



Towards We-Government: Collective and participative approaches for addressing local policy challenges

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Final Outcomes of Validation Trials

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Abstract

This document presents outcomes of the evaluation work strand of the WeGovNow project. It has been prepared for the purposes Open Public Review Pilot. Based on evaluation data collated from the three pilot municipalities participating in the project, the current report sheds light on the extent to which the WeGovNow pilot service has been utilised and impacts observed. Based on evidence derived from the local validation pilots preliminary conclusions are drawn.

Keywords

WeGovNow pilot service, pilot municipalities, platform monitoring, stakeholder feedback

Statement of originality

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Executive Summary

The WeGovNow project aims at making a contribution to the transformation from viewing citizens as mere customers of public services towards what has occasionally been called We-Government, considering citizens as partners. To this end, an online engagement platform has been developed during the initial project phase (D3.5). During the final project year, this platform has been piloted under day-to-day conditions in terms of a publicly available online service in three municipalities, namely the City of Turin (IT), the London Borough of Southwark (UK) and San Donà di Pave (IT).

The WeGovNow pilot platform

In contrast to commonly available single-purpose civic engagement tools such as online citizen surveys or petition systems, WeGovNow represents an online eco-system that supports co-creating responses to local policy challenges by the public administration, the residents, the civil society and local businesses. In operational terms, the pilot platform provides an integrated “tool box” enabling the support of diverse stakeholder participation process designs rather than a single “work flow”. To this end, WeGovNow provides an integrated set of core functions, including community networking & self-organisation (WeGovNow FirstLife), neighbourhood issue identification & tracking (WeGovNow Improve My City), democratic proposition development & decision making (WeGovNow LiquidFeedback), map based crowd sourcing of knowledge & ideas (WeGovNow Community Maps) and exchange of volunteering opportunity & free items (WeGovNow Offers & Requests).

The local WeGovNow pilots

For piloting purposes, the three pilot municipalities have developed a range of policy scenarios. These were directed towards exploiting the capabilities provided by the pilot platform for addressing local policy challenges that had emerged independent of the WeGovNow project. In this context, the pilot platform was used with a view to:

- involving NGOs and citizen in decision making about cultural projects to be funded in the framework of an urban regeneration programme;
- co-developing and co-managing public spaces, thereby involving residents and other stakeholders as well as different departments of the public administration;
- developing sustainable local mobility solutions and facilitating sustainable practices in the community in line with a municipal sustainability strategy;
- promoting community cohesion by supporting cross-faith collaboration in joint activity in line with a municipal faith group strategy;
- stimulating the interest of young people to become involved in local public matters in general and to engage in employment and training in particular;

- collating differentiated feedback from local people and other stakeholders on planned road improvements;
- jointly identifying emerging problems in local neighbourhoods and transparently following-up remedial measures.

To this end, a number of stakeholder participation processes have been designed, based in different ways on the various online functions of the WeGovNow platform.

Outcomes of the WeGovNow pilots

Each of the pilot municipalities provided a publicly accessible online service to citizens aged 16 years and above upon registration to the WeGovNow pilot platform. A user validation process was put in place to ensure that access was enabled only to the intended target population. Users registering to the WeGovNow pilot service were instantly verified by means of an automated process. Only in cases where the automated validation process failed a registration request was validated manually by the pilot municipalities. Users could also explicitly request manual verification. Of the 9.976 pilot user accounts registered to platform across the three pilot municipalities, 79% were instantly verified by means of the automated verification process. The remaining share was verified manually.

In terms of age the pilot users spread quite widely across different age bands. The majority (80%) was aged between 20 and 59 years. Roughly one in ten pilot users was aged between 60 and 69 years. The youngest (16-19 years) and the oldest (70+ years) age bands were represented with 4% and 5% respectively. Slightly more than one half (56%) of the pilot users were female users. All in all, 22.324 single usage activities were observed across the different functional components integrated within the overall platform. Of these, 26% concerned the posting of original contributions by registered pilot users and 16% concerned the subsequent updating or deletion of own posts. The remaining share (58%) concerned responses to contributions made by others.

When it comes to the perceived functional utility of the platform features in relation to the policy scenarios piloted, the stakeholder feedback suggests their usefulness in terms of:

- strengthening the voice of the public;
- reaching out into the local community;
- achieving a better quality of the public discourse;
- and achieving multilateral stakeholder interaction.

Various benefits were perceived to flow from the platform's functional utility to the different stakeholder groups involved in the local pilots. They concern, on the one hand, commonly accepted democratic values such as enhanced democratic legitimacy of administrative decision making. On the other hand, utilitarian aspects such as better informed decision making came to the fore as well.

Lessons learnt from the WeGovNow pilots

The architectural approach adopted for the purposes of WeGovNow and its operational implementation in terms of an integrated SaaS¹ web service has generally proved scalable to larger numbers of users. With almost 10.000 users having registered to WeGovNow across the three pilot municipalities, no major malfunctions or breakdowns occurred. Despite extensive usage of the individual platform components throughout the pilot duration, user feedback points into the direction that there is room for better guiding the user through the diverse functionalities available from the overall platform, e.g. by means of short video tutorials.

The interest of the pilot users in utilising WeGovNow varied a lot across the individual policy scenarios piloted in the three municipalities. There is no reason to assume that citizen would suddenly become passionate about the intricate policy decisions or administrative processes that impact their lives, just because a powerful online platform becomes available to them. Beyond the functional utility of the pilot platform, motivational aspects deserve attention if continued utilisation by the citizens is ultimately to be achieved. They concern in particular the citizen's perception as to whether they:

- have the possibility to exert an influences on policy development or implementation by utilising WeGovNow;
- are directly affected by or concerned about policy challenges or issues under discussion on WeGovNow;
- feel receiving intangible rewards when engaging in local matters through WeGovNow;
- have to bear intangible costs when for engaging in local matters through WeGovNow.

When adopting the perspective of the public administration, a number of aspects deserve attention as well if sustainable platform operation is to be achieved, like the following:

- Sustainable use of WeGovNow requires embedding the technical infrastructure into a comprehensive "political" strategy towards civic participation, be it with a focus on case-by-case decision making or social capital building or both.
- In contrast to established e-government services, there is not a single, pre-defined "workflow" to be followed by the public administration for co-creating local policies or services with help of WeGovNow. Sustainable use of the platform therefore requires designing locally adapted stakeholder participation processes feeding into the more strategic goals ultimately to be achieved.

The development of a comprehensive participation strategy at an early stage, and prior to the launch of the WeGovNow platform, should include reflecting on potential risks and options for mitigation.

¹ Software as a service (SaaS) is a model for the distribution of software where customers access software over the Internet. In SaaS, a service provider hosts the application at its data centre and a customer accesses it via a standard web browser

1 Introduction

This document presents the outcomes of the evaluation work strand of the WeGovNow project. Based on quantitative and qualitative evaluation data available from three pilot municipalities participating in the project, the current report sheds light on the extent to which the WeGovNow pilot service has been utilised and on impacts perceived.

To enable this report being read as a self-standing document, the subsequent Chapter 2 first presents a brief overview of the WeGovNow pilot services operated under day-to-day conditions in the three municipalities. This starts with a brief presentation of the online platform representing the technical infrastructure of the local pilots (2.1), followed by an overview of dedicated policy use case scenarios developed by the pilot municipalities against the background of local policy challenges they face.

Chapter 3 then goes on with an analysis of usage data derived from the pilot platform across the three WeGovNow municipalities (Chapter 3). This starts with an analysis of data concerning the registration process (3.1). Next, a case-by-case analysis of usage data is presented in relation to the overall platform's core functions for civic participation and participatory community development (3.2).

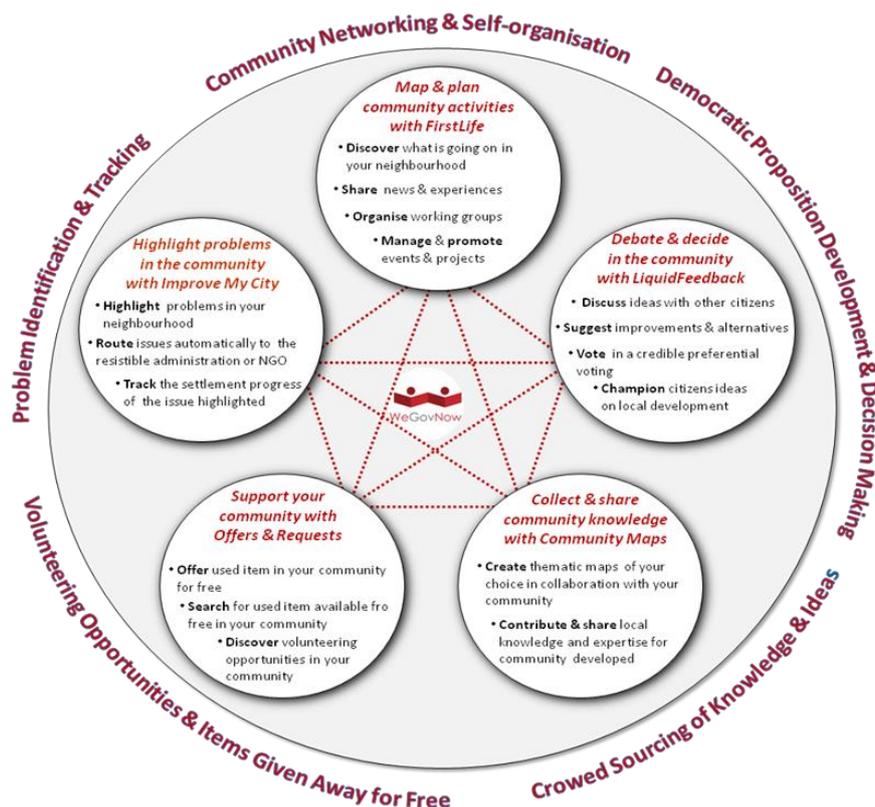
Chapter 4 continues with an assessment of the policy user case scenarios pursued by the pilot municipalities for piloting purpose. All in all, eight policy scenarios are assessed (4.1 - 4.8). For each pilot scenario, a process model for stakeholder participation is presented and related stakeholder feedback is analysed.

Chapter 5 goes on with assessing as to whether the pilot platform can be considered representing a viable solution for supporting the participation process models piloted, based on the platform's perceived utility, reliability and usability (5.1). In addition, the pilot results are assessed with regard to a sustainable operation of the pilot platform beyond the project period (5.2).

2 Overview of the WeGovNow pilot service

The WeGovNow project has been developed against the background of the ongoing transition of the public sector. In particular, the project aims at making a contribution to the transformation from viewing citizens as mere customers of public services towards what has occasionally been called We-Government², considering citizens as partners. To this end, an online engagement platform has been developed during the initial project phase. Generally speaking, it integrates different civic participation functions to support communication and collaboration of local stakeholders with a view to addressing local policy challenges in a participatory manner, thereby involving the residents, the civil society and the public administration. During the final project year, this platform has been piloted under day-to-day conditions in terms of a publicly available service in three municipalities, namely the City of Turin (IT), the London Borough of Southwark (UK) and San Donà di Pave (IT), a rather rural community near Venice.

Figure 1 – Core participation functions of the WeGovNow pilot service



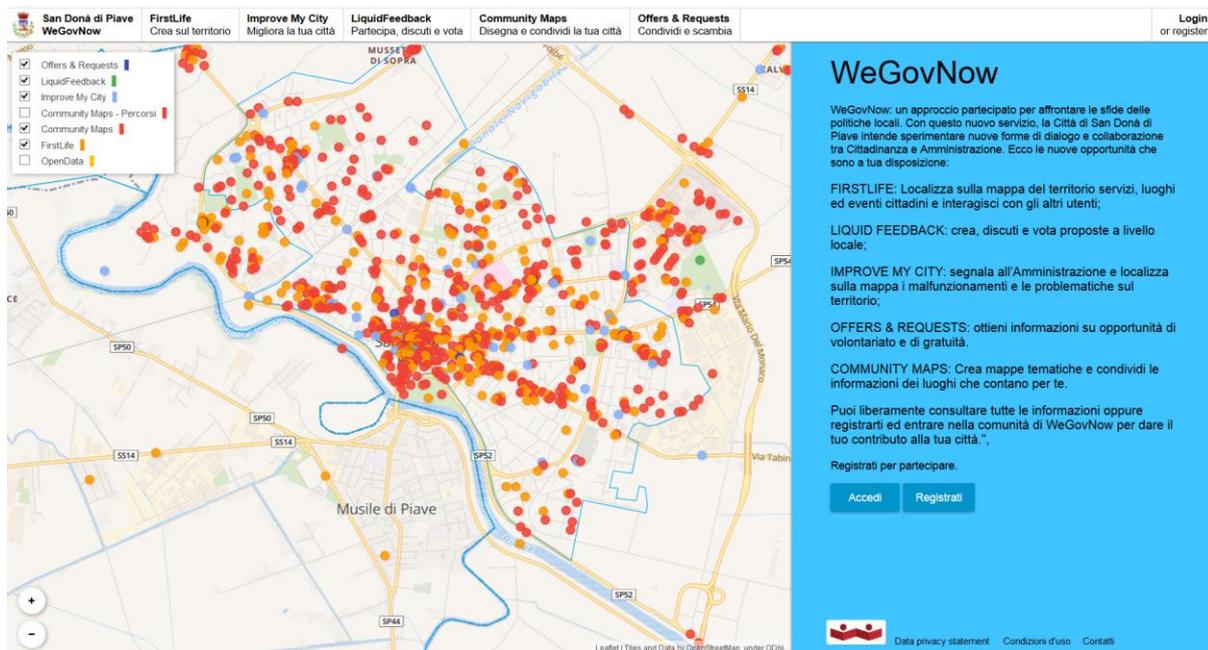
² Linders, D. (2012): From e-government to we-government: DeÀning a typology for citizen coproduction in the age of social media. *Government Information Quarterly* 29, 446–454.

2.1 Overview of the WeGovNow pilot platform

As graphically summarised by Figure 1, a range of functions utilised for the purposes of civic participation are featured by means of different software components integrated into the WeGovNow pilot platform. The technical integration approach adopted during the project’s platform development phase (see D3.1) enables the pilot users to flexibly switch between the individual WeGovNow components, whereby content posted within a given application is interlinked with other components as well. The pilot users are able to flexibly navigate through the overall platform either with help of a menu bar presented at the top of the screen or from inside a given component (Figure 2).

An interactive map of the pilot area is displayed at the local pilot service’s entry page. This map visualises all posts made by local users with help of different platform components in terms of coloured dots. As a general rule all user contributions are displayed on this map, independent through which platform component they have originally been posted within in the overall system. It is however possible to filter the posts to be visualised on the entry page’s overview map according to individual platform components. The users are able to view the underlying content, either by simply clicking on a particular dot visualising a user post on the entry page’s overview map or by selecting a particular platform component from a menu bar displayed at the top of the screen. Also, there is the possibility to zoom into a particular geographic area a user may be interested in. Although non-registered “visitors” are generally able to see contributions made by registered users, they are unable to post own contributions unless they have registered to the pilot service themselves.

Figure 2 - The WeGovNow pilot service home page in San Donà di Piave



Screenshot from San Donà di Piave pilot

Through their inherent functionalities, together the WeGovNow core components thus provide an integrated “tool box” utilised in the three pilot municipalities for participatory

policy and community development. In a nutshell, the main participatory functions provided by the individual WeGovNow components can be described as follows.



Highlight problems in the community with WeGovNow

Improve My City: This WeGovNow component enables the pilot users to bring a problem they identify in their neighbourhood to the immediate attention of a

responsible party, be it a unit within the public administration or a named non-government organisation. Transparency on whether identified problems are immediately solvable or require further co-development of an adequate response is achieved by means of issue tracking functionalities.



Debate and decide with WeGovNow LiquidFeedback:

This WeGovNow component enables the pilot users to feed own proposals into a structured and transparent process of collective proposition development and

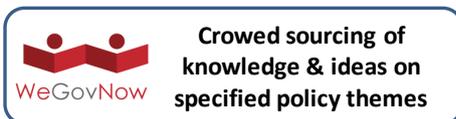
democratic decision making in terms of voting, whereby the voting result may not necessarily be binding to the public administration in a legal sense. In particular, the process allows considering pros and cons, enhancing existing propositions and suggesting alternatives as part of a structured and transparent deliberation process. Even if a subsequent voting result may not necessarily be legally binding, this WeGovNow component supports informed decision making by responsible representatives based on the popular vote.



Map & plan community activities with WeGovNow

FirstLife: Generally speaking, this WeGovNow component allows the pilot users to stay informed about what is going on in their municipality, promote

events and on-site activities happening throughout their municipality as well as network around things of interest along a timeline. In particular, the pilot users are able to create a newsfeed on places on a map, rather than on a personal page. By taking spatial aspects as focal point for user interaction, this WeGovNow component features community driven news sharing, networking and self-organisation in the sense of a social network based on a local map.



Collect and share knowledge and ideas with

WeGovNow Community Maps: In short, this WeGovNow component enables "crowded sourcing" of knowledge, ideas and aspirations in relation to

specified policy themes, thereby taking spatial aspects of a given policy theme as a focal point of civic online engagement. The pilot users contribute their knowledge, expertise, interests and opinions through the medium of interactive local maps designed around particular policy themes which are to be collectively addressed. Such interactive maps can easily be created and published with help of WeGovNow as a smart way of participatory community engagement and planning.



Community exchange on volunteering and items that are given away for free: This WeGovNow component in particular enables the pilot users to post offers for items and services they give away for free within the

local community. Also, local non-government organisations can present opportunities for volunteering.

2.2 Overview of the local validation trials

Relying on the WeGovNow pilot platform as described above, the three municipalities participating in the project have provided a publicly accessible pilot service to their citizens since the beginning of 2018.³ Technically speaking, the pilot platform has been implemented in terms of a modular web-based service according to the so called ‘Software as a Service’ (SaaS) approach (see D3.1). No local software installation is thus required at the three pilot sites.⁴ The overall platform comprises several software modules which interoperate as an integrated web service offered by each pilot municipality under its own “brand”, including e.g. the municipality’s code of arms and the colouring utilised for its regular online presence.⁵

In the framework of the public pilots, this technical infrastructure is utilised by citizens (frontend) as well as municipal staff (backend) under day-to-day conditions. In this context, it is worth noting that in the public service domain value is rarely created by technology alone, rather than by people utilising technical systems for their purposes.⁶

³ The General Data Protection Regulation (GDPR) has come into effect on 25th May 2018, i.e. during the pilot duration of WeGovNow. In legal terms, each municipality provides a public service to its citizens throughout the pilot duration by means of the pilot platform. Amongst other requirements imposed by the GDPR, this regulation differentiates between the so called “data controller”, i.e. in the current case the municipality offering the WeGovNow pilot service to its citizens publicly, and the “data processor”, i.e. those partners hosting a platform component according to the platform’s SaaS model. Processing of data on behalf of a data controller requires an assignment in writing between both parties. The pilot municipalities therefore had to conclude bilateral data processing agreements with each consortium partner technically hosting one or more components of the pilot platform (for details see also D2.4)

⁴ The approach adopted towards archiving the integration (and further development) of existing and newly developed civic engagement software modules enabled to rely on heterogeneous web-based technologies (for details see D3.5). From a sustainability perspective, at the same time this approach enables the flexible extension of the current WeGovNow platform even with further software components in the future.

⁵ In technological regard, this is supported by an API service included the WeGovNow platform architecture, the so called “Style Service”, which provides style information dynamically to the individual platform components (see D3.1).

⁶ As discussed elsewhere (D2.2), the WeGovNow pilot service has been conceptualised as a so called socio-technical system. The concept of socio-technical systems has originally been developed as an approach to organizational work design, thereby recognizing the interaction between people and technology in workplaces. Later, it has been extended to ICT-based service delivery more generally (see e.g. Pasmore, W. A., 1988. *Designing Effective Organizations: The Sociotechnical Systems Perspective*. Academic Press). In a socio-technical system, service delivery incorporates a number of elements in addition to ICT, in particular specific roles played by relevant stakeholders, including e.g. staff of the public administration. Such a perspective does not however exclude that in some cases, service automation can be virtually complete,

Table 1 - Overview of local policy use cases developed by the WeGovNow pilot municipalities

Short title	Local policy challenge	Key stakeholders involved	Pilot municipality
“Neighbourhood”	Responsive collaboration of citizens reporting problems in the neighbourhood, the public administration and committed third parties	<ul style="list-style-type: none"> • Citizen • Municipal administration • Local police • Committed local NGO 	<ul style="list-style-type: none"> • Municipality of San Donà di Piave • City of Turin • London Borough of Southwark
“AxTO”	Involve citizens in public funding decisions about NGO-driven cultural projects as part of an ongoing local investment programme (AxTO)	<ul style="list-style-type: none"> • Citizen • Municipal administration • Appointed technical committee • Local NGOs 	<ul style="list-style-type: none"> • City of Turin
“Parco Dora”	Involve local stakeholders in the co-design of a particular area in an existing public park (Parco Dora)	<ul style="list-style-type: none"> • Citizen • Municipal administration • Appointed technical committee • Local NGOs / businesses 	<ul style="list-style-type: none"> • City of Turin
“Energy Efficiency”	Engage local communities in developing sustainable local mobility solutions	<ul style="list-style-type: none"> • Citizen • Municipal administration • Local NGOs • Local transport company 	<ul style="list-style-type: none"> • Municipality of Sam Donà di Piave
“Youth Engagement”	Motivate young people to engage in local public matters	<ul style="list-style-type: none"> • Citizen • Municipal administration • Local NGOs • Local transport company 	<ul style="list-style-type: none"> • Municipality of San Donà di Piave
“Youth & Employment”	Engage young people in finding employment and training opportunities	<ul style="list-style-type: none"> • Young citizen • Municipal administration • Youth Council • Local employers 	<ul style="list-style-type: none"> • London Borough of Southwark
“Highways”	Obtain detailed feedback from local people and other stakeholders on proposed highway improvements	<ul style="list-style-type: none"> • Citizen • Municipal administration • Local NGOs / businesses 	<ul style="list-style-type: none"> • London Borough of Southwark
“Faith Groups”	Support cross-faith group collaboration and promote community cohesion	<ul style="list-style-type: none"> • Citizen • Municipal administration • Local multi-faith forum 	<ul style="list-style-type: none"> • London Borough of Southwark

with no personnel roles in day-to-day service provision. In such cases overall services and ICT services are close to identical. For sustainable delivery even of fully automated services, the wider socio-technical system is never completely absent. Where there is an organisation with responsibility for the automated service, organisational processes are always necessary, if not for acquiring data then for maintaining and updating software.

When it comes to successfully exploiting the technical capabilities generally provided by the WeGovNow pilot platform for addressing local policy challenges, each pilot municipality has also defined new roles and responsibilities internal its own administration. The pilot municipalities have thus pursued both technology innovation and administrative process innovation in parallel. Generally, all users are free to utilise the publicly available WeGovNow pilot platform and its individual components as they wish. Beyond this, each pilot municipality has developed specific policy-driven use case scenarios to be pursued during the project's public pilot phase with help of the platform. These relate to certain policy goals, strategies or programmes which had already emerged within the pilot sites' local policy context, i.e. independent of the WeGovNow project (for details see D2.6). Rather than determining particular functionalities to be provided by the technical WeGovNow infrastructure, these use cases scenarios are intended to guide the pilot municipalities in addressing existing policy challenges in a more participatory and collaborative manner with help of the of the WeGovNow pilot platform, when compared with traditional approaches. Table 1 summarises which policy driven sue case scenarios have been pursued for piloting purposes by the participating municipalities, thereby involving different stakeholder groups potentially concerned.

3 Utilisation of the WeGovNow participation functions by the pilot users

As described above, relying on the WeGovNow pilot platform the three pilot municipalities have provided a publicly accessible pilot service to their citizens upon registration. Registered users are able to post contributions or respond to contributions posted by others in various ways. All in all, 22.324 single usage activities have been counted across the overall pilot platform, i.e. across all its functional components. A variety of options is generally available to registered pilot users to contribute original content to the pilot platform. As indicated earlier this may include a post promoting an upcoming event with help of WeGovNow FirstLife or reporting a problem in the local neighbourhood with help of WeGovNow Improve My City and so on. Likewise, registered users have the possibility to react in different ways on original contributions posted by others, e.g. in terms of casting a vote on an initiative launched by another user with help of WeGovNow LiquidFeedback, commenting a piece of information uploaded by another user with help of WeGovNow Community Maps and so on.

As can be seen from Table 2, roughly one in four WeGovNow usage activities observed concern the posting of original contributions by registered pilot users, whereby 11% concerned the subsequent updating of own posts. With 5 %, the deletion of originally posted content plays a less prominent role. At the same time, this result suggests that the bulk of WeGovNow usage activities that have occurred so far concern posts responding in one way or another to content originally posted by others. Roughly one in six usage activities concern such posts, i.e. they were triggered by original contributions made by others.

Table 2 - No. of usage activities observed across the WeGovNow pilot platform

Original contributions posted	Original contributions updated	Original contributions deleted	Posts responding to contributions by others	Total
5.850	1.019	1.039	12.926	22.324
(26 %)	(11 %)	(5 %)	(58%)	(100%)

An analysis shedding light on how the individual WeGovNow components have so far been utilised by the registered pilot users in quantitative terms is presented in the following subsections. This starts with an analysis of the user registration process that has been put in place (3.1), followed by a case-by-case analysis of the WeGovNow core components (3.2).

3.1 WeGovNow pilot user registration

As mentioned earlier, for piloting purposes under day-to-day conditions the WeGovNow platform has been implemented in terms of a publicly accessible web-based service by each of the three pilots.⁷ Each of the pilot municipalities provides a publicly accessible online service to its citizens upon registration through the WeGovNow pilot platform, and all target citizens aged 16 years and above. Self-registration to the WeGovNow pilot service is not possible below that age.⁸ A user registration and validation process has been put in place to ensure that access is enabled only to the intended target population. At the same time, the registration process is to help in preventing undesired manipulation particularly when it comes to the democratic decision making capabilities

Textbox 1 - Summary of the WeGovNow user registration and verification process

If the requested fiscal code matches (only available for the Italian pilot sites) and the entered registration data have not been used before, an SMS with an automatically generated PIN is sent to the number provided. If the PIN is entered correctly immediate access is granted before verification by the pilot municipality (as a leap of faith). Otherwise the admission is granted after verification by the city. Upon admission an email with an activation link is sent to the email provided during the registration. The participant clicks on the activation link and can complete the signup by choosing screen, login name and password. The click on the activation link also automatically verifies the used email address. The verified email address on file can be used for automatic notifications from the various WeGovNow applications and for newsletters of the pilot municipality.

provided by the WeGovNow pilot service through its LiquidFeedback component in terms of voting.⁹ Apart from this, the process enables instant registration to the WeGovNow platform if ever possible

⁷ According to the SaaS model adopted for the purpose of pilot platform operation in the three pilot municipalities, each component developer team involved in the project consortium operates one or more platform components remotely, and provides help desk services to the local pilot site teams respectively (c.f. D2.4). Each pilot municipality has configured the pilot platform up to a certain extent according to local requirements, thereby relying on a number of standard configuration options provided by the WeGovNow platform in relation to its individual software components and its general look and feel. (c.f. D3.1).

⁸ European-level data protection regulation, namely the General Data Protection Regulation (GDPR) which has taken effect on 24th May 2018, establishes specific rules for protecting children's personal data (Article 8). If an organisation offers online services ('information society services') to children and relies on consent to collect information about them, children can give their own consent to this processing at the age of 16 (the member states will have the possibility to lower this age to a minimum of 13 years). If a child is younger then it is necessary to collect consent from a person holding 'parental responsibility'.

⁹ It is commonly accepted that democratic decision making processes need to be verifiable if they are to be trustworthy. This concerns non-electronic voting schemes and electronic voting systems alike, whereby the general requirement for verifiability concerns different aspects. To begin with, it needs to be verifiable that only eligible voters cast a vote. Further, it needs to be verifiable that only one vote is casted by one voter. Finally, it needs to be verifiable that the votes casted are counted correctly (C.f. Behrens, Kistner, Nitsche and Swierczek: The Principles of LiquidFeedback, Berlin, 2014).

When it comes to the operational implementation of the general user registration and validation process in the three pilot municipalities, local circumstances have been taken into account as well. They concern for instance the availability of a commonly used personal identity code at the two Italian pilot sites. The so called “codice fiscale” is widely used throughout the country and in multiple application contexts, despite the fact that this alphanumeric code has originally been designed by the Italian tax office.

