Proposal template
(technical annex)

Research and Innovation actions
Innovation actions

Please follow the structure of this template when preparing your proposal. It has been designed to ensure that the important aspects of your planned work are presented in a way that will enable the experts to make an effective assessment against the evaluation criteria. Sections 1, 2 and 3 each correspond to an evaluation criterion for a full proposal.

⚠ **First stage proposals**: In two-stage submission schemes, at the first stage you only need to complete the parts indicated by a bracket (i.e. }). These are in the cover page, and sections 1 and 2.

⚠ **Page limit:** For full proposals, the cover page, and sections 1, 2 and 3, together should not be longer than 70 pages. All tables in these sections must be included within this limit. The minimum font size allowed is 11 points. The page size is A4, and all margins (top, bottom, left, right) should be at least 15 mm (not including any footers or headers).

The page limit for a first stage proposal is 15 pages.

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Please do not consider the page limit as a target! It is in your interest to keep your text as concise as possible, since experts rarely view unnecessarily long proposals in a positive light.

Civic Tech Accelerator

INSO-1-2014: ICT enabled open government

Innovation Actions

Version v.0.1

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List of participants

Participant No *	**Participant organisation name**	**Country**
1 (Coordinator)	City of Amsterdam	Netherlands
2	City of Manchester	United Kingdom
3	City of Ghent	Belgium
4	City of Istanbul	Turkey
5	City of Helsinki	Finland
6	Forum Virium Helsinki	Finland
7	Open Knowledge Foundation	United Kingdom
8	Dutch Basecamp	Netherlands
9	TAGES	Turkey
10	Megadolon	Portugal
11	Waag Society	Netherlands
12	Glimworm	Netherlands
13	Boreas S.L.	Spain
14	Future Everything	United Kingdom

15	Dotopen	Spain
16	ESADE	Spain
17	Digipolis	Belgium

* Please use the same participant numbering as that used in the administrative proposal forms.CHECK

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1. Excellence – towards a Co-Creational City

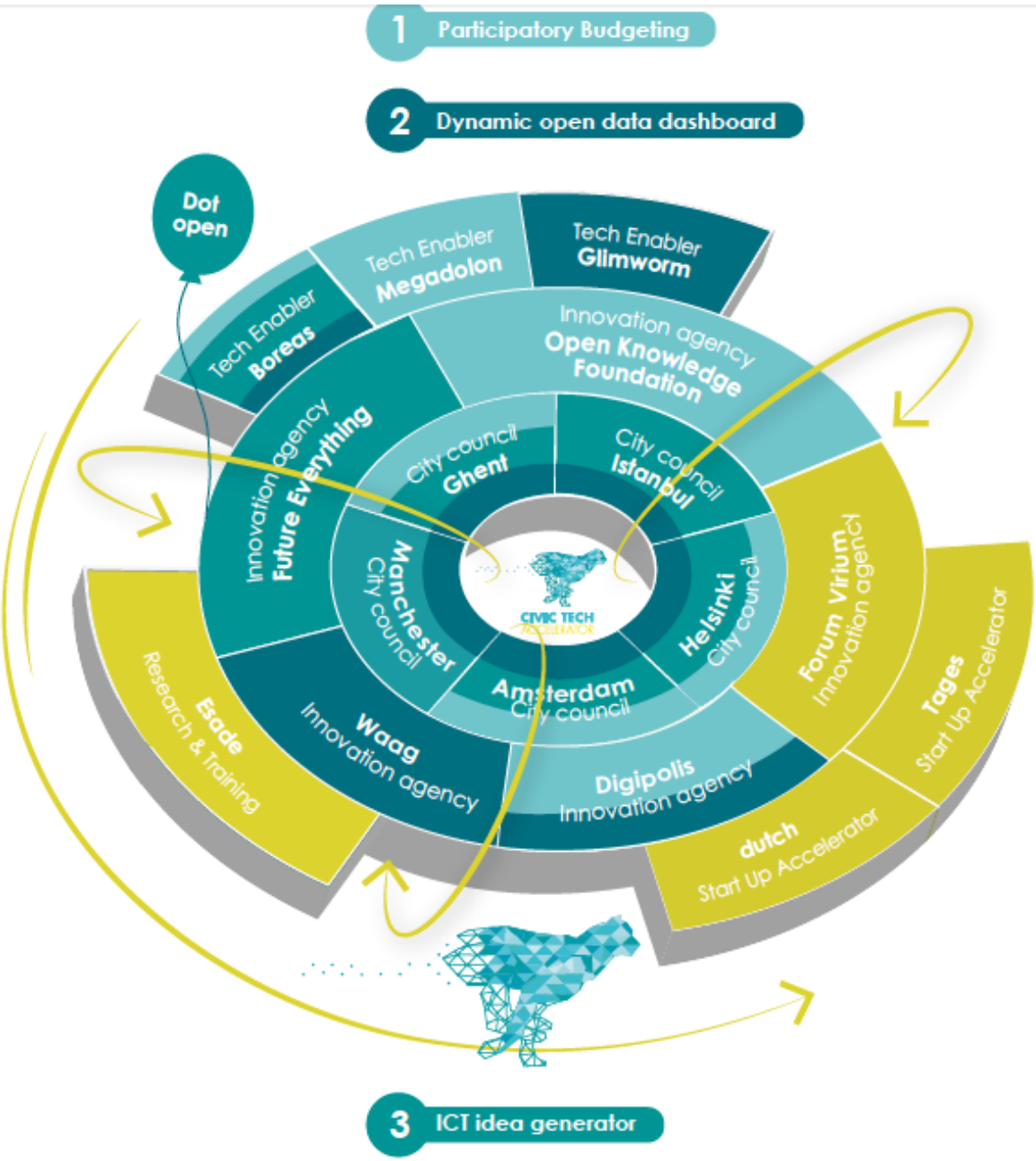
1.1 Objectives

"Civic web and mobile apps are crucial to provide citizens with services that make them safer, happier and better informed members of society. Through open data, app contests and other initiatives, we've seen a boom of civic apps sweep the globe over the past 5 years. What's key now is to provide a platform to accelerate these efforts - a Civic Tech Accelerator presents the promise of faster, ssmarter, more impactful civic application development across the EU. In the United States we've seen Code for America's Accelerator program do just that. If you provide civic entrepreneurs with mentorship, collaboration opportunities and some funding - you'll be surprised by how many problems they can solve, and how quickly they can solve them." (Peter Corbett, CEO iStrategyLabs Washington DC, Advisory Board Member Civic Tech Accelerator)

The digital, networked technologies offer a wide range of participatory tools to cities that are still not being utilized. *Civic Tech Accelerator* (CTA) is an *entrepreneurial and transformative organisation* that will help cities to harness technology for a more participative local government where citizens can contribute through smart, replicable interfaces. CTA will create new sharable solutions between cities that would otherwise have not been created so quickly due to regular ICT legacy and budget cuts.

By bringing *city councils*, *innovation intermediaries*, *developers* and *start up accelerators* and *research institutions* together CTA will be able to create new ICT services that are fully responsive to the needs of citizens and cities. By building upon the previous experiences of Code for America, Code for Europe program and bringing Silcion Valley start up acceleration expertise into CTA, **the high potential and economic impact of civic-minded tech entrepreneurs will be unleashed**. CTA will spot and train civic-minded entrepreneurs and will make sure they will build forward - thinking capacity and knowledge in the participating city halls.

The different constituencies involved in the Civic Tech Accelerator



Almost all cities are struggling with the fact that there is a technological gap between the desires of the continuously 'online citizens' and the public services offered by the city halls. Citizens are showing an increasing demand for new services whereas cities have difficulties to adopt technology in order to improve and optimise the utility of public services. This problem is often being referred as *'velocity differences' between the citizens and cities*. The lack of understanding and underutilization of novel technologies can be combated by making use of the innovation ecosystem that lies dormant in many creative cities. The CTA engages and aligns the parties in the ecosystem to solve civic challenges in meaningful ways and turn the resulting services into widely implemented, sustainable urban solutions.

CTA represents a concept that has been cherished for a long time by increasing numbers of city councils and developers. The CTA concept is based upon three important components :

a) *User Consultation / Service Design* in ICT based public services

b) *Transparency and innovation* for local governments but also open mindedness towards emergent technologies and new ways of working together

c) *Civic start-up business acceleration*

CTA choose these three layers because these are the factors, conditions that are missing from the current city council governance and therefore it inhibits cities to truly become innovative. CTA will fill up his missing link to innovation capacity.

All new digital products the CTA will host will be prominently developed with a *Service Design approach*. Starting point by the design are the desires and comfort of the citizens and cities that will be the main beneficiaries of the CTA products..

In the *second layer (Transparency & Innovation Activities)* the CTA will deliver a sophisticated Dynamic Open Data Dashboard that will provide high value public data to citizens where also a visualisation tool is added. This visualisation tool will help citizens to get interested in public data and to run queries and make dynamic personalized data reports where the citizens custom made data visualisations can run on basis of personal profile's, preferences. This function will enlarge the information position and capabilities to make better choices as a citizen, business professional or researcher.

In the third layer of the operation of the CTA, *Civic Start Up program's* will be given to make more civic minded entrepreneurs connected to civic ICT challenges that are addressed by a great number of citizens through the so called ICT idea generator platform. In the U.S, Code for America has proved the concept of Civic Start Ups and the necessity to scale them up. Often the problem is that city halls are not aware yet of this emergent new market and the grassroots talent that can be tapped into when solving civil problems and designing new services. Therefore constructions, like Code for America (http://codeforamerica.org/) and Code for Europe (http://codeforeurope.net/) proved to be successful. However the civic start up market and potentials stay still often undressed.

Essence of Excellence

The uniqueness of the proposed CTA concept is that it commits to bring very divers parties together that want to develop disruptive IT products personalized to citizen demands against lower cost with the inclusion of the best available technological peer-reviews and service design concepts deployed by the participating innovation agencies. CTA managed to get five geographically well spread city councils on board that are eager to experiment with CTA designed tools and platforms**.** Divers departments from five different cities (Urban Design, Statistic and Research, Economic Affairs, Transport, ICT and Innovation departments) have confirmed their willingness to work in the CTA concept. The carefully selected innovation agencies having great track record on engaging communities and to promoting the co-creational concept of living labs when launching new products. The five cities with this positive exposure to CTA knowledge and expertise will simply be safeguarded and motivated to get access to the most innovative personalized IT solutions. On the other hand cities will also profit from this concept too because it will create a higher level of transparency, visibility and two-direction communication with citizens. Open Knowledge

Foundation has a profound knowledge of open source app development and toolkits. Medadolon is is tech start up from Lisbon and they spread their participatory budgeting interface and process design with a clear explanation what kind of orchestrating process is needed behind such a platform. In this way it cities (replication piloting) will be much more inclined to start with participatory budgeting as knowledge and tools are provided. Sharing knowledge and have a city and tech enabler on the side of a 'starter' city will clearly ease up the innovation hinders.

To sum it up, CTA shows high ambition with profound knowledge with carefully selected experts, aiming at:

- The significant improvement of personalized public sector services by leveraging on Service Design approach, Open Source software, interoperable smart toolkits
- Boosting new economies, triggering new business models
- Targeted business acceleration trainings for civic minded tech entrepreneurs
- Getting city councils involved and " real problems"
- Maintaining a balanced composition of CTA (innovation ecosystem), including public sector, innovation agencies, future thinkers, coders, and professional start up accelerators
- Sustaining the collaboration between consortium partners (5 city halls, 5 innovation agencies, 2 start up accelerators, 3 developer company and 1 research institution) into an *innovation ecosystem* that results in sharing technological resources, knowledge and tools and will focus on the Civic Tech market .

Concretely,

- Generation of 3 lead pilots on citizen driven cloud based innovative services (and Toolkits)
- 2016-2016: 8 replication pilots between 5 cities (Helsinki, Amsterdam. Istanbul, Ghent and Manchester)
- 2017: setting up the Civic Tech Accelerator (after the project) and generating at least 20 replication pilots (localization of cloud based interoperable public services)
- Regular training and business modelling for civic minded entrepreneurs . Yearly 5 new civic start ups can be connected into the CTA through the deployment of one of the ICT services that are going to be launched after several user consultations.
- Spotlighting and peer-reviewing the most innovative ICT solutions in ICT (citizen related city services)
- Transatlantic transfer of Change By Us (one of the most established citizen participation platform) with orchestration process behind

The backbone of the Civic Tech Accelerator

1) Introducing the concept Service Design (user driven, responsive approach)/ for public services

Cities need to innovate fast and create new tools and approaches while resources to innovate are often shrinking. This creates a paradoxical situation. Involving citizens in the right moment and for the right questions can make sure that solutions will be found more resourcefully. By nature governmental organisations are more top down 'designers', very often when launching new services

the citizens are not consulted at all or after the design process. The Civic Tech Accelerator aims at bridging this gap and stimulate the Service Design thinking in local governments in an early product/service design phase.

The steps below are set up by the World Bank in 2012 to tackle the Service Development Gap in cities. (source : A. Muente Kunigami, CTA, Advisory Board Member).

The proposed Service Design framework for cities is divided in five components: (Might be replaced this section to Attachment)

1. Smart government road map. The starting point is a forward looking diagnosis that not only includes understanding the existing infrastructure, but also setting a path towards a smart city model for the next five to ten years. Based on this forward looking exercise, an action plan and investments road map are proposed, tailored to the specific context of each city.

2. Identification of city priorities. In parallel, interactive sessions with main stakeholders are organized. Civil Society organizations, local universities, software developer communities, public officials, and sector specialists are gathered to discuss their main needs and priorities, focusing on those that could be solved through technology. Practices from other countries and cities are shared, and problem statements are further defined.

3. Co-creating solutions. Based on the problem statements identified before, cities have several alternatives. They could, for example, develop specific applications directly. They could also participate in events such as hackathons and app challenges to crowdsource solutions, spurring innovation and entrepreneurship. Partnerships with academia and private sector may also result in multidisciplinary teams co-creating solutions with innovative approaches. The idea of these activities is to create prototypes and concepts that are then tested in the field (in this case, in the city) and start a virtuous cycle of feedback from citizens and adaptation/responses from government, all aimed at creating a new or improved service.

4. **Urban Innovation Lab**. To keep the traction and momentum generated by this co-creation process, a space that facilitates the ongoing interaction between all stakeholders mentioned above is needed; a space where new ideas and solutions can be tested in a fail-safe environment. This Urban Innovation Lab should lead future iterations of the proposed process and support stakeholders in coming up with problems and solutions aimed at improving the quality of life in their city.

5. **Networked Cities**. *Finally*, cities going through this process could create a network to share applications and practices. This way, they can maximize the value of the solutions they develop by sharing them with their peers, as well as learn from other experiences and build on top of them. Such networks could also link to already existing networks in Europe (for example, the European Network of Living Labs or the Open Cities initiative) and the US.

However the given steps theoretically might look simple, in the implementations the so called *internal digital agents* in city halls are often confronted with the fact that city decision making mechanism and ICT knowledge is often not enough to react timely for these chances. Therefore CTA will try to feed city halls with Service design thinking and develop IT platforms that are reflecting the needs of citizens.

The idea of a smart city is one where all stakeholders build what the European Network of Living Labs calls *"Public-Private-People-Partnerships"*, an ecosystem where government services and

investments are continuously improved through *feedback from citizens*, and academia and the private sector creates opportunities for new businesses and research that will eventually increase the quality of life. CTA will actively represent and promote this approach.

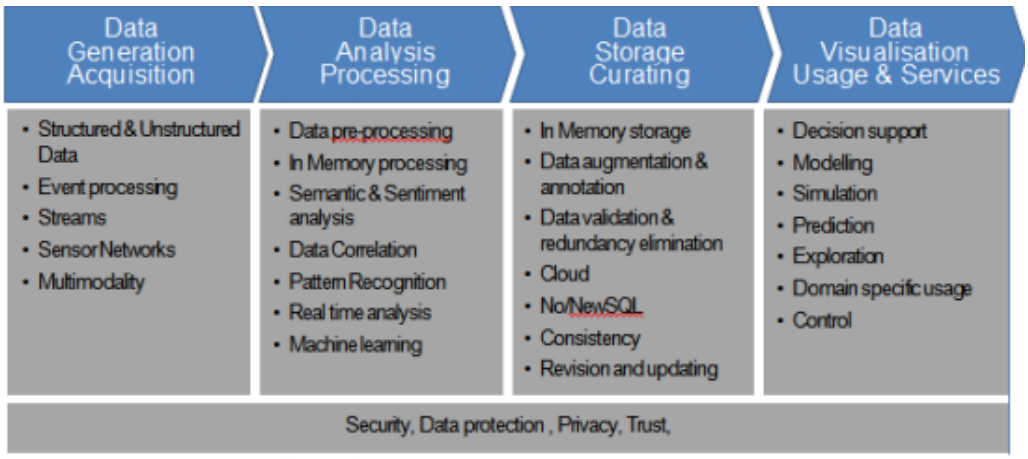
2) Closing the technological gap between local authorities and developers/ businesses?

When addressing emergent Future Internet, web enabled technologies that can ensure a high level of participation in city planning, the ICT Departments do not consider this belonging to their core business yet and therefore do not spend much time to investigate participatory tools enabled by Future Internet. This means that the participatory tools that the market offers are unutilized and this creates a gap between the extremely well connected citizens that are craving for feed-back mechanisms and the city governance.

