 consent form that include appropriate information also for parents of children involved in project activities, whenever necessary.

The previous figures are just tentative ones. As we carry out the activities, opportunities to use new materials will emerge.

6.3.2. Qualitative results

The ZGZ community building plan has been conceived with the objective of verifying whether the methodology and the platform linked to the INTERLINK project are useful and usable as a collaborative environment for co-producing services.

During the execution of the project, it is intended to:

- Widen the community of citizens accessing the services deployed by the municipality as well as to increase the participation of civil servants and citizens (from different profiles, age, gender, etc.) in the process of creating new services and/or programs.

- Strengthen the culture of user-driven innovation in the public administration of Zaragoza.

- Learn about the usability and user experience issues related to the INTERLINK collaborative environment and the public services developed within its environment.

- Learn about the general acceptance of the INTERLINK concept/platform and the innovation process based on co-production and co-delivery methodology.

To gain a qualitative understanding of what happens throughout the project execution, ZGZ will conduct interviews, thinking aloud evaluations and heuristic evaluations with different types of agents (considering their digital background, skills, etc.) and with different levels of detail in order to complement other qualitative measures (such as log analysis) and quantitative ones (such as KPIs).
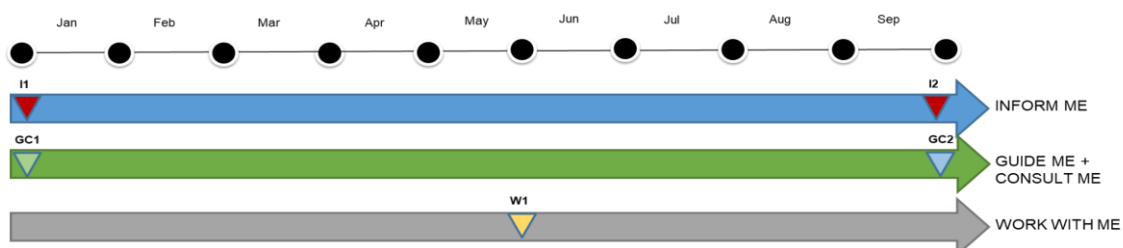
6.4. Engagement and cooperation plan

Figure 12. Community Building Plan for ZGZ

ZGZ will use various materials for the correct development and understanding of these activities such as posters, forms, brochures, marketing material (INFORME ME, GUIDE ME, CONSULT ME) as well as minor prizes in contests or hackathons (WORK WITH ME).

6.4.1. INFORM ME

The INFORM ME process will take place before the start of the pre-pilot and at the end of iteration 1 of the pilot. The aim of the first INFORM ME activities is to raise awareness of the INTERLINK project and what is expected of it even before the kick-off of the sub-pilot phase. The aim is that the agents to whom this phase is addressed perfectly assimilate what is intended to be developed in ZGZ. In this way it will be easier to involve these agents in the following stages of the project execution. The second INFORM ME activity, which will take place in September when the pilot is coming to an end, will show participants the results of all the activities carried out and how their input, suggestions and ideas were taken into account in the implementation.

- **I1. Disseminating Interlink internally**
  - Objective: Inform and make internal stakeholders aware about INTERLINK and ZGZ use-case.
  - Phase: BEFORE PRE-PILOT (FEB-MAR)
  - Target artefacts: Resource manager, activity booking, engagement tracker
  - Target groups: Civil servants, eTOPIA_'s staff
  - Dissemination materials: INTERLINK general presentation
  - Evaluation mechanisms: Attendee's list and short survey
  - Outcomes: Photos and questionnaires filled
  - Location: Etopia Center for Art and Technology
  - Date: January 2022
  - Responsible: Zaragoza Municipality (Smart City Department) and Zaragoza City of Knowledge Foundation

- **I2. Disseminating Interlink externally**
  - Objective: Inform and make external stakeholders aware about INTERLINK and ZGZ use-case.
  - Phase: PILOT ITERATION 1 (JUN-AUG)
  - Target artefacts: Activity booking, Loyalty module
  - Target groups: Citizens, school communities
  - Dissemination materials: INTERLINK general presentation and roadmap
  - Evaluation mechanisms: Activity evaluation file
  - Outcomes: Activity evaluation file
  - Location: Etopia Center for Art and Technology
  - Date: September 2022.
  - Responsible: Zaragoza Municipality (Smart City Department) and Zaragoza City of Knowledge Foundation

6.4.2. GUIDE ME + CONSULT ME

In the ZGZ pilot, "GUIDE ME" and "CONSULT ME" activities will be carried out jointly. In a single activity, the aim is to guide the participants in the use of the platform and collect their feelings about its usefulness, usability and any other aspect that can be incorporated into the project to improve its operation and/or acceptance.