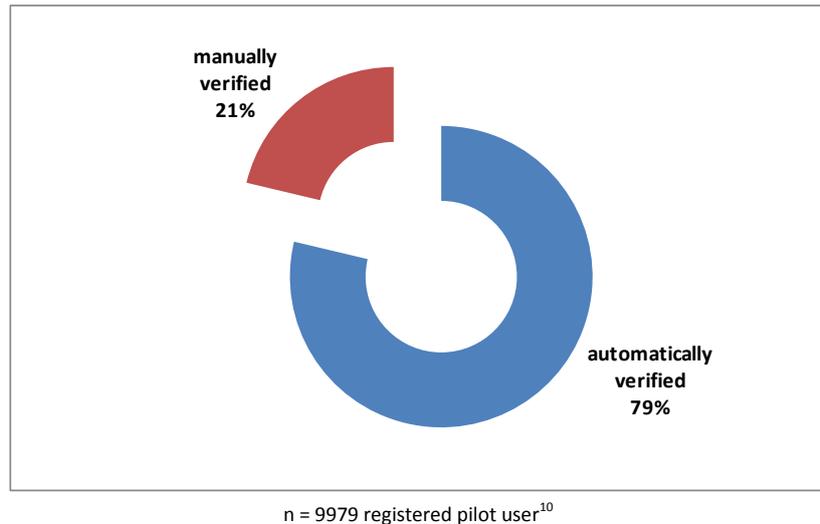
A similar identity code is however not available in the UK so that the registration process applied in Southwark does not rely on such an identity code. As described elsewhere (D2.5), the information requested from the users during the registration process and the subsequent validation process slightly differs across the pilot sites respectively. Information that are regularly

requested for registration purposes across all three sites includes first name, surname, date of birth, email address and a mobile telephone number, whereby the latter is mandatory only for automated user validation as described in Box 1 above.

In general, users registering to the WeGovNow pilot service are instantly verified by means of an automated process. Only in cases where the automated validation process fails the registration request is validated manually by the pilot municipalities. Users who wish to register to the pilot platform can also explicitly request manual verification, e.g. if they do not wish to provide a mobile phone number or if they do not possess a mobile phone at all.

Of the 9.976 registered user accounts who have yet been registered to the pilot platform across the three pilot municipalities, almost eight in ten (79%) could be instantly verified by means of the automated verification process (Figure 3). For the remaining share of 21% manual verification by the pilot municipalities was required.

Figure 3 –WeGovNow pilot users by validation method



¹⁰ Information on gender are available for only a subset of pilot users.

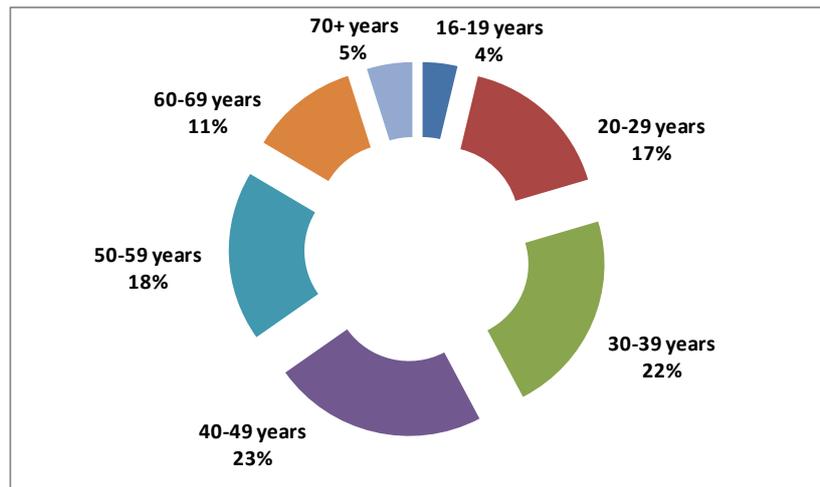
Generally, the automated validation process may fail due to incorrect entries into the registration form. In Italy specifying a fiscal code that is identical with one that has already been used by another registered user (“Same codice fiscale”) is considered as a definite duplicate attempt resulting in a failure of the automated user validation process as well. Other fields may however not necessarily suggest a duplicate request. If the pilot municipality decides in questionable cases to refuse access the request is rejected.

Following automated validation of a registration request, a PIN is sent out by SMS. This PIN is to be used by validated users for activating their respective WeGovNow user account (Box 1). Some cases have however yet been observed where this PIN was finally not entered

correctly by the users. A closer investigation revealed different possibilities why this can happen:

- Participants provided a wrong phone number (accidentally or by purpose, foreign or not existing). It also appears that sometimes consecutive, probably invented, phone numbers were used (+393xxxxxxx01 +393xxxxxxx02).
- Participants re-submitted the form before entering the PIN. In one case the second request was sent within 7 seconds. As a result the first request cannot be completed and for the second (and all further requests) no SMS is sent because the phone number was used before. Generally, such requests become subject to manual verification.
- Participants entered a wrong PIN several times. In some cases the PIN attempts show swapped parts of the correct PIN, e.g. 123456 become 124356 and then 123465. In other cases 4 digit PINs (maybe ATM PINs) were entered.
- Participants navigated away.
- Participants closed browser window.

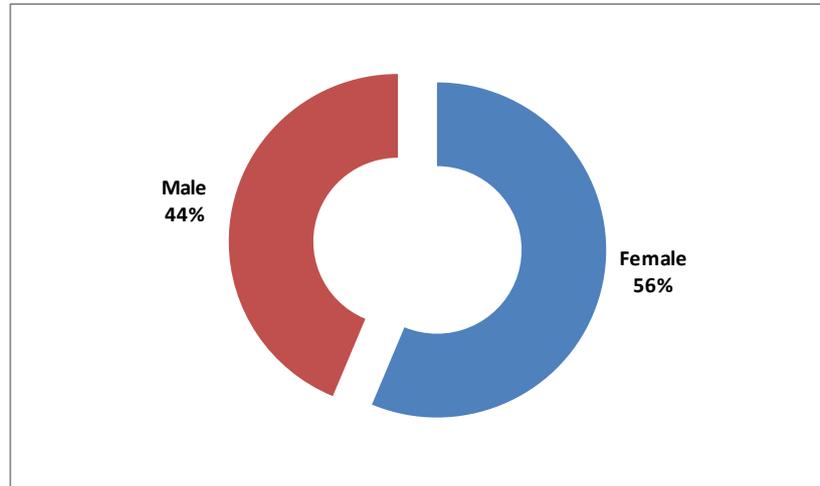
Figure 4 –WeGovNow pilot users by age



N = 9976 registered pilot user accounts

When it comes to socio-demographic characteristics of those having registered to the platform so far, it is striking that they spread quite widely across different age bands (Figure 4). Those aged between 20 and 59 years make up 80% of the currently registered pilot user community. Roughly one in ten pilot users is aged between 60 and 69 years. With 4% and 5% respectively, the youngest (16-19 years) and the oldest (70+ years) age bands are however represented to a lower extent when compared with the other age groups.

Figure 5 –WeGovNow pilot users by gender



N = 9976 registered pilot user accounts

When it comes to gender, it appears that the pilot user having registered to the WeGovNow platform yet spread rather evenly across female and male gender (Figure 5). Slightly more than one half (56%) of all registered pilot users are female users.

3.2 WeGovNow pilot service utilization

The following subsections present a quantitative analysis of how the individual WeGovNow components have been utilised by the registered pilot users so far.

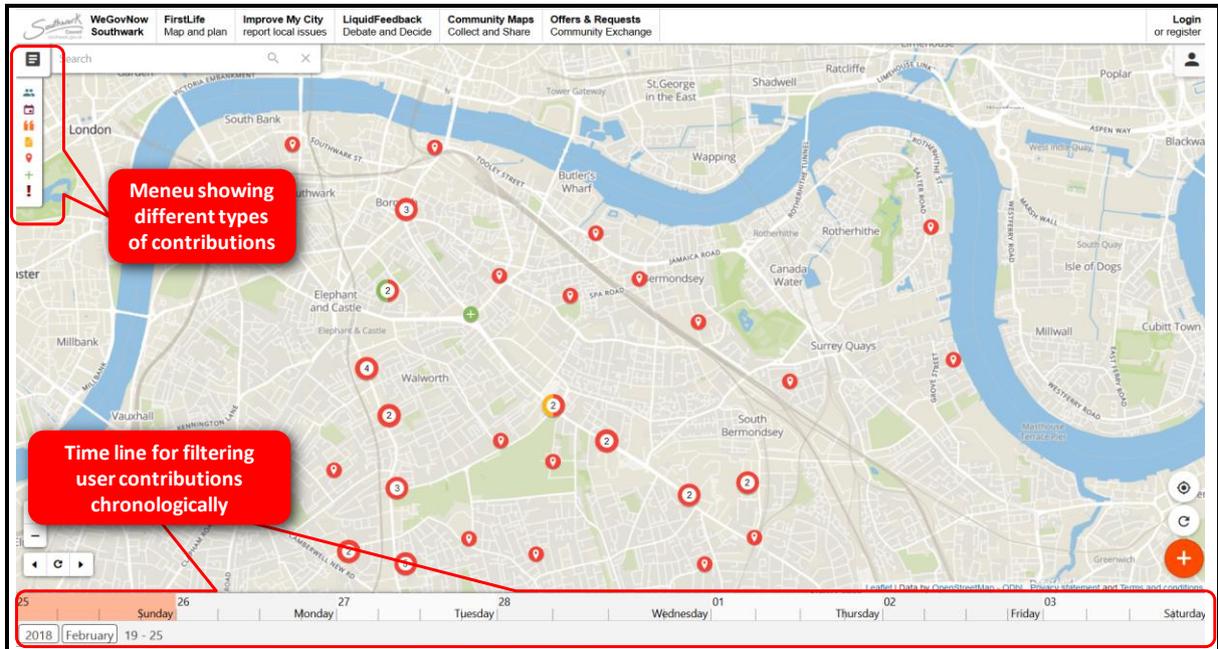
3.2.1 The WeGovNow First Life component

As outlined earlier, WeGovNow First Life allows the pilot users to stay informed about what is going on in the municipality and network around things of interest along a timeline (Figure 6). In particular it enables them to create a newsfeed on places on an interactive map, rather than on a personal page. Registered pilot users can post on the map points of interest, events, news, stories, and to create groups. These appear on the newsfeed of the area the user is visualizing, and they can be filtered via a temporal window (Figure 7). It is possible to zoom into geographic areas of particular interest to the users. They can also subscribe to particularly entities put on the map by others to receive updates and become members of groups, so to coordinate with each other in a bottom-up fashion.

Overall, 3.867 usage activities have occurred through WeGovNow FirstLife up to now (Figure 8). Almost half (43%) of the usage activities concerned the mapping of new objects on the interactive maps showing the pilot municipalities respectively, e.g. a place or an event to be promoted towards the local WeGovNow user community. Roughly, the other half (55%) concerned the deletion or the updating of objects that had already been created. The posting of additional content concerning objects that had already been mapped within

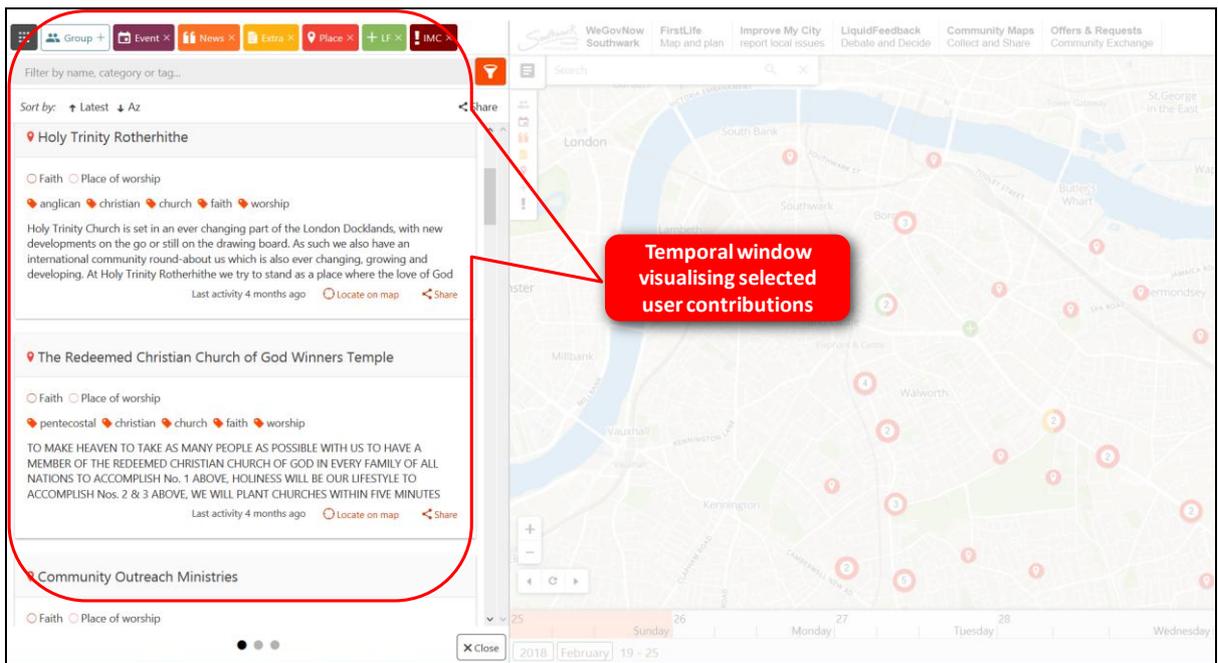
WeGovNow FirstLife (e.g. in terms of comments, documents or media) has yet played a very minor role in the users' activities. All in all, only about one in ten usage event was indeed directed towards posting additional content to objects that already existed on the local map.

Figure 6 – WeGovNow FirstLife overview screen



Screenshot from Southwark pilot

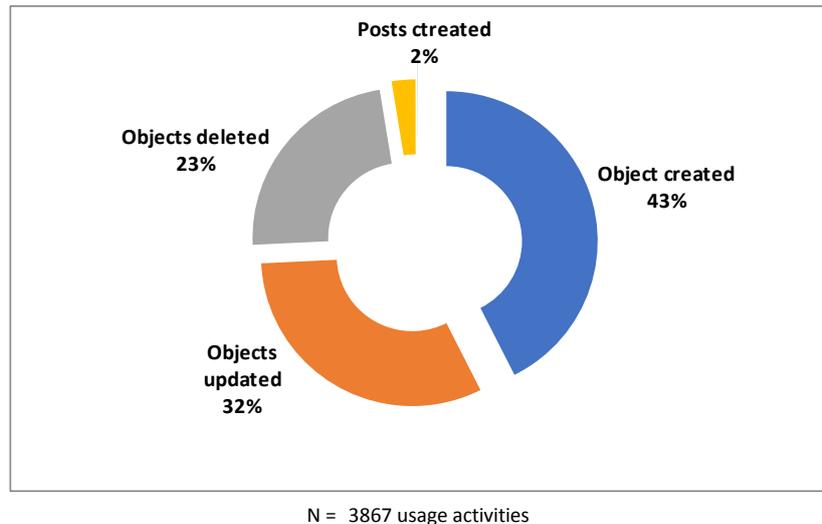
Figure 7 – WeGovNow FirstLife temporal screen



Screenshot from Southwark pilot

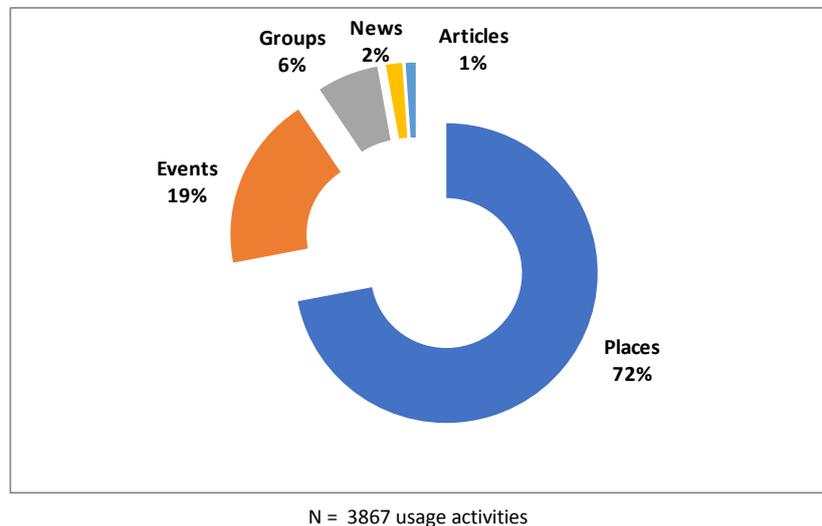
Figure 9 shows different types of contributions that have been made with help of WeGovNow First Life up to now. As can be seen from this figure, the majority of usage events occurred so far concern the mapping of places (72%). With 19% of all contribution made so far, the mapping of events has played a less prominent role yet. However, the possibility to contribute articles (1%) and news (2%) has obviously been utilised even less frequently by the pilot users yet.

Figure 8 – Usage activities by means of WeGovNow FirstLife



As mentioned earlier, WeGovNow FirstLife also offers the possibility to set up groups in relation to a particular map entry. With 6% of all usage activities that have occurred within WeGovNow FirstLife, only a small proportion of users have however yet taken advantage of this feature.

Figure 9 – Types of contributions by means of WeGovNow FirstLife



All in all the, the preliminary data suggest that the pilot users have yet adopted WeGovNow First Life primarily for promoting places and events towards the WeGovNow user community. A more discursive utilisation of this WeGovNow component, e.g. in terms

of contributing additional content around objects once these have been created for the first time, has yet to occur. This is particularly true for the creation of user groups around particular points of interest on the map, e.g. an event or place.

3.2.2 The WeGovNow LiquidFeedback component

As sketched earlier, WeGovNow LiquidFeedback supports democratic proposition development and decision making. Other than a classical online petition system,

WeGovNow does however not just offer the opportunity to mobilise supporters for a particular concern or policy proposal to be submitted to a person in power or a public entity. Rather, it allows considering pros and cons, enhancing existing propositions and suggesting alternatives as part of a structured deliberation process. Beyond enabling collective idea development, WeGovNow LiquidFeedback further enables quantification the collective preference in relation to competing propositions by means of preferential voting. In order to provide a fair process for decision-making that scales even with a larger number of participants, it employs a structured discussion even where it may not be possible for every participant to reply to any individual contribution.

Figure 10 – Structured opinion formation by means of WeGovNow LiquidFeedback

The screenshot displays the WeGovNow LiquidFeedback interface for a civic proposal in Turin. The interface is annotated with red callouts highlighting key features:

- Visualized status tracking of the initiative posted by the pilot user according to the four phases of structured deliberation:** This callout points to the sidebar on the left, which shows the progress of the proposal through four phases: 1. Ammissione (raggiunto 3), 2. Discussione (completato), 3. Verifica (raggiunto 10), and 4. Votazione (5 giorni 00:51:04 rimasti).
- Text posted by the pilot user to describe and argue for the proposed initiative:** This callout points to the main content area, which contains the text of the proposal: 'Proposta di piantumazione di specie arboree produttive. L'idea è utilizzare un intervento semplice ed economico, per creare un'area con attrattiva sia per i residenti che per i turisti, in modo da dare più visibilità all'area aumentando il riciccolo quotidiano di visitatori. Gli alberi possono avere un ruolo diverso a seconda delle stagioni, le specie proposte sono: 1. Ciliegi (Prunus avium), 2. Meli (Malus domestica), 3. Peri (Pyrus), 4. Susine/prugne (Prunus domestica). Affinché l'intervento sia efficace sarà necessario avere almeno 10 esemplari per specie (40+), in età già fruttifera, di altezza minima di 3 metri al momento della piantumazione. Le varietà saranno poi specificate in un secondo momento. A questo punto non sono previste opere di costruzione o murature di nessun tipo, ma è possibile discuterne più avanti. L'idea di utilizzo di questo Bosco urbano è suddivisibile per stagione: • PRIMAVERA: la stagione di fioritura di questi alberi! Avendo una fioritura contemporanea sarà possibile ammirare uno spettacolo unico in cui una massa di fiori bianchi e rosa esplodono tutti insieme. Questo evento può essere teatro di diverse rassegne ed incontri come: festival dei fiori, workshop fotografici, mercatini di vario genere. L'evento potrebbe anche essere oggetto di visita da parte di persone al di fuori di Torino, aumentando così la circolazione delle persone. • ESTATE: è la stagione fruttifera! Gli alberi produrranno i loro frutti che possono essere raccolti dai cittadini. Sarà anche possibile organizzare scolaresche locali per la raccolta della frutta e far familiarizzare i bambini e ragazzi con temi diversi da quelli dei banche di
- Visualisation of other pilot users supporting the proposed initiative at the current phase of structured deliberation process:** This callout points to the bottom section of the interface, which shows a list of users who have supported the proposal, each with a profile picture and a thumbs-up icon.

Screenshot from the Turin pilot

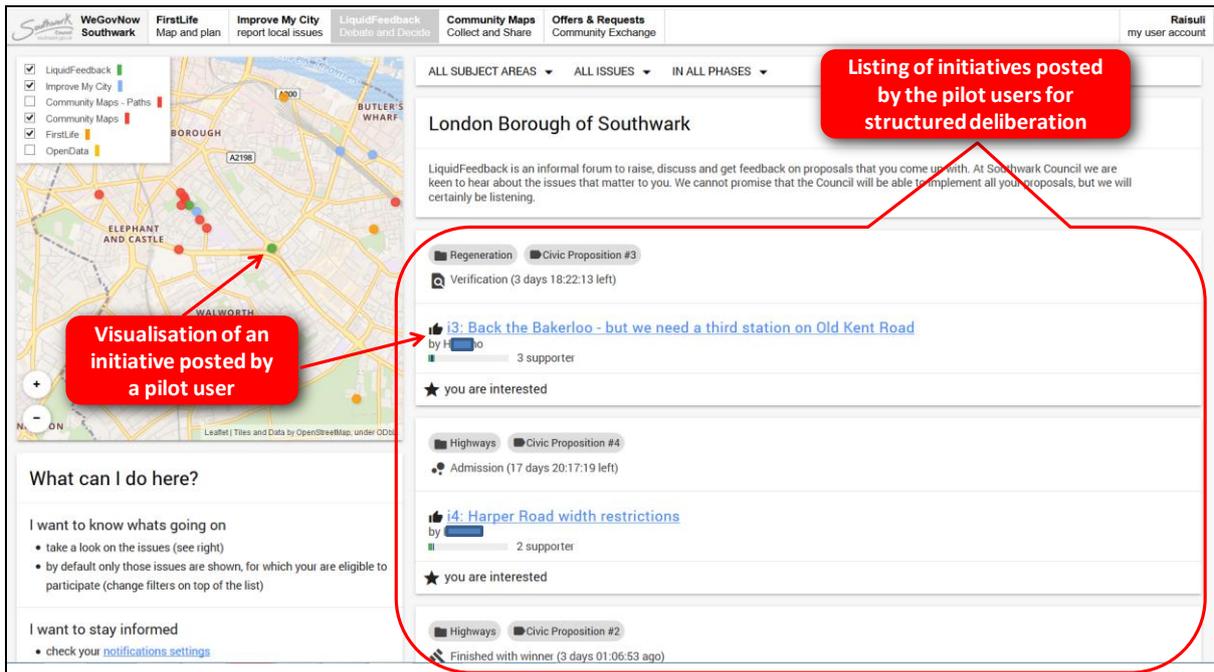
By example of an initiative posted through the WeGovNow LiquidFeedback component, the screenshot presented in Figure 10 illustrates how a proposition to be fed into the structured deliberation process of WeGovNow is typically visualised (c.f. circled area on the right). Such an opinion formation cycle is typically organised according subsequent phases which are visualised as well (c.f. the area circled top left), each lasting a pre-specified time period:

- ***The admission phase:*** A group of alternative initiatives starts in the admission phase when its first initiative is created. During admission phase, the system determines if there is interest at all in discussing the issue. This is done by requiring a certain quorum of supporters (including potential supporters) for at least one of the alternative initiatives. If no initiative manages to pass the first quorum, then the issue will be closed after a preset time and not discussed or voted upon further.

- Discussion phase: Whenever a group of alternative initiative enters the discussion phase, then all participants can notice that there is a real interest to resolve or at least discuss an issue. During the discussion phase (as well as the admission phase) supporters of initiatives may give suggestions, and initiators are able to update their drafts in order to improve their resolutions and arguments. Whenever an initiator updates a draft, all supporters are notified about the update. It is up to the supporters to revoke their support or to update the rating of suggestions whenever the initiators change their current proposal. The discussion phase takes a fixed amount of time that is to be specified in advance. After this time has elapsed, all alternative initiatives enter the verification phase.
- Verification phase: Because initiators can change their drafts during the discussion phase, it might be possible to betray supporters of an initiative by making a certain proposal and then in the last minute change this proposal in a shocking way. The verification phase exists to give supporters time to revoke their support: During verification it is not possible to update initiative texts anymore. However, it is possible to add new alternative initiatives, which will be competing against the existent ones. This enables participants to re-create an initiative which was changed or revoked by an initiator in the last moments of discussion phase. Supporting initiatives (as well as revoking your support for an initiative) is possible during admission phase, discussion phase, and verification phase. The verification phase, like the discussion phase, also takes a fixed amount of time. Each initiative needs to pass a second quorum of supporters at the end of verification phase.
- Voting phase: During the final voting phase all participants may vote in favour or against those alternative initiatives which have passed the second supporter quorum. In addition it is possible to express preferences amongst those initiatives the pilot users are in favour of or against

Beyond posting a mere text description of an initiative proposed for structured deliberation, WeGovNow also enables the pilot users to pinpoint their propositions on an local map as illustrated by Figure 11 overleaf, provided there is a spatial aspect to the indicative in question. If no special aspect is involved at all a mere text description can be posted (Figure 10). Also, the pilot users have the possibility to add photos to a posted proposition as well as links to sources of information held externally to the WeGovNow platform, e.g. an external website or document.

Figure 11 – Visualisation of indicatives proposed for structured deliberation by means of WeGovNow LiquidFeedback

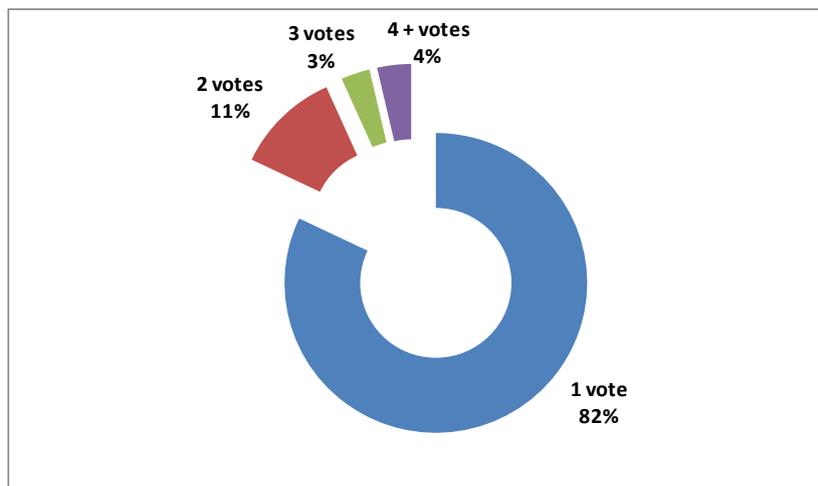


Screenshot from Southwark pilot

For reasons of transparency, all initiatives posted by registered pilot users for structured deliberation are visualised in terms of a listing as illustrated by Figure 11. This overview list entails a set of basic information on each initiative, e.g. by whom the initiative was posted (in terms of a screen name that can be freely specified during the registration process), a title which can be freely specified and the stage the initiative has reached at the current point in time along the phased deliberation cycle described earlier. The pilot users are also enabled to identify the remaining time span left until the initiative in question will enter the next stage of the phased deliberation process. It is also visualised by which pilot users a given initiative is supported at each stage of the deliberation cycle, i.e. prior to the final voting.

Apart from scrolling through the overall listing, the pilot users have the possibility to apply different filters for displaying initiatives they are interested in. This enables e.g. selecting

Figure 12 – No. of votes casted per pilot user by means of WeGovNow LiquidFeedback



N = 9167 pilot users who have voted by means of WeGovNow LiquidFeedback

initiatives according to different subject areas pre-specified by the pilot municipalities to reflect different policy domains and/or priorities. It is also possible to filter posted initiatives according to the four phases of the structured opinion formation process described earlier, or to filter just own initiatives.