The gap can be bridged when some of the participatory tools are not solely implemented for opportunistic reasons (connected to one election or one short term budgetary decisions) but is being designed with a strong component of user consultation, feed-back process and embedding to the city halls. Cities will receive a complete set of trainings, toolkits how to ensure he maintenance and traffic/engagement of the created platforms.

3) Understanding the Value Chain behind Big Data

Many private providers are approaching cities to experiment with big data platforms (Intel, Microsoft, Cisco). Before choosing, cities must be prepared for the technological possibilities, boundaries and they must understand the feasibility aspects against the requested costs. Therefore CTA is choosing the build upon an existing Open Data Dashboard in Amsterdam and to make it more business intelligence and big data competent where users can experiment with custom made data visualisations and aggregating very different layers of datasets.



Source: Big Data Research, -Atos, Vision for a Big European Big Data Value Partnership, febr 2014.

It is remarkable that with Open Data the market providers are already at the last stage making fascinating visualisation, Open Data operating systems, high level of datasets aggregations while cities are just starting to open up / generate datasets in recognizable repositories, portals. This is a velocity difference in Big Data that make cities vulnerable because the internal knowledge on the Value system of Big Data is not assured yet (‘ Which big data provider to choose? Which operating system?). CTA will fulfil this emerging demand. The two way traffic with users/ developers is also

not ensured yet in many cases, just exceptionally like the Helsinki Infoshare project ensures in the Helsinki Loves Developers project. http://dev.hel.fi/ Here the developers are telling to the city hall how and which API they would need for the mobile app developments.

When we visualize data through the proposed Dynamic Open Data Platforms it makes citizens more aware what it means (data –mining function) and how they could reuse it in a meaningful way, directed to personalized aims and profiles.
CTA will equip citizens properly (with the last stage of Big Data Chain) to assess data and reuse data.

Building on the experiences of successful open data infrastructure projects like CitySDK www.citysdk.eu it becomes essential that the next step is in the all-encompassing, API enriched data portals to add the smart Visualisation and Customer profile that the Dynamic Open Data Portal will enable. This is being offered by many Business Intelligence providers (Microsoft, etc) but against astronomic amounts and that creates a participation (and try-out) hinder. CTA will give more demonstrations about possible BI data visualisations during the implementation of CTA.

4) Creating confident cities with 'meaningful civic participation'

CTA will build upon the success of proven participatory platforms and projects that are being already implemented. Involving citizens are not only dependent on sophisticated IT platforms but must be supported with off line activities, events where a wider intersection (from all different age, profession and background) of citizens will be present, also elderly group that are less inclined to use social media.

Amsterdam has built a wide range of expertise in crowdsourcing by participating in Open Cities project (2010-2013) www.opencities.net where the main target was to examine the value of crowdsourcing platforms for cities and especially for policy making. There were several public challenges crowsourced during the Open Cities project period starting from how to solve the bike parking problem (in 2011) till how to regenerate cities with sustainable tourism. These last one crowsourced with the same user interface, to gain design efficiency. What we have learnt that meaningful civic participation can only be reached by the following components

a) commitment from the city halls/ politicians , policy makers that are also participating in the feed –backs on ideas

b) simple, user friendly platform with the less possible registration requests

c) giving feedback

d) role of incentives (either award, contest or visibility)

e) off line activities, marketing

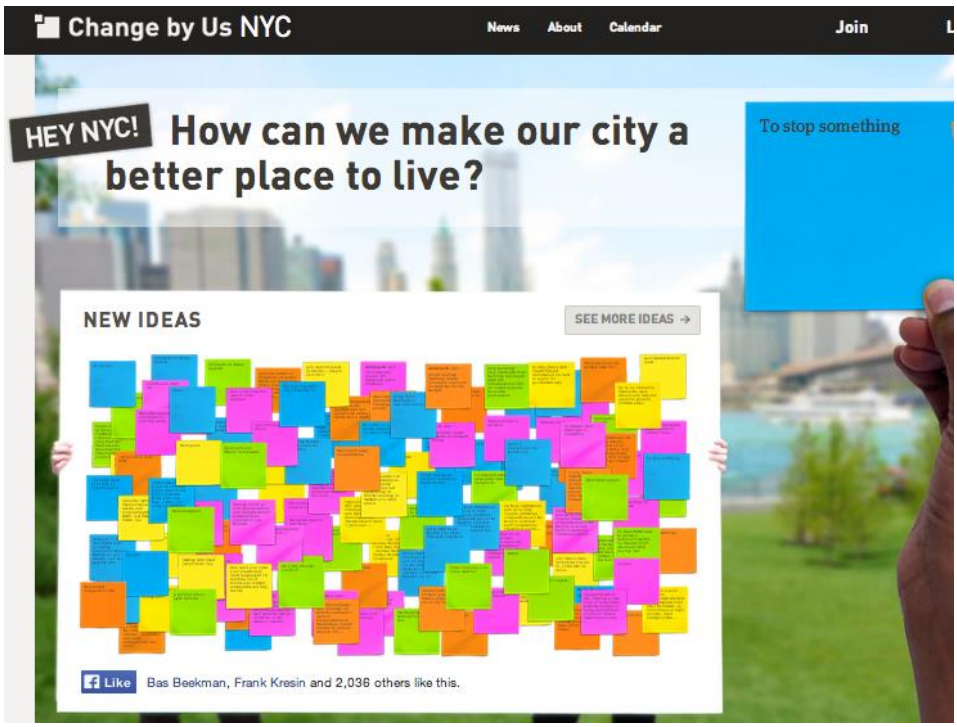
Crowdsouring consultants and platforms are often at an unaffordable rate therefore projects that are helping this internal evolution process in city halls of crowdsourcing are essential.

As a spin off of the Open Cities project after terminations of the project a new internal crowdsouring portal has been opened in Dutch. www.amsterdam.nl/amsterdamopent where local

civil servants can place a crowdsourcing challenge, while saving the expensive platform development costs.

CTA will deliver training for city halls how to host, implement a crowdsourcing platform and make different communities also engaged. The sooner crowdsouring becomes an internal capacity the better city governance will fulfill the demands of citizens to participate.
To leverage on the best foreign examples of crowdsourcing, CTA will activate the relation to Local Projects New York to progress on the local implementation of the Change By Us interface (By the Idea Generator).

The interoperable. Open source Crowdsourcing interface from Open Cities (2013).



Above shown, the open source crowdsourcing interface (Change By Us) that will be re-used by CTA.

By bringing these experiences together CTA will ensure that a solid, tech savvy view will exist by city halls on crowdsourcing tools and platforms. Cities can be only confident on a longer run if they will have a channelized feed-back idea generator platform. CTA will provide that with special toolkits around events and complimentary off –line engagement tools too.

5) Supporting Open Innovation Ecosystems

An innovation ecosystem describes the large and diverse array of participants and resources that contribute to and are necessary for ongoing innovation in a modern economy. It builds on the idea that innovation is the result of a complex set of interrelationships between different actors: companies, universities, research centers. Networks, and the interactions, exchanges, and collaborations they facilitate, constitute the backbone of innovation ecosystems. The resources, facilities, and competences shared among the various actors form the core of such networks and ecosystems and define their innovation potential. The complexity of the innovation ecosystems is further amplified by the fact that the networks are increasingly open and cross-border by nature, and they are governed by open business models.

The term open innovation ecosystem responds to the changes that the way we do open innovation has experienced throughout the years. As the table below shows, nowadays, open innovation does not only involve companies or does not only aim at making money; it is a concept that has to do with maintaining communities, enabling processes in a continuous way.

Open innovation 2003-2014

2003	**2014**
Dyadic relationships company to company	Multiple relationships (ecosystems)
Own the innovation	Innovation of others
Buy & license	Foster & enable
IP	Governance business models
Intermediaries for search	Intermediaries for enabling processes and maintaining communities
Incubators	Accelerators
Competing with your own products and services	Competing with the ecosystem

Source: ESADE, Esteve Almirall (2013)

Cities are developing urban open innovation ecosystems that foster citizen involvement in co-creating applications and services as well as new ways of collaboration among different actors. But city halls and citizens and end-user communities are so far from each other that they need intermediaries. This is precisely the role CTA will play: CTA will act as an independent intermediary among different city actors, and particularly between city councils, citizens, and grass-root developers and entrepreneurs, supporting the development of the city's innovation ecosystem. This ecosystem will be indispensible when thinking about injecting new technologies into the city halls and making citizens to be part of the design process.

6) Breaking the silo's in the governmental structure

A city is an "organism" not a "machine" and has to incorporate the old with the new and ensure that the existing infrastructure works whilst trialing new products and services. This requires a new approach, where cities act as catalysts for the dynamic communities living and working within them.

A corollary of a "smart city" would surely be a "not-smart city" and no administration is going to want to sign up to that. Therefore it is important that we see "smart cities" as neither a definitive product (such as sold as a solution by a technology provider, who will "make your city smart") nor as a fixed point. Cities, by their very nature, are already very apt at employing smart technologies – and have been since the Greek "agora" or Roman aqueduct.

Whereas the physical infrastructure of a city is often dynamic, with churches and warehouses becoming restaurants and theatres; and old mills being transformed into apartments and workspaces; a "smart city" has to be about more than buildings and transport systems.
New technology can be part of the answer to improving a city's efficiency and economic growth prospects, and citizen's quality of life, but new technology can also be expensive, badly-designed and implemented, and under-used. The "channel shift" to digital needs to be driven by consumer need as much as by new and innovative products.
Key to this is taking a new approach to developing "smart city" or "information society" projects. Rather than seeing them as stand alone "pilots" that may or may not be mainstreamed or overtaken by better products further down the line, the smart city will be dynamic, flexible and agile, and will work closely with other cities in the UK and elsewhere to better adapt to the changing environment. This means that we need to develop tools, techniques and methodologies that can themselves adapt and provide an underpinning to smart city developments, avoiding vendor lock in, public "silos".

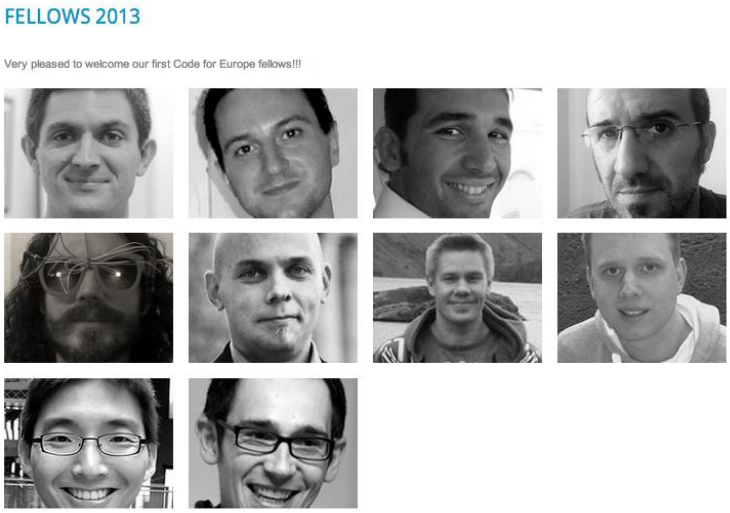
7) Unleashing the potentials of Civic –Focused Tech entrepreneurs

In the United States (San Francisco) based biggest Civic Tech Entrepreneurs Acceleration program, Code For America has selected and trained a lots of talented start up with civic content. CfA was the first protagonist that has proved that the concept of bringing together skilled citizens with city halls and 'geeks' push public innovation forward at an unforeseen speed. Since their 5 years of operation many cities have been served with disruptive IT tools developed in a very short periode of time.

Code for America is the first organization with huge impact that offers distinguished trainings for the selected start ups. http://codeforamerica.org/geeks/our-startups/ and they have just recently opened up some international offices representing the same concept (Code For All, in Japan, Germany, Honolulu, Ireland, Mexico and Poland).

During the entire period of CTA we will consult with Code For America to choose the best possible way for the Civic Minded Start Up Accelerator program (led by Forum Virium) and we will build and sustain the community and tech development we have fostered in the Code For Europe project (2011-2014).

Moreover many partners in the consortium have been part of the Code for Europe project that has recruited also civic coders as Code for America, working with 10 fellows through 5 cities, launching many civic shared apps on a mutually used 'civic app store' www.europecommons.eu



All these Civic minded entrepreneur trainings provided by Code for America and by Code for Europe are having a very simple and incredibly useful approach, aiming at

- Capacity building around novel technologies in governments
- Introducing new channels for participations
- Sharing useful interfaces among cities

These are also the crucial backbones in the Civic Tech Accelerator organization and our advantage is that five city halls have already committed to the participation in the program.

1.2 Relation to the work programme

The Civic Tech Accelerator will be responsible to pursue Innovation Actions in order.

(i) to launch mobile, personalised public services, using open public data or open public services

-Open Data Dashboard (WP3)

-ICT Idea Generator (WP4)

-Business Acceleration for Civic Minded entrepreneurs/ business modelling (WP5)

(ii) Enhancing transparency of public administrations, leading to increased trust and accountability

-Participatory Budgeting(WP2)

Thereby, the CTA directly responds to the challenges that are set out in call H2020-INSO-2014. It helps administrations to address new challenges posed by the evolution of society, while they have to cope with financial constraints that make this difficult. At the same time, citizens and city hall expect much more from them in terms of innovation, efficiency and transparency. Technologies, that are available to citizens and companies, remain widely underused by local governments and civil servants. Rather than (re)inventing the wheel in a top-down way, which can only be done by involving large corporations, or in sourcing expertise, the CTA helps local governments to capitalize on the existing innovative ecosystem, making use of innovation methodologies that have been perfected outside of the public sphere. By involving city councils, innovation intermediaries, developers, start up accelerators and research institutions together CTA will be able to create new ICT services that are fully responsive to the needs of citizens and civil servants alike. This will result in personalized public services from enabling and empowering citizens and businesses to directly participate in the design, creation, selection and delivery of some of the public services.

To be effective, the CTA will employ design rules specified in Design Rules for Smarter Cities (http://waag.org/nl/blog/design-rules-smarter-cities) and by the UK based Government Service Design Manual (https://www.gov.uk/service-manual).

The TCA, by its broad scope, aims to

- Make intelligent and innovative use of large volumes of publicly available data for new, smart and mobile public services
- Use open services and enable any actors, including users, to create or co-produce new public services
- Develop and test personalized citizen-centric public service applications, including user profiles created and controlled by the user and structured around modular public services;
- The transparency tools to be piloted will benefit from open data and could help in monitoring, enhancing accountability and fighting corruption (e.g. through data mining and other tools).
- Meanwhile, it will incorporate privacy, accountability and trust mechanism.

The CTA will include an assessment of the effectiveness as well as social and economic impact of using these approaches to deliver the public administrations' goals.

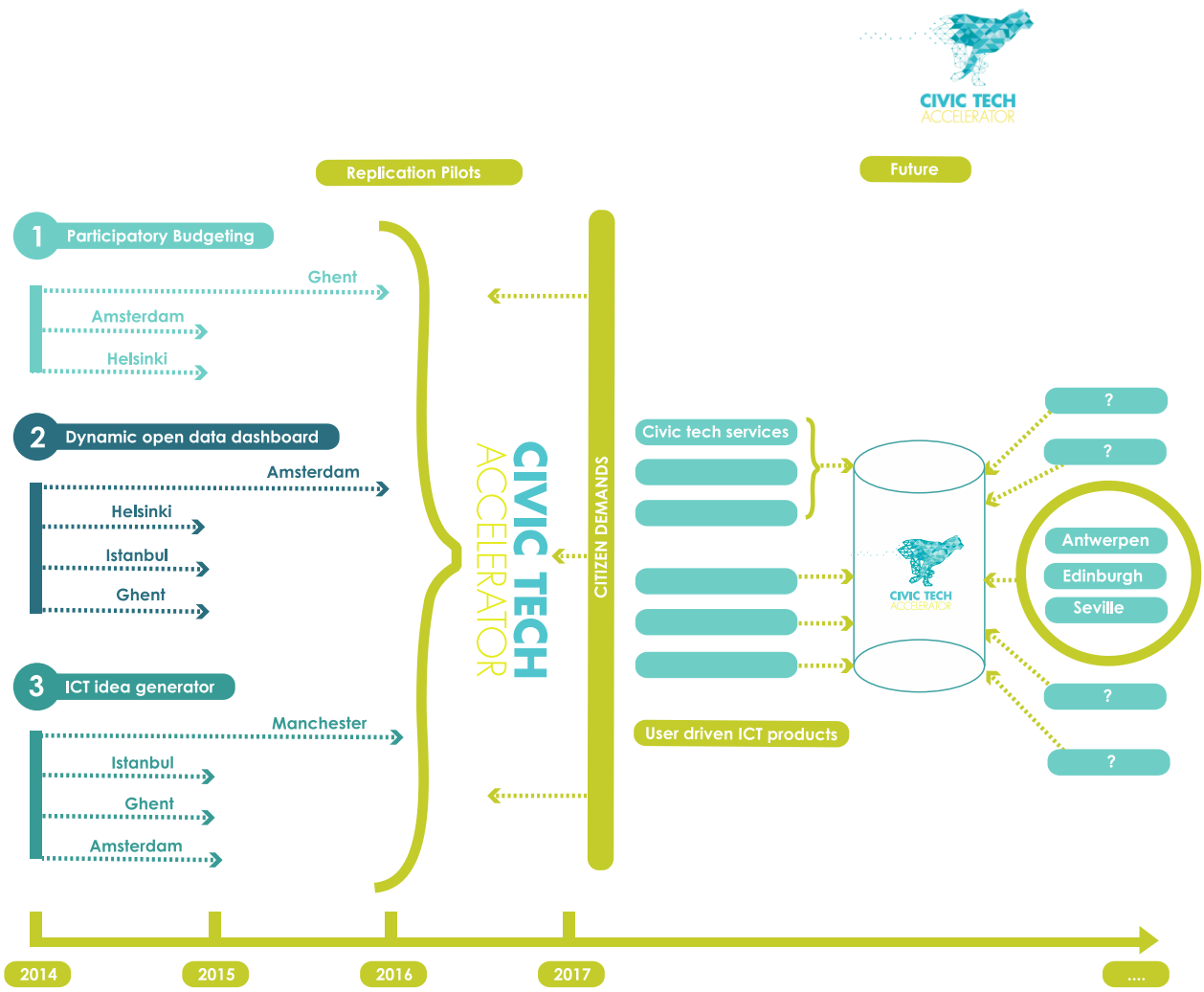
1.3 Concept and approach

The operational design description of CTA during the project period and afterwards

The implementation of the pilots is consisting of a *series of user consultations*, prototyping and co-designing events in each city resulting in launching of three new interoperable lead pilots (first year) and 8 replications pilots in the second year to spin the new services out among the 5 cities. Next to the prototyping there will be also an impact study on business models conducted regarding the business incubation process of new digital public services when involving CTA. The impact study will investigate the traditional way of launching services against the CTA model.