- **GC1. Setting the place for the co-design activities.**
  - <u>Objective:</u> Understanding the stakeholders' level of satisfaction on the current services (prior to INTERLINK), gathering insights and collecting requirements.
  - <u>Phase:</u> BEFORE PRE-PILOT (FEB-MAR)
  - <u>Target artefacts:</u> Resource manager, activity booking, engagement tracker
  - <u>Target groups:</u> Civil servants, eTOPIA_'s staff
  - <u>Dissemination materials:</u> To be determined
  - <u>Evaluation mechanisms:</u> Attendee's list and short survey.
  - <u>Outcomes:</u> Photos and questionnaires filled
  - <u>Location:</u> Etopia Center for Art and Technology
  - <u>Date:</u> January 2022
  - <u>Responsible:</u> Zaragoza Municipality (Smart City Department) and Zaragoza City of Knowledge Foundation

- **GC2. Setting the place for the co-design activities.**
  - <u>Objective:</u> Understanding the stakeholders' level of satisfaction on the current services (prior to and post INTERLINK), gathering insights and collecting requirements.
  - <u>Phase:</u> PILOT ITERATION 1 (JUN-SEP)
  - <u>Target artefacts:</u> Activity booking, Loyalty module
  - <u>Target groups:</u> Citizens, school community
  - <u>Dissemination materials:</u> To be determined (Public Workshop + Focus group)
  - <u>Evaluation mechanisms:</u> Attendee's list and short survey
  - <u>Outcomes:</u> Activity evaluation file
  - <u>Location:</u> Etopia Center for Art and Technology
  - <u>Date:</u> September 2022
  - <u>Responsible:</u> Zaragoza Municipality (Smart City Department) and Zaragoza City of Knowledge Foundation

6.4.3. CONSULT ME

In the ZGZ pilot, ''CONSULT ME'' and ''GUIDE ME'' activities will be carried out jointly. These activities are detailed in section 6.4.2.

6.4.4. WORK WITH ME

As regards WORK WITH ME activities, we intend to get the participants to get down to work to carry out co-design sessions. Although the format of activities is not yet fully defined, WORK WITH ME activities are intended to focus on an open, agile and collaborative perspective that allows the participation of citizens with different backgrounds.

- **W1. Co-design workshop.**
  - ○ <u>Objective:</u> Co-design of the user experience using new INTERLINKERs.
  - ○ <u>Phase</u>: PRE-PILOT (APR-MAY)
  - ○ <u>Target artefacts:</u> Resource manager, activity booking, engagement tracker
  - ○ <u>Target groups:</u> Civil servants, eTOPIA_'s staff, IT developers
  - ○ <u>Dissemination materials:</u> Mockups, Business canvas, etc.
  - ○ <u>Evaluation mechanisms:</u> Attendee's list and short survey
  - ○ <u>Outcomes:</u> To be determined
  - ○ <u>Location:</u> Etopia Center for Art and Technology
  - ○ <u>Date:</u> June 2022
  - ○ <u>Responsible:</u> Zaragoza Municipality (Smart City Department) and Zaragoza City of Knowledge Foundation

7 CONCLUSIONS

This deliverable has contributed with:

- INTERLINK methodology for Engagement and Cooperation for an effective community building process, analysing communication and awareness actions to promote and sustain participation.

- Guidelines for Use Case Community Building on how to structure collaboration and co-production among the different stakeholders involved, their roles and responsibilities.

- A pilot-specific strategy for the involvement of different types of stakeholders together with a detailed engagement and collaboration plan encompassing activities before, during and after the pilot execution.

Together with "D5.1 – Use-case plans and guidelines v1" it sets the basis for the launch, execution, monitoring and evaluation of pilots' phase I. The results will be reported in "D5.3. Use-case deployment and operation report v1".

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