Further details on each of the listed initiative can be viewed by clicking the brief summary provided in the overview listing as well as by clicking on a referenced geographic location displayed in the interactive overview map. Overall, 108 initiatives have up to now been posted with help of WeGovNow LiquidFeedback across the three pilot municipalities. All in all 12.311 votes have yet been casted. The majority of those pilot users having voted at all have casted only one vote, as can be seen from Figure 12. Only one in ten (11%) pilot users have casted two votes, and more than two votes have been casted by an even smaller minority.

3.2.3 The WeGovNow Community Maps component

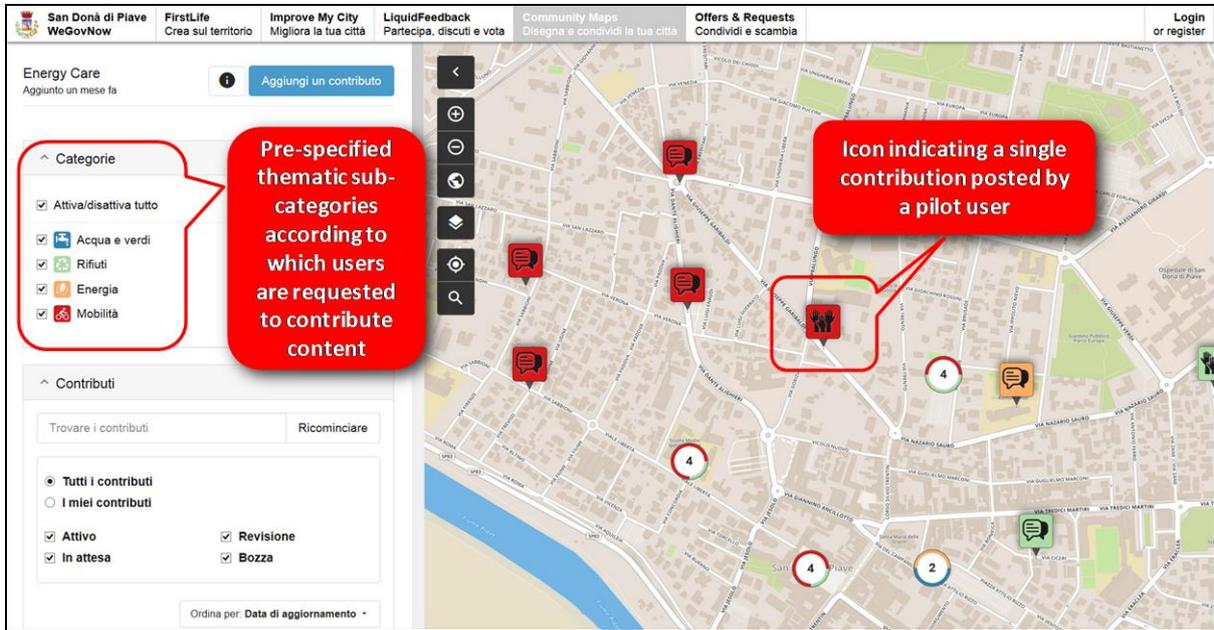
As sketched above, WeGovNow Community Maps gives pilot users a chance to contribute their knowledge, expertise, interests and opinions through the medium of an interactive local map addressing a pre-specified policy theme. The pilot municipalities capitalize on this approach by tailoring interactive maps around selected policy themes to be addressed locally. As a general principle, community mapping assumes that ordinary people and communities can make maps to express what they deem relevant about their lives and home places. This is not a new idea in itself and traditionally community mapping has not necessarily relied upon online technologies. Through its Community Maps component, WeGovNow enables however digitally supported community mapping as a smart way of civic engagement and participatory community planning. Each municipality has identified its own policy themes to be addressed by means WeGovNow Community Maps such as:

- local energy care and sustainability practices,
- a public event, the so called “marathon of charity”, to be conducted by local associations and non-government organisations,
- measures for the revitalisation of the city centre,
- career and employment opportunities for young people,
- improvements to a frequented road,
- and measures for developing a public park area.

Figure 13 overleaf shows a screenshot of a WeGovNow community map published by the municipality of San Donà di Piave to co-develop a local strategy towards environmental sustainability. Here, the pilot users are invited to contribute their knowledge and ideas about sustainable practices according to different thematic sub-categories, including “water”, “waste”, “energy” and “mobility”. Each contribution is displayed on an interactive overview map covering the pilot area in terms of an icon. The underlying content can be immediately viewed by clicking on the icon, as illustrated by Figure 14 overleaf. This triggers

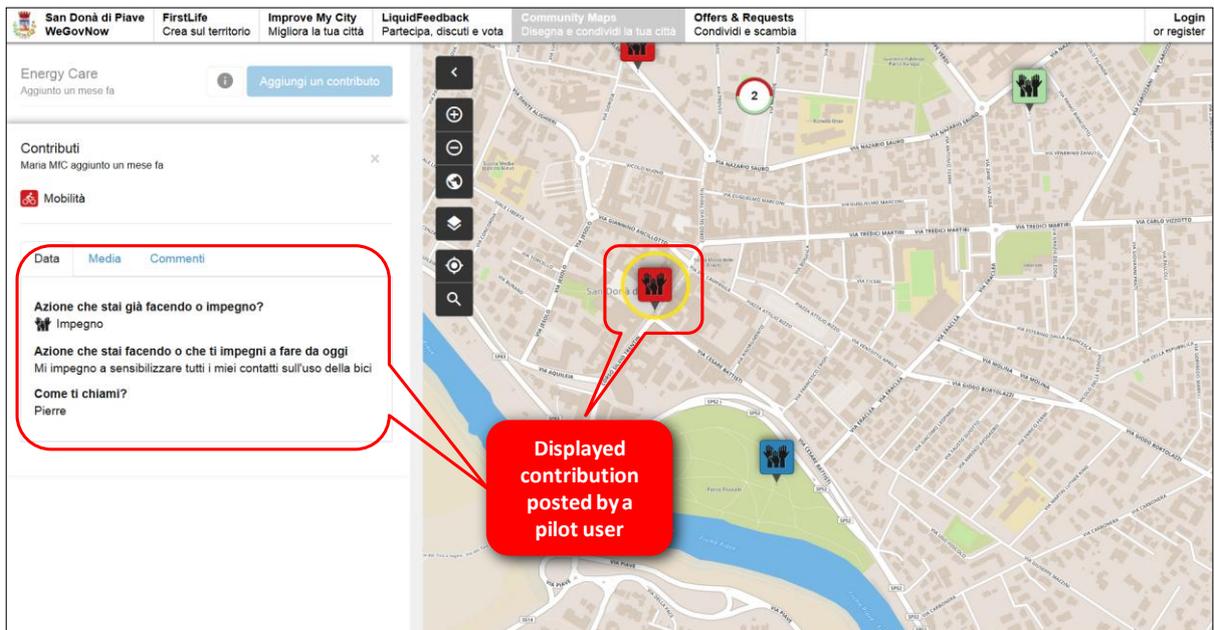
a temporal window displaying the particular content contributed in terms of a text description, media or links to sources of information held externally to the WeGovNow platform.

Figure 13 –WeGovNow Community Maps overview screen



Screenshot from San Dona pilot

Figure 14 – Visualisation of individual post by means of WeGovNow Community Maps

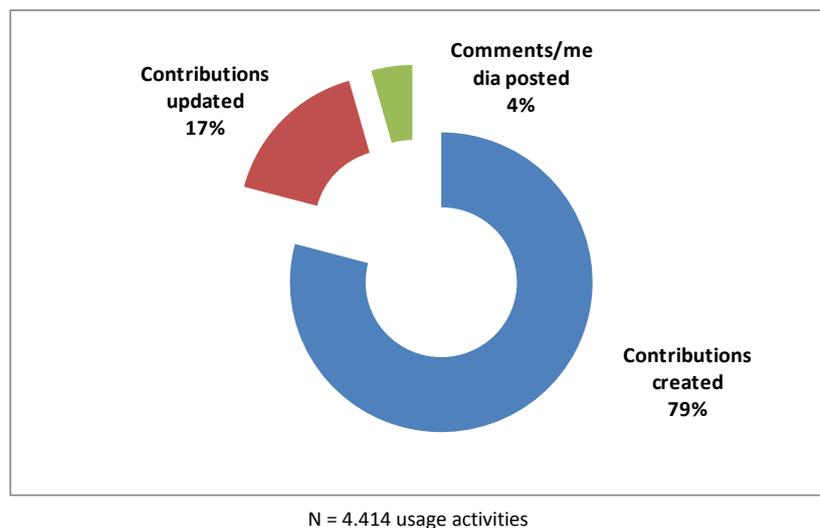


Screenshot from San Dona pilot

In this context, it is worth being noted that the pilot users can also filter all contributed content according to various criteria. The ultimate number of pre-specified sub-categories according to which the WeGovNow pilot users have been invited to contribute with help of a given thematic WeGovNow community map varies on a case-by-case basis, thereby reflecting the nature of the policy theme to be addressed. In total, 107 subcategories have yet been specified across the three pilot municipalities to which the WeGovNow users are invited to contribute

All in all, 4.414 usage activities have yet occurred across all six WeGovNow Community Maps that have been published by the pilot municipalities so far. On average, 30 contributions have yet been posted per sub-category across these interactive maps. As can be seen from Figure 15, eight in ten (79%) usage activities concern the creation of a new contribution to a given WeGovNow community map. Roughly, two in ten (17%) usage activities have yet concerned the updating of an already existing contribution. Beyond posting new contributions with help of WeGovNow Community Maps, the pilot users do

Figure 15 –Types of WeGovNow Community Maps usage activities



also have the possibility to comment on contributions posted by others, and they can upload media, e.g. photos and videos, and links to sources held externally to the WeGovNow platform such as downloadable documents. With 4% of all usage activities counted, a very small minority of users seems yet to have made use of these features however.

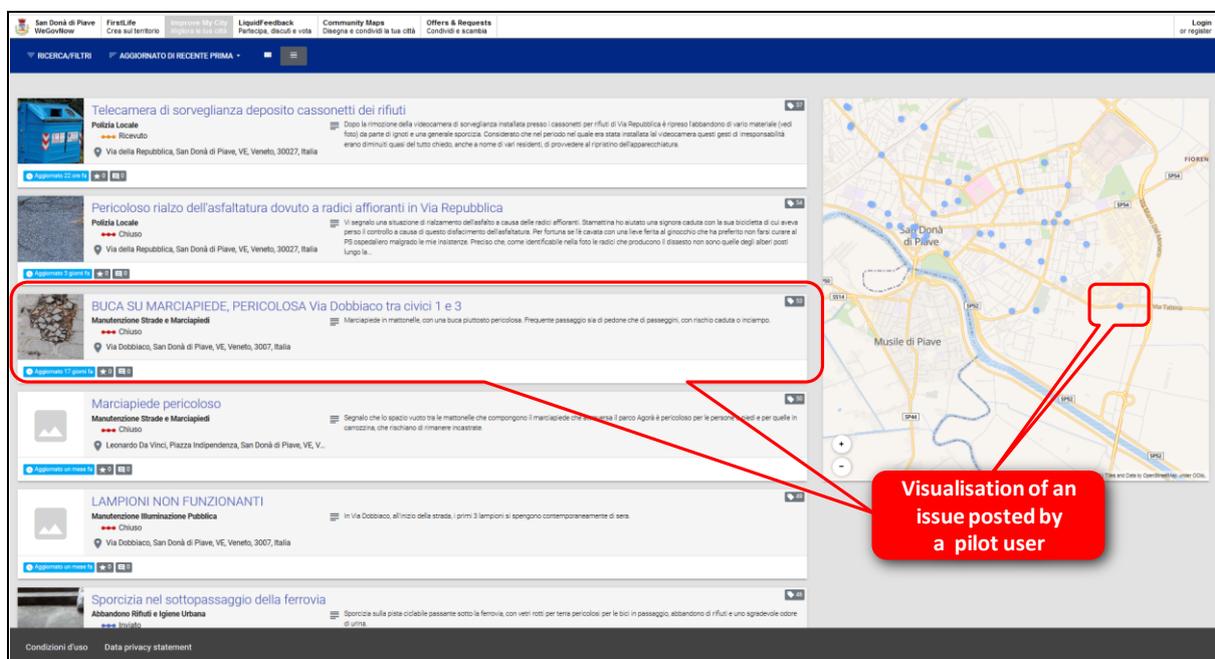
3.2.4 The WeGovNow Improve My City component

As described earlier, the WeGovNow Improve My City component enables the pilot users to post problems they have identified in the neighbourhood. Apart from being visible to all users, reported issues are automatically directed to a party with an assigned responsibility to monitor incoming reports through a dedicated interface. The responsibility to monitor problems posted by the pilot users can e.g. be assigned to certain units internal to the public administration or to local non-government organisations committed to deal with certain problems. To support effective monitoring of problems reported, the WeGovNow users are requested to post any issues they identify in their neighbourhood according to certain thematic categories. Each pilot municipality has specified its own set of issue reporting categories for WeGovNow Improve My City such as road maintenance, the management of

green / public spaces, waste management, safety / security and others. Ultimately, this approach enables WeGovNow to effectively feed into the administrative structures and/or policy priorities prevailing in a given pilot municipality. All in all, the number of specified reporting categories per pilot municipality ranges from five in Turin over six in Southwark to eight in San Donà di Piave.

Beyond posting a mere text description of an identified issue and - as far as present – of ideas how best to address it, WeGovNow also enables the pilot users to pinpoint the issue in question on a local map and to upload supportive photos if desired. Transparency among all users about problems posted with help of WeGovNow Improve My City is achieved by means of an overview screen listing all issues posted so far in chronological order, together with an interactive overview map referencing issues posted in geographical respect (Figure 16).

Figure 16 –WeGovNow Improve My City overview screen



Screenshot from San Dona pilot

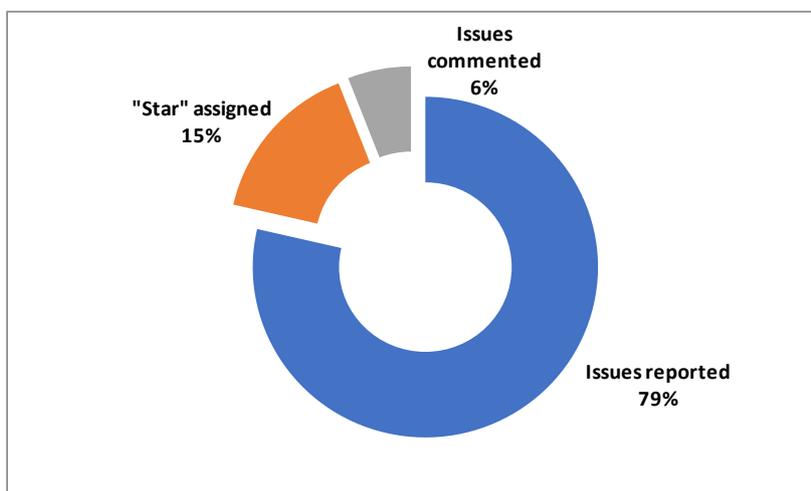
Details on each issue can be viewed by clicking on the listed posts as well as by clicking on a referenced geographic location displayed in the interactive overview map. Pilot users can also post comments on issues reported by others. If they wish, they can also support problem descriptions posted by others in terms of assigning a “star” to them, thus indicating that they feel as well that an issue reported by another user deserves particular attention. The number of comments and “stars” received by a particular problem posted is immediately visible to the pilot users from the displayed overview listing as well.

Apart from merely scrolling through the overview listing of issues posted, there is also the possibility to rank the listed items according to different criteria, e.g. in chronological order or according geographic proximity. Also, there is a possibility to rank the listed user post

according to the frequency they have been viewed by others or according to the number of comments or supportive “stars” they have received.

In total, 84 usage activities were observed in relation to WeGovNow Improve My City. As can be seen from Figure 17, almost eight in ten usage activities (79%) having occurred so far concerned the posting an issue identified by the pilot users in their neighbourhood, with a view to bringing it to the attention of the public administration. The remaining usage activities concerned a more discursive utilisation of WeGovNow Improve My City in terms of posting a comment on issues reported by others (6%) and supporting such issues by means of assigning a “star” to them (15%).

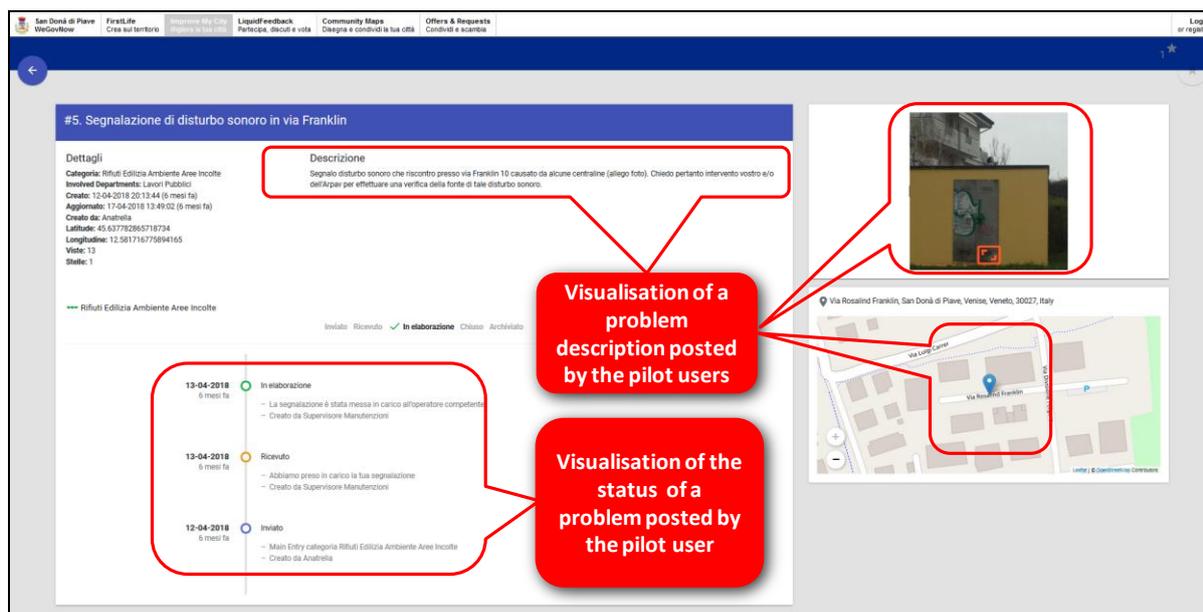
Figure 17 – Types of WeGovNow Improve My City usage activities



N = 84 usage activities

All pilot users, including citizens and staff of the public administration, can follow the status of the reported issue along the line of a number of pre-defined stages, as illustrated by Figure 18. This issue tracking functionality enables all WeGovNow pilot users to identify whether an issues has been successful submitted, whether it has been acknowledged by the party holding responsibility for the thematic category under which it has been posted, whether it is still in progress or whether it has been resolved and finally closed.

Figure 18 – Visualisation of WeGovNow Improve My City status tracking



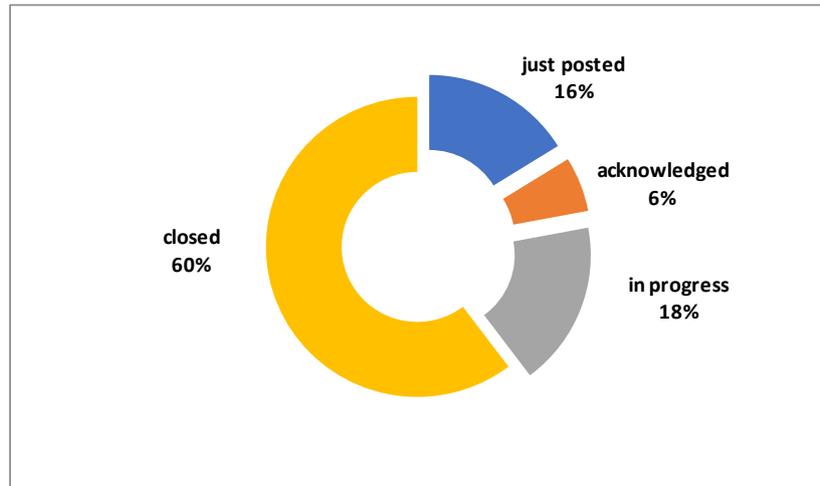
Screenshot from San Dona pilot

As can be seen from Figure 19, six in ten (60%) issues that had been posted by the pilot users have in the meanwhile been closed. When it comes to the remaining problems posted, the acknowledgement by a party with respective monitoring responsibility is still pending for slightly less than one fifth (16%). Likewise, slightly less than one fifth (18%) of posted issues has been started to be addressed a responsible party, albeit not conclusive action has been taken yet. At the same time, less than one in ten (6%) issue reported by the pilot users is waiting for acknowledgment by an assigned responsible party.

Beyond the publicly visible interactions enabled by WeGovNow as described above, a bilateral communication between the pilot user who has posted a particular issues and the party with an assigned monitoring responsibility can take place at any time through WeGovNow, e.g. in cases

where further explanations are required or in cases where reported issues cannot be successfully addressed for some reason and may required further co-development of an adequate solution.

Figure 19 – Status of issues posted by means of WeGovNow Improve My City



N = 68 issues posted by pilot users

4 Assessment of policy use case scenarios piloted

As mentioned earlier, all pilot users were able to utilize the WeGovNow pilot platform as they wished. The three municipalities participating in the WeGovNow project have however developed a number of policy use case scenarios. These were directed towards exploiting the capabilities generally provided by the pilot platform for addressing particular local policy challenges. The following subsections provide an assessment of each policy use case scenario.

4.1 The “Neighbourhood” policy use case scenario

All municipalities participating in WeGovNow strive for improving the collaboration with their citizens when it comes to identifying and addressing problems in local neighbourhoods more quickly and having a better idea of what is happening there. At the same time the citizens expect the public administration to be responsive to issues emerging in their neighbourhoods. Against this background the WeGovNow pilot platform has been utilised in all three pilot municipalities during the pilot phase to establish a responsive communication with citizens who have identified a problem in their neighbourhood, and were meaningful to bringing “third parties” into the loop.

Table 3 – Pilot site set-up of the WeGovNow Improve My City component

Pilot Municipality	Assigned monitoring responsibility	Defined reporting categories
Southwark	Unit within public administration	Road Maintenance, highways and traffic Parks and green spaces Crime and antisocial behaviour Parks and green spaces Public spaces buildings and structures Cleaning and recycling Other
Turin	Local biker NGO	State of cycling paths <ul style="list-style-type: none"> - Holes - Road surface Dangerous points: <ul style="list-style-type: none"> - Poor visibility - Crossings - Overhanging dimensions / branches - New possible cycle route
San Dona	Unit within public administration	Public Lighting Maintenance Maintenance Roads and Sidewalks Public Green Maintenance Popular Accommodation Maintenance Abandonment of Waste and Urban Hygiene Construction Waste Environment Uncollected Areas
	Local police station	Road conditions Safety and security

Depending on the local circumstances prevailing at each pilot site different parties have been assigned the responsibility for monitoring and responding to neighbourhood issues posted by the citizens with help of WeGovNow, as can be seen from Table 3. Also, the WeGovNow Improve My City component has been configured at each pilot site to reflect locally existing administrative structures. To this end different thematic categories have been defined by each pilot site according to which citizens were able to report any problems they perceive in the neighbourhood. Textbox 2 overleaf summarises the participation process implemented with help of WeGovNow for the purpose of this use case scenario. As mentioned earlier, 68 issues have been posted by the pilot users overall until.¹¹ When it comes to the different issue reporting categories that have been locally defined by the three pilot municipalities (Table 1), on average four neighbourhood issues have been posted per reporting category. As already reported earlier, six in ten neighbourhood issues reported by the pilot users could be closed (Figure 19).

At two of the WeGovNow pilot sites a third party beyond the public administration and the citizens were successfully integrated in the overall process (Table 3). In Turin, a local biker association has been formally involved in monitoring post concerning biking throughout the city. This model has been piloted against the background of earlier successful collaborations between this NGO and the public administration. Although no particular problems have been reported during the pilot duration - neither in relation to technical system operation/utilisation nor in relation to organisational workflow issues – by the NGO involved, the feedback received suggests that the further mainstreaming of such a model may at some point potentially run up against certain limits. In particular the limitation of personnel capacities available to the local NGO from non paid volunteers may restrict its the involvement in a further mainstreaming of this WeGovNow use case scenario beyond the pilot duration. This aspect may be exemplarily illustrated by the stakeholder statement below.

The effort required is higher, because the whole process is transparent and can be traced and requires faster replies. But it's worth it, precisely, for the total transparency of the reporting process, which allows citizens to follow the evolution of their reporting and also to understand what workflows should be activated when the public administration receives an alert from citizens.
(translated)

¹¹ The WeGovNow pilot service is still in operation at all three pilot sites, and further neighbourhood issues may have been posted since then.

Textbox 2 – Summary of participation model piloted in the “Neighbourhood” use case scenario

How the citizen can utilise WeGovNow:

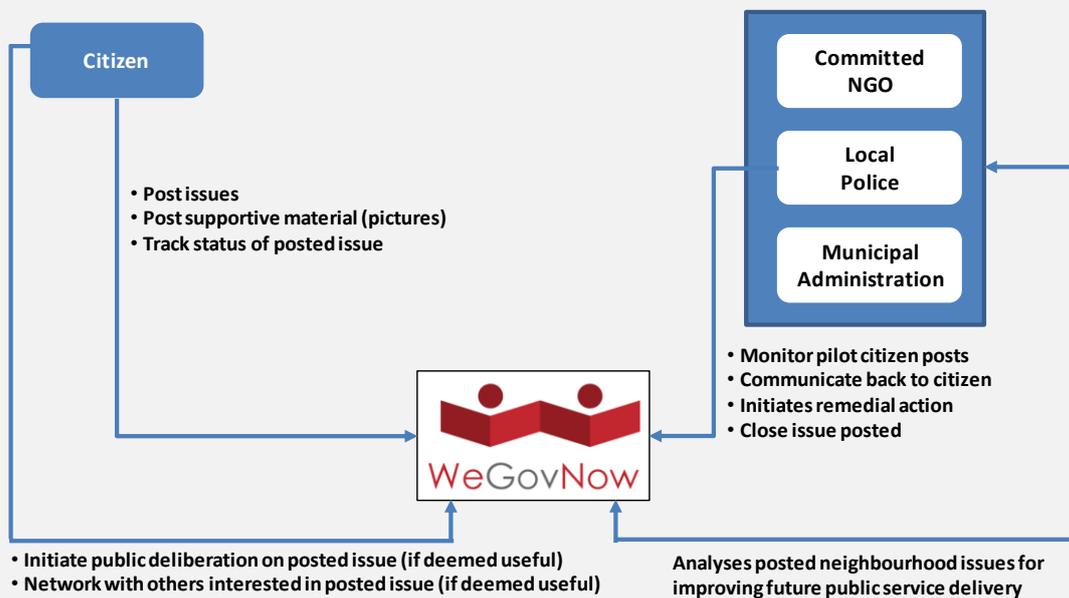
All registered citizens are able to post a text description of any perceived neighbourhood issue through the Improve My City component, if deemed useful e.g. supported by additional content (e.g. pictures). Over time, they are able to track the status of any issue posted according to predefined processing stages (“submitted”, “acknowledged”, “in progress”, “resolved”, “archived”). At any stage, each pilot user can also support issues posted by others. Further, users have the possibility to utilise other WeGovNow components to pursue initially posted issues, e.g. in terms of start networking with others around posted issues with the FirstLife component or posting initiatives for public deliberations with the LiquidFeedback component.



How the other stakeholder groups can utilise WeGovNow:

Those parties with an assigned responsibility to monitor neighbourhood issues posted by the pilot users utilise the Improve My City component’s backend interface to manage incoming posts according to workflows agreed at each pilot site, and to interact with the pilot users respectively. The Backend interface further supports generating aggregated statistics across on neighbourhood issues posted, with a view to deriving information potentially useful for further policy / public service planning (e.g. by identifying frequently posted problems)

Stakeholder participation process model:



As is also exemplarily illustrated by the above statement, another effect that could be observed in the context of the “Neighbourhood” user case scenario concerns the potential WeGovNow generally holds to act as catalyst of change towards the optimisation of hitherto existing work flows when it comes to interacting with the citizens. Already prior to WeGovNow, the three pilot municipalities had put more traditional communication means in place for receiving “citizen complaints”, e.g. a help desk receiving phone calls or emails from citizens or paper forms which are available for downloading from the municipality’s

web site. However, the implementation of WeGovNow has required the three pilot municipalities to explicitly define porting categories to be offered to the citizens and related follow up workflows internal to their public administrations. Although this has ultimately required an additional once-off effort when compared with existing means of interactions between the citizens and the public administration, in the longer run efficiency gains may however be realisable with help of WeGovNow at the part of the public administrations, due to the potential streamlining of workflows.