Each of the three digital platforms will initially be piloted in the city that developed it (Ghent, Amsterdam and Manchester are lead pilot cities). The demonstrator platforms will be hosted and maintained by the CTA. Once demonstrated to be functional and adopted by users (by both citizens and city halls), these new digital platforms will be prototyped in eight other replication pilot cities within the 24 months of the project. If the 'demonstrator products' prove the value of the CTA approach the CTA will be extended to up to 20 satellite cities that will also undertake ICT product improvement, development, and replication to cities within an extended version of CTA. The continued expansion of the CTA with additional cites and platforms will ensure the long-term sustainability of the CTA after 2016. In the first 2 years CTA will have a limited focus on expanding and replicating 3 platforms and the toolkits with it among 5 cities. From 2017 CTA will be a consistent organisation that could launch yearly at least 10 citizen driven new products that will be shared between 20 satellite cities.

Visualization of CTA Operation Cycle in 2015-2016 and after



Injecting a user driven approach into city halls and consulting with technology experts from five different cities will help cities to obtain access to the most novel ICT technologies with less resources. When using modular, interoperable interfaces cities need a guide and the consortium will coordinate this internal learning process and adaptation.

The Civic Tech Accelerator will launch new digital services in 3 prototypes in a lab environment with the involvement of 300 lead users/ citizens, 3 SME's, 5 city halls and 5 innovation agencies (Stage TRL 7 – system prototype demonstration in operational environment).

CTA will capitalize on the learnings from several successful EU projects such as Open Cities[1], SpeciFI[2], City SDK[3] and Code for Europe[4] where several interoperable civic services have been developed. Some of the architectures (API's) from the City SDK will de directly re-used. Interface of the Participatory Budgeting from Lisbon will be scaled up among three cities. Open Knowledge Foundation will bring their expertise

[1] http://opencities.net/
[2] http://www.specifi.eu/
[3] http://www.citysdk.eu/
[4] http://codeforeurope.net/

about the replication of Open Spending Data Visualisation[5] (through API's). When replicating newly developed digital services these experiences are invaluable.

All the products developed by CTA are open-source and will be published on GitHub[6], Europe Commons[7] and the take up these services will be widely communicated through valuable networks such as the European Network of Living Labs[8], Connected Smart Cities[9] and the EUROCITIES[10] Smart Cities working group.

1.4 Ambition

CTA will be the first non-proprietary tech accelerator that will operate beyond the boundaries of cities and will involve stakeholders from very different interests and perspectives. CTA will promote the value of open consultations with users, making user profiles while developing new digital public services. The uniqueness of CTA is residing in the fact that collaboration between very complementary and committed partners will be organized in order to launch cutting edge citizen services. CTA eases up the service design task of cities while realizing also some procurement optimization.

The Civic Tech Accelerator aims to reach the following impact and for this we use the following Key Performance Indicators

CTA *will help cities to develop new digital personalized services with a shorter incubation time*. Similar concepts were launched in Silicon Valley Tech Accelerators, Code for America[11] and Code for Europe[12] that proves that the independence and entrepreneurial spirit is a very important aspect within the CTA that could not be accommodated within the city halls. The CTA is still different then all Tech Accelerators because of a very balanced participation from city halls, start ups, innovation agencies, and SME's in the development of the services where the mapping of cities and citizens interests will stay a focus. The CTA has a versatile knowledge about the accessible technology tools as cities will share tools, API's and tools.

Key to the CTA is the collaborative approach to be taken by cities working with innovation agencies and other tech enablers such as SMEs. City authorities have many different roles within their municipality, and one of those is to act as a catalyst to enable their city to compete in an increasingly globalised environment, attracting a wide range of businesses and visitors. The European cities in the CTA already have an impressive track record of working with start-ups and innovation communities, but this proposal places these ecologies at the heart of city innovation by the development of enabling tools that can become a platform for tech acceleration within the city. With this we are seeing the **move from apps to services and platforms**, from **the city as a commissioner of services to an entrepreneurial partner in civic technology**.

[5] https://openspending.org/
[6] https://github.com/
[7] Europe Commons
[8] http://www.openlivinglabs.eu/
[9] http://connectedsmartcities.eu/
[10] http://www.eurocities.eu/
[11] http://codeforamerica.org/
[12] http://codeforeurope.net/

Features of the demonstrator projects/platforms

- all 3 new digital products will have a User Demand analysis and Citizen Consultation
- each of the 3 platforms will make use of cloud based services and open source solutions that will be implemented and guided through the replication pilots
- the Civic Tech Accelerator is a concept to create a new intermediary and during the project period there will be 3 new products launched among 5 cities and 12 replications among the cities
- the final aim at the end of the project period is to make with the creation of Civic Tech Accelerator at least 20 replications among the cities
- the Civic Tech Accelerator will open up a fully transparent consultation between city halls and citizens enlarging the level of transparency and will aim at co-creating new services with cities and citizens.
- the Civic Tech Accelerator will make a breakthrough in traditional ICT procurement and enlarge the insight in open source replication solutions.
- the Civic Tech Accelerator will select 5 civic start ups yearly that will get a training and access to the gathered ICT challenges to build there new technologies and spin out the enterprise

HERE TO ADD Valter: LONG TERM EXPLOITATION PLAN OF PLATFORMS AND CTA

2. Impact

2.1 Expected impacts

Local governments are extremely challenged by severe budget cuts and reorganizations. At the same time, citizens are evoking the need for a more transformational local government that designs its services in co-creation with the users;

The Civic Tech Accelerator (CTA) will open up the first *Civic Innovator's user panels* for public digital services and it will offer the possibility to creative, web based entrepreneurs, start ups to contribute to the prototyping process. This collaborative design of future city services will lead to a lean government that leverages on cross overs that will arise between technology experts, citizens and policy makers in the city hall.

CTA will test the value and impact of transformative, user driven public services by a series of pilots. The three pilots are targeting at the launching of several new platforms such as participatory Budgeting, Dynamic Open Data Dashboard and Idea Generator.

The most impressive impacts anticipated in the CTA program will be capacity building in the local governments about the open source software market and some direct saving because of the proposed sharing effect of lead pilots and replication pilots.

2.1.1. Measurable economic impact

Economic Impacts of CTA	
Immediate (2015-1016)	**Long Term (>2016)**
3 interoperable participatory platforms	attracting new satellite cities
Leading to a development efficiency due to 8 replications (8* 50.000 eur = Saving appr 400.000 eur)	Building inter capacity , ict knowledge in cities (each city will gain yearly 2 tech savvy civil servants in Future Internet technologies)
300 engaged lead users spread in 5 cities - wide coverage	Better procurement decisions
10 civic minded start up will get mentoring and business acceleration support	Versatile look on the ICT providers
Reach out: approx 2.500 developers will be committed for CTA (as civic innovators)	Civic Tech Acceleration market discovered and merits from the joints efforts, trainings from CfA, CfE and CTA
10 user consultation by the 3 platforms (by each pilot) saving process design costs	Start up spin off generation on Civic IT services

The most important economic effects will be realized by the interface sharing between replication cities and internal capacities building within the city hall.

More concretely the Key Performance Indicators that will be used to measure the output of CTA

	KPI's	**Results**	**Impact**
1	Development of at least 3 citizen focussed new ICT services	5 cities are sharing the same infrastructure	Procurement efficiency and easy access to novel technologies
2	300 engaged citizens (lead users) that are using newly designed products	Mobile and digital services designed on citizen demand (co-creation, LivingLabs)	Citizens will have more advanced city services that addresses mobility/connectivity demands
3	2 contest on the ICT based Idea Collector	4 cities committed to use the same crowdsourcing interface	Cities will be provided with novel ICT based ideas for new services (1000 new ideas generated, 200 per pilot cities)

4	5 city councils with a policy commitment supporting the CTA	Dynamic Open Data platform fed with real time new data and financial departments will open up some budgetary decisions	CTA will be seen as an extension of city halls to launch citizen driven new ICT products and ideas

2.1.2. Spin off Economic Effects

Implicit, snowball effect of CTA will be the internal tech trainings, awareness raising among civil servants when it comes to user driven product design and understanding the potential of open data, visualisations, open source mobile citizen apps, commons and standards and the usefulness of API's.

- Citizens will feel being taken seriously due to the consultations process and wide invitation in the co-design process
- Citizens will bring voluntarily resources, time, creativity to develop products communally
- Citizens will benefit from faster and better user interfaces and newly developed products that invite them to design urban futures collaboratively (more ownership feeling)

One example spin off effect from the Code for Europe program was that the 2 civic coders from Amsterdam after finishing the first year of fellowship they have launched in this year their own start up venture offering open source event related apps and their business model lies on the level of requested localisation support of the interface. *(NAME OF the Company? Website to add)

2.2 Societal Impacts of CTA and ecosystem (ESDADE)

2.2 Measures to maximise impact

a) Dissemination and exploitation of results (Dotopen:Anna?) HOW TO BRING INNOVATION TO THE MARKET (ADD A PLAN, user consultations, market valorisation plans,…etc) anything that helps the valoristation of the concept

b) Dissemination to City Partners

The partner cities are very involved in the Eurocities Knowledge Society Forum. Currently Ghent chairs the forum and Manchester is deputy chair, and Manchester and Amsterdam are joint chairs of the Smart Cities Working Group. This has recently completed 18 months of work developing the concept of "tools for smart cities" utilising the experience of projects such as Citadel on the Move, CitySDK, SMARTiP, OpenCities and Commons 4 EU to develop a suite of interlocking tools, policies and procedures and best practices which can be shared with other cities to unlock civic

innovation. During the period of the CTA, the proposed focus of this dissemination is to move towards more mature platforms (to which CTA will contribute) enabling the cities to have smarter evidence-based policy making, and to encourage an ecosystem of civic applications and services, which offer interoperability. The Eurocities KSF forum, and its close links with the informal network of Connected Smart Cities (www.connectedsmartcities.eu) provides a flow of best practice and experience between policy officers within cities and practical projects in the cities, enabling cities to drive the "smart city" agenda, enhance their capacity and capability, and develop new ways of working.

c) Dissemination to Living Labs

The cities are involved in the European Network of Living Labs, and have a long track record of interacting with their local living labs together with their universities and innovation agencies. ENoLL will remain a key contact point for the Civic Tech Accelerator and the user-centred approach to co-design and co-production of services will see the cities follow "living lab" approaches, and will feed back their experiences into the network via shared events such as the ENoLL summer school.

Open Data Privacy Policy applied to the CTA

The openness of data raises issues regarding the privacy of the collected data, with data is very important that we as a consortium ensure that personnel data will never be opened, only data that is Civic Tech Accelerator will be collected, data such as budgeting, traffic flow, urban indicators data, etc.
Nevertheless, the Civic Tech Accelerator consortium honors personal data as confidential and will do everything to guarantee the privacy of users, i.e., ensuring that personal data will be properly anonymised and be made inaccessible to third parties. Work will be conducted respecting the principles of the Charter of Fundamental Rights of the European Union. Our proposal complies with Article 8 of the European Human Rights Convention.
Informed consent will be required on every occasion research involves volunteers in interviews or sessions, and give subjects information specifying the options, risks, and benefits for those involved in a way they fully understand. The consortium will use all material with utmost confidentiality and respect, so that no possible damage to third parties is wreaked. We will comply with national and EU legislation, including international conventions and declarations, and also keep in mind the opinions of the European Group on Ethics.

Data collection activities will be carried out in accordance with Directive 95/46/EC on data protection and the project coordinator shall take particular care that the resulting national legislation is made known to the interested Partner(s) and duly enforced in the processing of data and other personal information. Article 6 of that Directive states that personal data must be "collected for specified, explicit and legitimate purposes" and not be further processed in a way that is "incompatible with those purposes". Additional processing of personal data (like the building up of a database of results) for "historical, statistical or scientific purposes" is not considered as mismatched, "provided that Member States provide appropriate safeguards". This prerequisite for appropriate safeguards maintains the "principle of balance" between the competing rights of people to keep privacy on their personal data, and of public authorities to collect any specific information that is thought necessary (in this case) for the interests of EU funded research. As it is well known,

the privacy interest is limited by the nature of data in question (e.g. if it is already generally available to public), and is extinguished when data is "anonymised", i.e. cannot be traced back to the data subject. It should also be noted that when data is retained in personally identifiable format, it may be subject to an access request from any data subject and is bound to restrictions on its disclosure outside the European Economic Area.

To keep the risk of ethical violations particularly low, all personal sensitive data that will need to be accessed will be coded if specific to the user system and resident in it; otherwise they will be always permanently anonymised prior to granting access. This specifically applies to location and preference- related data. In general, no other personal data will be specifically required apart from name, age and gender, which are the only other data that may be needed for personalization purposes. All questionnaires (with no respondent's identification) filled in by the participants will be stored in a dedicated and locked room. The digital identification data file containing the users' names and contact information will be stored in a safe. When analyzing the data, the partners will use digital data files with no identification data (a user number will be used for data- linkage purposes). These files will be stored on special domains within the participating organizations' network architectures. Only partners involved in Civic Tech Accelerator will have access to this password protected storage area. At the end of the project all questionnaires and the identification data file will be destroyed. That is, the remaining digital data files will be such that the data subjects can no longer be identified. All partners participating in the project will undersign a non-disclosure agreement concerning the personal data of the users. Before the actual experiments, each project partner will draw up a description of the data file and will keep this description available to anyone. These procedures comply with the aforementioned EU and national legislation.
It is also important to note that the project components are based on existing platform currently in operation. These projects already comply with the relevant regulations on privacy and security. None of the implementations involved in this proposal involve additional menaces to the relevant privacy issues.
Whereas these practices are rather normal procedures with mature technology domains like internet, mobile, back-end-systems, the peculiar case of RFID and NFC will be handled according to the developing regulation on this area.
Therefore, while collecting or creating open data the consortium must:

- Collect or create only that information necessary for the proper means and aims of the project;
- Limit the collection or creation of information which identifies individuals to that which is legally authorized and necessary;
- Limit the sharing of information that identifies individuals or contains proprietary information to that which is legally authorized, and impose appropriate conditions on use where a continuing obligation to ensure the confidentiality of the information exists;
- Ensure that information is protected adequate with the risk and magnitude of the harm that would result from the loss, misuse, or unauthorized access to or modification of such information;
- Incorporate new interoperability and openness requirements when needed.

The consortium will agree on the usage of reliable data sources and data hubs such as CKAN, GitHub or Sourcefoege which ensure the consortium keeps his rights in the data and that data provided is save and protected.
Despite citizens/users deliver the personal data in the scope of Participatory Budget, have data shared in the Dynamic Data Dashboard, deliver their ideas on the ICT Ideas Generator or helps

generating data for Business Acceleration the consortium will strongly endorse and ensure the no national and European laws are violated and that all contributes will remain anonyms, unless agree other way by the parts. No third part will be allowed to use the data to their own benefit.

b) Communication activities

ANNA Dotopen! Just a summary of WP6 + innovative social media usage + I ve added the reach of approx. 2.500 developers

(also touching synergies with other projects)

3. Implementation

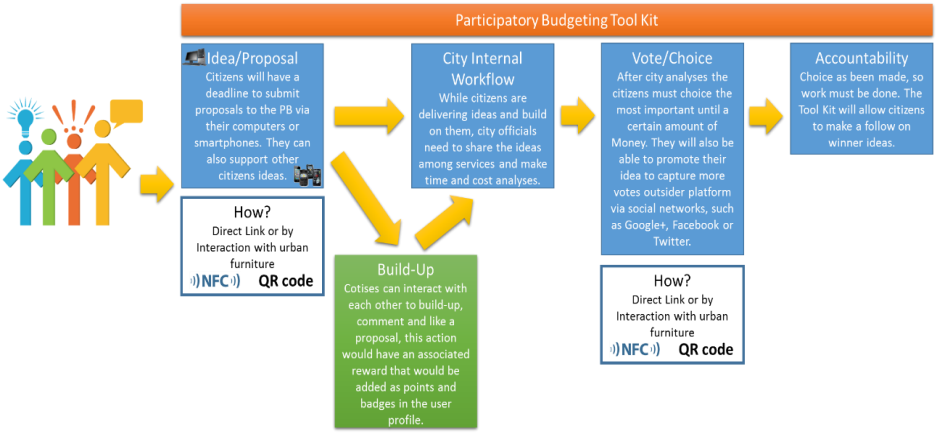
3.1 Work plan — Work packages, deliverables and milestones

- The project will be implemented through 6 work packages; 3 out of the 6 are focussing on the pilots and replications of innovation actions (making new mobile and personalized citizen services) and 3 are related to project management, dissemination and impact studies of emerging business models of the CTA.
- The project has 24 operational months, starting from Jan 2015 till Dec 2016
- The consortium is being created with the participation of 5 city councils, 5 innovation agencies, 3 start up accelerators and 1 research institute.
- Core idea of the Civic Tech Accelerator is to stimulate the take up of existing smart ICT solutions among cities citizens, capturing a high value on sharing tools, knowledge around the same architecture, interface and localisations.
- The Civic Tech Accelerator shall develop 3 multimodal, adaptable Civic services that are cloud based and easy to localise. These 3 products are

1. Participatory budgeting (short Functional design in words, process flow) – Megadolon (sum this up till max 1a4) what will it do?

One of the key demonstrator products will the Participarory Budgeting, and here some reasons that point out the excellence of the designed interoperable platform among the participating cities.

Participation modernization, in the scope of PB can happens in different frameworks, and here is where the Civic Tech PB tool kit lays is objectives. We aim to build a tool kit that can be use by several cities but at the same time is flexible enough to allow them to have their own PB strategy, bottom line we will develop a tool kit on open standards that can be transnational and will allow citizens to interact with the city and among each other's, in the proposal, build-up, and choice of projects to the city.



Process Overview Participatory Budgeting Interface

As illustrated on picture 3 the tool kit will allow:

- Deliver ideas/proposals to city problems, the access to the platform can be made through direct link, or by interaction with street furniture through QR codes or NFC tags.
- After the ideas/proposals submission two things will happen simultaneous (even though one (internal workflow) keeps going after the other ends):

- City services will receive the proposals and analyses them, to check if they are according to PB rules, according to city core competences and other issues considered important. They will also transform the ideas into projects by adding value and time.
- Citizens can build-up on others ideas/proposals by making a contribution, a comment or just by adding a thumbs up (or down). The aim here is to, by using gamification, engage people with each other, to build a community around an idea and to reward to most active citizens on the platform.

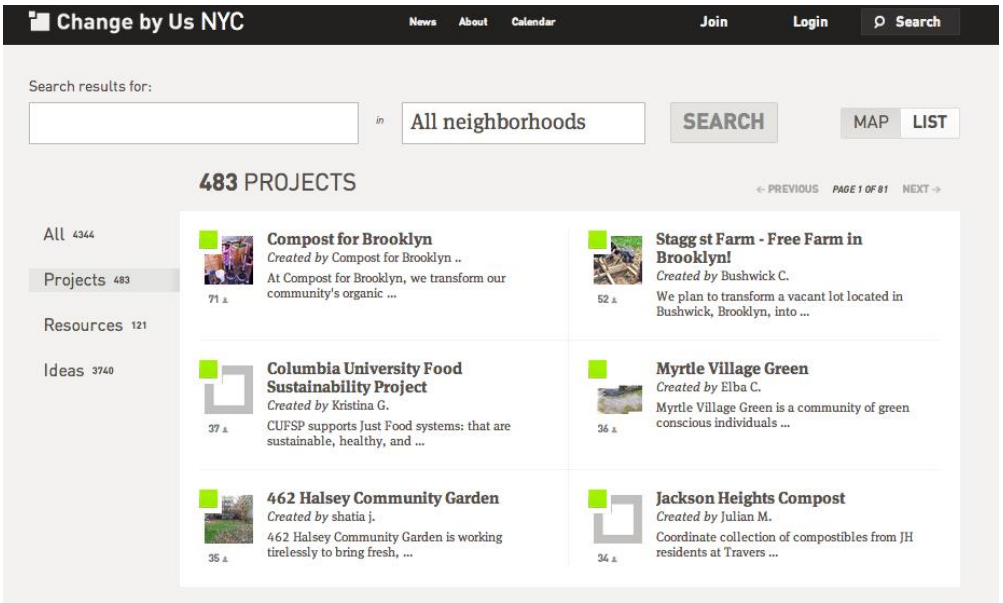
- After the services had analyzed all the ideas/proposals they go out to vote by the citizens, who, using the same model as for submission, can now vote on the idea they think can bring more benefits to the city. Submitters can now use the platform to promote their ideas and show to the others why their idea is better and should be voted on.
- Accountability is very important to the survival and sustainability of the process, so a city must ensure that citizens can follow all the winning projects and as they visit them on site they can find a NFC tag or QR Code that will give them more information regarding the project.

2. Dynamic Open Data Dashboard

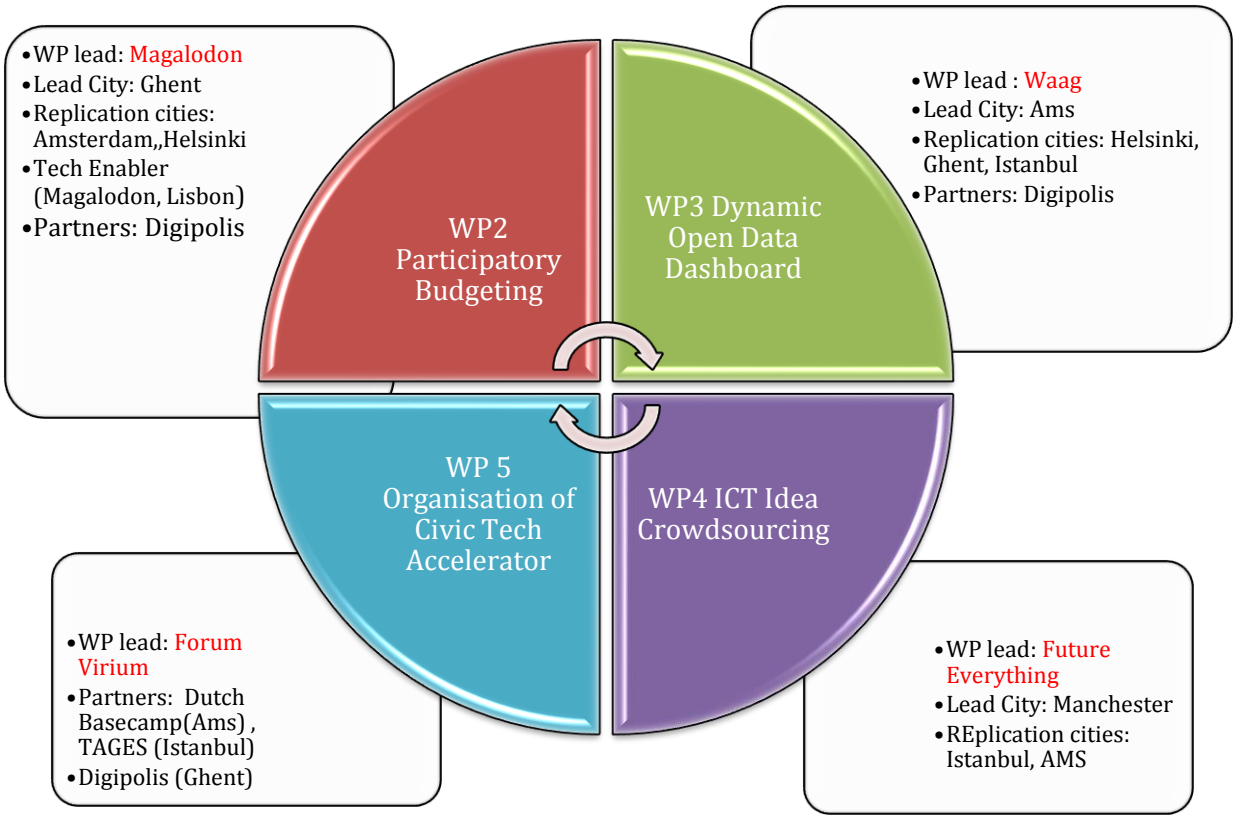
FRANK (in a few words functionality, uniqueness)

Basic functionalities:

3. Idea Generator Platform (JULIAN the same as for Frank)



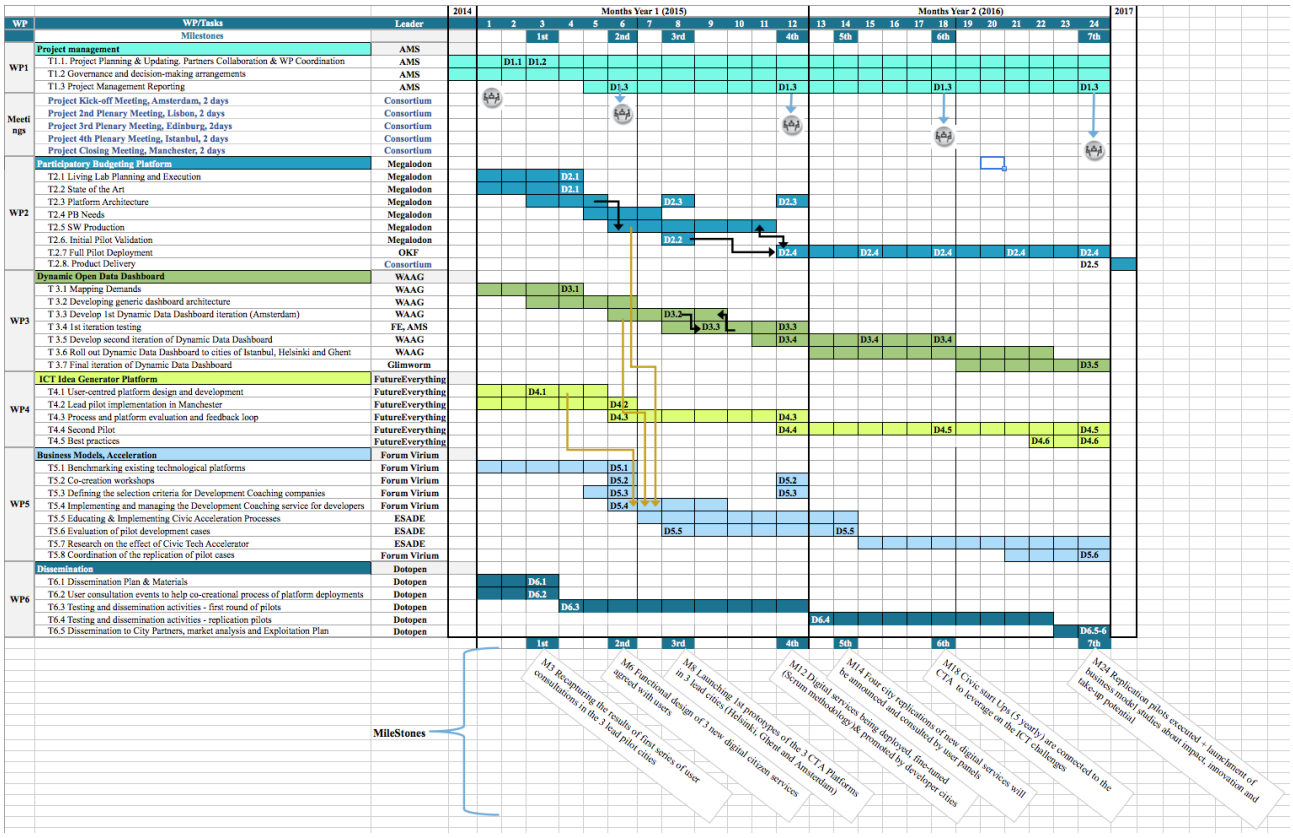
The cohesion between the WP's and services to be developed



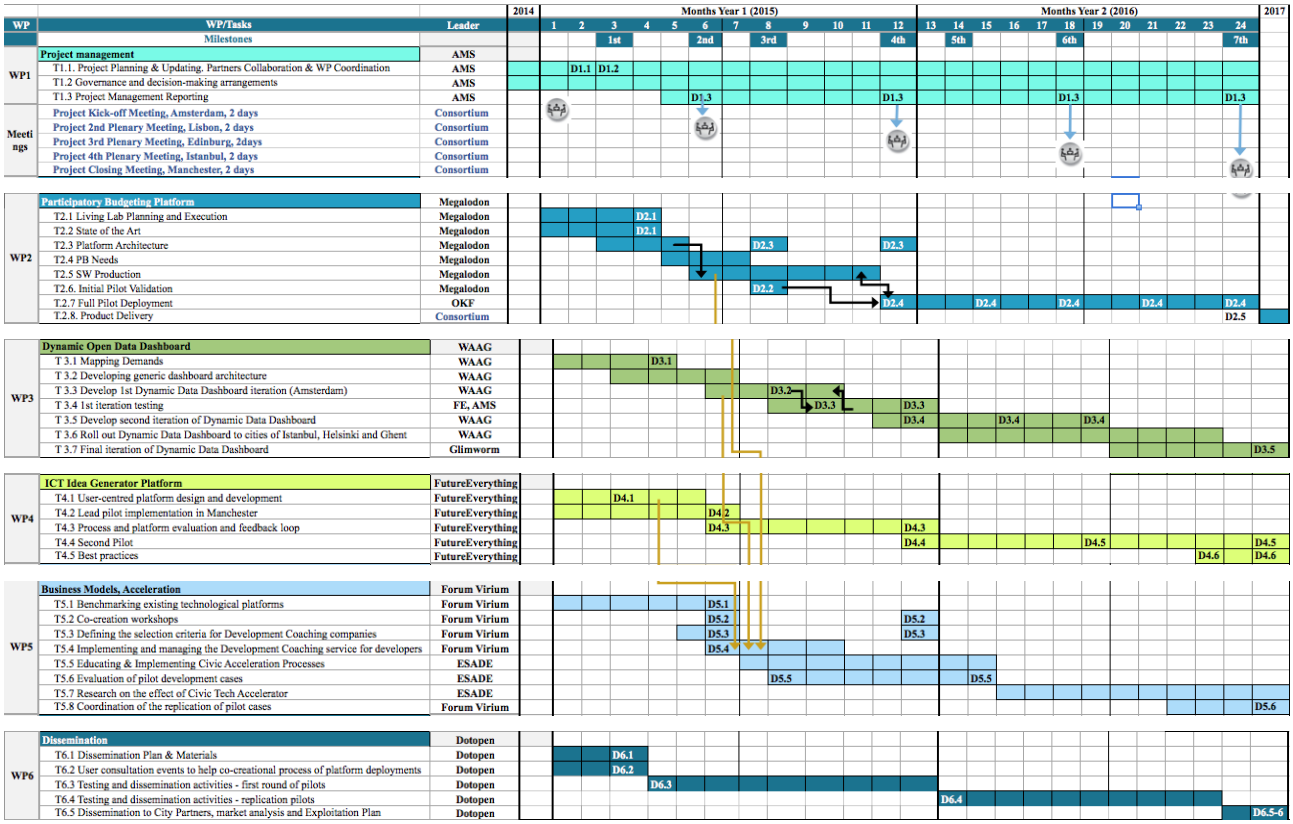
The idea of the Civic Tech Accelerator is that cities are subsequently experimenting with several smart scalable ICT tools, platforms. The Civic Tech Accelerator invites 300 lead users spread all over the 5 cities to let them explore the new services, to unleash the potential of user profile's and custom made dynamic data

dashboard. This will build on some new emerging Business Intelligence technologies and Big Data applications.