Moreover, benefits are also perceived by the stakeholders involved when it comes to the quality of interaction with the citizens. When compared with existing “complaints mechanisms”, WeGovNow is perceived to enable better informed interactions between the citizens and the public administration around identified neighbourhood issues, as exemplarily illustrated by the following statement.

“Through WeGovNow the public administration is able to receive more detailed reports, e.g. georeferenced and accompanied by pictures and images.” (translated)

In fact, almost seven in ten texts posts (66%) that have been made by the pilot users were augmented by a picture. Moreover, more than eight in ten text posts (84%) were referenced on a local map made available by WeGovNow as described in section 3.2.4.

Beyond the perceived opportunities discussed above, expectation management vis-as-vis the citizens has been identified by the pilot participants as an issue connected with the “Neighbourhood” use case scenario as well. Today, most public administrations have to cope with increasing budgetary pressure and the three WeGovNow pilot municipalities do not represent an exception in this respect. In this context, the WeGovNow pilot platform’s utilisation in the framework of the “Neighbourhood” use case scenario has been identified as bearing both a risk and an opportunity at the same time. From a risk perspective, the opinion was raised by some stakeholders that it may course frustration at the part of the citizens if particular neighbourhood issue posted where ultimately not satisfactorily addressable by the public administration and/or any local NGOs involved, e.g. due to budgetary or legal restrictions. On the other hand, it was highlighted that particularly in such cases WeGovNow might offer the opportunity to better explain any potentially existing restrictions for addressing problems posted by the citizens, and that this would ultimately help in build-up mutual understanding, which may again ultimately help in finding solutions acceptable for all parties involved. This aspect may be exemplarily illustrated with the following stakeholder statement.

The risk is to receive reports on issues that the public administration may already be aware off but is not able to deal promptly due to lack of resources. The transparency of the WeGovNow process makes these unanswered reports immediately visible, so it requires the public administration to communicate with the public explaining the reasons for the lack of intervention. Although this may be a risk, if approached in the right way it could become a strength helping to make citizens aware of the problems that a public administration has to face every day. (translation)

4.2 The “AxTO” policy use case scenario

Between 2017 and 2019, the City of Turin is going to invest 45 Million Euro, of which 18 Million Euro will be funded by the Italian Government (Presidenza del Consiglio dei Ministri), in the framework of the so called AxTO programme (Action for Turin’s Suburbs). The programme includes different thematic axes, each being directed towards re-developing the city’s peripheral areas. It is administered by a dedicated department (“Progetto AxTO - Beni Comuni - Periferie”) internal to the public administration. The AxTO department operates a dedicated web site for public communication purposes. Overall, 44 policy interventions have been defined for being pursued in the framework of the AxTO programme. Under one of the programme’s thematic axes, the one on “education and culture”, a public call for proposals for socio-cultural projects had been published on the AxTO web site in late 2017.

This particular activity of the AxTO department (activity 4.01: Progetti innovativi in ambito sociale e culturale) had initially not been considered as a dedicated use case scenario for the WeGovNow project. Following a joint assessment by the AxTO department and the WeGovNow project team, it was however decided in late 2017 to take the opportunity offered by the WeGovNow approach for promoting collective participation within the framework of the ongoing AxTO programme. In particular, WeGovNow was found to enable the city of Turin to adopt an innovative approach in dealing with the call for proposals that had already been published under its AxTO programme, while at the same time being able to meet particular requirements set out in the programme’s definition. To this end, a participatory decision making process was implemented, combining WeGovNow functionality with a technical committee based assessment as summarised in Textbox 3.

In order to meet the AxTO’s programme requirements WeGovNow was configured to enable voting on submitted proposals according to four submission categories as follows:

- Proposals submitted by cultural associations
- Proposals submitted by sport associations
- Proposals submitted by social cooperatives
- Proposals submitted by theatre companies (NGOs)

Within each of these proposal submission categories, again two subcategories were displayed on WeGovNow, namely initiative applying for funding of up to 15.000€ and of up to 50.000€. Each pilot user was hence able to cast eight votes overall, i.e. four times two votes.

In total, 73 proposals considered eligible by the AxTO unit were finally published on WeGovNow. In line with the pre-specified rules of the AxTO programme the voting phase was set to cover three weeks overall. All in all, 12.217 votes were casted through WeGovNow during that time span, resulting in 1.3 votes on average per pilot user. The votes casted were transferred into quantitative scores by the AxTO department external to WeGovNow. These citizens’ scores were then fed into a final decision-making step internal to the AxTO department together with quantitative scores derived from a separate voting

by the members of a technical committee that had been set up by the municipality prior to the WeGovNow project.

Textbox 3 – Summary of stakeholder involvement in the “AxTO” use case scenario

How the municipal administration can utilise WeGovNow:

Through its web site, the AxTO programme department had published a call for proposals asking local NGOs to propose cultural projects for public funding. Two funding thresholds were specified, up to 15.000 Euro and up to 50.000 Euro. Incoming proposals were assessed by the AxTO department according to eligibility criteria published together with the call. All eligible proposals were published on WeGovNow.



How NGOs can utilise WeGovNow:

Local NGOs were able to submit proposals directly to the AxTO department. Following publication by the AxTO department on WeGovNow the NGOs were able network with others around the published proposals.

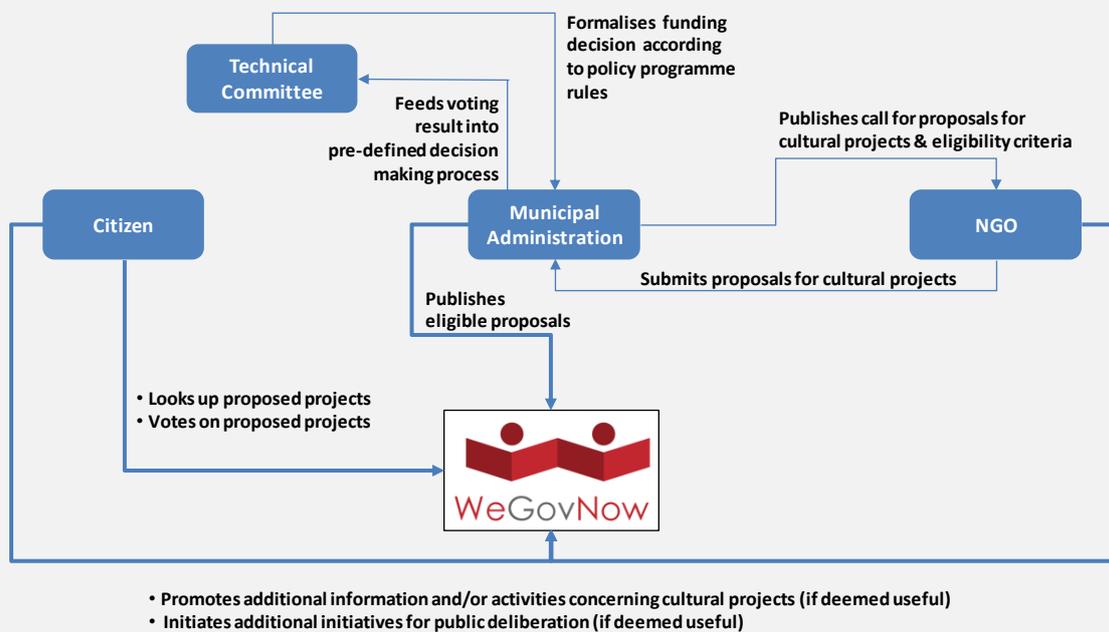
How the citizen can utilise WeGovNow:

The citizens were able to view all proposals published on WeGovNow and vote for them.

How the Technical Committee can utilise WeGovNow:

A nominated technical committee received the voting result for consideration according to a pre-defined decision making process which had been published in advance of the AxTO web site. The final decision making process combined the voting result achieved with WeGovNow with the result of an expert voting conducted external to WeGovNow.

Stakeholder participation process model:



The “AxTO” use case scenario has attracted considerable attention among the citizens. This suggests that communicating tangible impacts the citizen is principally able to achieve with help of WeGovNow (in the case of the AxTO scenario the possibility to influence public

funding decisions) represents a strong incentive for become involved in the online engagement processes.

Another conclusion that can be drawn from the “AxTO” use case scenario in particular concerns the technical reliability of WeGovNow pilot platform and its scalability as well. Despite a very large number of votes casted in a rather short time span no technical problems occurred. In fact the WeGovNow pilot platform has proved scalable to large numbers of users.

This aspect is also reflected in the stakeholder views collated in relation to the AxTO use case scenario, albeit with a different connotation. In addition to pure technical reliability, the scalability of WeGovNow to a large number of users is seen as a potential for increasing the efficiency of large-scale citizen consulting. This aspect can be illustrated by the following statement.

It wouldn't be possible to consult the general public without a technology tool such as the WeGovNow platform. The effort required was worth it in order to reach the general public and to have such a large number of citizens registered to the platform (translation)

4.3 The “Parco Dora” policy use case scenario

In Italy, local regulation of the Commons is rooted in the Principle of Subsidiary which is again guaranteed by the Italian Constitution. Against this background, the City of Turin has brought forward the debate about urban commons at local level for some time already. Back in 2016, the Council has adopted a regulation on the cooperation between citizens and the public administration for the shared management of urban commons (REGOLAMENTO SULLA COLLABORAZIONE TRA CITTADINI E AMMINISTRAZIONE PER LA CURA, LA GESTIONE CONDIVISA E LA RIGENERAZIONE DEI BENI COMUNI URBANI).

In this context, Turin has adopted the WeGovNow pilot platform for co-developing certain sections of an urban park, the Parco Dora, in the framework of a local validation trial. Already some years ago, this former industrial site was transformed into a public space. Today this area offers several playgrounds for children and sports facilities such as skate spaces and volleyball, basketball, tennis and football courts. A remaining sub-set of the area, the so called Vitali area, is still to be developed with help of funds available from a national program concerning suburban development. In the future, this area is intended to provide a public space attracting young people in particular, e.g. for daily activities such as doing sports or socialising but also for occasional events such as concerts, festivals, cultural or religious activities where thousands of people may gather together.

Textbox 4 – Summary of stakeholder involvement in the “Parco Dora” use case scenario

How the municipal administration can utilise WeGovNow:

The public administration prepared and held a series of offline co-design workshops. In parallel, the public administration monitored proposals and ideas posted by the citizens through WeGovNow, and systemised these as an input to a series of subsequent offline workshops. After each off-line workshop outcomes were systemised by the public administration and fed back into WeGovNow respectively. Proposals having emerged throughout this iterative loop were also assessed by the public administration in relations their feasibility and compliance with any requirements potentially emerging from relevant laws / regulations, e.g. when it comes to personal safety, public procurement processes and the like.



How the formalised Multi-Stakeholder Group can utilize WeGovNow:

An established group of local stakeholders representing citizen networks, associations and local businesses supported the public administration in conceptually planning and promoting the overall participation process.

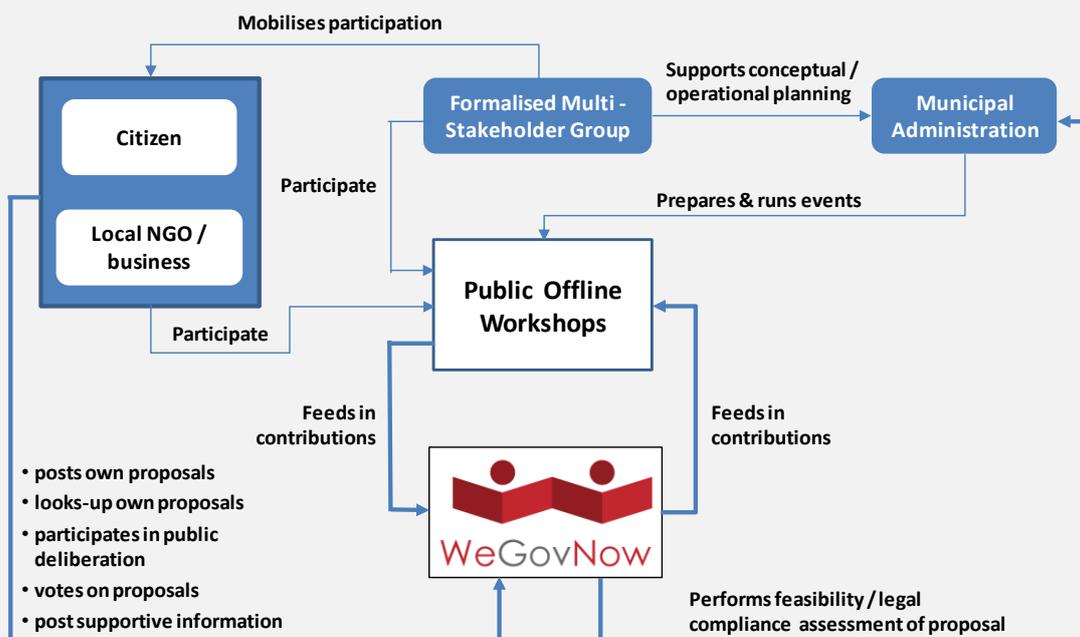
How local NGOs and businesses can utilise WeGovNow

Representatives of local NGOs and businesses participated in the offline workshops organised by the public administration. At the same time they were able to post proposals for public deliberation and additional supportive information on WeGovNow.

How the citizen can utilise WeGovNow:

Citizens participated in the offline workshops organised by the public administration. At the same time they were able to post proposals for public deliberation and additional supportive information on WeGovNow and vote on proposals posted for public deliberation. At the same time citizens were able to post on an interactive map of the Parco Dora area how they have up to now typically used the park.

Stakeholder participation process model:



The participatory process developed for the purpose of the “Parco Dora” use case scenario in particular combines off-line engagement activities with online activities through WeGovNow as summarised in Textbox 4 overleaf. This process was elaborated in collaboration with a formalised multi-stakeholder group that existed already prior to WeGovNow. In summary, it combines offline participation activities, in particular a series of publicly accessible co-design workshops, with online engagement through WeGovNow.

A series of three publicly accessible co-design workshops is at the core of this approach. The outcomes of each workshop were regularly fed into WeGovNow by the public administration in terms of synthesised reports published through the pilot platform. At the same time the citizens were able to post proposals and ideas concerning Parco Dora for public deliberation, together with additional information on they have typically used the area up to now, on the WeGovNow online platform. All online activities concerning “Parco Dora” were monitored on regular basis by the public administration and fed into the subsequent offline workshop. Moreover, the citizens were able to cast their votes on proposed initiatives through WeGovNow

All in all, seven elaborated proposals were posted on WeGovNow for public deliberation and 84 votes were finally casted. Moreover, 18 posts were made by pilot users on a bespoke interactive map indicating in what way the Parco Dora area has typically been utilised by the citizens up to now. Following a feasibility assessment by the public administration, the final outcome of this process has been formalised in terms of an official implementation plan including required a specification of any procurements required.

From the perspective of the local stakeholders involved, when compared with traditional engagement means such as classical town hall meetings, the combination of offline and online participation activities for co-designing a public space generally holds potentials for facilitating civic participation in quantitative and qualitative respect. For instance, the offline workshops were held in the evening, i.e. after the usual office hours, with a view to facilitating participation among the working population. On top of this, WeGovNow enabled participation in the co-development process concerning the Parco Dora area without any spatial and temporal limitations. The perceived potentials for extending the outreach of more “traditional” forms of civic participation may exemplarily be illustrated by the following statements.

*The WeGovNow platform helped citizens in voting on proposed initiatives that were uploaded onto the platform, increasing the audience of participants.
(translation)*

In addition to the outreach of the process in mere quantitative terms, it was felt that the iterative cycles of online and offline activities helped in gradually improving the mutual understanding between the stakeholders involved over the time.

Collecting and organising citizens' wishes and proposals made was possible in a more organic and agile manner by the public administration, giving more publicity to participatory processes and their results (translation)

Beyond facilitating the quality of the “Parco Dora” co-design process in terms of higher levels of agility and mutual understanding, the stakeholder feedback received also suggests potentials provided by WeGovNow for facilitating the networking among the stakeholders involved more generally.

As a [local] association we have decided to participate in the co-design process because there was the possibility to interact with the Municipality about different activities that we are running in Parco Dora. (translation)

From our point of view, WeGovNow is really useful in order to build a direct relationship with the public administration and for creating connections among citizens, associations, stakeholders and the administration. (translation)

Another aspects coming to the fore in the stakeholder feedback collated concerns the acceptability of the solution ultimately to be adopted. Here the participatory process enabled by WeGovNow is considered to hold positive potentials as well.

Involving citizens and associations from the early planning stages, we obtain a double positive effect. On the one hand, we plan and design something really useful for the local community; on the other hand we start working immediately on raising awareness and involving the entire community on the result of the co-design. (translation)

At the same time, concerns have been voiced that larger NGOs might be able to exert a stronger influence on the overall process when compared with smaller ones, due to the fact that they might be able to mobilise a larger number of people.

There may be a risk that organizations with a large following can influence the online discussion. But from our experience in the Parco Dora use case scenario it did not happen, because there was correspondence between the people who took part in the offline workshops and those who voted on the platform. (Translation).

4.4 The “Energy Efficiency” policy use case scenario

In the framework of its environmental policies the municipality of San Donà di Piave aims at facilitating a more efficient use of energy by public bodies and private households, the ultimate aim being to reduce local CO₂ emissions in the area. Some investments have already been planned to be made in order to connect the city centre with other locations in the area by new cycling lanes, e.g. the provincial high school and the secondary school. Against this general background, the WeGovNow platform is utilized in San Donà for co-developing sustainable mobility strategies and practices by involving the public administration, relevant local groups and the citizens more generally.

To this end, a participation process relying on WeGovNow was developed in collaboration with diverse local stakeholder groups such as a biker association, schools, a project group on

energy saving and a local transport company (Textbox 5). This approach largely relies on the publication of a number of bespoke interactive maps through WeGovNow enabling the pilot users to make proposals for additional biking lanes throughout the municipality, post ideas/proposals on sustainable practices/behaviour in the community or publish personal pledges for sustainable behaviour.

Textbox 5 – Summary of stakeholder involvement in the “Energy Efficiency” use case scenario

How the municipal administration can utilise WeGovNow:

In collaboration with local stakeholders, the public administration configured and published a number of bespoke thematic community maps, thereby relying on the standard configuration options generally provided by the platform. Contributions made by the pilot users were monitored by the public administration for being fed into further policy development and implementation (e.g. in relation to an already planned investment into additional biking lanes).



How the citizen can utilise WeGovNow:

The citizens were able to post ideas and comments on new cycling lanes through a bespoke thematic interactive map. Likewise, they were able to post ideas on sustainable activities through a bespoke map, as well as personal pledges for sustainable behaviour. Also, they were able to network with like-minded and

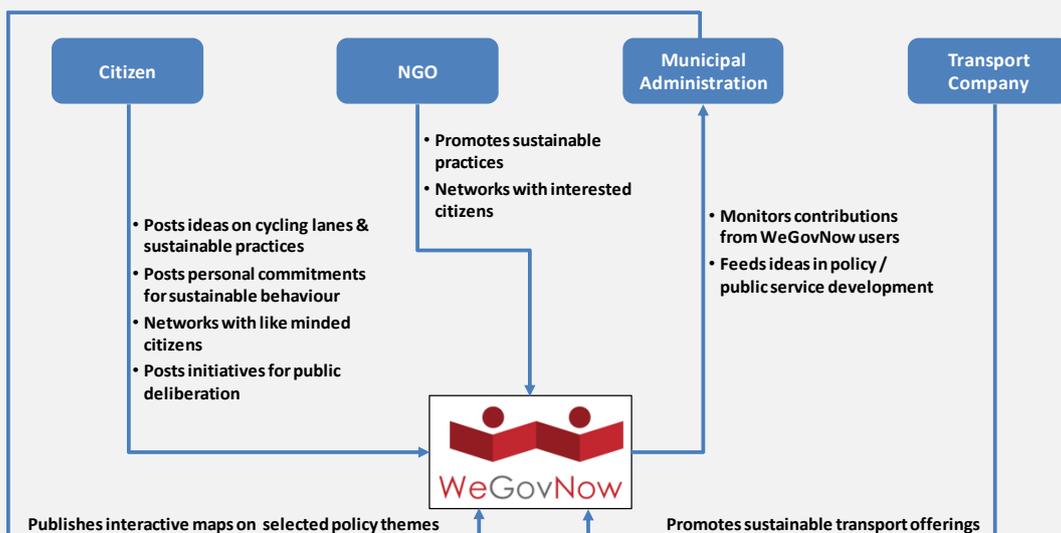
How local NGOs can utilise WeGovNow

NGOs were able to promote sustainable practices and network with interested citizens.

How a local transport company can utilise WeGovNow

The local transport company was able to promote sustainable transport offerings.

Stakeholder participation process model:



Overall, 125 user posts were made in relation to new biking lanes throughout the municipality during the pilot duration. When it comes to ideas on sustainable practices and related personal pledges 36 posts were made overall. Moreover, an online group promoting car pooling was set up on WeGovNow involving tow pilot users up to now.

All in all, this policy use case scenario seems to have received less interest at the part of the pilot users when compared with others pursued during the pilot phase of WeGovNow. On the one hand, it may however be worth noticing in this context that in terms of inhabitants San Donà di Piave resents a smaller pilot site. On the other hand, the stakeholder feedback suggests that building up a virulent local WeGovNow user community may require continued efforts stretching over a longer period when compared with the pilot duration. The latter may be illustrated by the stakeholder statements below.

Of course the effort is worth it because it is an innovative way to communicate and make people participate. Of course it takes time to make it accepted and used by people.

The big challenge is make people trust in this method. At least in the Italian context the resistance to such an innovation is sometimes high and any form of digitalization is seen as a threat, especially by elderly people. (translation)

Against this background, an adaptation of the piloted participation process model (Textbox 5) has been voiced as a promising way to increase participation levels for the current pilot scenario. In particular a combination of offline and online engagement measures, as in the case of other use case scenarios, is considered holding potentials for achieve higher levels of participation at the part of the citizens.

Usually old people attend onsite sessions because they have time while young people tend to be familiar with on line sessions. Maybe a more efficient way to work on participation would be integrate the two components. (translation)

Another aspect emerging from the stakeholder feedback concerns the pilot users' motivation to participate in WeGovNow supported policy co-development. Here, it seems important to communicate as clearly as possible in advance in what way any contributions WeGovNow users will be able to make throughout the online participation process are going to feed into concrete decision making or action.

In general, WeGovNow should be linked to tangible action to make the use and the benefits linked to its use very clear. (translation)

What seems to be required here is to enable a clear understanding at the part of the WeGovNow users in what way any contributions made though the online platform will at a certain point in time indeed be taken up or in other ways "digested" within policy development and/or implementation processes, even if it is clear that not every idea posted on WeGovNow can be taken up in a one to one manner.

4.5 The “Youth Engagement” policy use case scenario

In the framework of its youth strategy San Donà di Piave has utilised WeGovNow, in collaboration with local schools, to facilitate young people’s interest in local public matters and citizenship. To this end, WeGovNow has been made available to the pupils as part of the schools teaching programme (Textbox 6).

Textbox 6 – Summary of stakeholder involvement in the “Youth Engagement” use case scenario

How local schools can utilise WeGovNow:

Pupils of local schools were able to configure and publish interactive thematic maps concerning their municipality. Further, they were able to populate these maps with content. Moreover, they were able to post initiatives for structured deliberation and vote on proposed initiatives.

How the citizen can utilise WeGovNow:

The citizens were able to post content on bespoke interactive maps published by school students. As the school students, they were further able to populate these maps with content. Moreover, they were able to post initiatives for structured deliberation and vote on proposed initiatives.

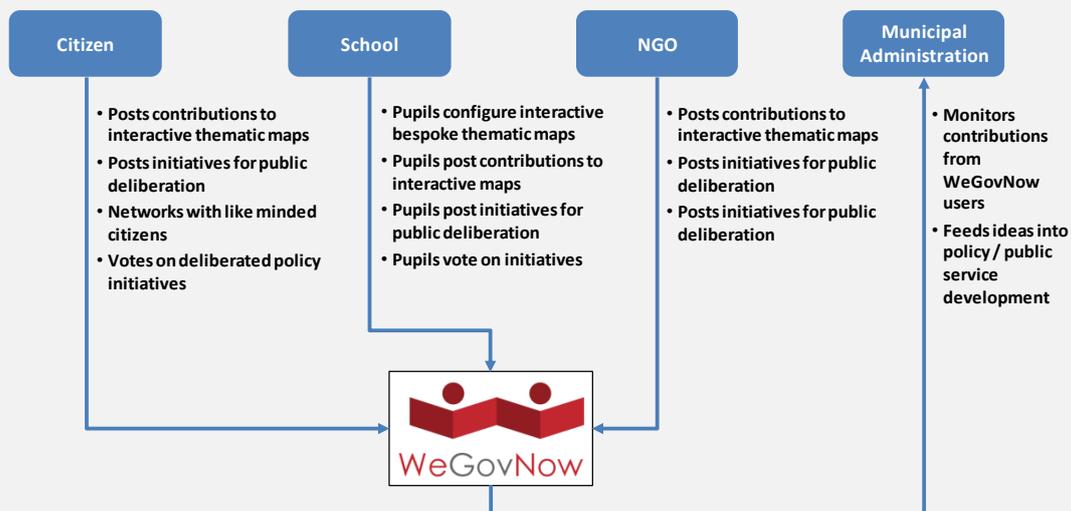
How local NGOs can utilise WeGovNow

Local NGOs were post content on bespoke interactive maps published by school students. As the school students, they were further able to populate these maps with content. Moreover, they were able to post initiatives for structured deliberation and vote on proposed initiatives.

How the municipal administration can utilise WeGovNow:

Contributions made by the pilot users were monitored by the public administration for being fed into further policy development and implementation (e.g. in relation to an already planned investment into additional biking lanes

Stakeholder participation process model:



The emphasis of this policy use case scenario was put on utilising WeGovNow as a means to stimulate young people to develop and promote ideas and topics that they feel may be of wider public interests in their local community, thus ultimately facilitating their general interest in public matters and becoming involved in civic engagement.

In this context, a bespoke interactive map was configured and published where empty shops could be identified and ideas for required shops could be posted. Here, 58 contributions were posted overall. Also, two groups were created through the WeGovNow FirstLife component and 444 places mapped and described by the students. Moreover, seven initiatives were posted for structured deliberations through the WeGovNow LiquidFeedback component, of which three reached a quorum set for reaching the final voting stage.

The stakeholder feedback received in relation to this policy use case scenario brings different aspects to the fore. One aspect concerns the role WeGovNow has played in challenging existing relationships between local schools and the public administration. When compared with common government services, be these delivered by means of online media or not, WeGovNow does not pursue a classical supply and demand relationship with the public administration taking the role of a service provider and the citizens taking the role of a service user. Rather a collaborative relationship is pursued, as may be exemplarily illustrated by the following statements.

The WeGovNow platform is not only ICT; it represents first of all a cultural challenge because it asks for an innovative approach being pursued by many people and different organizations. (translated)

WeGovNow can be seen as a common good which can be implemented and enriched thanks to the participation of citizens and different organizations, not through a hierarchical approach but a horizontal one. (translated)

A “non-hierarchical “ division of roles as perceived by the stakeholders involved, however, seems to encounter obstacles with regard to established organisational and behavioural patterns. This aspect may be exemplarily illustrated by the following statements.

Usually public bodies (municipalities, schools, local health authority) tend to be conservative and not used to really align their work processes with each other. (translated)

Utilising the WeGovNow platform for engaging young people in local matters holds a risk for the public administration if it is not really and officially lived as a specific operational task within the administration. (translated)

Another concrete risk is that participation creates expectations among different users and entails also changes to the established power balance within the public administration, and between public administration and different local stakeholders. (Translated)

Apart from risks and obstacle, as highlighted in the above statements, the stakeholder feedback also suggest positive potentials generally provided by WeGovNow for engaging young people in local public matters. These may, however, show themselves in a more indirect way and in a longer-term perspective, as illustrated by the statements below.

The WeGovNow implementation enabled designing and realizing some very meaningful initiatives, e.g. those related to mapping historical places and those related to the accessibility of the city. (translated)

Young people usually feel that the public administration is a world far away from their own world. They have usually no experience with bureaucracy and they tend to fear it. This distance can become shorter - they can get closer - if they realise that the public administration consists of persons and students can have a direct contact with them. They can add another way to dialog with adults in addition to family and school. (translated)

I think advantages are greater than risks to have disruptive behaviours from students that could be against a co-operative aim. WeGovNow works like an amplifier for good goals. Young people can feel and find interest among other young people for their ideas, improve their self confidence and discover a way to have part in the local matters.

Despite the perception of positive potentials, as sketched above, doubts were voiced whether the school students involved in the pilot would indeed have used WeGovNow, if it hadn't been integrated in the school curriculum.

I don't know if it will be possible to continue the work with such a high grade of involvement. A new project, a new challenge is needed with a tangible focus to arouse the interest of young people. (translated)

Further dissemination activities are required in order to achieve a more wider utilization of the platform among young people and of the citizens more generally; youth means also families, sport associations, schools, universities, businesses organizations and so on. (translated)

Here again, it seems to come to the fore that building up a virulent local WeGovNow user community of young please may require continued efforts driven by a longer-term engagement strategy rather than once-off effort.

4.6 The “Youth & Employment” policy use case scenario

The London borough of Southwark is committed to promoting equality of opportunity for all young people. Currently young people may experience barriers to accessing employment and training opportunities. Further, existing routes into employment and training do not

make adequate use of the new technologies that young people may be familiar with in other areas of their lives. Against this background, in Southwark WeGovNow is seen as an opportunity to leverage technology by presenting the opportunities that young people need in a format that they understand and appreciate. At the same time businesses across the London borough of Southwark and more widely, London and beyond have expressed the need to engage the next generation of professional within their industries. Within this policy use case scenario, the ambition therefore was to stimulate use of the WeGovNow pilot platform as a youth focused digital careers and employability hub which offers local young people opportunities to access employment opportunities, online networking with professionals and like-minded people, and to forge links with businesses and employers across various industries and sectors.

To this end a participation process was developed in collaboration with the Local Youth Council as summarised by (Textbox 7). In general, WeGovNow acts as a bridge between employers seeking to reach young people and young people seeking employment, training or work experience. To this end bespoke interactive map was configured and published where young people and employers can present themselves in succinct manner. All in all, 32 contributions have been posted up to now of which 28 represent post made by young people rather than employers. As suggested by the stakeholder feedback received, it has turned out as challenging to get employers onto the WeGovNow platform.

As anticipated, more young people have actively engaged with the WeGovNow platform than employers. Most of who are young people who do not traditionally engage with the council but have chosen to engage with this activity. I believe the online contributions have highlighted quality young candidates and we know that there are quality job opportunities available across the borough, but these two worlds have not quite come together in the way is should just yet and this predominantly due to the time it takes for all stakeholders to get on-board with the programme and embrace something new.

We know that for the most part it is young people who drive the culture and are the early adaptors of new initiatives. It will take some time and further encouragement to get more employers and community organisations to make better use of WeGovNow and utilise it more regularly on their own volition.

Textbox 7 – Summary of stakeholder involvement in the “Youth Employment” use case scenario

How the young citizens can utilise WeGovNow:

Young people can post succinct self presentations, e.g. supported media content. They can look up opportunities for training or employment posted by local training organisations and employers. Furthermore they can networks with like minded and/or potential employers.

How the Youth Council can utilise WeGovNow:

The local Youth Council configures and publishes a bespoke interactive local map on youth employment issues

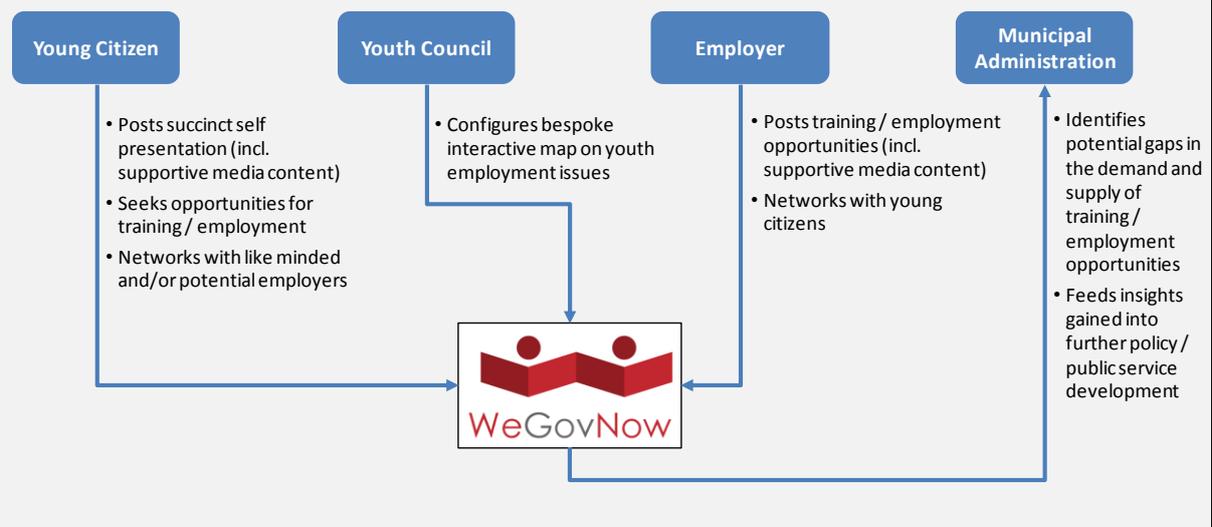
How potential employers can utilise WeGovNow:

Potential employers post training and/or employment opportunities. They network with networks with young citizens.

How the municipal administration can utilise WeGovNow

The public administration monitors contributes posted by the users on a regular basis, with a view to identifying potential gaps in the demand and supply of training / employment opportunities. Moreover it feeds insights gained into further policy / public service development.

Stakeholder participation process model:



Apart from young people being more acquainted with interactive online media when compared with employers, the stakeholder feedback also points into the direction that the different departments involved in this use case scenario internal to the public administration tend to follow different workflows and procedures, and this was perceived as a challenge when it comes to the public administration’s ability to promote this policy use case scenario towards employers in particular. On the contrary, young people are perceived as recognising opportunities generally provided by WeGovNow straight away.

The relationships that the Local Economy team have developed with local businesses for instance are very different to the relationships that communities have with local businesses and the approaches are also very different which align with our departmental outputs. In terms of workflow and procedures, this poses

the challenge of how we communicate with the businesses, for example is the council communication with businesses from its Communities team voice or Local Economy team voice. A decision was made to communicate with a Communities team voice which established the relationship to this scenario.

Young people speak the digital language and out of all the stakeholders who have engaged with the platform, young people are the ones who found it most intuitive and were able to grasp its function pretty quickly and began to explore beyond the realms of the youth and employment scenario.

Most young people are tech confident but not necessarily confident when it comes to face to face networking. Online networking offers young people the opportunity to engage directly with employers without the fear or anxiety of face to face engagement in the first instance. It also enables young people to follow up on conversations, introductions or meetings you may have had with

In a longer-term perspective WeGovNow is perceived as holding potentials for changing the relationship between young people and employers, potentially acting as a facilitator towards empowering young people. At the same time, the opinion was voiced that a learning process may be required until young platform users may be in a position to optimally exploit the opportunities generally provided by WeGovNow under this policy use case scenario.

The WeGovNow platform offers a pool of young people who are eager to break into the jobs market and making strides to do so in a way that is conducive to them. This is changing the relation between employer and job seeker. It can be perceived that this approach is empowering the job seeker and moving away from the traditional employer over job seeker structure. This may be a challenge for some employers but also a huge benefit for them when it comes to engaging young people

Yes, though I think the way in which young people promote themselves through the platform needs some further support and guidance so that the ask is more bespoke and tailored to the employers or types of opportunities young people are after

From the perspective of the municipality, positive potentials are perceived in relation to two somewhat different aspects. One aspect concerns reputational gains potentially achievable at the part of the public administration. Another aspect concerns more long terms impacts on the relationship between young people and potential employers that are felt to be achievable in the youth and employment policy field with help of WeGovNow.

I think it has shown young people in particular that the council is here to also serve them as much of the feedback from young people who attended the WeGovNow young employment event said that they didn't know that the council did things like this and that young people were actively being involved and invited to participate in developing the platform and promoting its use to other

young people. It felt like an intuitive for young people led by young people and supported by the council.

The digital culture is synonymous with youth culture and the municipality's embrace and advocacy for opportunities to be more digitally accessible and youth targeted sends a positive message to young people and to businesses that are open to the digital world.

Potentially, I think that the measure of the real impact is on outcomes such as follow up, new relationships and opportunities accessed. At present there isn't a way to track or monitor this.

At the same time a potential disadvantage or risk is perceived when it comes to a certain fiduciary duty perceived by the municipality vis-a-vis young citizens, at least in those cases where people may start sharing personal information with potential employers voluntarily through WeGovNow:

Potentially breach of security and confidentiality. Young people sharing personal and sensitive information about themselves on a public forum such as the contact details and home address which will not be only visible to the potential employer to whom the information is intended for but also visible for others visiting the WeGovNow platform.

4.7 The "Highways" policy use case scenario

The Highways department at Southwark Council runs a substantial programme of local consultations in relation to any highway improvement schemes that are initiated. These typically involve setting up a consultation on the council's online consultation hub enabling the publication of citizen surveys, and hosting a drop-in session local to the site in question. Both online and in-person consultations are publicized using a variety of communication channels including direct mail, the posting of public signage, and social media. Though Southwark council obtains a reasonable breadth of engagement in these consultations, the depth of feedback is not always as good as it could be.

Against this background, a participatory process was developed as summarised in Textbox 8. In particular, WeGovNow was utilised as a part of both in-person and online consultations to enable citizens to visualise and offer detailed feedback on proposed street improvements. In relation to a local road, Harper Road, Southwark council did already know that residents and other stakeholders believed this road to be too busy with cars, noisy and dangerous. There is a range of possible solutions, and the WeGovNow platform was used to extract fine-grained feedback on how residents and stakeholders would like us to apply. All in all, 156 posts were made in relation to the possible improvement of the Harper Road.

Textbox 8 – Summary of stakeholder involvement in the “Highways” use case scenario

How the municipal administration can utilise WeGovNow:

The public administration publishes bespoke interactive maps on highway consultations. Moreover, public offline events are organised where citizens are encouraged to post their ideas and opinions by means of publicly provided terminals. Moreover, it performs a feasibility / legal compliance assessment of posted ideas and initiatives, with a view to feeding these back into further policy development



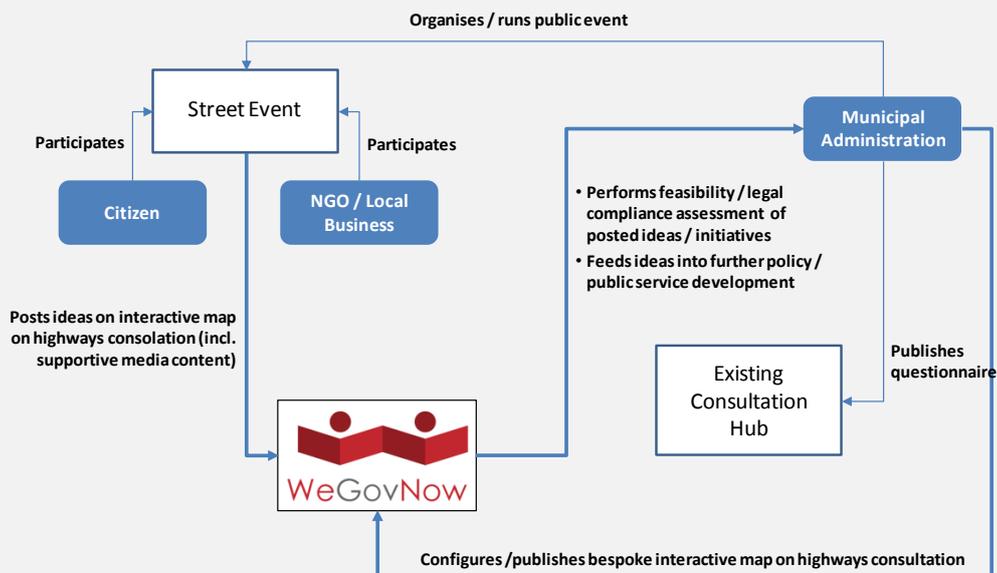
How the citizen can utilise WeGovNow:

The citizen can post ideas on interactive map on highways consultation (incl. Supportive media content).

How local NGOs / businesses can utilise WeGovNow:

Local NGOs and businesses can post ideas on interactive map on highways consultation (incl. Supportive media content)

Stakeholder participation process model:



For the purposes of this policy use case scenario a particular effort was made to utilise WeGovNow in the context of a street event, the aim being to motivate people passing a street stall to provide feedback through WeGovNow. The utilisation of WeGovNow “on the fly” turned out as challenging, in particular as WeGovNow is designed to provide a range of participation functions through its core components rather than a single purpose consultation tool or App, e.g. an online survey tool. Challenges faced in the context of consulting pedestrian passing by on a particular topic with help WeGovNow concern on the one hand the provision of stable online connection tablets provided by the municipality as input devices to people passing by. On the other hand, the registration process adopted for usual WeGovNow adoption turned out as not being conducive to enabling platform access to new users “on the fly”. Also, utilisation of WeGovNow for on-the -pot consultation of

people who had not time for getting acquainted with the different participation components' interfaces is perceived as challenging. These aspects may be illustrated by the following statements.

We usually combine offline and online consultation approaches, so this was not substantially different. In our offline activities we replicated the online maps so that feedback was comparable. The one challenge was a technological one around combining online activities at an on-site event – we were dependent on tethering tablets and the signal was not always reliable. The registration process for WeGovNow was also not ideally compatible with an offline event – presenting an obstacle to on-site use.

A greatly improved registration process and a more cohesive interface would facilitate further utilisation. Other than that, the platform does have potential for utilisation in similar consultation activities where there is a geographic/area-based project. For this to work it will probably require one-to-one dissemination and education to support colleagues to try the system – a more intuitive interface would help with this.

At the same time positive potentials were perceived in relation to the nature of contributions which are possible to be made with help of WeGovNow, as may be illustrated by the following statements.

Using the WeGovNow map encouraged more precise and localised contributions. Whereas the consultation hub tends to produce 'globalised' responses to a whole scheme, the map provided specific responses at a street and junction level. Responses could also be briefer and more informal, rather than requiring answers to a whole series of questions.

Some citizens definitely felt more engaged and involved because of the use of the WeGovNow platform. The opportunity to see and respond to other people's ideas has the potential to generate an increased sense of legitimacy.

4.8 The "Faith Groups" policy use case scenario

Southwark hosts several hundred faith groups in the borough. In support of its Fairer Future Promises, Southwark Council is developing a Faith Strategy that will set out a new relationship between faith groups, the council, and the wider community and voluntary sector. This strategy is to:

- improve understanding of faith groups in terms of their internal set up and links with other local people/groups;
- capture issues, barriers and opportunities to working with faith groups;
- capture ways faith groups can work collaboratively with the council, voluntary sector, each other and the wider community;

- identify good practice to inform the work we as a council do with faith groups, and work done by faith groups themselves.

Currently faith groups are often unaware of each other’s activities and opportunities to work with the council and other bodies. This leads to poor understanding between faith communities, as well as duplication of efforts and inefficient use of resources. Against this background, the “Faith Groups” pilot use case is intended to provide the means for Faith organisations to connect with one another, the Council, their congregations and with the wider community. Against this background, a participation process was developed to rely upon WeGovNow for facilitating the development, promotion and delivery of specific activities, as summarised Textbox 9. Overall, 86 post were made promoting local faith groups’ activities or places they run.

Textbox 9 – Summary of stakeholder involvement in the “Faith Groups” use case scenario

How the municipal administration can utilise WeGovNow:

The public administration promotes events promotes events of potential interest to local faith groups. It also monitors contributions made and extracts insights for further policy /service development. In this domain

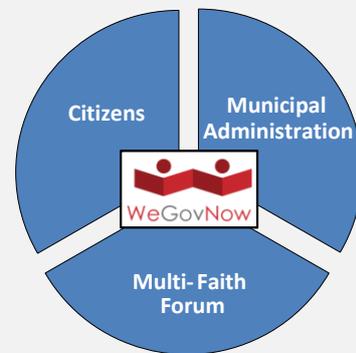
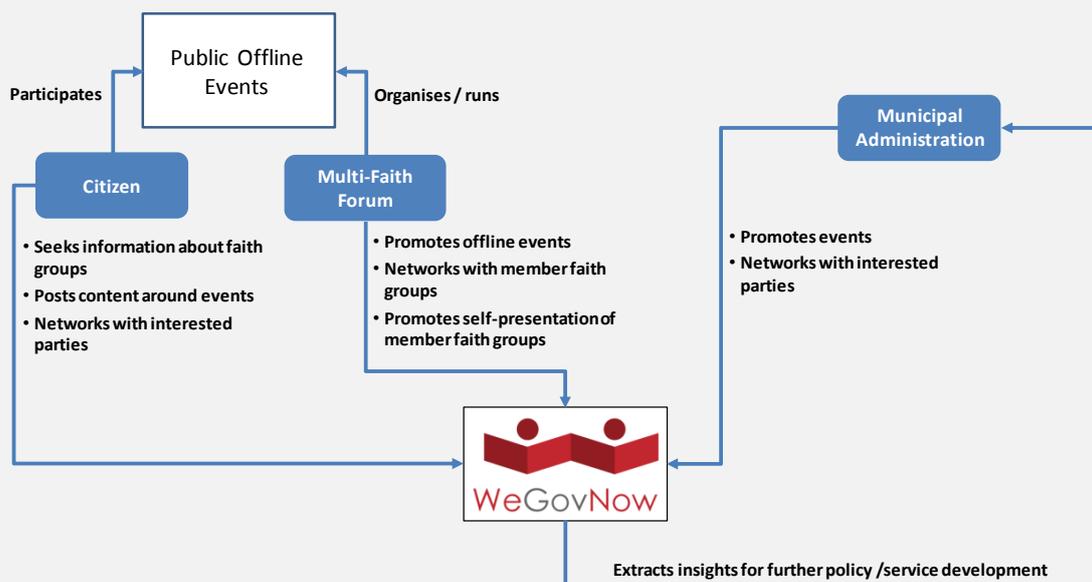
How the Multi-Faith Forum can utilise WeGovNow:

The Multi-Faith Forum networks around public offline events and promotes these. networks with member faith groups

How the citizen can utilise WeGovNow:

Citizens are able to seek information about faith groups and post content around events. The citizen can also network with interested parties.

Stakeholder participation process model:



The stakeholder feedback received suggests a number of challenges that were faced when making an effort to take advantage of WeGovNow for the purposes of strengthening local faith group collaboration. Rather than taking advantage of an online platform designed to enable open, participatory policy development as in the case of WeGovNow, a bespoke, simpler tool seems to be desired with a particular focus on supporting faith groups in communicating amongst each. This may be illustrated by the following statements.

The main thing that the faith groups wanted to achieve was to be better connected with other faith groups and gain useful information from the local authority on key issues, policies or activities which could potentially impact them or be of interest to them as active groups. The WeGovNow platform offers the ability to achieve this, however it does not offer the ability to do this separately for instance; faith groups are unable to engage with one another through the platform without the involvement it monitoring from the local authority. They would prefer a platform that belongs to them and is supported by the local authority rather than one belonging to the local authority that they then participate in.

The main thing being ease of use - a simpler tool serving only the core function of information sharing, online discussion forum and networking and is user friendly would be most ideal. Users from the faith community would benefit from a tool such as WeGovNow but there are still a huge number who are not as well versed to digital engagement and still heavily reliant on face to face relationships.

Apart from this, the current culture of interaction among faith group does not seem to be conducive to the utilisation of WeGovNow, as suggested by the following statement.

For the purposes of faith activities, there needs to be a longer lead in time rather than parachuting in a new way of working. For the faith groups, this is a significant culture shift and many are not so open to exploring new ways of engagement under trail settings without the certainty of what will follow as a consequence of their contribution or involvement.

There is a need from faith groups to find a digital solution that enables them to connect and work together more efficiently but they most value the face to face interactions that they currently engage in such as meetings, workshops and events.

On the other hand, some benefits provided by WeGovNow to faith local groups, at least potentially, seem to emerge from the stakeholder feedback. However, realising these potential may require a targeted longer-term effort going beyond what has been achievable during the pilot duration.

People or groups who do not identify as belonging to a particular faith group are unlikely to walk through the doors of a place of worship which doesn't share their own beliefs. People generally do not feel welcome or feel that they are intruding in something they do not identify with however faith leaders want to encourage

more people of other faiths and beliefs to attend their place of worship as they see themselves as not only serving faith functions but also community functions. WeGovNow afford them the opportunity to share these stories and important functions that could benefit those beyond their normal reach as WeGovNow is seen as a non-binary platform that is open to all communities and flexible to many possibilities.

For the purposes of faith activities, there needs to be a longer lead in time rather than parachuting in a new way of working. For the faith groups, this is a significant culture shift and many are not so open to exploring new ways of engagement under trial settings without the certainty of what will follow as a consequence of their contribution or involvement.

5 Assessment of the pilot platform

In the previous chapter, the various stakeholder participation processes models that have been developed by the three pilot municipalities were discussed. This chapter focuses on assessing as to whether the pilot platform can be considered representing a viable solution for supporting the participation process models piloted, based the platform's perceived utility, reliability and usability (5.1). In addition, the pilot results are assessed with regard to a sustainable operation of the pilot platform beyond the project period (5.2).

5.1 Viability assessment

Beyond citizens, diverse institutional stake holders have been involved in the three local pilots including volunteer organisations, honorary posts, publicly run institutions and different sorts of local businesses (Table 4 Fehler! Verweisquelle konnte nicht gefunden werden.).

Table 4 - Local institutions & organisations participating in the WeGovNow pilots

Public Administration	Honorary Posts / Volunteer Organisations	Public Institutions / Local Businesses
- Smart City Department	- Housing/tenant association	- Local shopping mall
- European Funds Department	- Sports association	- Theatre companies
- Public green and public buildings department	- Cultural association	- Environmental museum
- Urban / local development department	- Multi faith forum	- Public library
- District departments	- Local faith groups	- Secondary schools, colleges and universities
- Community division	- Youth council elected members	- Local businesses & employers
- Local economy team	- Council elected members	- Local media
- Education and business alliance team		- Local community related projects receiving public funding
- Youth team		
- Information, support and advise team		
- Educational and cultural department		

The evidence collated across the three pilot municipalities suggests diverse impacts yielded by WeGovNow across the three pilot sites (Annex I). When it comes to the perceived functional utility¹² of the platform, the stake holder feedback can be grouped into four generic utility categories (Table 5). All in all, WeGovNow was generally considered useful for:

¹² For our purposes, "utility" is understood as fitness for some purpose or worth to some end. This suggests that whatever the object is (e.g. software application) there is an advantage to using it.

- strengthening the voice of the public;
- reaching out into the local community;
- achieving a better quality of the public discourse;
- and achieving multilateral stakeholder collaboration.

Table 5 – Perceived functional utility of the WeGovNow pilot platform

Functional utility	Exemplary stake holder feedback
Utility for strengthening the voice of the public	Increased number of participants decision making processes
	Increased transparency of processes
	Improved tracking of the discussion and of the outcomes via the platform
	Involvement in decision making processes
	Increased sense of being “heard” by the municipality
	Increased sense of involvement in community related issues / Ability to influence community matters / Increased sense of empowerment
	Knowledge gained and transformed into local policy recommendations
Utility for reaching out into the local community	Improved sense of active citizenship among students
	Reaching out to new targets of participants: WeGovNow could facilitate the engagement of some categories of stakeholders who usually don’t attend or is not able to attend “classical” town hall meetings (e.g. young people, workers, lone parents, people with mobility problems, ...)
	Increase people's participation in events organised by the Districts: through the platform Districts could promote events to a wider public
	Increased number of suggestion on how to strengthen inter faith relations
	Increased number of citizens participating
	Increased citizen inclusion: people who cannot attend offline workshops can contribute with suggestions during the online discussion
Utility for achieving a better quality of public discourses	Better access to information (events, plans, activities, etc.)
	Increased sense of what faith group members need
	Increased understanding between religious and non-religious people
	Knowledge gained on engagement activities
	Better access to citizens ideas and suggestions
Utility for achieving multilateral stakeholder collaboration	Knowledge gained
	Easier connections with other projects
	Improved cross-organisational information management
	Increased collaboration and networking opportunities
	Improved communication with other relevant actors
	Improved communication with schools and cultural / citizens’ organisations
	Improved collaboration / initiations of new partnerships

Improved dialogue between all actors concerned with the revitalization of the city centre

Various impacts perceived to flow from these utilities to the different stakeholder groups can be derived from the feedback collated in relation to the different policy scenarios which were presented in the previous chapter. As summarised in Table 6, these concern commonly accepted democratic values such as democratic legitimacy of administrative decision making as well as utilitarian aspects such as better informed decision making.

Table 6 – Key impacts derived from stakeholder feedback

Administration	NGOs/business	Citizens
<ul style="list-style-type: none"> • Better fit of policy and services with people's experiences and needs • Better mastering of future uncertainty by tapping people's knowledge and experience to design better policies and services • Higher transparency of policy / service development / implementation processes • Enhanced acknowledgement and valuation of citizens by knowledge/inputs by public administration • Enhanced reputation due to increased democratic legitimacy of governance processes, e.g. due to shared decision power and/or transparency • Efficiency gains due to electronic information dissemination / communication 	<ul style="list-style-type: none"> • Higher visibility throughout the local community • Enhanced access to participation processes time / location wise • Enhanced understanding of the purposes and processes involved in designing and delivering policies and programmes • Enhanced influence on improving policies and services affecting citizens • Enhanced accountability for the results of policies and programmes • Enhanced acknowledgement and valuation of citizens by knowledge/inputs by public administration 	<ul style="list-style-type: none"> • Enhances access to participation processes time / location wise • Enhanced understanding of the purposes and processes involved in designing and delivering policies and programmes • Enhanced influence on improving policies and services affecting citizens • Enhanced accountability for the results of policies and programmes • Enhanced acknowledgement and valuation of citizens by knowledge/inputs by public administration • Opportunities for self-organisation of communities around issues they see as important

In the following sections, the perceived viability of the pilot platform is discussed according to the four categories of functional platform utility derived from the stakeholder feedback.

5.1.1 Utility for strengthening the voice of the public

The qualitative evidence available from the local pilots suggests that WeGovNow was considered useful for empowering the citizens to have a greater say in local matters. Together, the different participation applications that have been integrated into the overall pilot platform enable the citizens and other stakeholders to express their own perspectives on local matters in various ways, for instance by:

- bringing problems perceived by pilot users in their neighbourhood to the attention of stakeholders with an assigned responsibility and to the local pilot user community as a whole (WeGovNow Improve My City);
- bringing places, events and other activities the users consider relevant to the attention of others (WeGovNow First Life);
- collecting and sharing knowledge, ideas and aspirations by means of bespoke interactive maps on dedicated themes of public interest (WeGovNow Community Maps);
- and/or feeding own initiatives and proposals into a structured process of collective proposition development, including a subsequent quantification of the collective preference in terms of voting (WeGovNow LiquidFeedback).

As described elsewhere (D2.6), diverse stakeholder participation process designs have been developed by the three pilot municipalities around the various functionalities available from the WeGovNow platform (c.f. also Text Boxes 2 to 9). In essence, these reflect different underlying strategies for transforming existing governance processes, either explicitly or implicitly. As summarised in Table 7, two generic types of stakeholder participation models can be discerned from the policy scenarios piloted with help of WeGovNow, namely:

- those participation models centred on taking advantage of the pilot platform's functional utility for democratising decision making on specific policy issues,
- and those participation models centred on taking advantage of the platform's functional utility for enhancing the public's influence on local governance by building up social capital for the public good. Here, the concept of social capital is understood as a web of cooperative relationships between citizens and other local stakeholders that facilitates resolution of collective action problems.¹³

Both types of stakeholder participation models are further discussed in the following subsections. Generally, they aim at offering more opportunities for active citizenship, be it by shifting decision power to the citizens, at least in part, or by self-engagement for the common good. A blending both stakeholder participation models were observed as well.

¹³ C.f. Veenstra, G.(2000): Social Capital, SES and Health – An Individual-Level Analysis, in Social Science and Medicine, Vol. 50, pp. 619 – 629.