Timing of the different work packages and their components (Gantt chart)



Zooming in the Gantt Chart per Work Packages



Year 2015 Gantt Chart

WP	WP/Tasks	Leader	2014	Months Year 1 (2015)											
				1	2	3	4	5	6	7	8	9	10	11	12
	Milestones					1st			2nd		3rd				4th
WP1	Project management	AMS													
	T1.1. Project Planning & Updating. Partners Collaboration & WP Coordination	AMS			D1.1	D1.2									
	T1.2 Governance and decision-making arrangements	AMS													
	T1.3 Project Management Reporting	AMS							D1.3						D1.3
Meetings	Project Kick-off Meeting, Amsterdam, 2 days	Consortium													
	Project 2nd Plenary Meeting, Lisbon, 2 days	Consortium													
	Project 3rd Plenary Meeting, Edinburg, 2days	Consortium													
	Project 4th Plenary Meeting, Istanbul, 2 days	Consortium													
	Project Closing Meeting, Manchester, 2 days	Consortium													
WP2	Participatory Budgeting Platform	Megalodon													
	T2.1 Living Lab Planning and Execution	Megalodon					D2.1								
	T2.2 State of the Art	Megalodon					D2.1								
	T2.3 Platform Architecture	Megalodon									D2.3				D2.3
	T2.4 PB Needs	Megalodon													
	T2.5 SW Production	Megalodon													
	T2.6. Initial Pilot Validation	Megalodon									D2.2				
	T.2.7 Full Pilot Deployment	OKF													D2.4
	T.2.8. Product Delivery	Consortium													
WP3	Dynamic Open Data Dashboard	WAAG													
	T 3.1 Mapping Demands	WAAG					D3.1								
	T 3.2 Developing generic dashboard architecture	WAAG													
	T 3.3 Develop 1st Dynamic Data Dashboard iteration (Amsterdam)	WAAG									D3.2				
	T 3.4 1st iteration testing	FE, AMS										D3.3			D3.3
	T 3.5 Develop second iteration of Dynamic Data Dashboard	WAAG													D3.4
	T 3.6 Roll out Dynamic Data Dashboard to cities of Istanbul, Helsinki and Ghent	WAAG													
	T 3.7 Final iteration of Dynamic Data Dashboard	Glimworm													
WP4	ICT Idea Generator Platform	FutureEverything													
	T4.1 User-centred platform design and development	FutureEverything				D4.1									
	T4.2 Lead pilot implementation in Manchester	FutureEverything							D4.2						
	T4.3 Process and platform evaluation and feedback loop	FutureEverything							D4.3						D4.3
	T4.4 Second Pilot	FutureEverything													D4.4
	T4.5 Best practices	FutureEverything													
WP5	Business Models, Acceleration	Forum Virium													
	T5.1 Benchmarking existing technological platforms	Forum Virium							D5.1						
	T5.2 Co-creation workshops	Forum Virium							D5.2						D5.2
	T5.3 Defining the selection criteria for Development Coaching companies	Forum Virium							D5.3						D5.3
	T5.4 Implementing and managing the Development Coaching service for developers	Forum Virium							D5.4						
	T5.5 Educating & Implementing Civic Acceleration Processes	ESADE													
	T5.6 Evaluation of pilot development cases	ESADE									D5.5				
	T5.7 Research on the effect of Civic Tech Accelerator	ESADE													
	T5.8 Coordination of the replication of pilot cases	Forum Virium													
WP6	Dissemination	Dotopen													
	T6.1 Dissemination Plan & Materials	Dotopen				D6.1									
	T6.2 User consultation events to help co-creational process of platform deployments	Dotopen				D6.2									
	T6.3 Testing and dissemination activities - first round of pilots	Dotopen					D6.3								
	T6.4 Testing and dissemination activities - replication pilots	Dotopen													
	T6.5 Dissemination to City Partners, market analysis and Exploitation Plan	Dotopen													
						1st			2nd		3rd				4th

Year 2016 Gantt Chart

WP	WP/Tasks	Leader	13	14	15	16	17	18	19	20	21	22	23	24	2017
			Months Year 2 (2016)												
	Milestones			5th				6th						7th	
WP1	Project management	AMS													
	T1.1. Project Planning & Updating. Partners Collaboration & WP Coordination	AMS													
	T1.2 Governance and decision-making arrangements	AMS													
	T1.3 Project Management Reporting	AMS						D1.3						D1.3	
Meetings	Project Kick-off Meeting, Amsterdam, 2 days	Consortium													
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	T2.5 SW Production	Megalodon													
	T2.6. Initial Pilot Validation	Megalodon													
	T.2.7 Full Pilot Deployment	OKF			D2.4			D2.4			D2.4			D2.4	
	T.2.8. Product Delivery	Consortium												D2.5	
WP3	Dynamic Open Data Dashboard	WAAG													
	T 3.1 Mapping Demands	WAAG													
	T 3.2 Developing generic dashboard architecture	WAAG													
	T 3.3 Develop 1st Dynamic Data Dashboard iteration (Amsterdam)	WAAG													
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WP4	ICT Idea Generator Platform	FutureEverything													
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	T4.5 Best practices	FutureEverything										D4.6		D4.6	
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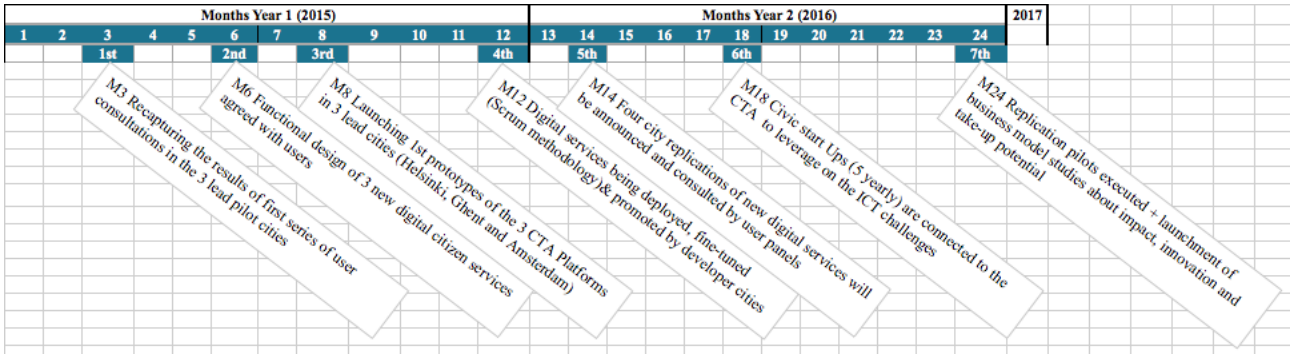
	T5.6 Evaluation of pilot development cases	ESADE		D5.5											
	T5.7 Research on the effect of Civic Tech Accelerator	ESADE													
	T5.8 Coordination of the replication of pilot cases	Forum Virium												D5.6	
WP6	Dissemination	Dotopen													
	T6.1 Dissemination Plan & Materials	Dotopen													
	T6.2 User consultation events to help co-creational process of platform deployments	Dotopen													
	T6.3 Testing and dissemination activities - first round of pilots	Dotopen													
	T6.4 Testing and dissemination activities - replication pilots	Dotopen	D6.4												
	T6.5 Dissemination to City Partners, market analysis and Exploitation Plan	Dotopen												D6.5-6	

Milestones

The most important milestones will be the following achievements

1) Recapturing the results of first series of user consultations in the 3 lead pilot cities (M3)
2) Functional design of 3 new digital citizen services agreed with users (M6)
3) Launching the first prototypes of the 3 Civic Tech Accelerator Platforms (M8) in 3 lead cities (Helsinki, Ghent and Amsterdam)
4) Three digital services are being deployed, fine-tuned (with Scrum methodology) and promoted by the developer cities (M12)
5) 8 city replications of new digital services will be announced and consulted by user panels (M14)
6) Civic start Ups (5 yearly) are connected to the CTA to leverage on the ICT challenges (M18)
6) Replication pilots are executed and business model studies are launched about the impact and innovation and take-up potential (M24)



3.2 Management structure and procedures

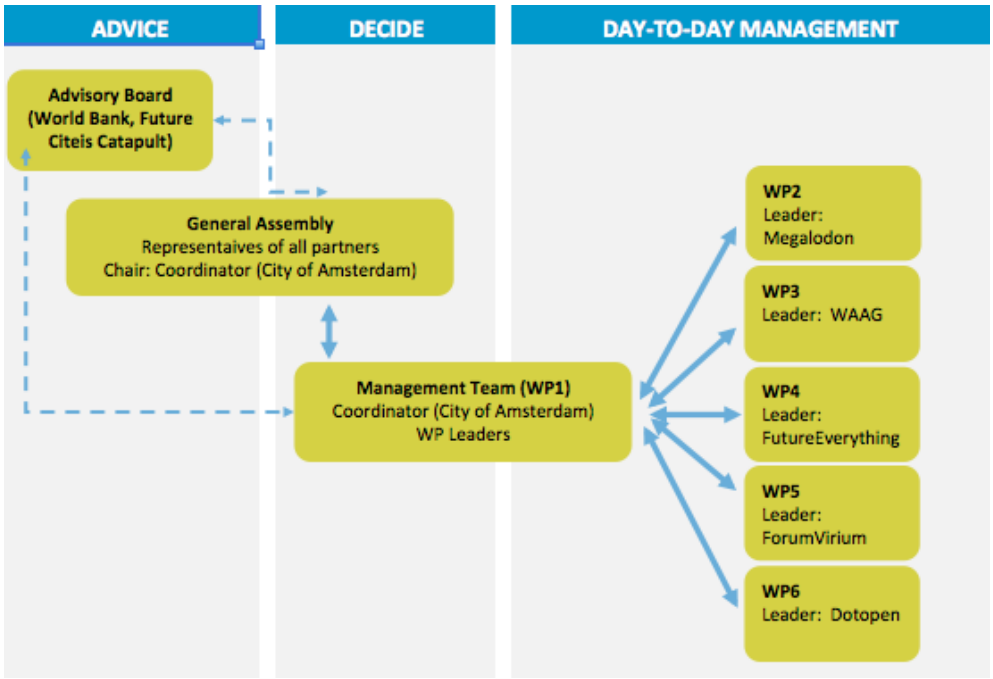
B3.2.1. Organisational structure

All Partners will enter into a Consortium Agreement (CA) on basis of the DESCA 3.0 model. The Governance structure of the consortium, including operational rules and decision making procedures, will be laid down in detail in the CA. The most important elements are described below.

The following Bodies will form the organisational structure of the CTA project:

- The Management Team (MT)
- The General Assembly (GA)
- The Advisory Board (AB)

The management structure is organized as shown in the figure below.



- **Fig 1** CTA Management Structure

B3.2.1.1. Coordinator

The Coordinator is the interface between the Commission and is responsible for overall project organisation with the following functions:

- To monitor that the Parties comply with their obligations under the EC Grant Agreement and the Consortium Agreement,
- To administrate, prepare minutes and provision of the chairperson of the General Assembly and the Management Team, and follow-up of their decisions
- To receive the Community financial contribution and to distribute it in accordance with the Consortium Agreement and the EC Grant Agreement,
- To keep the records and financial accounts relevant for the Community financial contribution and to inform the Commission of its distribution thereof,
- To be the intermediary for efficient and correct communication between the Parties and the Commission on the progress of the Project,
- To transmit, on request, any documents and information connected with the Project between the Parties concerned.

B3.2.1.2. Management Team

The Management Team (MT) consists of the Coordinator as the chairman and Work Package Leaders. The MT shall be proposed by the Coordinator and it shall be appointed by the General Assembly. It meets typically in connection with project meetings between two or three times a year, or at the request of its chairman or one of the Team members. Where necessary, the physical meetings will be complemented with virtual meetings using shared live workspaces, as well as have bi-weekly Calliflower telco's with real time minutes. The Management Team shall provide assistance to the Coordinator for executing the decisions of the General Assembly. It shall be responsible for the day-today management of the Project. Moreover, any documentation of the Project will be uploaded in Dropbox / cloud.

The tasks include:

- preparing the Consortium Agreement (to be signed by all parties at the start of the project)
- ensuring smooth communication;
- preparing the annual and final progress- and financial reports for the Commission;
- inviting parties to take a seat in the Advisory Board (AB);
- being the contact point for the AB;
- taking measures in the framework of controls/audit procedures;
- monitoring of the project progress, quality and output, e.g. on basis of half-yearly progress reports;
- formulation of new points of interest during the project;
- adapting the planning where necessary and appropriate;
- reviewing and proposing budget reallocations to the parties (to be approved by the GA);
- making proposals to the parties for the review and/or amendment of the terms of the EU contract and the consortium agreement (to be approved by the GA);
- reporting to, and preparing decisions for, the GA;
- carrying out decisions taken by the GA;
- taking into account ethical issues;
- drawing up and annually updating the Dissemination and Exploitation Plan;
- defining the actions to be taken to promote gender equality in the CTA project as well as in the intended future research and carrying out these actions.
- The MT can establish panels to deal with specific issues or problems, e.g. Technological Panel, Financial Panel, and Exploitation or Dissemination Panel for which MT can invite experts when necessary.

B3.2.1.3 General Assembly

The General Assembly (GA) is the collective decision making body of the CTA consortium. The members will be delegated representatives of the Consortium Partners. Each institution (company, university or administration) that is a party to the CTA Contract is entitled to one seat on the GA with voting rights. Each Partner's representative will be responsible for the internal coordination of CTA activities in their institution and act as a Local Project Manager for that Partner. The GA will convene normally every six months but may also call additional meetings to deal with problems. The Coordinator shall chair all meetings of the General Assembly, unless decided otherwise by the General Assembly.

The GA will convene every six months. The chairperson of the GA will send a written notice of the meeting to each member of GA at least 14 days prior to the meeting. The chairperson shall send the written agenda of the meeting 14 days prior to the GA.

Extraordinary meetings can convene at any time upon written request of the Management Team or 1/3 of the members of the General Assembly. This written request needs to be sent at least 7 days prior to the meeting.

B3.2.1.4 Advisory Board

An external Advisory Board (AB) will be established, composed of distinguished experts in the fields of the project. The AB will advise the MT and GA on the following issues:

- policy aspects of the project;
- external developments relevant to achieving progress towards the impacts of the call;
- maximising CTA exploitation benefits;

Advisory board will have two meetings per project year, four meetings total, in each of the participating cities. Members of the advisory board are all representing organisations, which are supporting Partners of CTA. If not Project Partners, the members of the AB are required to sign a non-disclosure agreement before any confidential information will be exchanged. The AB will be named at the CA negotiations.

The following experts have already participated to the AB of CTA Project:

- Arturo Muente Kunigami, Senior ICT specialist, **World Bank, Washington**
- Peter Corbett, CEO, startup accelerator expert, **iStrategy Labs, Washington**
- Lizz Pruszko, Innovation Strategist, **Washington DC, City Council**
- Dan Hill, CEO London, Gov Innovation, **Future Cities Catapult, London**
- Julia Lopez Ventura, CEO, **Barcelona Smart Cities**

B3.2.2 Decision Making

Decisions over the course of this project shall be taken either at meetings (regular or extraordinary when deemed necessary) or through e-mail and/or teleconference voting. Regular meetings (e.g. the kick-off meeting, project meetings and the final meeting) with all participants and the EC representative will be held at least twice per year over the course of the project. Additional meetings shall be organised on a case-by-case basis. They could coincide with relevant conferences or similar events, for example. Extraordinary face-to-face meetings in case of unforeseen circumstances may be scheduled if the timeframe and availability of Partners allows it. Otherwise, these shall take place in the form of teleconferences to allow for a quick decision-making process.

Research-related meetings i.e. Work Package meetings or bilateral meetings of Partners working in close cooperation will be organised as often as necessary. Status reports of each WP have to be delivered to the project coordinator by the WP Leaders every six months at deadlines defined by the coordinator. The collective decision making body of the CTA consortium is the General Assembly (GA). The GA shall not deliberate and decide validly unless two-thirds (2/3) of its Members are present or represented (quorum). Each Member shall have one vote. Defaulting Parties may not vote. The GA will work on consensual decisions as much as possible, and will resort to voting only if this is unavoidable. Voting decisions shall be taken by a majority of two-thirds (2/3) of the votes. The Parties agree to abide by all decisions of the GA. However, Parties have the right to a veto with respect to the corresponding decision or relevant part of the decision if they can show that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by the decision.

Conflict resolution

In case of conflict, the WP Leaders will have first responsibility to find an amicable solution, if appropriate in consultation with the Coordinator. In case the conflict cannot be resolved, the WP Leader will put the issue forward to the GA. If the GA is unable to find an amicable solution, the issue will be voted on by the GA.

B3.2.3 Project Planning and Progress reporting

A project schedule is maintained using a Gantt chart. This chart provides an overview of the main tasks in the project and the planning of the deliverables as guided by the requirements in description of work. The project Coordinator will keep the Commission informed on the progress of the project by means of e-mail.

Besides regular interaction with the Commission, a key meeting with the Commission will be the kick-off at the beginning of the project. During this meeting the various milestones and critical paths in this innovative Project will be discussed, including possible adaptations in strategy depending on the Commission's preferences and priorities, and the role of the Commission itself.

B3.2.4 Agreements and legal framework

Project Coordinator City of Amsterdam will act as the interface to the Commission. The meetings and other forms of communications and reporting are detailed in Consortium Agreement and Grant Agreement.

Consortium Agreement (CA)

In order to ensure efficient cooperation and coordination among the members of the CTA consortium, a consortium agreement will be drafted and signed by all parties. This consortium agreement is scheduled to be completed at M2. The Consortium Agreement will be based on the DESCA 3.0 model. Tentatively, the following changes to standard Desca template will be agreed on during the CA negotiations:

- In case of one or more of the Parties is late in the submission of any Project Deliverable, the Coordinator shall nevertheless submit the other Parties' Project Deliverables to the Commission in time.

- In General Assembly, if a Partner is not present and that non-present Partner has not delivered a prior written statement of giving the Partner's voting rights to some other Partner, the Coordinator shall have the voting right of that non-present Partner.

B3.2.5 Organisational and change management

All Partners will enter into a Consortium Agreement (CA) on basis of the DESCA model which, together with the GA, also outlines steps to be taken for organisational and change management. CA, based on the DESCA model template, describes in detail the mechanisms and liabilities to communicate and manage project changes. During the project, minor modifications are quite frequent, therefore the Description of Work (DoW) which is Annex I of the CA and Annex I of the Grant Agreeement can become outdated. Changes to the DoW are made in accordance with both the Grant Agreement and the CA requirements. As the DoW describe the Project activities in a rather high level, a more detailed and process-oriented Consortium Plan is used for day-to-day management of the project. This is a dynamic document managed by the MT. MT is responsible for the alignment of this plan to the DoW.
Coordinator is responsible for a timely change management process of the DoW. Change requests to the DoW can arise from the MT, the Commission or any Partner. Coordinator is responsible for the evaluation of whether the scope of change request requires a DoW (Grant Agreement and CA Annex I change) or Consortium plan (MT) change mechanism. Voting quorums follow the DESCA model (two-thirds majority). In CTA Consortium over 40% of the voting rights are on the cities. It is foreseen the change management of CTA is city-driven, but not a city monopoly. Veto rights

follow the DESCA model. In addition to DESCA standard template, the Coordinator will have the voting right of Partners not present in the general assembly as described in B3.2.4.