Table 7 – Overview of policy scenarios according to underlying stakeholder engagement strategy

Short title	Summary of online participation process design	Strategic focus
“Neighbourhood”	Citizens use WeGovNow to report problems in the neighbourhood to assigned responsible parties, either internal or external to the public administration, in a transparent manner, including public tracking of responses from assigned stakeholders.	<ul style="list-style-type: none"> • Social capital centred
“AxTO”	Cultural projects proposed by NGOs for public funding in the framework of an ongoing local investment programme (AxTO) are published through WeGovNow. Citizens use WeGovNow for voting. Final decisions are taken according to pre-specified decision mechanism combining the voting outcomes with an assessment of an assigned technical committee.	<ul style="list-style-type: none"> • Case based decision making centred
“Parco Dora”	Pilot users participate in the co-design of a particular area in an existing public park (Parco Dora). Outcomes of off-line workshops run by the municipality are published on WeGovNow. Pilot users post information on how they currently utilise the area and propose competing proposals for re-development through WeGovNow. The collective preference is quantified by means of voting through WeGovNow. The final decision is taken by the public administration following a feasibility assessment.	<ul style="list-style-type: none"> • Social capital centred • Case based decision making centred
“Energy Efficiency”	Pilot users to make proposals for additional biking lanes throughout the municipality, post ideas/proposals on sustainable practices/behaviour in the community and publish personal pledges for sustainable behaviour.	<ul style="list-style-type: none"> • Social capital centred
“Youth Engagement”	Pilot users post identified empty shops and ideas for required shops. Pilot users establish online groups and propose initiatives for structured deliberation and voting. No immediate decision is planned to be taken. Outcomes are fed into further policy planning internal to the municipality.	<ul style="list-style-type: none"> • Social capital centred
“Youth & Employment”	Pilot users present themselves on a bespoke interactive map acting as a bridge between employers seeking to reach young people and young people seeking employment, training or work experience. Potential employers present themselves as well. Self-determined presentations is enabled (e.g. by video). Users can interact through WeGovNow (e.g. by messaging).	<ul style="list-style-type: none"> • Social capital centred
“Highways”	Pilot users post ideas on interactive map on improving local highways. Pilot users can assess proposals on high way improvements posted by the municipality. Feed back is fed into further highway planning without taking an immediate decision.	<ul style="list-style-type: none"> • Social capital centred
“Faith Groups”	Local faith groups post self-presentations. Offline events and places are promoted. Pilot users network around public offline events organised by local faith groups.	<ul style="list-style-type: none"> • Social capital centred

Stakeholder participation models centred on case-based decision making

Comparatively few policy scenarios were driven by engagement strategies directed towards strengthening the citizen's power to act in formal decision-making processes, and not without any restrictions when it comes to final decision making. In such cases, beyond the availability of mere software functionalities, successful implementation of the WeGovNow pilot platform required the formalisation of participatory decision making processes internal to the public administration. As described in Chapter 4, different decision making models have finally been developed by the pilot municipalities to this end (c.f. D2.6 for further details). None of these did however delegate the decision power entirely to the citizens. In one case ("AxTO"), a "hybrid" model was developed that weighs online voting outcomes against an expert assessment by an assigned technical committee (c.f. Textbox 3). In another case ("Parco Dora"), final decision making rested with the public administration following a feasibility check of the collectively preferred initiative, e.g. in relation to budgetary and regulatory requirements (c.f. Textbox 4). The different decision making models developed by the pilot municipalities thus involved sharing decision power to different extent. The stakeholder holder feedback presented in the previous chapter suggests however that, besides obtaining political will to actually share decision power, organisational inertia may slow down the process of actually institutionalising shared decision making practices.

Stakeholder participation models centred on social capital

The majority of the pilot scenarios have focused on building up social capital, e.g. by trying to stimulate self-sustaining WeGovNow user communities in relation to pressing challenges or certain policy fields. These were envisaged to utilise the pilot platform for identifying particular problems by themselves and/or developing appropriate responses. In such cases the utility of WeGovNow was primarily seen as a resource of knowledge and expertise as well as a social resource, for instance by:

- relying on the public for identifying emerging neighbourhood problems at an early stage and optimising respective public service delivery (e.g. "Neighbourhood");
- tapping people's knowledge and experience to design better policies or services (e.g. "Highways");
- creating opportunities for people to be actively involved in the design of public services or public action more generally (e.g. "Energy Efficiency");
- or stimulating initiative on the part of local stakeholder in meeting the general challenges prevailing in the local community (e.g. "Youth & Employment").

5.1.2 Utility for reaching out into local population

When compared with off-line civic participation approaches, online engagement tools have frequently been ascribed different advantages when it comes to reaching out into the local community. For instance, online participation is not time-bound and can occur at any time

including outside normal office hours. Beyond this, participation is possible regardless of geographical location, and to people who have difficulties in being physically present at civic engagement events e.g. due to mobility restrictions. In practice, it seems to have nevertheless turned out as challenging for many local participation schemes to reach larger sections of the local population, independent whether online tools were involved. Taking participatory budgeting as an example, there is for instance evidence that municipalities have even closed down local participation levels schemes due to low levels of participation.¹⁴ Also, survey outcomes available from the UK concerning participatory transport planning suggest - among other hindrances - a number of obstacles prevailing at the part of the citizens such as lack of interests, distrust and competing interests or obligations.¹⁵

Table 8 – Summary of contributions uploaded onto the pilot platform by policy scenario

Policy scenario	No of pilot contributions made through the WeGovNow pilot platform
“Neighbourhood “	<ul style="list-style-type: none"> - 68 descriptions of issues to be addressed by assigned party uploaded - 23 pictures uploaded - 11 uploaded issues mapped - 5 comments on uploaded issues posted - 41 uploaded issues closed by assigned responsible party
“AxTO”	<ul style="list-style-type: none"> - 73 cultural initiatives proposed by NGOs for public funding uploaded - 12.217 votes casted on which indicatives should receive public funding
“Parco Dora”	<ul style="list-style-type: none"> - 4 synthesis reports about onsite co-development workshops uploaded - 18 posts on how the wider area is currently utilised uploaded - 7 elaborated proposals on how the public space should be developed uploaded - 84 votes casted on proposals for redeveloping the public space
“Energy Efficiency”	<ul style="list-style-type: none"> - 125 contributions concerning new biking lanes uploaded - 36 pledges for sustainable behaviour uploaded
“Youth Engagement”	<ul style="list-style-type: none"> - 58 empty shops mapped and related ideas uploaded - 444 places of interested mapped and descriptions uploaded - 7 initiative uploaded for deliberation
“Youth & Employment”	<ul style="list-style-type: none"> - 28 employment related request for uploaded
“Highways”	<ul style="list-style-type: none"> - 156 proposals on road improvement uploaded
“Faith Groups”	<ul style="list-style-type: none"> - 86 description of local faith group activities uploaded

¹⁴ <http://www.faz.net/aktuell/rhein-main/frankfurt-das-aus-fuer-den-buergerhaushalt-12158569.html> (latest access: 15.11.2018)

¹⁵ National Academies of Sciences, Engineering, and Medicine (2011). Public Participation Strategies for Transit. Washington, DC: The National Academies Press. <https://doi.org/10.17226/22865>.

Nevertheless, the sheer number of pilot users having registered to the pilot platform shows that WeGovNow indeed enabled reaching out into the community at larger scale. Generally, the pilot users were able to utilise the pilot platform as they wished, and not every usage activity observed did indeed concern a particular policy scenario directly. Closer look reveals that the level of participation ultimately achieved varies quite a lot across the different policy scenarios piloted (Table 8). While for instance more than 10.000 contributions were counted in the context of the “AxTO” policy scenario less than 50 occurred in the context of “Youth & Employment” scenario.

The varying number of contributions observed across the different policy scenarios suggests that, beyond the mere functionalities encoded into the platform’s software, other structural factors seems to have exerted an influence on whether or not citizens felt attracted by WeGovNow. As summarised by Table 9, these concern key characteristics of the participation process designed by the municipalities around the WeGovNow platform, as will be discussed in the following subsections.

Table 9 – Structural characteristics of the participation processes models supported by the WeGovNow pilot platform

Process design dimension	Process model design centred on case-based decision making	Process model design centred on social capital
Participation goal	Collate opinions and preferences from the citizens and/or other stakeholders on specified policy issues and/or choices	Build up a sustainable WeGovNow community identifying policy issues and developing appropriate responses by itself
Participation process transparency	Tangible participation goal and scope which can be easily communicated to potential platform users	Abstract participation goal and scope requiring a higher level of communication complexity vis-à-vis potential platform users
Participation process promotion	Requires public relations strategies and means commonly applied for campaigning purposes in a time – limited manner	Requires innovative promotional strategies and measures designed to last of a longer duration
Time perspective	Short term perspective / fixed time line	Long term perspective / open ended

[Participation process time line](#)

As discussed earlier, some of the piloted participation processes have put the focus primarily on empowering citizens to play role in formal decision making about specific issues (e.g. "AxTO", "Parco Dora", "Harper Road") while other pilot scenarios (e.g. "Energy Care", "Youth Engagement", "Faith Groups") have rather focused on social capital building. Both approaches are equally valid, and the pilot outcomes show that the WeGovNow platform is principally capable of supporting both approaches. Participation processes centred on case-based decision making seems however to offer immediate gains due to fixed time lines.

Through their open-ended nature, those participation process designs having put the focus on social capital seem however to require longer time until tangible impacts tend to occur.

[Participation process transparency](#)

Another aspect emerging from the assessment of the policy scenarios presented in the previous chapter concerns transparency about how users can participate in policy development and/or implementation by utilising the pilot platform. Transparency is likely to influence potential users' expectations about what will happen throughout the participation process supported by the platform, and whether they may decide to invest time and effort in getting involved. When compared with consultation-centred participation process designs, it seems more difficult to communicate the goal and scope of online participation through the pilot platform when compared with process designs putting the focus on self-sustaining community building. From the pilot users' perspective, this has an impact on the transparency of the participation process that is ultimately to be supported by the functional capabilities of the pilot platform.

[Participation process promotion](#)

A variety of measures were undertaken by the pilot municipalities in order to promote the pilot platform in the framework of the different policy pilot scenarios (c.f. D2.6). Promoting decision centred participation processes towards potential pilot users was largely achieved by means of public relations measures which had been used by the pilot municipalities in earlier contexts as well, e.g. press articles, twitter campaigns, promotional materials and the like. Promoting participation processes designs which focused on social capital turned however out as a less straight forward exercise. Here, innovative types of promotional measures were required to be pursued in the pilot municipalities, e.g. specifically designed engagement events or recruitment of multipliers such as the WeGovNow ambassadors in San Donà di Piave or the Youth Council members in Southwark who were prepared to work with local stake holders on a continuous basis.

5.1.3 Utility for achieving higher levels of participation quality

Various non-electronic civic participation methods have emerged over the last decades. Generally speaking, these offer opportunities to individual citizens, groups and local officials for coming together to exchange information and opinions about civic issues before action is taken.¹⁶ Civic participation approaches relying on gathering together in a physical place are however generally restricted in terms of time and location, as already discussed above. Commonly available single purpose online tools such as online survey systems might be considered helpful in coping with space and time related drawbacks of physical meetings, at least in principle. Responding to questions posed in an online survey does however not

¹⁶ See e.g. Gina Gilbreath Holdar and Olha Zakharchenko Eds. (2002): Citizen Participation Handbook. People's Voice Project International Centre for Policy Studies. Available at: <http://siteresources.worldbank.org/INTBELARUS/Resources/eng.pdf> (latest access: 10.03.2019)

enable the same level of mutual interaction when compared with discussing an issue during a town hall meeting for instance. Commonly available online tools which enable more discursive user interactions such as online fora and chat rooms have, on the other hand, have shown to bear a high risk that a certain proportion of participants makes unobjective or even defamatory contributions in the context of civic participation schemes.¹⁷ Due to their largely unstructured format, such tools also bear the risk that those participants not sticking to the topic break the logical sequence of a discussion, with negative impacts on the effectiveness of the online deliberation process as a whole.

Against this background, the WeGovNow pilot platform is perceived to hold advantages particularly when it comes to achieving wider outreach into the local community while at the same time enabling a similar level of engagement “quality” when compared with offline engagement methods (Table 5). According to the stakeholder feedback collated, this is enabled by the richness of interactions which are supported by the pilot platform in combination with dedicated functionalities supporting deliberative user interactions in particular (c.f. Chapter 3). By means of example, this aspect can be illustrated in relation to selected functional capabilities provided by the overall platform in an integrated manner:

- The individual platform components support posting content in different formats, e.g. typed text, pictures and videos as well as linkage to sources of information that are provided outside the pilot platform in electronic formats.
- Dedicated functionalities support structured deliberation and messaging among the pilot users.
- Geospatial referencing on a local map enables the visualisation of a spatial dimension which may be associated with a user post (e.g. a proposal posted for deliberation that concerns a particular location in the local municipality).

The perceived utility of the pilot platform concerning qualitative aspects of the desired involvement of the pilot users enfolded its strength particularly when it came to supporting creative and labour intensive co-creation processes. This may be illustrated by example of the “Parco Dora” pilot scenario described in the previous chapter. Through a combination of off-line workshops and online opinion formation with help of WeGovNow (c.f. Textbox 4) the City of Turin was able to almost double the number of citizens who have finally participated in the strongly deliberative Parco Dora co-design process, when compared to the number of people that could be reached only by means of a series of off-line workshops held in this context. From a mere quantitative perspective, the overall number of individuals having finally participated in the deliberative process (Table 8) seems rather low when for instance compared with thousands of people who have participated in the “AxTO” policy scenario. In qualitative regard, the deliberation process enabled by the pilot platform in the framework of the “Parco Dora” scenario can however be considered equal to the one achievable by means of the off-line workshops.

¹⁷ P. Nanz and M. Fritsche (2012): Handbuch Bürgerbeteiligung - Verfahren und Akteure, Chancen und Grenzen. Bundeszentrale für politische Bildung, Schriftenreihe Band 1200

5.1.4 Utility for multi-lateral stakeholder collaboration

According to the stakeholder feedback the pilot platform's utility was also perceived in relation to enabling a better collaboration among local stakeholders (Table 5). From an overall perspective cutting across the range of policy scenarios piloted, this assessment does however seem to relate in the first instance to the utilisation of the pilot platform as a one-stop-shop for a large diversity of user generated content. The pilot users seem however to have utilised the capabilities provided by the pilot platform to lesser extent for direct interpersonal interactions, at least up to now. Although the strongly deliberative stakeholder participation process that was designed around the WeGovNow pilot platform in the context of the "Parco Dora" policy scenario represents an exception here, the available evaluation data presented in Chapter 3 suggest that a more discursive use of individual WeGovNow components by a majority of users has not occurred yet. For instance, only a small share of user activities concerned the creation of groups around content posted (WeGovNow FirstLife component). In view of the above discussion, this finding may however not come as a surprise. Stimulating a more discursive WeGovNow user community seems to depend on a number of factors that go beyond the functionalities encoded in the software. The assessment of the policy scenarios presented in Chapter 4 suggests for instance that a broader "cultural change" towards increasing self-organisation may be required here, both internal and external to the public administration.

5.1.5 Reliability and usability

The architectural approach adopted for the purposes of WeGovNow and its operational implementation in terms of an integrated SaaS¹⁸ web service has generally proved scalable to larger numbers of users. Despite the almost 10.000 users having registered to WeGovNow across the three pilot municipalities, no major malfunctions or breakdowns have occurred in relation to the overall pilot platform or in relation to individual platform components.

When it comes to the pilot service's user registration and verification process, the available data presented earlier show that eight in ten users have registered to the pilot platform passing through an automated validation process (c.f. Figure 3). Two in ten registration requests required manual validation by the pilot site teams, either because of the automatic validation procedure could not be passed for some reason or because manual validation was explicitly requested by the pilot user. This finding suggests that the registration process in itself has principally proved scalable and reliable as well. Moreover, the large numbers of users that have registered to the pilot platform during the pilot phase suggests that the current registration process does not seem to represent a principal barrier towards utilising to the WeGovNow pilot services.

¹⁸ Software as a service (SaaS) is a model for the distribution of software where customers access software over the Internet. In SaaS, a service provider hosts the application at its data center and a customer accesses it via a standard web browser.

A closer look at those instances requiring manual verification reveals however that failed registration attempts relate to a certain extent to user behaviour, e.g. resubmitting before entering a PIN or entering a wrong pin PIN several times (c.f. 3.1). It seems worth further exploring to what extent usability improvements may help in avoiding such behaviour. Also relying upon third party identity providers such as SPID may in principal help in reducing such problems. Although the utilisation of third party identify providers is principally supported by WeGovNow, in reality their utilisation is however only meaningful in countries where these are used by larger sections of the population. In the current pilot countries this has however turned out that adoption levels among the population have remained quite low until today, although third party identity providers were in principle available.

Although the available monitoring data suggest that the individual platform components have been utilised quite extensively throughout the pilots, user feedback points however into the direction that there is room for better guiding the user through the diverse functionalities available from the overall platform, e.g. by means of short video tutorials or in relation to portraying information on the central map (Annex II).

5.2 Sustainability assessment

In the following subsections, the pilot outcomes are analysed in relation to a sustainable operation of WeGovNow beyond the pilot duration. The analysis sheds light on aspects deserving attention from the perspectives of the citizen and the public administration.

5.2.1 The citizens' perspective

From the perspective of the pilot users, a number of core participation functions were available for interacting with other citizens, the public administration and other local stake holders such as NGOs. These can be summarised as follow (c.f. 2.1):

- transparent neighbourhood issues identification and response tracking (WeGovNow Improve My City);
- democratic proposition development and decision making (WeGovNow LiquidFeedback);
- mapping, planning and promoting community activities, places and events (WeGovNow First Life);
- collecting and sharing knowledge and ideas by means of bespoke thematic local maps (WeGovNow Community Maps);
- and exchanging opportunities for volunteering and second hand items throughout the local community (WeGovNow Offers & Request).

With more than 22.000 usage activities that have been observed during the evaluation period across the three pilot municipalities (c.f. Chapter 3), these have been extensively used. However, the analysis of the policy scenarios piloted in the three municipalities shows that the pilot users' interest in utilising WeGovNow for addressing particular local policy challenges varied a lot (Table 8). Beyond the perceived utility of the pilot platform as

discussed in the previous chapter, experiences from the local pilot suggest that motivational aspects deserve attention if continued utilisation is ultimately to be achieved. Such an assessment is also supported by the literature. Participation fatigue has been identified as general challenge typically faced by civic participation schemes, independent whether or not digital tools are applied (c.f. 5.1.2).

There is thus no reason to assume that citizen would suddenly become passionate about the intricate policy decisions or administrative processes that impact their lives, just because a powerful online platform becomes available to them. Rather, experiences gained from the local pilots suggest that the people who are supposed to use WeGovNow to influence politics and governance tend to be busy, and that there are plenty of ways they can spend their time aside from on the pilot platform. This aspect needs to be taken into account when locally implementing participation processes which rely on the online-features which are in principle available from WeGovNow. Based on the experiences gained by the three pilot municipalities, a number of conclusions can be drawn when it comes to achieving sustainable engagement with help of WeGovNow. They concern different aspects, namely as to whether the citizens

- have the possibility to exert an influences on policy development or implementation by utilising WeGovNow;
- are directly affected by or concerned about policy challenges or issues under discussion on WeGovNow;
- feel receiving intangible rewards when engaging in local matters through WeGovNow;
- have to bear intangible costs for engaging in local matters through WeGovNow.

These aspects are further discussed in the following subsections.

[Exerting influence](#)

Citizens are more likely to utilise WeGovNow if they have good reasons to assume that they can indeed exert a tangible influence on decisions to be taken or policy measures and public services to be shaped. Even if the decision making power is not entirely shifted to the WeGovNow users, as e.g. in the case of the “AxTO” and “Parco Dora” pilot scenarios, empowerment may be perceived at least in terms of being able to exert “moral” pressure on decision making bodies to publicly justify or explain their decisions. An agreed decision making model should therefore be communicated in advance, stipulating in what way decision power will actually be shared among WeGovNow users and other parties, if at all. Likewise, a process should be agreed and communicated in advance how knowledge and expertise posted on WeGovNow is to be utilized by those stakeholders or bodies who hold formal responsibility for shaping any policy measure or governance practices under discussion.

Being concerned

Citizens who are directly affected by or at least interested in a policy matter under discussion on WeGovNow are more likely to become engaged in participatory policy development or implementation through the online platform. As discussed earlier (c.f. 5.1.1), launching any WeGovNow-supported participation process should be guided by a communicable strategy about what the purposes of civic participation should ultimately be. However, the entire process should be led by people, and give sufficient room to the citizens to decide what they regard as important within their local community. The various configuration options that come with individual WeGovNow components should therefore be applied in a way that facilitates, not controls, the participation process which is to be supported by the online platform. When it comes to some platform components, it is for instance possible to restrict contributions the users can make to selected policy fields or topics. As a general rule, users should feel encouraged to address policy themes or topics as they wish, rather than merely being consulted in relation to very narrowly defined topics or policy options, albeit the latter can in principle be achieved with the online platform as well.

Intangible rewards

Citizens who feel a duty to participate in public matters or act for the public good are more likely to engage with WeGovNow. People may also be rewarded by the enjoyment they get from being part of a communities' civic life. The launch of WeGovNow in a local setting should therefore be augmented by measures to increase potential users' sense of being part of something "bigger" and thus their likelihood take action through WeGovNow. Establishing a rewarding "culture" of civic participation taking people for their "good citizenship" is however likely to require an effort going beyond the mere launching the online platform.

Intangible costs

The WeGovNow platform is accessible via the Internet with help of commonly available fixed and mobile devices. Household penetration of the internet has in the meanwhile reached levels above 80% in almost all EU countries.¹⁹ It can therefore be assumed that no extra monetary cost for accessing WeGovNow will accrue to the majority of the population. However, internet usage may be considerably less widespread among certain sections of the overall population in quite some countries still today.²⁰ To enable catering for these population groups, amongst other reasons, it has turned out as useful to combine online participation through WeGovNow with off-line engagement events (c.f. Chapter 4). In such

¹⁹ [https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Digital economy and society statistics - households and individuals](https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Digital_economy_and_society_statistics_-_households_and_individuals) (latest access: 22/03/2019)

²⁰ [https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Digital economy and society statistics - households and individuals#Internet access](https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Digital_economy_and_society_statistics_-_households_and_individuals#Internet_access) (latest access: 22/03/2019)

off-line settings public terminals and personal assistance were for instance made available to enable those in need of support to make contributions through the online platforms as well. When it comes to those having home access to the internet the time and space transcending nature of the online platform can even help in saving monetary costs, e.g. for travelling to the venue of an onsite engagement event.

However, people who may in principle care about their neighbourhood and the decisions being made by local representatives could nevertheless have competing interests or duties. They may for instance have parents with health problems, or they may need to pick the children from the sport club. Although the time and value of competing life tasks cannot be simply expressed in terms of money, such intangible costs potentially accruing to the citizens when engaging through WeGovNow should not be disregarded. In fact, there will always be citizens who need to decide whether the time they are willing to invest in engaging through WeGovNow is worth the time they would sacrifice from other important life tasks. Care should therefore be taken to actively provide the citizens with all information they need to make an informed decision in this respect. Experiences gained in the local pilot settings suggest for instance that an effort should be made to promote WeGovNow not in the first instance as a technical tool, but rather as a “political” co-creation process which is worth to be accessed with help of the online features provided by platform (thereby referring to the various aspects discussed above in relation to the citizens’ perspective). Beyond commonly applied public relations measures such as printed information materials and online information, innovative approaches have shown to be useful in this respect, e.g. relying on WeGovNow ambassadors who work with local citizen groups and NGOs (c.f. D2.6).

5.2.2 The public administrations’ perspective

From the perspective of the public administration, in contrast to commonly available single purpose engagement tools, WeGovNow offers an online eco-system which enables co-developing responses to local policy challenges together with the citizens and other local stake holders. In practical terms, the pilot platform represents and integrated “tool box” enabling the support of diverse civic participation process designs rather than a single “work flow”. The three pilot municipalities have developed a number of pilot scenarios for addressing policy challenges that had emerged independent of the WeGovNow project (c.f. D2.6). A number of conclusions can be drawn from the experiences gained throughout the pilot phase with a view to sustainably operating WeGovNow beyond the pilot settings, as will be discussed in the following sections

Stakeholder participation strategy

As has become clear from the hitherto presented analyses, sustainable utilisation of WeGovNow is not going to be achieved merely by going online with the platform. Attracting wider usage for it requires taking account of the citizens’ and other stakeholders’ perspectives concerning their active involvement in public matter more generally, as discussed above. In fact, the online features provided by WeGovNow should be seen as a

means to an end rather than an end in itself. Beyond the mere technical implementation and maintenance of the platform, sustainable use of WeGovNow requires embedding the technical infrastructure into a comprehensive strategy towards stakeholder participation in the co-redevelopment of local policies and/or services. The WeGovNow online features have principally proved capable of supporting different strategies of strengthening the voice of the public, be it in terms of shifting decision power to the people or in terms of stimulating social capital for the public good, or both (c.f. 5.1.1). To achieve sustainable utilisation of WeGovNow the platform should however not be implemented in an ad hoc manner, without cross-cutting co-ordination within the local administration. Beyond strategic co-ordination, the political will to give people a greater say in public matters should also be ensured in advance. Prior to launching WeGovNow in a local setting, agreement should be reached in what way current decision power is to be shifted, if at all, and/or how stake holder knowledge and expertise flowing onto the platform is ultimately to be brought to bear on the further shaping of policy measures or administrative practices beyond WeGovNow.

Stakeholder participation process model design

When compared with hitherto existing civic engagement tools, WeGovNow enables engagement with local stakeholders in a variety of ways. This opens up opportunities for implementing entirely new pathways for the co-development of adequate responses to local policy challenges. At the same time, the comparatively wide range of engagement features generally available from WeGovNow represents a challenge. In contrast to established e-government services, there is no pre-defined “workflow” to follow internally to the public administration. Rather, a number of platform functions can be combined in a flexible manner to achieve the desired co-production of outputs. Sustainable use of WeGovNow therefore requires carefully designed participation processes feeding into the more strategic goals ultimately to be achieved, e.g. to increase democratic legitimacy for certain decisions to be taken or to ensure that public investment is based more people's expressed needs, or both. As has been shown by the local pilots, a one-size-fits-all solution is unlikely to deliver the desired outcome. Diverse stakeholder participation process designs have emerged across the pilot municipalities (c.f. Text Boxes 1 to 9). A number of generic requirements on designing sustainable participation processes with help of WeGovNow can be derived from these. They concern:

- assigned roles and responsibilities across the civic participation process;
- the nature and volume of stake holder interactions that can be expected to occur through the online platform;
- and legal and regulatory framework conditions that impact on the design of local stakeholder participation processes.

These aspects are further discussed in the following in the following subsections:

- Roles and responsibilities: The local pilots have shown that WeGovNow cannot be assumed to replace all other ways public administrations relate to people. A sustainable participation process design relying on WeGovNow features therefore requires adopting a context-sensitive perspective. Roles and responsibilities of administrative unit and/or particular staff need to be clearly defined, e.g. when it comes to directly interacting with citizens through the online platform or otherwise acting upon posted contributions. Careful consideration needs to be given to resources locally available for putting a desired participation process design into practice with help of the WeGovNow functionalities. Larger administrations may for instance be able to rely on dedicated staff, e.g. an already existing engagement team. Smaller municipalities may however need to distribute necessary tasks across different administrative units which are less experienced in civic engagement, at least initially. As turned out from the pilots, established work flows needed to be changed in all cases thereby frequently cutting across established intra-organisational and sometimes even inter-organisational boundaries. By nature such processes tend to take time, and they do not infrequently require the commitment and approval of more than a single decision maker. In this context, organisational “inertia” has been identified as a factor potentially slowing down the adoption of new roles, responsibilities and related work flows.
- Type and volume of stakeholder contributions: To enable meeting strategic high-level goals, stakeholder participation process design with help of WeGovNow requires sufficient attention being paid to tangible outputs which can principally be co-created with citizens and/or other stakeholders. As has been shown by the WeGovNow pilots, the nature of occurring stake holder interactions varied quite a lot, ranging e.g. from casting a vote or mapping a place on a local map over posting a short statement or uploading supportive information (documents, pictures, web links) up to posting an extensively elaborated proposal for action. Careful consideration is required to be given to the type and volume of contributions local stake holders can be expected to make throughout the participation process. Although it seems generally desirable to achieve widest possible participation in terms of numbers, qualitative aspects deserve attention as well particularly when it comes to issue that are complex and solicits creative solutions. In this regard, WeGovNow has proved capable of supporting participation processes that triggered almost mass utilisation of the online platform (Table 6). At the same time, participation processes have emerged from the local pilots where WeGovNow was utilised to accommodate creative stakeholder interactions which would otherwise typically have been achieved in physical engagement settings. Here, large participation numbers have not been perceived as key criterion by the pilot municipalities. They have rather looked for inspiration, learning and discovery, and this was enabled by of WeGovNow as well. In some cases, participation processes were designed involving complementary online and offline engagement activities, with a view to capitalising on the time and space transcending capabilities of the

online platform, while at the same time exploiting the possibilities provided by off-line engagement events (c.f. Text Boxes 1 to 9).

- Regulatory framework conditions: Legal and regulatory framework conditions may have an impact on the particular design of a participation process to be supported by WeGovNow. Generally, the WeGovNow pilot platform was implemented in the three local pilot municipalities in compliance with European data protection legislation, namely the General Data Protection Regulation which has taken effect almost half way through project's pilot phase. Legislation / regulation enacted on the national or local level may need to be considered as well, for instance rules on civic participation stipulated in municipal law or municipal ordinances concerning local matters to be addressed with help of WeGovNow. The City Council of Turin, one of the project's pilot municipalities, has for instance adopted a "regulation on collaboration between citizen and the City for the care, shared management and regeneration of urban commons" (own translation) some years ago which had to be taken into account when designing a local participation process relying on the utilisation of WeGovNow (c.f. D2.4).

Risk management:

The feedback received by the pilot municipalities from citizens and other local stakeholders suggests rather positive impacts on the reputation of the public administration. Generally, it tended to be positively received that the pilot municipalities make a dedicated effort to explore new ways of better involving the local community in administrative/political matters. At the same time there was a perceived risk that in some cases exaggerated expectations may be voiced by WeGovNow users which might ultimately not be accomplishable by the public administration. Although this risk did finally not materialise during the pilot duration, a sustainable approach towards civic participation with help of WeGovNow should be sensitive to potential risk. Being clear about the purposes of engaging with local stakeholders, and taking the perspective of the citizen seriously, seems the best way to avoid the risk of exaggerated expectations. The development of a comprehensive participation strategy at an early stage, and prior to the launch of the WeGovNow platform, should therefore also include reflecting on potential risks and options for mitigation.

One source of risks perceived in the framework of the WeGovNow pilots was objectionable material potentially posted to the platform. The best way to mitigate this risk is the elaboration of clear terms of use statement promising to remove posts that threaten users, use foul language or are basically spam. Also the uploading of content violating copy rights should be explicitly forbidden. During the WeGovNow pilot duration no content had however to be removed from the platform.

Another source of risk perceived in the framework of the pilots concerned technical issues potentially occurring during the use of the platform if there was no service support provided to address or rectify these. This has the potential to expose the municipality to reputational risk and could impact the potential uptake and use of the platform more broadly. Such risks

can be addressed by agreeing and implementing clear processes and responsibilities for first-level support vis-à-vis the platform users and second-level support vis-à-vis staff operating backend of the WeGovNow platform.

Economic impacts

The local pilots have resulted in an unexpected variety of process designs for stakeholder engagement, which in turn has made an assessment of the WeGovNow pilot service considerably more difficult from an economic point of view. Generally, WeGovNow was perceived to enfold its transformational impacts on the public administration and public service delivery at the intersection of incremental change toward more participative decision making and increasing budgetary pressure. This may exemplarily be illustrated by a statement that has already been presented earlier (4.1):

The risk is to receive reports on issues that the public administration may already be aware off but is not able to deal promptly due to lack of resources. The transparency of the WeGovNow process makes these unanswered reports immediately visible, so it requires the public administration to communicate with the public explaining the reasons for the lack of intervention. Although this may be a risk, if approached in the right way it could become a strength helping to make citizens aware of the problems that a public administration has to face every day. (own translation)

Against this background, efficiency gains potentially achievable with help of WeGovNow were perceived as a lever for promoting the utilisation of the pilot platform internally to the administration. Although it has turned out as difficult to comprehensively assess efficiency gains achieved across the variety of stakeholder participation process designs that have ultimately been piloted, some general conclusions can nevertheless be drawn from the available evidence:

- When adopting a short term perspective the pilots have shown that that efficiency gains are most likely to be achievable when it comes to reaching out into the local community, in particular where stakeholder participation process designs are implemented triggering extensive platform utilisation in terms of large user numbers. As e.g. stated by a local representative in the context of the “AxTO” policy scenario, involving such a large number of citizens in the decision making process would have been impossible for the local administration without WeGovNow, both resource wise and logistically (c.f. 4.2). Also, efficiency gains are likely to be achievable - albeit on a lower scale - where stake holder process designs put emphasis on the quality of the public discourse and the richness of information to be exchanged rather than merely on quantitative outreach (c.f. e.g. 4.3 or 4.7).
- Likewise, efficiency gains are likely to be achievable from the perspective of the citizens and other local stakeholders through the time and space transcending capabilities of the pilot platform, as already indicated earlier (5.2.1). Participation through WeGovNow does not depend on the user’s ability to take part in the overall

process at a certain time or venue. This holds potentials for reducing / avoiding intangible costs, e.g. by reducing / avoiding negative impacts on other important life tasks or duties. Monetary costs for participation may reduce as well, e.g. travel cost that would otherwise have been accrued for participating in onsite engagement activities.

- Efficiency gains potentially materialising in the longer run are difficult to predict. The feedback collated from the local pilots at least suggests that the stake holders perceived WeGovNow as helpful in creating policies and service which ultimately fit better with the peoples' needs and expectations (c.f. Table 9). This may in itself lead to more efficient solutions in the longer run. Apart from this, WeGovNow was perceived to help in enhancing the transparency of local policy and service development as well as democratic legitimacy of decisions to be taken in this context. Likewise WeGovNow was seen helpful in building understanding and trust and improving relationships with public institutions as well as between individuals and groups locally. All this may reduce conflict at a later stage and thus reduce associated efforts or even monetary costs.

Another aspect that emerged during the evaluation concerns potential savings that could be achieved due to the wide range of functions offered by the pilot platform in an integrated manner. It has turned out that different tools for citizen participation were already in operation in some administrations. By integrating diverse of core participation functions into a single platform the parallel operation of different single-purpose systems can be made superfluous by WeGovNow. A review of civic participation solutions already available on the market (c.f. D5.4) has for instance revealed that these tend provide functionalities suitable to support only selected aspects of civic participation, e.g. in terms of:

- informing or nudging citizens in relation to policies/services intended to be newly developed and/or implemented;
- collating opinions and/or knowledge from the citizens in order to inform the decision making process;
- or allowing the citizens to make proposals or voting on particular policies (e.g. classical petition tools or tools supporting citizen budgeting).

None of the existing tools does however seem to offer such a broad range of functional utility as WeGovNow, enabling at the same time:

- to reach out into the local community up to mass utilisation,
- to strengthen the voice of the public in terms of both active opinion formation and quantification of the collective preference,
- to achieving a quality of the public online discourse comparable to discourses achievable in offline participation settings;
- to support multilateral stakeholder collaboration in terms of direct interpersonal interaction and as a one-stop-shop for a large diversity of user generated content.

The overarching utility of WeGovNow for collective policy and service development is in particular enabled by the integration of diverse core participation applications, each again offering diverse sub-functionality (c.f. Chapter 3). In contrast to WeGovNow, currently available civic participation tools are therefore not capable of supporting the implementation of stakeholder participation models that are centred on case-based decision making and social capital at the same time, as discussed throughout the previous sections.

Although efficiency improvement potentials could be identified through the operation of WeGovNow in the local pilots, it has turned out as difficult to assess whether these would ultimately outweigh additional efforts that might be associated with the utilisation of WeGovNow in the longer run. A closer interaction of local stakeholders with the public administration might for instance well trigger additional demand for public service delivery in the longer run (c.f. e.g. 4.1). Moreover, it is generally problematic to quantify qualitative outcomes of WeGovNow-supported stakeholder participation processes, e.g. enhanced democratic legitimacy of administrative decisions. Different people will always value different qualitative effects differently. The complexity of the stakeholder engagement processes designs that have emerged throughout the local pilots mean their long term outcomes cannot be reduced to a simple monetary calculation alone.

In general, the benefits and cost ultimately associated with the utilisation of WeGovNow are likely to vary considerably across individual implementation instances. Not at least, they will depend on the ultimate design of the stakeholder participation processes to be supported by the various WeGovNow features. Some generic cost categories can however be discerned across the various participation process designs piloted within the project duration, as presented in Table 10 overleaf.²¹

²¹ The WeGovNow project has extended and newly developed a set of civic participation applications which can be combined in a flexible manner. In addition, various software components were developed to enable running WeGovNow as an integrated online platform. All software components developed / extended within the project are available as open source solutions for downloading. Further to this, augmenting information is provided to support those interested in implementing and / or further developing WeGovNow open source software components (<https://wegovnow.eu/how-to-get-wegovnow.html>). Generally, no software licensing fees will be imposed after the project duration.

Table 10 – Overview of generic monetary cost categories typically involved in implementing the WeGovNow pilot platform

Cost dimension	Explanation
Paid staff time	<p>Paid staff of the public administration and/or other organisations, may be involved to varying extent in:</p> <ul style="list-style-type: none"> - developing / agreeing a high-level participation strategy; - developing / agreeing one or more participation process designs around the WeGovNow platform features; - developing a terms of use statement and monitoring compliance; - developing a data protection statement and monitoring compliance; - operating the backend of the WeGovNow platform; - developing/posting content during ongoing participation processes; - planning, preparing, conducting and/or participating in user training/capacity building activities, at least initially; - planning, preparing, conducting and/or participating in awareness raising / promotional measures, at least initially; - developing / producing information materials; - providing first level support to platform user facing problems in utilising WeGovNow; - providing second-level support to administrative staff operating the WeGovNow backend.
Events costs	<p>Events may be conducted for various purposes, e.g. for promotional purposes or for the purpose of offline participation complementing online participation through WeGovNow. Cost involved may include:</p> <ul style="list-style-type: none"> - Venue hire - Equipment hire - Refreshments / catering - Fees e.g. for moderation/facilitation

Beyond enabling efficient interactions with the citizens, the WeGovNow approach was also perceived by the local stakeholders to hold potentials for them in doing things by themselves and thus ultimately lowering the burden on the public administration. The feedback from the local pilots suggests however that in most local settings this is very likely to require a broader “cultural” change toward increasing self-organisation, both internally and externally to the public administration. This is again seen as a process that will take its time. In a short term perspective, concentration on “low hanging fruits” in terms of promoting more self-organisation through WeGovNow in relation to very specific, selected local matters is perceived representing an auspicious strategy in this respect.

ANNEX I
Stakeholder feedback summary tables on impacts of the WeGovNow pilot service

A. Stakeholder feedback summary table: Turin

Stakeholder Group	Stakeholder Name	Role Description	Impacts
Local Authority / Municipality	Special Project European Funds, Innovation, Smart City Department	<p>Functions as the local pilot coordinator and is responsible for overlooking and managing all activities concerning the implementation of the use case scenarios within the WeGovNow pilot. They manage the communication internally across the various municipality departments and maintain the relationship with the specific external stakeholders involved in the scenarios.</p> <p>The department populates the platform with data and runs various supplementing offline engagement activities which involve both internal and external stakeholders. Staff will digitalize data collected offline and will create a summary of offline and online outcomes, summarizing the main proposals arisen. Online discussions will be actively encouraged and feedback will be provided to the users; the different solutions can be merged or redefined. Finally, the municipality encourages users to vote and chose their favourite initiative.</p> <p>They further provide first level technical “help desk” service supporting WeGovNow users in Italian language and updating the FAQ page on a regular basis.</p>	<p><u>Pros</u></p> <ul style="list-style-type: none"> - Improved use of common spaces - Better access to citizen’s ideas and needs - Increased number of participants decision making processes - Increased citizen inclusion: people who cannot attend offline workshops can contribute with suggestions during the online discussion - Increased transparency of processes - Improved tracking of the discussion and of the outcomes via the platform - Reaching out to new targets of participants: WeGovNow could facilitate the engagement of some categories of stakeholders who usually don’t attend or is not able to attend “classical” town hall meetings (e.g. young people, workers, lone parents, people with mobility problems, ...)
	Public Green and Municipal Buildings Department	<p>Responsible for managing green spaces in the city. The main objective of using WeGovNow is utilizing the platform for co-designing the last empty space in the pilot area Dora Park by involving local communities, associations and other stakeholders in designing a new sporting area for teenagers and young people with new services and activities.</p> <p>Together with other Departments involved in the project, they are part of an internal working group which defines the guidelines, the project frame and the main criteria for the co-design.</p>	<ul style="list-style-type: none"> - Easier connections with other projects - Citizens empowerment - Increased service quality - Increase overall city attractiveness - Improved cross-organisational information management - Increased trust in government - increase people's participation in events organised by the Districts: through the

Stakeholder Group	Stakeholder Name	Role Description	Impacts
		<p>Together with the European Funds Department they support the offline discussions in the stakeholder working groups in which first draft proposals will be discussed, implemented and enhanced. Further, based on the outcomes of the co-design process taking place via the platform they define a work plan and launch a tender for the required construction works at the pilot area Dora Park.</p> <p>They also provide data (area size etc) to the European Funds Department.</p>	<p>platform Districts could promote events to a wider public</p> <p><u>Cons</u></p> <ul style="list-style-type: none"> - Time spent on offline stakeholder engagement (in terms of staff costs) - Time spent on administrating workshop (in terms of staff costs) - Time spent on platform usage (in terms of staff costs)
Project Department	AxTO	<p>Is responsible for the public call that aims to select and co-finance innovative projects with social and cultural impact. The public call is published by the municipality under the AxTO scheme inviting local NGOs to propose cultural projects for public funding. The AxTO Department managed the selection of NGOs in the first phase of the call: WeGovNow dealt with the “vote by the citizens” second phase, where NGOs have already been selected.</p> <p>The Department uploads onto the WeGovNow platform the proposals submitted by NGOs under the following categories:</p> <ul style="list-style-type: none"> a) public space b) integration c) music and performing arts d) digital innovation 	<ul style="list-style-type: none"> - Time spent on training colleagues on platform usage (in terms of staff costs) - Time spent on “help desk” (in terms of staff costs) - Time spent on platform design/customization (in terms of staff costs)
Districts 4 & 5		<p>Districts close to Dora Park managing the local area, including the organisation of events and provision of social services. Function as an information point for people living in the area (distribute information material on the platform e.g. flyers) and function as an “interface” between local citizens and the municipality. In this context it also envisaged that they support</p>	

Stakeholder Group	Stakeholder Name	Role Description	Impacts
		citizens in registering to the platform.	
NGOs & Associations	Housing, cultural, and sport associations, theatre companies, social cooperatives	NGOs and associations function as an information interface by encouraging their beneficiaries to participate in the decision making processes and to provide input and suggestion via the WeGovNow platform. Besides participating in the discussion themselves, NGOs and associations are further involved as direct beneficiaries of public funding decisions being taken via the platform.	<p><u>Pros</u></p> <ul style="list-style-type: none"> - Visibility of associations; increased of number of people reached via the platform - Increased people's participation in events organised by the NGOs: through the platform NGOs could promote events to a wider public - Increased sense of empowerment among beneficiaries - Increased capacity to use information and communication technology (ICT) - Ability to influence municipal funding decision about NGO-driven cultural project <p><u>Cons</u></p> <ul style="list-style-type: none"> - Time spent on stakeholder engagement (in terms of staff costs) - Time spent on platform usage (in terms of staff costs)
Businesses	Dora Shopping mall	The shopping mall is involved as a local information point promoting the co-design process, such as by organizing events promoting and communication the project and the call for proposals. Further, representatives of the mall participate in the stakeholder workshops and contribute to the proposals.	<p><u>Pros</u></p> <ul style="list-style-type: none"> - increased business opportunities (more potential customers visiting Dora Park and the shops) - increased participation of young people in their social activities <p><u>Cons</u></p> <p>time spent on participation in offline workshops (in terms of staff costs)</p>
Public Institutions	Environmental	The Environmental Museum hosts some of the offline workshops	<u>Pros</u>

Stakeholder Group	Stakeholder Name	Role Description	Impacts
	Museum MACA	and works as an information point promoting the participation in co-design process both in the stakeholder workshops and via WeGovNow. Moreover, they participate in the discussions and voting on proposals once opened on the platform.	<ul style="list-style-type: none"> - increase people's participation in events organised by Public Institutions: through the platform Public Institutions could promote events to a wider public
	Public Library	The Public Library hosts some of the offline workshops and works as an information point promoting the participation in co-design process both in the stakeholder workshops and via WeGovNow. In particular, this interface function refers to the collaboration with schools by encouraging student classes to participate in the discussions taking place via the platform.	<ul style="list-style-type: none"> - Increased sense of empowerment among beneficiaries - Ability to influence community related matters - Increased number of visitors in the museum and library <p><u>Cons</u></p> <ul style="list-style-type: none"> - Time spent on offline stakeholder engagement (in terms of staff costs) - Time spent on the participation in stakeholder workshops (in terms of staff costs) - Time spent on administrating workshop venues (in terms of staff costs) - Time spent on platform usage (in terms of staff costs)
Citizens	All	Citizens are invited to join the offline stakeholder workshops and actively contribute to the decision making and co-design processes of the service scenarios. They use the WeGovNow platform to access information on proposals, comment and discuss on them, provide alternatives and vote for their preferred options. Moreover, citizens use the platform to find information about events and activities to be organized in the pilot area.	<p><u>Pros</u></p> <ul style="list-style-type: none"> - New way to take part in a public decision making process - increased sense of empowerment - increased embeddedness into community - Ability to influence community matters - increased trust in government - increased sense of belonging - meaningful involvement - better access to community-related

Stakeholder Group	Stakeholder Name	Role Description	Impacts
			information <u>Cons</u> - time spent on platform usage and offline workshops (in terms of efforts which can't be spent anymore on alternative / competing activities)

B. Stakeholder feedback summary table: London Borough of Southwark

Stakeholder Group	Stakeholder Name	Role Description	Impacts
Local Authority / Municipality	Communities Division of the London Borough of Southwark	The Community Division manages and administers the WeGovNow pilot for Southwark and coordinates the day-to-day use of the platform with other internal departments as well as external stakeholders. The overall aim of using the WeGovNow platform is to use it as a data collection tool as well as a hub which facilitates participation by bringing key players/stakeholders together. The Community division uses the WeGovNow platform as an engagement means to involve the relevant stakeholders concerning the service scenarios. As a part of an internal working group, the team will not only upload data but regularly monitor and assess data input into the platform and ensure the quality of information and that opportunities meet the needs of the users in an effective manner.	<p><u>Pros</u></p> <ul style="list-style-type: none"> - Increased overall service quality - Increased trust in local government - Increased city attractiveness - Increased level of employment among young job seekers in Southwark <p><u>Cons</u></p> <ul style="list-style-type: none"> - Time spent on generic platform design, training and administration - Time spent on data monitoring and assessment - Time spent on offline stakeholder engagement external to the council
	Local Economy Team of the London Borough of Southwark	The Local Economy Team of the London Borough of Southwark is part of an internal working group working together with the Communities Division, the Education and Highways Team as well as external members relevant to the service scenarios which monitor and ensures the effective use of the WeGovNow platform in the local context. The Local Economy Team uses the platform to lead on business and enterprise engagement sourcing to maintain as well as forge new relationships in order to identify existing and stimulate new potential youth employment opportunities.	<p><u>Pros</u></p> <ul style="list-style-type: none"> - Increased overall service quality - Increased trust in local government - Increased attractiveness of the Borough (for citizen and entrepreneurs / businesses) - Increased number of businesses involved in the business forum / Increased number of partnerships created - Increased number of training/apprenticeship/job

Stakeholder Group	Stakeholder Name	Role Description	Impacts
			<p>opportunities created</p> <ul style="list-style-type: none"> - Increased level of employment among young job seekers/ increased level of young people in training <p><u>Cons</u></p> <ul style="list-style-type: none"> - Time spend on offline stakeholder engagement in relation to the platform
	Education and Business Alliance Team (EBA) of the London Borough of Southwark	The EBA acts as a conduit between the council, Youth Council, schools and businesses, providing expert advice and information. The EBA team uses the WeGovNow platform to engage and inform businesses and schools about upcoming career fairs by sharing event information, organising the exhibition booths and pinpointing the corresponding venue on the localised map.	<p><u>Pros</u></p> <ul style="list-style-type: none"> - Increased number of career fair visitors - Increased overall service quality <p><u>Cons</u></p> <ul style="list-style-type: none"> - Time spent on platform usage
	Southwark Information, Support and Advice Team (Local Offer)	Southwark's Local Offer provides advice support and information for young people between the ages of 16 and 25. They use the platform to signpost their service and opportunities available.	<p><u>Pros</u></p> <ul style="list-style-type: none"> - Increased visibility of service / Increased number of people requesting service - Improved service quality <p><u>Cons</u></p> <ul style="list-style-type: none"> - Time spent on platform usage - More staff resources needed / increased work load due to increased demand – reduced service quality
	Youth Service Team	The Youth Service Team runs the council's youth centres with	<u>Pros</u>

Stakeholder Group	Stakeholder Name	Role Description	Impacts
	of the London Borough of Southwark	term-time and holiday activities for young people including personal development, support and advice services. The team use the platform to signpost young people to opportunities to get involved and support them through the process of setting up their own account to engaging employers and seeking out the right options.	<ul style="list-style-type: none"> - Increased visibility of service / Increased number of people requesting service - Improved service quality <p><u>Cons</u></p> <ul style="list-style-type: none"> - Time spent on platform usage - Time spent on supporting young job seekers with the platform usage and training/job vacancies search
Citizens	Southwark citizens	<p>In particular young people use the WeGovNow platform to find training opportunities, jobs and apprenticeships and access information on the applications. Parents and guardians (e.g. youth workers) will be able to them in the training and job seeking process via the WeGovNow platform.</p> <p>In addition to this, citizens are consulted to improve local traffic situations and have the opportunity to be involved in the strengthening of local inter faith relations.</p>	<p><u>Pros</u></p> <ul style="list-style-type: none"> - Time saved for searching apprenticeship opportunities via separate channels - Increased level of knowledge around (suitable) career pathways available - Successful trainings / apprenticeships / jobs realised - Better access to community related information - Increased sense of social and economic inclusion - Increased sense of belonging and embeddness into community - Increased trust in government and council's services - Increased sense of relevance ("We matter to the Council and are not

Stakeholder Group	Stakeholder Name	Role Description	Impacts
			<p>left alone”)</p> <ul style="list-style-type: none"> - Involvement in decision making processes - Increased sense of being “heard” by the municipality - Increased understanding of local faith groups - Improved traffic conditions for pedestrians, cyclists and car drivers <p><u>Cons</u></p> <ul style="list-style-type: none"> - Time spent on platform training and usage
Educational Institutions	Secondary schools, Academies, Colleges and Universities	Educational institutions use the platform to network with employers and other stakeholders for school career fairs and long-term relationships. They use the platform to access information and advice and signpost their young students to local opportunities. Further, the WeGovNow platform is utilised to promote their offers (e.g. career fairs, specific staff resources available at school for job training, etc.).	<p><u>Pros</u></p> <ul style="list-style-type: none"> - Increased number of career fairs visited - Increased number of students engaged in training and job search - Increased number of alumni in the workforce or job training (long-term) - Established partnerships with employers and business - Reputation related impacts such as increased attractiveness of the school <p><u>Cons</u></p> <ul style="list-style-type: none"> - Time spent on platform usage
NGOs	Community Groups	Use the WeGovNow platform to share community	<u>Pros</u>

Stakeholder Group	Stakeholder Name	Role Description	Impacts
		announcements, publicise their services and call out for people to get involved in their activities or services.	<ul style="list-style-type: none"> - Increased visibility of group and its activities - Increased number of visitors / participants / beneficiaries (“members”) - Increased sense of embeddedness into community <p><u>Cons</u></p> <ul style="list-style-type: none"> - Time spent on platform usage
Businesses	Private, Public & Voluntary	Businesses upload their job offers and training opportunities to the WeGovNow platform. The WeGovNow platform further brings together these sectors as a means to network, collaborate and share best practice.	<p><u>Pros</u></p> <ul style="list-style-type: none"> - Increased number of qualified young people applying for vacant jobs / trainings / apprenticeships - Increased collaboration and networking opportunities <p><u>Cons</u></p> <ul style="list-style-type: none"> - Time spent on platform usage
Other	Youth Council Elected Members	The formal and official voice of Southwark’s young people. Use the WeGovNow platform to engage employers from all sectors, to organise a series of career fairs across the borough and encourages young job seekers to register and explore the various activities and opportunities offered. Engagement thus takes place both offline and online (e.g. using the platform to browse for opportunities and to share events and activities).	<p><u>Pros</u></p> <ul style="list-style-type: none"> - Increase of number of career events organised - Increased number of participants at events, activities, etc. - Better access to employment and training related information circulated <p><u>Cons</u></p> <ul style="list-style-type: none"> - Time spent on platform usage

Stakeholder Group	Stakeholder Name	Role Description	Impacts
	Council Elected Members	Use the platform to check on the views of the public and other actors to take into account when considering any policy changes or decision making; monitor “success” of youth engagement via platform.	<u>Pros</u> <ul style="list-style-type: none"> - Knowledge gained on engagement activities - Increased trust in government - Increased attractiveness of the Council <u>Cons</u> <ul style="list-style-type: none"> - Time spent on platform monitoring
	Multi-Faith Forum & local faith groups	The Multi-Faith Forum and local Faith Groups in Southwark utilise the WeGovNow platform to organise a series of inter-faith events.	<u>Pros</u> <ul style="list-style-type: none"> - Successful implementation of inter-faith events - Increased number of suggestion on how to strengthen inter faith relations - Increased sense of what faith group members need - Increased awareness of the different faith communities in Southwark - Increased understanding between religious and non-religious people <u>Cons</u> <ul style="list-style-type: none"> - Time spent on platform usage

C Stakeholder feedback summary table: San Donà di Piave

Stakeholder	Name	Role	Impacts
Local Authority / Municipality	Local Development Department	<p>Responsible for coordinating urban regeneration implementation which includes introducing the legal framework to involve different actors in a Public Private Partnership. Staff supports the architectural projects according to urban regulations and promote participative processes in a public dialogue with business organisations, NGOs and other actors in order to get new ideas and resources for the projects.</p> <p>The Department is further part of an internal working group dedicated to promoting the platform and training colleagues in the municipality.</p> <p>The Local Development Department is the main actor within the municipality in this scenario and the main tasks in relation to the platform include:</p> <ul style="list-style-type: none"> - Training municipal staff and other associations in the usage of the WeGovNow platform (“WeGovNow help desk”) - Validates user registrations via platform (ICT Dep.) - Provides data on vacant city spaces & upload content on the platform - Use the platform to share information - Actively use the platform to jointly plan and organise events - Promotion of the platform <p>They further aim to promote WeGovNow as an opportunity for alternative business models.</p>	<p><u>Pros</u></p> <ul style="list-style-type: none"> - Increased trust in local government - Increased city attractiveness - Improved communication with other relevant actors <p><u>Cons</u></p> <ul style="list-style-type: none"> - Time spent on platform training (in terms of staff costs) - Time spent on providing training (ICT Dep.) (in terms of staff costs) - Time spent technical administrative tasks (e.g. validation of registrations, customisation of design, etc.) (in terms of staff costs) - Time spent on platform usage (in terms of staff costs) - Time spent on stakeholder (internal & external) engagement to promote the platform in relation to this use case in terms of staff costs)
	Social Affairs	The Department is responsible for the implementation of the “Social	

Stakeholder	Name	Role	Impacts
	Department	<p>Opportunities Plan” (SOP), the general policy framework of the city responding to the need for a closer relationship between the needs of the population, the overall quality of life of people and the economic development of the city.</p> <p>They use the platform to upload and promote content on job opportunities and information on job services (e.g. event & group functionality of FirstLife) and manage the collaboration with stakeholders at both horizontal and vertical levels.</p>	
	Education and Culture Department, including Youth and Sport	Works closely with educational institutions and cultural/citizens’ organisations. Use the platform to promote and monitor initiatives of different kinds, inform schools and promote opportunities related to city centre revitalisation.	<p><u>Pros</u></p> <ul style="list-style-type: none"> - Improved communication with schools and cultural / citizens’ organisations - Better tracking / monitoring of activities <p><u>Cons</u></p> <ul style="list-style-type: none"> - Time spent on platform usage (in terms of staff costs)
	High level public administrations	Utilise the WeGovNow platform as a source of information in order to promote the potential and results of the interaction to other urban areas. Promote the platform as a good practice to get funding for local cultural and creative industry, training and capacity building and to attract national investment.	<p><u>Pros</u></p> <ul style="list-style-type: none"> - Knowledge gained and transformed into local policy recommendations (long term?) - Increased prestige / attractiveness of local area - Increased trust in government <p><u>Cons</u></p>