The Project Partners agree in the CA in writing to aim for “F.O.T.E.” collaboration and negotiations if change negotiations are needed (Full, Open, Truthful, Exchange, see e.g. Raiffa).

The perceived risks around CTA and mitigation measurements

Description of possible risk	Impact	Probability	Possible Solution	Partner
Critical consortium changes, defaulting partners, non-performing partners	**High**	**Low**	Partner replacement along the DESCA 3.0 CA. Potential voiding of objectives of single pilots/single piloting cities.	
Unsuccessful interoperability	**Med**	**Low**	Required multichannel features will be provided case and city-specific. Interoperability work-around are produced.	
The architecture of technological framework is not defined well enough	**Med**	**Low**	Strategic analysis, strong engagement of existing applications, direct engagement of tech enablers. Possible re-structure of architecture.	
Project fails to meet deliverable dates for the project and Commission	**High**	**Low**	A project plan will be created and distributed at the start of the project so all Partners are aware of expectations, quality and deadlines	
Project does not benefit from the Work and expertise of the other Smart city projects	**Med**	**Low**	Work Package will work closely with WP1 to ensure methodologies and best practices are regularly updated with outcomes and new links from Dissemination activities	
Cost of scalability is prohibitive	**High**	**Low**	The platform has been designed with low cost/or free tools to make adoption easy accessible	
Inability of reaching required critical mass of users to achieve sustainability	**Med**	**High**	The engagement of core users within the cities will be crucial to ensure the growth of the project.	
Cities do not use the Platforms to its Full potential (ie. They become passive or non- receptive to further adoption of the platforms)	**Med**	**High**	A coordinated communications approach will help city users gain the most benefits from the platforms. Engagement of core users within the cities in planning and improving the platform will be highly beneficial in keeping momentum and desire for use of the platforms.	
Unforeseen technical difficulties with proposed technical approach especially with regards to the newer technologies	**High**	**Low**	Proposed technical solution verified for technical viability before the project has even gained funding. Prioritization of effort initially to the non- mature technologies to ensure development and integration is accelerated to help match the implementation of the more mature technologies	
Results from other identified smart cities projects are not reusable or applicable for the CTA project	**High**	**Low**	Close monitoring of the other projects will take place, with networking activities ensuring the sharing of knowledge and results towards reaching solutions that are more easily adopted.	
Partners have differing ideas about the project concept and work to their own Strategies	**High**	**Low**	A shared vision document will be created collaboratively with the project partners at the start of the project which will provide a clear goal that all partners will work towards	

Some of the core platforms do not fit in city's technical environments	**Med**	**Low**	Cloud computing solutions, Server Consolidation, Virtualization, and Software as a Service. Technical workarounds emulating the interfaces	
The new user are not engaged	**Low**	**Low**	Better engagement strategy will be planned at dissemination.	
A single pilot is not able to produce end-user quality service	**Low**	**Low**	Failure of single pilots are accepted. The focus of the planned further pilot work will be redirected to some other pilot, preferably in the same city.	

3.3 Consortium as a whole

The consortium had a very unique composition, consisting of 5 complimentary layers of participants

1) City Councils (5 strong cities that have a great track record on Open Data, Crowdourcing, Living Labs with citizens) – that are considered the most important contributors

2) Innovation Agencies (Forum Virium, Waag Society, Future Everything, Digipolis, Open Knowlegde Foundation)

3) Start Up Accelerators (Tages Istanbul, Dutch Amsterdam, iMinds Ghent)

4) Tech Enablers (developers): from Portugal , Spain and the Netherlands

5) Business model analyse: ESADE Barcelona

The complementary character of the consortium and the motives of the partners to collaborate on the CTA can be reflected from the below mentioned overview.

	CONSORTIUM PARTNERS	TYPE OF ORG/ ROLE IN CTA	INTREST TO PARTICIPATE IN THE CIVIC TECH ACCELERATOR
1	**City of Amsterdam**	City Council/Consortium Lead and lead pilot city	"Amsterdam would like to develop an innovation ecosystem where grassroots innovation meets with tech start up acceleration and improvement of city services. Leading such a solid consortium will benefit to the creation of a sustainable, open-minded innovation ecosytem"
2	**City of Ghent**	City Council/ lead pilot city	
3	**City of Istanbul**	City Council/pilot city	
4	**City of Manchester**	City Council/lead pilot city	
5	**City of Helsinki**	City Council/ pilot city	
6	**ESADE**	University/ Open Innovation specialization	

7	**Forum Virium**	Innovation Agency	
8	**Waag Society**	R&D, Fab Lab and Innovation Agency	
9	**Future Everything (Manchester)**	Innovation agency, R&D and Future Scenarios, Event Spcecialist	
10	**Open Knowledge Foundation (London)**	Network of high potential IT experts (PhD's) and tech oriented young professionals	
11	**Digipolis (Ghent)**	Digital Agency of City of Ghent , Injecting Future Internet Technologies through projects into the city hall	
12	**Dutch Basecamp**	Start up Acclerator with a wide range of business incubation experise	
13	**TAGES (Istanbul)**	Start Up Incubaror and Hackathon specialsist	
14	**Boreas**	Business Consuling in IT / high coverage in Spanish speaking countries	
15	**Megalodon**	IT Start Up	Megaldon is a talent IT startup, with many well established networks within cities from Portugal, Brazil and Angola. Soon they understand that technologies needs to be built with persons, and that's their motto. Especially strong base for CTA is their experience in the development of apps that are enable by citizens demand and also their strong background in developing participatory budgeting platforms and programs in several cities.
16	**Glimworm**	IT Estabilished App developer	
17	**Dotopen**	Dissemination partner, app development event organizer	

6) Satellite organisations

From the very beginning on the Concept of CTA has made many partners and institutions enthusiast, however by the forming of consortium we had to apply a careful selection.

The following organisations offered to operate with CTA as satellite organisation (3rd party research partner, follow up city), this means they can attend meeting and we would fund one publication or event with them up till a total amount of 15.000 eur.

1) University of Dundee- Role : behavioural patterns research around participatory platforms

2) iMinds : Start up conncecties en models from Brussels

3) Cit of Edinburgh: special interest in collaboration on the pilot of Dynamic Open Data Dashboard

3.4 Resources to be committed

CivicTech is conceived as a **24 month project** totalling **387** Person/Month (PM) in resources which are needed for **six workpackages**. A well-balanced distribution of the resources, both in terms of costs and person-months, over the three major activities: technology development and validation, dissemination and exploitation, and project management has been achieved. Regarding the distribution of person months among work packages, as shown in Table 3.4.a, it is reasonably distributed amongst the technical work packages depending on their complexity.

No	Partner	WP1	WP2	WP3	WP4	WP5	WP6	Total PMs
1	GEMEENTE AMSTERDAM	**30,00**	5,00	7,00	5,00	4,00	2,00	**53,00**
2	BóREAS	2,00	4,00	4,00	4,00	2,00	2,00	**18,00**
3	ESADE	2,00	0,00	0,00	0,00	15,00	2,00	**19,00**
4	IMM	2,00	0,00	5,00	5,00	2,00	2,00	**16,00**
5	FORUM VIRIUM	2,00	0,00	2,00	2,00	**18,00**	2,00	**26,00**
6	GHENT	1,50	7,00	2,50	0,00	2,00	2,00	**15,00**
7	MANCHESTER CITY COUNCIL	2,00	0,00	5,00	7,00	4,00	2,00	**20,00**
8	MEGALODON	2,00	**18,00**	0,00	0,00	2,00	2,00	**24,00**
9	WAAG	2,00	0,00	**18,00**	0,00	2,00	2,00	**24,00**
10	DOTOPEN	2,00	0,00	0,00	15,00	0,00	**18,00**	**35,00**
11	TAGES	2,00	0,00	5,00	4,00	10,00	2,00	**23,00**
12	FUTUREEVERYTHING	2,00	0,00	0,00	**18,00**	2,00	2,00	**24,00**
13	DUTCH GROUP	2,00	0,00	0,00	0,00	13,00	2,00	**17,00**
14	DIGIPOLIS	0,50	5,00	2,50	0,00	2,00	0,00	**10,00**
15	CITY OF HELSINKI	2,00	5,00	5,00	5,00	2,00	2,00	**21,00**
16	OKF LONDON	2,00	5,00	10,00	0,00	2,00	2,00	**21,00**
17	GLIMWORM	2,00	0,00	15,00	0,00	2,00	2,00	**21,00**
	TOTAL	**60,00**	**49,00**	**81,00**	**65,00**	**84,00**	**48,00**	**387,00**

Table 3.4.1 Summary of staff effort

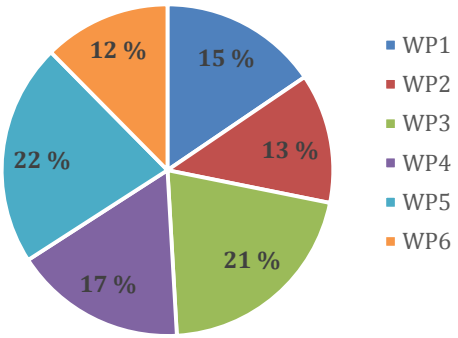


Figure 3.4.1 Distribution of Effort among Work Packages

Resources needed for the project are mostly the work of the personnel of the Partners. **65%** of the total Project costs are personnel costs. Travel costs and subcontracting costs take both bit over **17%** of the costs, the remaining **18%** is indirect costs.

The project is city-organisation driven also in the budget needs. **32%** of the project budget is responsibility of the cities and municipalities and 32% of the Project budget is allocated for the innovation agency partners. Figure 3.4.b shows the distribution of the EC reimbursement by Partner type.

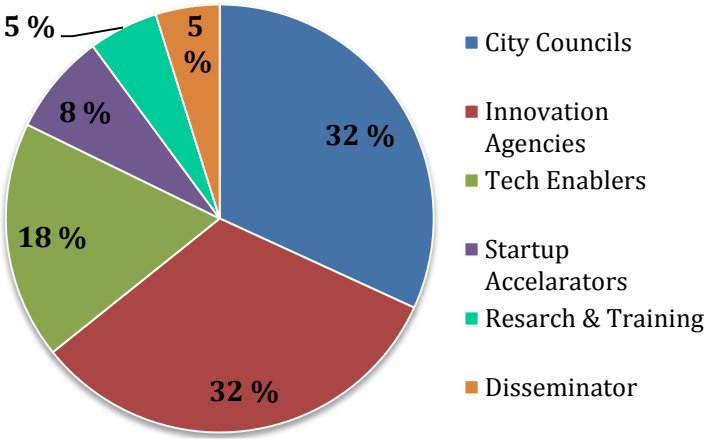


Figure 3.4.2 Distribution of the EC reimbursement by Partner type.

CivicTech has a calculated total budged of **3.440.755,00 €** with **3.059.342,50 €** of funding being requested from the European Commission. The budget includes personnel costs, travel expenses and funds covering subcontracting for a special activity:

Personnel Cost:

Personnel Costs **(2.240.654,00 €)** represent **65%** of the total personnel costs. These will be used to ensure the participation of the highly qualified and experienced researchers and professionals from

each partner as well as the employment of additional staff members for administrative issues, dissemination support and additional secondary tasks. The participating researchers include senior professionals with high degree of relevance to the activities of the CivicTech project, while there is an equal balance between male and female personnel that will be engaged in the project.

Table 3.4.2 shows the average person-month rate of each Partner in Euros. This rate covers the average of the monthly salaries of the foreseen activities for each Partner calculated according to the EC rules.

No	Partner	Average person-month rate, €
1	GEMEENTE AMSTERDAM	6.600,00 €
2	BóREAS	6.600,00 €
3	ESADE	6.400,00 €
4	IMM	2.000,00 €
5	FORUM VIRIUM	7.000,00 €
6	GHENT	6.000,00 €
7	MANCHESTER CITY COUNCIL	5.000,00 €
8	MEGALODON	6.400,00 €
9	WAAG	6.725,00 €
10	DOTOPEN	4.500,00 €
11	TAGES	6.000,00 €
12	FUTUREEVERYTHING	3.746,00 €
13	DUTCH GROUP	6.000,00 €
14	DIGIPOLIS	6.600,00 €
15	CITY OF HELSINKI	6.000,00 €
16	OKF LONDON	6.000,00 €
17	GLIMWORM	6.000,00 €

Table 3.4.2 Average person-month rate

Travel Cost

Partner-specific travel budgets have been used in the calculation of the travel costs. The travel foreseen is:

- Project Kick-off Meeting, Amsterdam, 2 persons/ALL Partners, 2 days, M1
- Project 2nd Plenary Meeting, Istanbul, 2 persons/ALL Partners 2 days, M6
- Project 3rd Plenary Meeting, Ghent, 2 persons/ALL Partners, 2 days, M12
- Project 4th Plenary Meeting, Helsinki, 2 persons/ALL Partners, 2 days, M18
- Project Closing Meeting, Manchester, 2 persons/ALL Partners, 2 days, M24
- Project Dissemination Event, 2 persons/ALL Partners, 2 days
- Project Dissemination (TBD), 2 persons/ALL Partners, 2 days

Consortium Agreement standard DESCA 3.0 that will be used as basis of the CA defaults to General Assembly of the projects to take place every 6 months, which is followed also in CivicTech Project. The consortium aims to package most workshops and events at these same occasions.

Subcontracting Cost

Table 3.1a: Work package description

WP Nr1: Project Management

	1	**Start Date or Starting Event**				01-2015				
Work package title	**Project management**									
Participant number	1	2	3	4	5	6	7			
Short name of participant	AMS	MAN	GHE	IST	HEL	OKF	Dutch			
Person/months per participant:	30	2	1,5	2	2	2	2			
Participant number	8	9	10	11	12	13	14	15	16	17
Short name of participant	TAG	MEG	WAA	GLI	BOR	FUT	DOT	FV	ESA	DIG
Person/months per participant:	2	2	2	2	2	2	2	2	2	0,5

Objectives

The aim of this work package is to ensure the quality levels of the project's results through the continuous monitoring of the project activities and their proper execution, the coordination of the work plan, and the optimum coordination of the partners. More specifically, the objectives of this WP are the following:

a) To define, describe and implement a project management structure that will be agreed between all partners, facilitating the coordination of work from the various working teams and through various work activities.

b) To arrange a series of online and offline face-to-face project meetings that will bring together the consortium members, fostering collaboration and cooperation towards reaching the common goals of the project.

c) To regularly report to the EC the progress of the project's implementation, as well as details regarding the financial support of the project.

Description of work (where appropriate, broken down into tasks), lead partner and role of participants

The work package is organized around the following tasks:

Task 1.1. Project Planning & Collaboration (M1 – M24) (Responsible Partner: City of Amsterdam)
The aim of the task is to define project management procedures and supporting material for the consortium members to undertake Civic Tech Accelerator. The result will be a tool that will contain the information (Partner data, planning procedures, control procedures, quality assurance and risk plan etc.) necessary to run the project on a day to day basis, as well as the possibility to plan and reschedule project tasks according to the actual execution state of the different deliverables. Also included are all the relevant templates to be used in documentation and reporting.

T1.2 Governance and decision-making arrangements (M1 – M24) (Responsible Partner: City of Amsterdam)
This Work Package will be responsible for the proper implementation of the governance and decision-making arrangements of the Civic Tech Accelerator project, in line with the project's Consortium Agreement. This includes making the necessary arrangements for meetings of the various governing bodies, taking and circulating meeting minutes. This task also includes the relevant activities of the Project Coordinator as Chair of the Steering Group, and the activities of the Project Manager acting in an advisory capacity to the project's governing bodies with respect to financial, contractual, legal and EU matters.

T1.3 Project Management Reporting (M4 – M24) (Responsible Partner: City of Amsterdam)
This work item aims at regularly reporting the results from the physical and financial implementation of Civic Tech Accelerator. It will address issues such as:
• Elaboration and submission of periodic progress reports and cost statements;
• Preparation of annual review reports and review presentations;
• Overall co-ordination and reporting to the EC representatives, including the submission of all project documentation requested by these representatives;
• Submission to the EC of peer reviews deliverables.

Deliverables (brief description and month of delivery)

D1.1 Consortium Agreement (M2)

Consortium agreed based on DESCA3.0 will be agreed on latest M2.

D1.2 Project handbook (M3)
Project handbook describes project practices, contacts, and instructions for Project Partners' organisations and personnel working on the project. It includes Communication, Conflict Management and Risk Management Plan. It includes instructions for the on-line project management tools for WP and Task Leaders.
D1.3 Periodic Progress Reports (M6, M12, M18, M24)

Periodic progress reports precede various project general assembly.

	2	**Start Date or Starting Event**				01-2015			
Work package title	**Participatory Budgeting Platform**								
Participant number	1	2	3	4	5	6	7	17	
Short name of participant	AMS	MAN	GHE	IST	HEL	OKF	A-Lab	DIG	
Person/months per participant:	5	0	7	0	5	5	5	5	
Participant number	8	9	10	11	12	13	14		
Short name of participant	TAG	**MEG**	WAA	GLI	BOR	FUT	DOT	FV	ESA
Person/months per participant:	0	18	0	0	4	0	0	0	

Objectives

To develop a cloud based interoperable Participatory Budgeting Platform in 3 cities (1 lead + 2 replications).

Deploying this platform in each of the three piloting cities will empower citizens to participate in the municipalities' financial planning, albeit in a controlled setting at first. This setting will enable citizens to prioritize existing plans and contribute new ideas, related to a specific district or domain. Therefore, the participating Cities are required to open up a number of financial planning decisions relating to this domain or district, and are encouraged to develop a roadmap for a sustainable publication of all financial data in the long term.

This will boost open government strategies and increase transparency and accountability about public spending. It will also create a closer political involvement of citizens, leading to a decline in abstention levels and an increase in satisfaction with local government.

The creation of such a Participatory Budgeting Platform (PB) will be able to draw on the experience of New York and Lisbon in creating the New York 'Change by us' (http://nyc.changeby.us) and 'Lisboa Participa' (http://www.lisboaparticipa.pt) platforms respectively. These platforms are based upon readily available Open Source software developed in the scope of Code for America[1]. Over the last few years, the Open Data movement and transparency lobbyists have brought forward a large number of tools that are very relevant in this respect, e.g. the 'Citizen Budget'[2] tool by Open North (Canada), and CKAN[3], the open data publishing platform, & 'Open Spending'[4] from the Open Knowledge Foundation, all available under Open Source licenses.

In order to factor in citizen acceptance from the start, the design and development of the PB platform will employ co-creation methodologies in a Living Lab setting. This means that the entire service design process is subject to change and will be validated in an iterative way.

The WP will have to tackle some issues that may rise during the project:

- Several kind of methodologies to implement PB;
- Openness and Clearness of municipal budget;
- Consultative PB vs Deliberative PB;
- Abstention level in Europe.

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[1] https://github.com/localprojects/Change-By-Us
[2] http://www.citizenbudget.com/
[3] https://github.com/ckan/ckan
[4] https://github.com/openspending/openspending

Description of work (where appropriate, broken down into tasks), lead partner and role of participants

Megalodon (WP lead),
Lead Pilot City: Ghent
3 replication cities: 2015: Manchester, 2016: Helsinki

T2.1. Living Lab Planning and Execution (Megalodon, OKF, Ghent, Amsterdam, Helsinki, Digipolis)

The aim of this task is the planning and application of service design methodologies and processes to the PB platform to foster the engagement of the citizens. To achieve this aim, the task adopts a Living Lab methodology. This is done through the use of (i.e.) co-design workshops with citizens and will produce an initial set of requirements and paper prototypes (D2.1)

T2.2 State of the Art (Megalodon, OKF, Ghent, Amsterdam, Helsinki, Digipolis)

Participating partners will research the State of the Art in terms of participatory budgeting tools. This will produce a list (D2.1) of related software projects and an assessment of their applicability to the project. Existing initiatives will be scored among a number of dimensions, including openness, modularity, quality of the code and the level to which they are actively being maintained by their original developer teams as well as the role of developer-community based contributions. Opportunities for cooperation should be sought in order to maximize re-use of existing solutions and engagement of exiting user bases.

T.2.3. Platform Architecture (Megalodon, Ghent, Amsterdam, Helsinki, Digipolis)

Building on the initial requirements, this task will design the system architecture of the PB platform. The system architecture will also define the infrastructure to support the PB platform repositories taking in account scalability and incremental deployment. One of the key quality attributes to be considered in this architecture is the portability of the platform over multiple cities. Each pilot city should be able to integrate (parts of) the platform into their existing portal(s). Therefore, a strong focus will be put on the use of open API's and modularity.

The task will follow the software architecture best practices, which provides a conceptual and documentation framework for architectural descriptions. The architecture will drive all the development activities.

T2.4. PB Needs (Megalodon, OKF, Cities)

This task will implement the PB management needs component that enables the cities in identify, expressing and managing their citizen's needs.

By exposing these data through the well-known open source platform, CKAN and possibly Open Spending, as used by governments and cities around the world, citizens will be able to discover data easily, based on 'tags', search, and location. Software developers (and app builders) will have programmatic access to the data via the powerful APIs provided as standard.

T2.5 Software Production (Megalodon, OKF, Tech Enablers, Ghent, Digipolis)

This task aims to develop and release the PB platform in an Open Source manner, in line with the project's vision. A fully functional platform will be released by M12 on a publicly available code repository (either hosted on the project's servers or by making use of public services such as GitHub or BitBucket). Subsequently, additional features and functionalities will be developed incrementally, making use of versioning tools (such as git or mercurial), and again, made available via public repositories.-

Within the release of the platform, a period of 6 months will provide consistent feedback of evaluation to revise the functionality and user experience (T2.1), leading towards the release of the final version of the PB Platform to assessed for the last 4 months of the project.

A spirit of public participation – from raising issues to encouraging community-based contributions (to be reviewed by the core committers), will be promoted as a natural workflow and as part of our aims to be transparent about the work we do.

T2.6. Initial Pilot Validation (Megalodon, OKF, Ghent, Digipolis)

Within this task the User Acceptance of the PB platform will be validated in Ghent. This will involve deploying the platform on DIGIPOLIS servers, integration with any existing participation portal, identification and selection of the domains and districts to be involved in full-fledged testing, opening up and inputting the financial data into the platform and the dissemination towards all inhabitants of the city. Subsequently, the Living Lab will be re-initiated to validate the solution against the initial requirements gathered in T2.1.

T2.7. Full Pilot Deployment (Megalodon, Tech Enablers, Cities, Digipolis)

The final PB platform will be roll out to the 3 cities after receiving all the feedback from the Ghent experience during T2.6.

T.2.8. Product Delivery (Megalodon, OKF, Cities, Tech Enablers, Digipolis)

A last development cycle will take into account the outputs from the Pilot Validation (T2.6 and T2.7) and finalize the co-creation process. The platform will be packaged as a marketable product, including the delivery of comprehensive documentation (Installation manual D2.7.1, User manual D2.7.2) and the publication of the product on Open Source platforms (such as CKAN, GitHub) and through project- and partner-specific channels.

Deliverables (brief description and month of delivery)

D 2.1. Mapping the Citizen Demands & analyzing existing participatory budgeting features from the market (M4)

A document that will contains the results from the service design workshop mostly regarding needs and desires of both city officials and citizens. It will also contains a benchmarking chapter about different PB approaches worldwide..

D 2.2. Prototyped Participatory Budget Platform in the lead pilot city (Ghent) in local language (M8)

Description of the first version of the PB Platform and its code, including the platform architecture. The code will be open and shared so others can contribute and develop on top of it.

D 2.3. Running of a local challenge in the Lead Pilot city and setting up a Toolkit about the platform to scale it up (M8-M12)

A document containing the results and impacts of the first interaction between final users and the platform.

D 2.4. Replication pilots in 2 other cities (M12-18)

The PB platform will be replicated in 2 other cities, and this will give origin to a document containing results and impacts, that will affect the final version of the platform.

D 2.5. Final Participatory Budget Platform (M24)

Having the feedback of officials and citizens, some adjustments will be made to the platform including all lessons learned.

D2.5.1 Installation Manual

A document containing instructions and requirements for a successful installation of the final product

D2.7.1 User Manual

A document with simple instructions and explicit instructions for an easy understand of the platform usage.

	3	**Start Date or Starting Event**				01-2015				
Work package title	**Dynamic Data Dashboard**									
Participant number	1	2	3	4	5	6	7			
Short name of participant	AMS	MAN	GHE	IST	HEL	OKF	A-Lab			
Person/months per participant:	8	3	3	5	5	10	0			
Participant number	8	9	10	11	12	13	14	15	16	17
Short name of participant	TAG	MEG	**WAA**	GLI	BOR	FUT	DOT	FV	ESA	DIG
Person/months per participant:	5	0	18	15	4	0	0	2		2,5

Objectives

This WP will create an open source, visual, configurable and extensible Dynamic Data Dashboard that can be easily transferred to partner cities. Its goal is to make the city more 'readable'; to give both citizens and civil servants more possibilities for informed action, and to enhance the direct contact between citizens and civil servants, allowing both groups to co-create a better, more liveable, sustainable and enjoyable city. The Dashboard software will consist of several modules that can be mixed, changed and extended by independent programmers to tailor it to local needs. The Dashboard is envisioned as a platform, which can spawn and service 3rd party visualisations and services, and be integrated into existing portals.

The Dynamic Data Dashboard will target in the first place citizens, and in the second civil servants. It will show both (semi-)static and real-time data, both in overview screens and on detailed, zoomable maps. It will provide an easy to understand visualisation of the current state of the city on domains like road pressure, parking and public transport, air quality, punctuality of service requests, budget and actual spending, demographics, politics, sentiment and economics. We will specifically identify CPI's – City Performance Indicators – that condense differing datasets into meaningful (estimate) values. Goals can be set and monitored, eg. in respect to policy goals ("reduce energy consumption by 10 %"); special boundary values can be indicated; comparisons can be made with earlier timeframes (probably days, weeks and months), cities can be compared and custom queries can be performed. Also, users will be able to make a profile that determines what they will see and which notifications they will get, based for example on the location of their houses and jobs. In this aspect the Civic Tech Accelerator fulfils for the first time a Business Intelligence solution for citizens, to enable them to use and understand local data.

The work will benefit from previous work within the CIP project CitySDK (http://www.citysdk.eu/), in which uniform API's have been specified and developed as an add-on to existing (legacy) city databases. These API's allow for the easy replication of the resulting Dynamic Data Dashboard, that will be conceived as a plug-in to the CitySDK code base. The existing code-base will be linked to

the CKAN repository (http://ckan.org/) and visualisations by the Open Knowledge Foundation, as well as the Data Tank (http://thedatatank.com/), allowing for a wide reach of the Dashboard also beyond the scope of the project.

The WP has to overcome several challenges that will be overcome during the project:

- Cities have legacy data systems that they probably won't want to change. By building the Dynamic Data Dashboard on top of CitySDK, this burden is reduced. The CitySDK will position itself between the original databases and the Dashboard, and allow app developers to build their own applications based on the cities data.
- Not every city has comparable datasets. A minimal 'bucket' of data will be selected and required to be able to run the Dashboard at full strength. However, since it will be configurable and extendible, any city can use it, whatever the data.
- Deriving singular values from different, dispersed datasets is hard. Research will be done on how to do this in a proper, validated way.
- The Dashboard will be preferably two directional and allow citizens to communicatie with the people that govern them. An integration with Open311 (http://open311.org/learn/) will be considered, as well as integrating with existing crowdsoucing sensor data mapping systems like in the Smart Citizen Kit (http://www.smartcitizen.me/).

Description of work

T 3.1 Mapping Demands (Waag Society, cities)

In Amsterdam and XXX we will host co-design workshops with up to 20 citizens and civil servants, allowing them to design prototypes of their own Dasbboards. A workshop format is designed, to allow for replication of the workshops as well as integrating the results. The workshops will investigate the specific tasks that citizens and civil servants face in relation to city data and aim to understand which CPI's (City Performance Indicators) would be meaningful in understanding and acting in the city. Also, a first impression is gained of how, and how much of, this data would have to be presented, and information is gathered about the intervals and certain options (like comparing, setting goals and notifications) that should be attached to the data. An impression of design workshops in the context of a FP7 project (MeSch) can be found here: http://waag.org/nl/news/mesch-workshop-video.

T 3.2 Developing generic dashboard architecture (Waag Society, OKF)

The existing architectures of CitySDK, CKAN and the Data Tank are investigated, as well as the Open311 standard and the Smart Citizen Kit platform. Based on these insights and the results from task 3.1, Mapping Demands, a technical architecture for the platform will be designed. This will take into account hosting (probably cloud based) and extensibility by 3rd party programmers. The generic architecture will be programmed as open source and extensively documented. Source code will be put on Github (https://github.com/).

T 3.3 Develop first iteration of Dynamic Data Dashboard in Amsterdam (Waag Society, OKF, Glimworm)

Based on the results of Task 3.2, a first version of the Dynamic Data Dashboard will be developed. It will consist of a set of modules that a city, or a developer, can choose to implement or augment,

based on availability of data and local needs. Part of the work will be developing ways to compute reliable CPI's from different, dispersed datasets. The partners will use the SCRUM software development methodology to make sure that all iterations will produce a functional, executable dashboard. We will make use of a test panel composed of five citizens and five civil servants, who will be able to see the progress and comment on it. All code is documented and shared on Github.

T 3.4 Test first iteration (FE, Amsterdam)

The results form Task 3.4 will be implemented in the city of Amsterdam (and XXX?) and launched for all citizens and civil servants to see. Each CPI will be linked to a local contact person, which allows for dialogues on the values that will be presented. There will be a campaign that announces the existence, and highlights possible uses of the dashboard. The actual use will be monitored (log files, traces through the site, test panel) and users will be asked to post comments or suggestions, for others to see and comment on, again. Comments and suggestions can be rated by the users, to make sure that the most pressing needs are taken care of. During the first test, bugs are fixed and the software will be optimised for the large numbers of (different and dispersed) users.

T 3.5 Develop second iteration of Dynamic Data Dashboard (Waag Society, OKF, Glimworm)

Based on the results from Task 3.4, a second iteration of the Dashboard software will be developed, again using the SCRUM software development methodology. The features and modifications will be prioritized based on the feedback, on-line and from the test panel. New features will be released when they become available.

T 3.6 Roll out Dynamic Data Dashboard to partner cities to Istanbul, Helsinki and Ghent (Waag Society, Glimworm, Cities)

The final Dynamic Data Dashboard will be rolled out to Istanbul, Helsinki and Ghent. This is a four-stage process: first, local datasets will be analysed for availability and reliability; CPI's will be computed,and local contact persons will be identified for each CPI. Then, the CitySDK Linked Data toolkit will be deployed and relevant datasets will be linked. Meanwhile, a localised version of the Dashboard software will be developed, preferably by a local SME. Lastly, the localised Dashboard will be deployed and, after testing, launched.

T 3.7 Final iteration of Dynamic Data Dashboard (Glimworm)

Based on the feedback form the replication cities, a final version of the Dynamic Data Dashboard software will be developed, documented and shared on Github, for others to implement. This will be released with best & worst practice guides to make replication and extension easy.

Deliverables (brief description and month of delivery)

D 3.1. Mapping Demands (M4)

A document describing the design demands, based on interactive co-creation workshops with citizens and civil servants. It will include basic needs and desires, potential City Performance Indicators, as well as special feature requests like notifications, and preferred visualisations.

D 3.2. Prototyped Dynamic Data Dashboard in lead city (M8)

The first iteration of the prototype Dynamic Data dashboard is developed and the code. It includes a generic data architecture, as well as extensible, modular code that implements the Dasboard. All code is openly shared on Github for others to use and extend.

D 3.3. Testing the Dynamic Data Dashboard in the City of Amsterdam (M8-M12)

The Dynamic Data dashboard is implemented in the city of Amsterdam, alongside a campaign to make sure that people within and outside the local government will start using it. Feedback is collected and ranked by the users themselves, and used to ameliorate the software with new and more advanced features and visualisations.

D 3.4. Replication pilots in 3 other cities (M12-18)

The Dashboard is replicated in three other cities. The developers will make the knowledge available, but the actual implementation is performed by local parties to ensure proper sustainability after the project.

D 3.5 Final Dynamic City Dashboard (M21)

D. 3.6 Installation Guide and Feed-back consolidation (M24)

Based on all feedback, a last iteration is made that includes all lessons learned, and some feature requests. The aim is to package and describe the software to make uptake, replication and extension easy for 3rd party developers.

	4	Start Date or Starting Event				01-2015			
Work package title	**ICT Idea Crowdsourcing**								
Participant number	1	2	3	4	5	6	7		
Short name of participant	AMS	MAN	GHE	IST	HEL	OKF	A-Lab		
Person/months per participant:	3	5	0	5	8	0	0		
Participant number	8	9	10	11	12	13	14	15	16
Short name of participant	TAG	MEG	WAA	GLI	BOR	FUT	DOT	FV	ESA
Person/months per participant:					7	18	15	2	

Objectives

To create a cloud based Crowdsourcing platform among cities that is capturing citizen ideas on how to improve ICT services delivered by a city. Besides the platform there will be also Idea Generator Meet-ups and App circuses organised (Dotopen).

WP4 Objectives

Work Package 4 will develop a methodology and process for citizens to post and collaboratively develop ideas into ICT-based projects to address pressing community challenges and the open source platform and a suite of tools that will enable such methodology and process. This comprehensive, yet focused process will include the identification of community challenges that could be addressed by the use of ICT, building a constituency and support around challenges and connecting the resulting possible solutions to potential developers or adopters.

WP4 aims to break the mould of traditional plug and play civic application market place initiatives, by targeting activity around building capacity in local communities to identify appropriate challenges that could be addressed through the implementation of ICT solutions. Working with City Hall so that identified challenges and solutions can be supported and implemented, and with civic focussed ICT developers and businesses to develop relevant solutions for identified community challenges.

Underpinning the Ideas Generator is the Ideas Generator platform that builds on *Local Projects – Change By Us*. (http://www.changeby.us) The platform has been implemented successfully in many American Cities. The Ideas Generator will enable communities and individuals to post, contribute and develop ideas for addressing city challenges. By enabling collaboration around ideas based on local challenges to the Ideas Generator platform gives the opportunity for constituency building and

discussion around posted ideas and challenges.