Stakeholder	Name	Role	Impacts
			<ul style="list-style-type: none"> - Time spent on data gathering via platform (in terms of staff costs)
Citizens	Citizens	<p>The main stakeholder group involved in the ULG and thus one of its target beneficiaries. The main role in relation to the platform in the service scenario includes:</p> <ul style="list-style-type: none"> - Use the platform to obtain information - Provides input and participate in discussions and polls thereby contributing to the co-decision making already going on an - Propose initiatives for the revitalization of the city centre 	<p><u>Pros</u></p> <ul style="list-style-type: none"> - Increased sense of involvement in community related issues / Ability to influence community matters / Increased sense of empowerment - Increased access to community related information - Increased sense of belonging - Increased sense of the attractiveness of the city - More leisure (cultural, social, commerce) opportunities responding to citizens' needs in the city centre <p><u>Cons</u></p> <ul style="list-style-type: none"> - Time spent on platform usage (in terms of effort which can't be spent anymore on alternative / competing activities)
	Students	Use the platform as part of their education programme and support	<u>Pros</u>

Stakeholder	Name	Role	Impacts
		<p>the promotion of initiatives geared towards them. Moreover, the provide consultancy to organisations (associations, businesses, etc.) on how to use the platform, thereby promoting their own digital skills.</p>	<ul style="list-style-type: none"> - Increased sense of involvement in community related issues / Ability to influence community matters / Increased sense of empowerment - Increased access to community related information - Increased sense of belonging - Increased sense of the attractiveness of the city - More leisure (cultural, social, commerce) opportunities responding students needs in the city centre - Improved digital skills and knowledge gained - Career network opportunities established <p><u>Cons</u></p> <ul style="list-style-type: none"> - Time spent on platform usage (in terms of effort which can't be spent anymore on alternative / competing activities) - Time spent on training/consultancy activities ((in terms of effort which can't

Stakeholder	Name	Role	Impacts
			be spent anymore on alternative / competing activities)
Associations	Cultural and Creative, Sports and Leisure associations	The primary interlocutors of the ULG and use the WeGovNow platform to post and update information on different events taking place in the city centre, as well as a consistent virtual venue to partner for specific events and actions.	<p><u>Pros</u></p> <ul style="list-style-type: none"> - Increased number of events, initiatives and actions initiated and implemented - Improved collaboration / initiations of new partnerships <p><u>Cons</u></p> <ul style="list-style-type: none"> - Time spent on platform usage (in terms of staff costs) - Time spent on platform training provided by students (in terms of staff costs)
Other EU Projects	URBACT Urban Local Group (ULG)	<p>ULGs are a cornerstone of the URBACT programme. The ULG in San Donà di Piave has been established as part of the City Centre Doctor Network and is currently composed of 15 members who act as facilitators of participatory approaches to urban policies (“an “informal committee”). They bring together partners and stakeholders, including citizens, to exchange views and co-produce concrete actions for the revitalization of the city centre.</p> <p>The WeGovNow platform is used to introduce a way to engage different stakeholders and manage this process focusing on three strands of action:</p> <ol style="list-style-type: none"> 1) Use and re-use of empty spaces for business and social 	<p><u>Pros</u></p> <ul style="list-style-type: none"> - Visibility of ULG group / Increased number of requests for collaborating with ULG - Number of “book-crossing fridge” stop-over requests received - Frequent input made by users (books available, books renewed, books requested, etc.) - Increased sense of

Stakeholder	Name	Role	Impacts
		<p>actions</p> <p>2) Fostering cultural and creative sector and talents to revitalize the city centre</p> <p>3) Co-develop actions for integrated urban development as a participatory process and dialogue between stakeholders, citizens and institutions.</p> <p>More concretely, they use the WeGovNow platform to launch a book-crossing initiative by describing the action, the features and rules and the preliminary itinerary. Further, the platform is utilised to plan and initiate a number of open gatherings to attract people in the city centre, also by creating alliances with talents, businesses and CSOs. As an additional means to revitalize the city centre, the ULG use the platform to showcase available vacant spaces, collect and publish ideas on potential use and to raise the interest for prospective retailers to use the spaces for business purposes. The platform is also utilised by the ULG to find solutions and creating consensus on strategies and plans to improve the mobility and security in the city.</p>	<p>socialization among book-crossing fridge users</p> <ul style="list-style-type: none"> - Number of open gatherings implemented - Number of people participating in open gatherings - Sponsoring partnerships established (cash, products, services) - Collaborations established (talents, businesses, cultural & social organisation participate in open gathering) - Lively participation of citizens and associations in the organisation of the events - Increased attractiveness of the city centre - Better access to citizens ideas and suggestions - Improved dialogue between all actors concerned with the revitalization of the city centre - Increased sense of meaningful involvement / participation among beneficiaries - Improved use of empty shops and spaces in the city centre /

Stakeholder	Name	Role	Impacts
			<ul style="list-style-type: none"> number of requests to use space for business purposes - Increased sense of safety and comfort among citizens - Solutions found to improve mobility and security - Time saved to promote actions, events and initiatives <p><u>Cons</u></p> <ul style="list-style-type: none"> - Time spent on platform usage (in terms of effort which can't be spent anymore on alternative / competing activities) - Time spent on platform training provided by students (in terms of staff costs)
	EnergyCare	Utilise the WeGovNow pilot service for pursuing their project goals in a participatory manner.	<p><u>Pros</u></p> <ul style="list-style-type: none"> - Increased number of citizens participating - Increased visibility of the project & synergies with other projects <p><u>Cons</u></p> <ul style="list-style-type: none"> - Time spent on platform usage (in terms of staff costs)
Businesses	Restaurants and	Use the platform to promote their business or evaluate the	<u>Pros</u>

Stakeholder	Name	Role	Impacts
	Food Providers, Local producers, Retailers, Hotels and Hospitality, Craft Makers	feasibility to open temporary shops in the city centre, to find new way to do business together. Support, promote, fund and participate in events.	<ul style="list-style-type: none"> - Potential business spaces identified - Increased business opportunities - Improved planning of business activities - Increased number of business partnerships established <p><u>Cons</u></p> <ul style="list-style-type: none"> - Time spent on platform usage (in terms of staff costs) - Time spent on platform training provided by students (in terms of staff costs)
Educational Institutions	Schools	Use the platform as an educational tool for active citizenship for their students, to connect with local businesses (e.g. for job opportunities) providing information and collaborate for training activities for students. Further, they will utilise the WeGovNow platform to manage and promote cultural events to be organised by the schools such as temporary student exhibitions.	<p><u>Pros</u></p> <ul style="list-style-type: none"> - Improved digital competence of their students - Improved sense of active citizenship among students - Increased attractiveness of the school - Collaborative business partnerships established - Training opportunities and activities realised - Improved planning of cultural events

Stakeholder	Name	Role	Impacts
			<u>Cons</u> <ul style="list-style-type: none"> - Time spent on platform usage (in terms of staff costs)
	Universities	Use the platform to increase and improve research activities dealing with urban regeneration. Main universities involved are the University Padua and the University Venice.	<u>Pros</u> <ul style="list-style-type: none"> - Knowledge gained <u>Pros</u> <ul style="list-style-type: none"> - Time spent on activities monitoring on platform (in terms of staff costs)
Media	Media	Obtain and multiply information about events, business potential as well as ideas, plans and activities disseminated via the platform.	<u>Pros</u> <ul style="list-style-type: none"> - Better access to information (events, plans, activities, etc.) - Time savings (searches are more efficient for example) (in terms of staff costs) <u>Cons</u> <ul style="list-style-type: none"> - Time spent on browsing for information on the platform (in terms of staff costs) - Time spent on validating information via other sources (in terms of staff costs)

ANNEX II

Recommendation on visualisation methods for portraying data quality on the electronic map

Portraying Data Quality in Maps

As part of work package 3, research has been conducted with regards to how best to portray data quality on maps so that users could take into account such information when making decisions. One of the main goals of this task was to develop a library containing several visualisations options that could be used in web mapping applications such as the WeGovNow platform. However, it is important to know whether such visualisations are suitable for quality information, and so a survey was conducted with the aim of finding out which methods were seen as more suitable, and which methods performed well in terms of perceiving the correct level of quality in the data.

Portraying Information on Maps

Through reviewing previous works in the field of data visualisation, it was possible to identify a number of methods that could be used to portray quality information on a map. Several studies have aimed at identifying suitability of such visualisations with regards to portraying data quality, but often there is a large discrepancy between different studies, which can often be seen as being relating to the type of quality information being portrayed, personal user preferences, and the use case of the data and map. In general, the methods that have been identified that could potentially be used for displaying quality information on maps are as follows:

- Location – the position of features within the display
- Size – alter how large or small features are
- Shape – the shape used to represent the feature
- Colour hue – the colour of the feature
- Colour value – how dark the colour is (lower value means a darker shade)
- Colour saturation – how pale the colour is (lower value means a paler colour)
- Texture – the pattern used to fill an object
- Orientation – the angle that the shape or texture is drawn at
- Arrangement – position of internal shapes that make up the fill of a feature
- Crispness – how sharp the features are drawn (low crispness features blend into the surrounding features)
- Resolution – how coarse the feature is presented (low resolution means larger pixels or less points used to make a polygon)
- Transparency – how much the background can be seen through the feature
- Sketchiness – how much the feature looks like it was drawn quickly by hand
- Fog mapping – overlaying a solid colour layer on top of the data and then varying its opacity to obscure or hide features behind it

- Isolines – putting an overlay similar to contour lines on a map which groups areas together with similar values
- Animation – change the appearance of features over time
- Separated views – display multiple maps side by side which present different information
- Clickable maps – provide extra information about features when a user clicks on them
- Haptic feedback – provide a vibration mechanism to the user that changes intensity depending on values of the features being looked at
- Sonification – provide audio feedback to the user that changes based on values in the map

After consideration of the feasibility to implement and that the visualisations could also be used in static displays, the visualisation techniques that were included in the library were:

- Size
- Colour hue, saturation and value
- Dashed lines (can be seen as being texture)
- Crispness (referred to as its opposite of Fuzziness)
- Transparency
- Sketchiness
- Fog mapping
- Isolines

The library²² was developed with the intention to be used in conjunction with the Leaflet JavaScript plug-in for web mapping. The reason for using this plug-in as the base was that it is widely used in the web mapping community, and also it is the web mapping plug-in used by the First Life component of the WeGovNow platform. This means that in future deployments, it would not be complicated to integrate the visualisation library into the primary mapping component of WeGovNow.

To use the various visualisation methods on data presented on the map, the developer needs to use the programming methods provided to add additional styling to the layers, or to create new layers onto the map. This has been developed in such a way that should make it so that there are minimal changes required to existing code used to produce the maps. When using the methods, the web map must provide information regarding what property of the dataset stores the quality metric, the range of the metric values, and basic information about how the quality data should be grouped. The latter is important as often it may be the case that the map developer/users require more control over how the individual visualisation is used for different levels of quality. An example of using the library can be seen below.

```
L.geoJSON(
  data,
  {
    style: function (feature) {
      return transparencyStyle(
        feature,
        {
          hi: 1,
          lo: 0,
          class: 5
        },
      ),
    },
  },
)
```

²² <https://gitlab.gistools.geog.uni-heidelberg.de/giscience/WeGovNow/quality-visuals>

```
        'qual'  
      )},  
      pointToLayer: function(feature, latlng) {  
        return L.circleMarker(latlng, initStyle);  
      }  
    }).bindPopup(function (layer) {  
      return layer.feature.properties.description;  
    }).addTo(vismap);
```

This code block tells the library to visualise the information contained in *data* using the transparency method, where *qual* is the property containing the quality metric, the values range from 0 to 1, and that the values should be classified into 5 equal sized classification groups. In effect, the only difference here to normally adding the layer to Leaflet without the visualisation library is the use of the *return transparencyStyle(...)* function within the styling function property.

Visualisation evaluation

To evaluate the visualisations and so be able to make recommendations for future implementations of the WeGovNow platform, a survey was conducted which asked participants to score each visualisation method in terms of perceived suitability, and perform a task that would provide insight into the actual effectiveness of the method. Both aspects involved the user looking at a pseudo map where each quadrant had a level of quality which was represented via a visualisation method. Maps for each method were presented to the user, with the order of presentation being randomised. For the effectiveness task the user was asked to rank quadrants of the map in terms of how high they perceived the quality of the information based on the method, again with the order of the quadrants being randomised between questions.

Initially, the survey was to be conducted with actual users of the WeGovNow platform by providing a link to the survey within the platform itself. This meant that the methods would not be able to be included in the platform during the pilot site trials as there would have been no investigation into which was most suitable prior to deployment which could have a large detrimental effect on the usability of the platform. It did mean however that more informed recommendations could be made for future deployments. Prior to launching the survey however, it was decided that the delivery of the survey should be postponed until users had had a chance to get used to the platform, and that the link should not be included in the platform itself as this may overload the users and reduce the effectiveness of the platform as a whole. Therefore, the survey deployment was postponed to run between December 2018 and January 2019, and be advertised using the WeGovNow news site as well as local mailing lists. This had the benefits that there was a potentially wider catchment pool for participants as it was advertised globally and on Twitter, but at the cost of not specifically getting feedback from the users of the platform.

In total, 12 participants took part in the survey, though one of these was removed due to data being entered falsely (answers for all questions were identical). Due to the relatively low number of participants, it is not possible to do meaningful statistical analysis on the data, and it is also not possible to use the demographic question answers to identify differences between types of user.

Though statistical analysis of results is not possible, the data can still be used as indications as to what methods may be most suitable. From the responses to the suitability question, it was identified that the combined colour value/saturation and standalone colour saturation were generally seen as most suitable. The transparency and fog map methods also received good suitability scores, and the sketchiness, isolines and fuzzy methods appeared to have low levels of suitability. For the effectiveness task, results indicated that the fuzzy, fog mapping, combined colour value/saturation and transparency methods performed well. The isolines method performed worse and interestingly, the sketchiness method also performed well even though the suitability score rated this method low. It was also identified that for the dashing method, results were better for correctly ranking the low levels of quality, but performance diminished for the higher levels. This is likely due to users struggling to distinguish between the level of dashing when the dashes appear close together. The results from the weighting (thickness) representation indicated that the highest and lowest levels of quality were often mixed up, which is likely due to some users believing that thicker lines indicate higher quality as they are more pronounced, whereas others believing that thinner lines are more accurate as they appear more precise.

Recommendations

From the results gathered from the survey, it is possible to make some recommendations as to what visualisation methods could be beneficial for portraying a concept of data quality. However, it must be emphasised that due to the low level of participation in the survey, these recommendations are based on suggestive analysis and not on statistical evaluation. Therefore care must be used when utilising these recommendations.

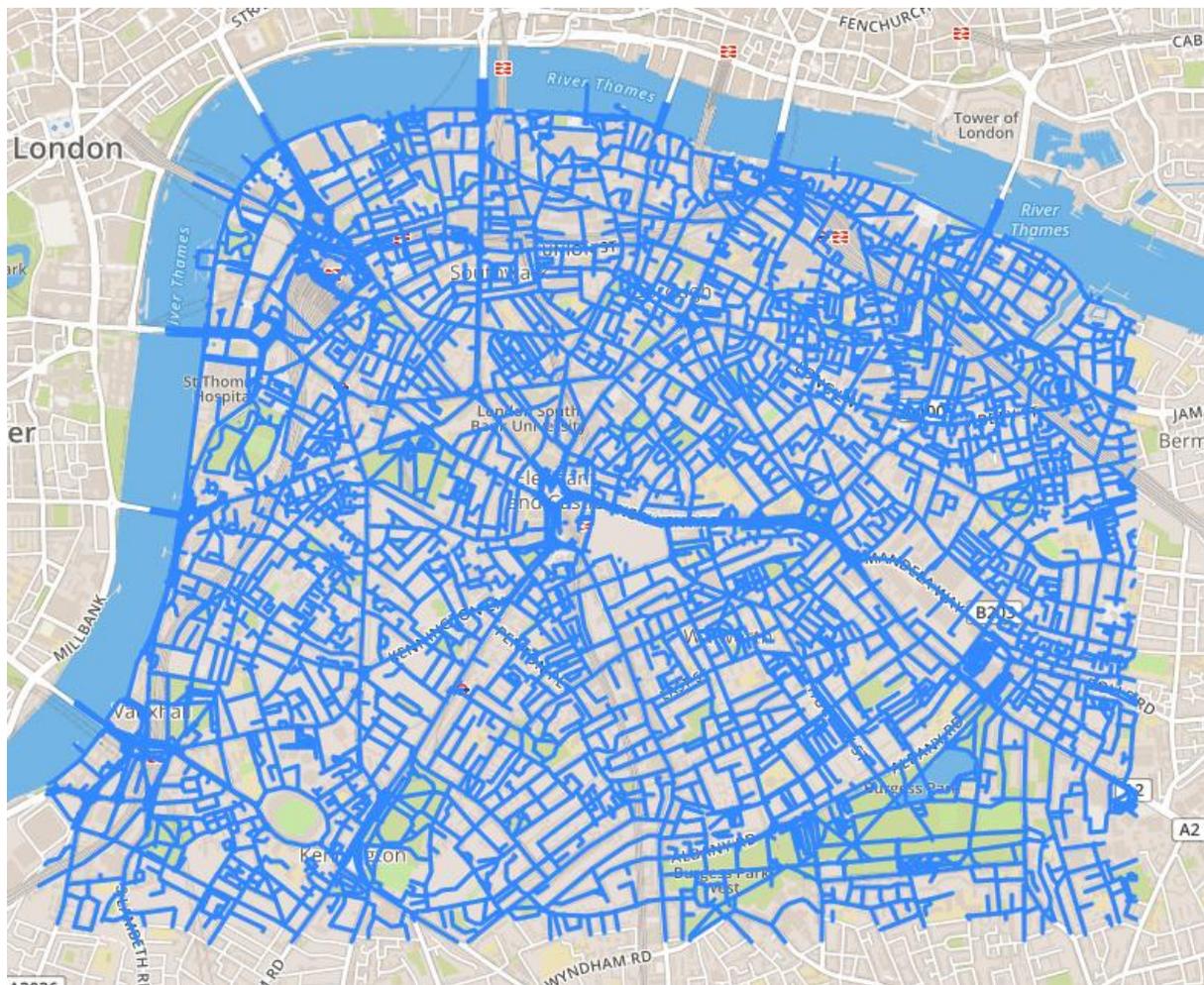
Based on combining the results of the suitability and effectiveness, the recommendations for which method should be used for portraying quality on a map are as follows:

- If the use case requires low quality data to be **hidden**
 - When there are **no other data layers** present, or these layers should **also be hidden** when there is low quality in the evaluated layer, using a **fog map** is suitable
 - When there are other layers present and **these should remain visible**, **transparency** should be used
- If the use case requires the features to always be **visible**
 - If the property being **displayed by the colour is also the property being evaluated** in terms of quality, the **combined colour value/saturation** method is suitable
 - If the **colour of the feature should be maintained** (e.g. it represents another property) **dashing** of the feature should be used to portray its quality.

Overall, there is no one method that can be used in all cases to portray quality information on maps and which method to use is heavily dependent on the particular use case of the map and data. Therefore though these recommendations can provide some insight, it is imperative that the people and organisations implementing the map address the use case and where possible engage with users to determine if the visualisation method is suitable for that particular user group.

As an example of using the methods to portray quality information, figure 1 shows the road network from OSM data for part of Southwark. As part of an exercise where the overall standard of roads is to be investigated, it is decided that the quality of the dataset is defined by whether the road features have max speed and lighting information available. Features with less of this information are determined to be lower quality.

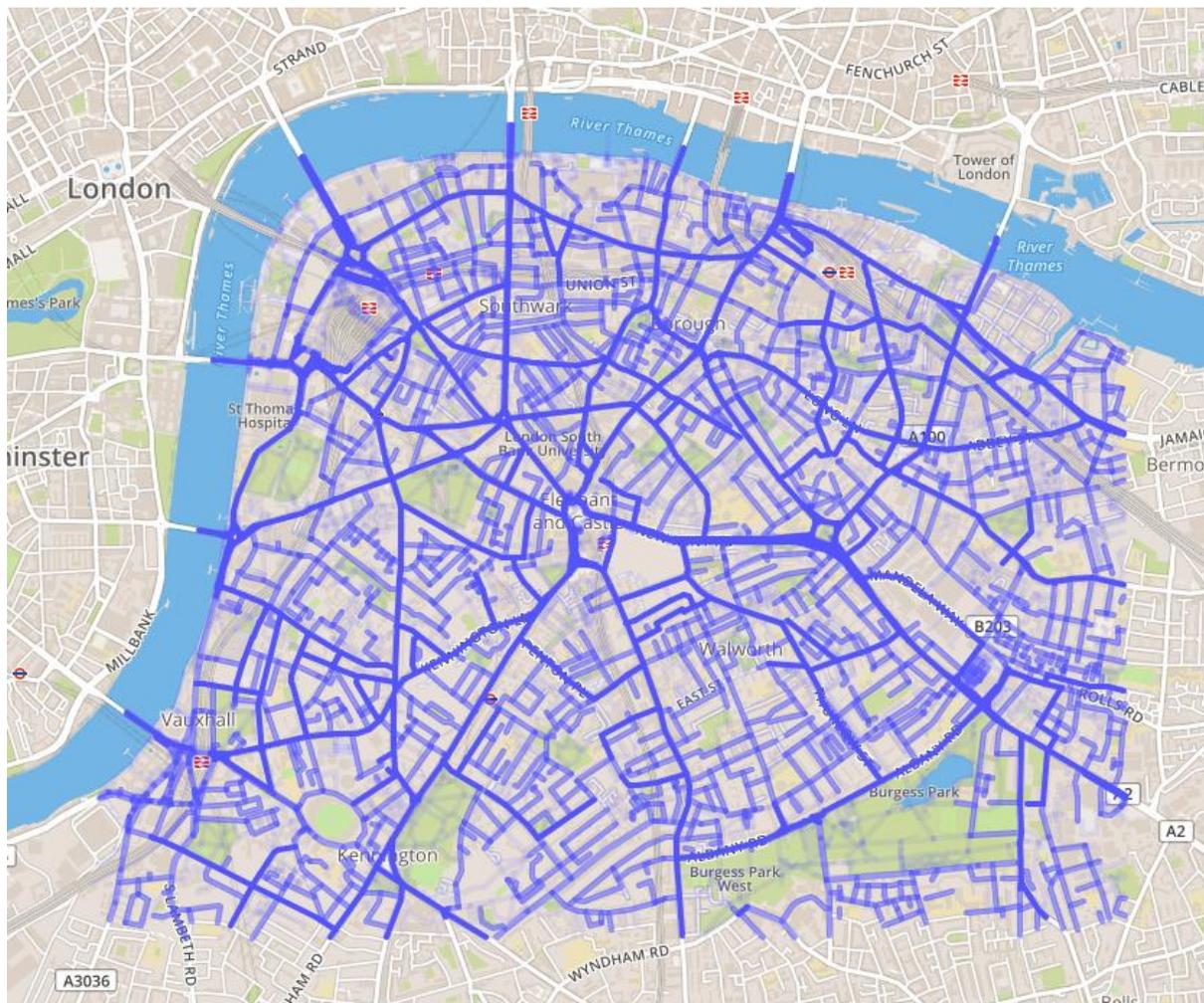
```
displayLayer = L.geoJson(southwark_roads);
displayLayer.addTo(map);
map.fitBounds(displayLayer.getBounds());
```



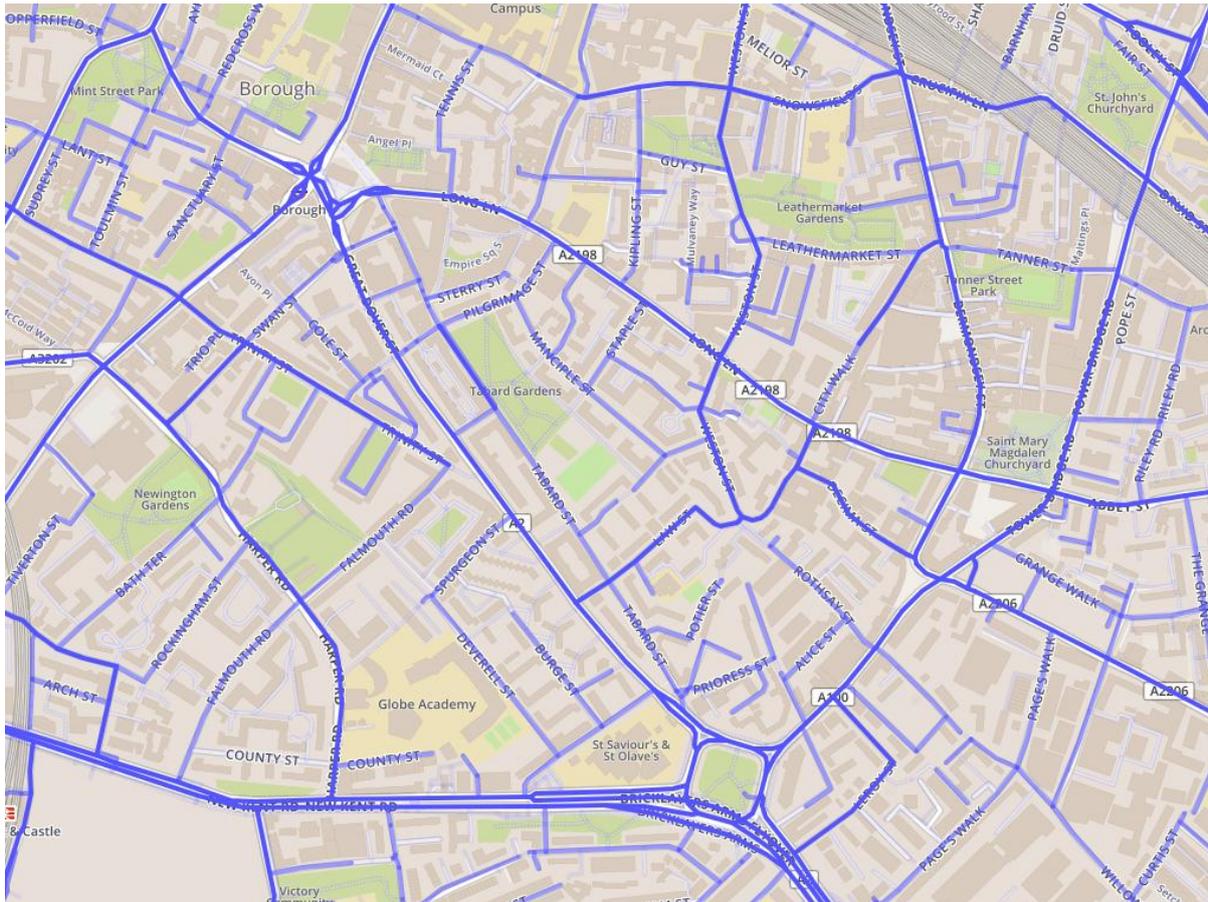
In a map to be used in the investigation, it is decided that the lower quality features should be hidden from the user, but it is important that the user can still see where other items in the base map are present. In addition, being able to see on the base map roads that are not visible in the dataset can highlight areas where the data should be updated. Based on this

use-case and the recommendations provided, the map producers make use of the transparency visualisation method (figure 2). As can be seen by the code used, the only thing that has to be altered in the display is the style function passed to the Leaflet plug-in.

```
displayLayer = L.geoJson(
  southwark_roads,
  {
    style: function(feature) {
      return transparencyStyle(
        feature,
        {
          hi: 2,
          lo: 0,
          class: 5
        },
        'info'
      )
    }
  }
);
displayLayer.addTo(map);
map.fitBounds(displayLayer.getBounds());
```



When zooming in on areas of the map (figure 3), the transparency method makes it more difficult to see the roads that of low quality.



In this particular instance, as the base map is OpenStreetMap and the data being visualised is also from OpenStreetMap, hiding the features may not be entirely suitable as the user can then see the roads through the transparent features. Instead, they decide to use the saturation/value method (figure 4). In that case, the lower quality features are still visible on the map, but they appear greyer and less vibrant. To change to this visualisation method, all the map developers have to do is change one small line of code.

```
displayLayer = L.geoJson(
    southwark_roads,
    {
        style: function(feature) {
            return satValStyle(
                feature,
                {
                    hi: 2,
                    lo: 0,
                    class: 5
                },
                'info'
            )
        }
    }
);
displayLayer.addTo(map);
map.fitBounds(displayLayer.getBounds());
```