A well as creating the 'demand' environment for solutions to challenges the platform enables the matching of the challenges with possible solutions through the creation of a living repository for Civic focussed ideas and solutions based around ICT.

The success of the work package is underpinned by how successfully the Ideas Generator engages with citizens and communities and how they find the platform and the subsequent solutions that are derived from it useful and relevant. To this end WP4 engages with citizens in two ways.

1. By the creation of service design workshops that can be delivered with host cities that will enable problem exploration and the early prototyping of potential solutions to be further developed by the community and eventually supported by the city.
2. By the creation of a process and platform that will enable citizens (individuals and organizations) to identify challenges within their community, engage with others who share their interest and start the development of ideas into projects by adding resources, skills and perspectives into the potential solution.

As a platform for civic good it is essential that the platform will enable the connection between demand side (challenges) and supply side (solutions) City Hall is an important component in enabling this connection through identification of appropriate resources that will aid implementation.

To engage with the developer community the platform will be a showcase of ideas and solutions that already exist as well as act as a mechanism to promote challenges that the citizens have identified with the potential resources that are available for the implementation of solutions.

The platform is a repository of challenges, ideas, solutions and their implementations. With further city pilots building on the knowledge captured through the Ideas Generator platform. The strength of this approach allows people to understand the context leading to an implemented solution, the success of the implementation and the experience of implementation leading to knowledge sharing between cities.

To promote use of the Ideas Generator platform events will be created that will promote a call for solutions to challenges across cities in 2015 and 2016.

TASKS:

T4.1. User-centred platform design and development

The design of the platform will follow the design of the methodology for challenge definition and interaction, citizen participation and collaborative idea description and maturation. The participation of users in the process will be critical to ensure effectiveness, friendliness and accessibility to non-technology users. Full development and testing of the platform will be carried out in this task.

T4.2. Lead pilot implementation in Manchester (2015).

Following the development and validation of the process, the following steps will take place in the

first pilot:

T4.2.1 Challenge definition: identify suitable areas of specific exploration that are relevant to the piloting city (in collaboration with City Hall)

T4.2.2 Service Design Workshop: a well publicised call to citizens and stakeholders to join for a half-day session exploring the key needs and core project ideas that can address them. Leads to initial teams clustering around ideas and first draft prototypes to post on the platform.

T4.2.3 Communications and community engagement: the call goes out to citizens and support is provided to all participants to post new ideas and support and develop existing ones, helping mature initial concepts into specifics with resources and other contributions.

T4.2.4 Showcase: The most developed ideas will present at an open event to an audience of citizens, policy makers and potential solution enablers (city hall, investors, local incubators, technology vendors, etc.)

T4.3. Process and platform evaluation and feedback loop

Following the lead pilot experience, the process and platform will undergo the changes and improvements required to further enable its scalability and effectiveness in generating workable solutions to local problems.

T4.4. Second Pilot

Replication of the pilot will take place in all the partner cities, but with special emphasis in delivering focused, high impact experiences in engaged communities within every city around relevant and actionable topics. The same basic sub-tasks will apply to the second pilot

T4.5. Best practices

A report of the experiences and lessons from a communication, process community management and technology perspective will be made public for consultation by any interested city in the future.

Deliverables (brief description and month of delivery)

D 4.1. Mapping the Citizen Demands (M3)

D 4.2. Prototyped ICT crowdsourcing platform in lead city (M6)

D 4.3. Running a contest for idea collection in lead city (Manchester) (M6-M12)

D 4.4. Replication pilots in 3 other cities (M12-24)

D 4.5. Evaluation and setting up a toolkit about the Idea Generator for new replication purposes (M18-24)

D 4.6 User's guide and installation instructions for new cities (M22-24)

	5	**Start Date or Starting Event**				01-2015			
Work package title	**Business Acceleration /Ecosystem**								
Participant number	1	2	3	4	5	6	7		
Short name of participant	AMS	MAN	GHE	IST	FVH	OKF	Dutch		
Person/months per participant:	2	2	2	2	2	2	11		
Participant number	8	9	10	11	12	13	14	15	16
Short name of participant	TAG	MEG	WAA	GLI	BOR	FUT	DOT	FV	ESA
Person/months per participant:	7					2	2	18	14

Objectives

WP 5 coordinates business acceleration activities enabled by the service development projects. Through the adopted transparent consultation between city halls and citizens, grass-root developers, entrepreneurs and Start-ups get direct access to the city development projects. The 5 cities let developers explore the new services and participating 300 lead users will provide valuable feedback to developers. In WP5 we educate and enable city halls how they must activate, communicate with these co-creators, and how they specifically can harness new ideas and technologies with Start-ups. This new type of transparency in public ICT procurement and innovation processes enable entrepreneurs to compete in the same league with larger IT-providers.

The establishment of Civic Tech Accelerator as an independent intermediary between the city halls and the developer society strengthens digital service development ecosystem within the cities. Citizen consultation and bottom up co-creation in development communities foster participatory development and developer engagement creates business opportunities for entrepreneurs. Bringing people together from diverse backgrounds (active citizens, city servants, entrepreneurs, Start-ups, big companies, NPOs) support novel technology based solutions both to commercial and social challenges. Especially new business related to Big Data applications and Business Intelligence on open data will emerge.

Business acceleration is enhanced also with subsidized expert support provided directly to developers. This development coaching is targeted to entrepreneurs and Start-ups through subsidized (70%) consultancy services. The selected Start-ups will get 4-8 days of expert consultancy for a specified development or business need in each development pilot (consultancy on UI design, IPR, marketing, branding, financing etc.).

WP5 coordinates the replication of generated pilots in the second year of the project. (in Helsinki, Amsterdam, Istanbul, Ghent, Manchester).

This work package benefits significantly of cumulated expertise from Forum Virium Helsinki's previous projects, and it's WP partners (ie. Dutch Basecamp). In many recent projects developer communities have co-created services in the city development. Especially strong base for CTA development are CitySDK focusing on open interoperable interfaces between cities in Europe, Helsinki based initiatives offering open data and APIs for developers (Helsinki Loves Developers), the European network that provides tools to transform ideas for data based apps into viable businesses (Apps for Europe). In addition, the development coaching provided in WP5 is closely related to a growth coaching service successfully ran in Forum Virium Helsinki over ten years.

The Dutch Basecamp (DBC) hub connects the Start-up ecosystems of The Netherlands/EU and Silicon Valley. DBC understands the Silicon Valley Start-up ecosystem and we primary focus on matching relevant EU/US stakeholders, educate stakeholders on (how to) adopting new tech solutions and share cases that can be used as a best practice. Silicon Valley has a long a wide experience in Civic Innovation, Acceleration programs and Civic Participation via tech solutions and tools. DBC will make these cases and tools available to all partners in the Civic Accelerator project.

Description of work

T5.1. Benchmarking existing technological platforms that are used in similar digital service development communities (experience from Silicon Valley). Finding the best practices how the new type of participatory and entrepreneurial approach can support novel technology based digital service development for the public city organizations. Mapping and building co-operation models for efficient bottom up co-creation and citizen consultation. The possible technological gaps, information gaps, and operational gaps of relevant public services are defined for potential pilot user cases. (FVH, DBC)

T5.2. Two co-creation workshops will be organised in each pilot city (Ghent, Amsterdam, Manchester) to bring together all essential parties to development communities. In the workshops, the exchange of 'techies' /coders between cities enhance the coding skills, give demonstrations of emerging technologies such as the value of Open Data Visualizations, Big Data, Commons, etc. (FVH, DBC)

T5.3. Defining the selection criteria for Development Coaching companies. Implementing application process and documents. (FVH)

T5.4. Implementing and managing the Development Coaching service for developers. The service concept is based on Forum Virium Helsinki's Growth Coaching model. Defining the application

procedure and guidelines for participation, launching promotion of the service and coordination of consulting activities.

In each pilot project 3-4 developers will get 5-10 subcontracted coaching expert days to support development process. Consultancy days can cover various areas of expertise (eg. User interface design, IPR-issues, marketing, business model). The Development Coaching service consultancy days are subsidized by 70 % and developers cover 30 % of the cost. Developers can choose the most suitable consultants themselves. (FVH)

T5.5. Educating & Implementing Civic Acceleration Processes. The deliverables and description are very much focused on the social innovation part of co-creation (in other words: preconditions and building blocks for connecting, sharing, co-creation, events, etc). We educate how a city hall can become an active stakeholder in a Start-up and Indie ecosystem. These are crucial to create an effective Civic Accelerator environment. Dutch Basecamp advised and mentored many city hall and corporate clients on this. (DBC, ESADE)

T5.6. Evaluation of pilot development cases in the terms of development process and business value. The lessons learned help to apply best practices in replication projects. (ESADE)

T5.7. Research on the effect of Civic Tech Accelerator on digital service development ecosystem in selected pilot cities. (ESADE)

T5.8. Coordination of the replication of pilot cases in selected cities. Once demonstrated to be functional and adopted by users (citizens and city halls) piloted platforms will be prototyped in two or three replication pilot cities over the second project year. (FVH, Tages,)

Training/ business model partners: ESADE, Tages Istanbul, Dutch Basecamp

Involved partners:

WP lead: Forum Virium

Deliverables

D 5.1. The report on benchmarking of digital service development platforms. (M6)

A document describing the analysis of the best practices and experiences from existing digital service development platforms.

D 5.2. Co-creation workshops, 1-2 in each lead pilot city. (M6-M12)

Bringing together different types of developers and building bridges between the city and developer community.

D 5.3. Start-up ecosystem workshops, 1-2 in each lead pilot city. (M6-M12)

Educate and enable city halls to set up and execute acceleration programs, partner with start-ups and

accelerators/incubators.

D 5.4. The establishment of the Development Coaching service for Civic Tech Entrepreneurs. (M6)
The launch and promotion of the Development Coaching service for developers.

D 5.5. Business Case studies about the 3 lead pilot projects. (M8-M14)
Case study report about the business potential of new services and emerged business possibilities.

D 5.6. Digital service development ecosystem research. (M24)
Report analysing the impact of Civic Tech Accelerator on digital service development in three pilot cities.

	6	**Start Date or Starting Event**				01-2015				
Work package title	**Dissemination**									
Participant number	1	2	3	4	5	6	7			
Short name of participant	AMS	MAN	GHE	IST	HEL	OKF	A-Lab			
Person/months per participant:	2	2	2	2	2	2	2			
Participant number	8	9	10	11	12	13	14	15	16	17
Short name of participant	TAG	MEG	WAA	GLI	BOR	FUT	DOT	FV	ESA	DIG
Person/months per participant:	2	2	2	2	2	2	18	2	2	0

Objectives

With the dissemination workpackage the Civic Tech Accelerator will give visibility to the 3 project platforms through a series of actions evolving around the deployed pilots. CTA will invite civic minded tech entrepreneurs to participate in the design and co-creation process that will lead to the prototypes, put the platforms in use through two iterations of pilots and gather the first results and proof of concept that will ensure the CTAs success and replication in more cities after the project's

end.

The main objectives of this work package are:

- Establishing the dissemination policy and elaborating a plan which defines the target audience, the methodology and approach
- Create attractive promotional material to support the dissemination goals, define a project image and set of guidelines
- Establish an interested network around the project results, creating awareness and keeping them updated on project activities. This will include identifying similar initiatives all over the world and finding synergies with other projects/communities.
- Prepare the service co-design workshops and events that will take place in the 5 participating cities, for user consultation and contribution to the prototyping process
- Prepare the initial and replication pilots during the first and second year for testing and fine tuning the CTA services created.
- Prepare a realistic exploitation plan that will establish guidelines to the deployment and uptaking of the project Civic Tech Accelerator platforms by Cities and the sustainability of those platforms.

Description of work

Task 6.1 Dissemination Plan & Materials (DOT)

The first task to be completed is the creation of a Dissemination plan and strategy to identify and promote Civic Tech Accelerator platforms to the target groups (citizens and tech entrepreneurs that will be called to participate in the creation and use the project platforms as also new partner cities that will replicate the pilots in a second stage) at a European level.

Channels for dissemination and impact creation will include:

- creating a project website, that will act as a point of entry for the project until the individual platforms are completed and will group all activities under one common URL.
- designing the project image and style-guide for its use (logo, colours, fonts, themes, templates etc)
- preparing specific material for interacting with different stakeholder audiences like a brochure for describing project objectives and milestones, poster and rollout for events, banners for online communications periodic newsletters for announcements, social network strategy (Facebook, Linkedin, Twitter, Vimeo, Youtube, Google Groups and Meetup) with audiovisual material, press releases to newspapers and magazines, etc. Initial material will be created early to start with the dissemination activities and will be updated frequently as the project advances
- set up a strong network of cities, citizens, ICT developers, start up accelerators and innovation agencies, bringing together the heterogeneous communities that each partner has access to: citizens through the cities channels, start-ups and SMEs through the accelerators,

tech-minded entrepreneurs through the innovation agencies and tech enablers, developers and app makers through dotopen.

- participation and presentations to numerous events will be planned, like the Smart City Expo, OK Festival and OKCon, re:publica, Picnic, as also outside Europe through the Foro Iberoamericano de Ciudades, collaboration with the World Bank, the Inter-American Development Bank "Emerging and Sustainable Cities Initiative" etc. These presentations will initially focus on making the project known and asking cities to join and test the pilots while on a later stage invite new cities, citizens and entrepreneurs to adopt the project results and create their own civic services.

Task 6.2 User consultation events to help the co-creational process of the platform deployments (DOT)

In order to assure that the CTA platforms will be fully aligned with user needs and that can enable and empower the citizens to directly participate in the construction of innovative services in the cities a couple of user consultation workshops will be programmed in WP2 and WP3 for the beginning of the project and before starting to construct the CTA platforms. More importantly for the Participatory Budget and the Dynamic Dashboard platform, the two that will be directly used by end-users as a service, a series of co-design events will take place to consult the civil servants and citizens the type and amount of data that they will be interested in viewing and their mapping demands (together with Task 2.2 and Task 3.1)

These user consultation activities will provide not only an effective learning environment tailored to the specific user needs but will also serve as a first level validation tool for measuring the effectiveness and interest on the services offered. In addition, they will act as another dissemination channel promoting the project, thus the dissemination WP through this task will act as a support for the event organization and communication of those workshops.

Task 6.3. Testing and dissemination activities - first round of pilots (DOT)

Within the duration of this task the Civic Tech Accelerator partners will organize workshops that will be designed to engage citizens and tech entrepreneurs as also other key stakeholders in order to promote the platform and boost the participation in the first pilots of the 3 Civic Tech Accelerator Platforms that will take place in the 3 lead cities (Helsinki, Ghent and Amsterdam).

As the prototype of the CTA platform becomes available, the first round of piloting activities will take place, one per platform (Participatory Budget, Dynamic Dashboard, ICT Idea Generator) and lead city (Amsterdam, Ghent, Helsinki), which will serve as a testing and evaluation environment for the services created. To maximise impact and efficiency, pilot workshops can also be organised alongside other big events happening in those cities.

Dotopen with its experience in organizing appcircus events, workshops and civic app challenges with more than 130 events around the world will lead this task, preparing one workshop per city with inspirational talks announcing the existence of the platforms and training activities focused on service designing that will attract citizens attention and participation to the platform testing process. As part of this task, all necessary material for the training activities will be developed (presentations, brochures, tech manuals) and specific dissemination to the developers' community will be carried through, especially relevant to the ICT Idea Generator, where the large community

of appcircus (more than 20000 subscribed users) will be used for dissemination purposes. The expertise of dotopen on bringing together influencers, citizens and developers, as also communicating through social networks, press, blogs, newsletters and effective focused campaigns, will assure participation to these pilot events.

The objective will be to train all potential stakeholder in the use of the Civic Tech Accelerator platforms and understanding how its components can foster innovation and create civic services in a faster way. Building confidence in the use of the platforms from the point of view of the users and cities involved is crucial for the success of the project.

Analytics data of platform usage will be gathered during these pilots, as also user opinions, suggestions and feedback, that will allow to evaluate the platforms and create a newer updated version of those.

Task 6.4. Testing and dissemination activities - replication pilots (**DOT**)

In the second year of the project, based on the results from the first 3 pilots, modification will be done in the process and platforms where necessary and 12 replication pilots will be executed. For these new pilots, a set of activities and events will be organized in order to drive user participation and use of the platforms, similar to the first year pilots.

Task 6.5 Dissemination to City Partners, market analysis and Exploitation Plan (ESA, cities)

For the project to continue successfully after its end on 2016, it is important that new cities learn about the CTA platforms and are convinced for the innovation that it can bring to their citizens, using the results and examples of the initial and replication pilots and demonstrating those as case-studies and success stories. In this task, various activities concerning dissemination of CTA to potential new city partners will take place, either in the format of smaller, private sessions with policy makers and city representatives or through participation in big Smart City events and networks, like the Smart City Expo, the Eurocities KSF, the ENoLL, with presentations in bigger public and round tables.

This task will also identify the results of the project according to their exploitation potential in both the public and private sectors. A market analysis comprising targeting and positioning, competition analysis, business and exploitation plan will be depicted providing clear guidelines to the partners on how to better employ the results of the project. Business model studies will be launched about the impact and innovation and take-up potential.

Deliverables (brief description and month of delivery)

D 6.1 Dissemination and Impact creation plan (M3)

This deliverable will present the dissemination strategy and initial communication and impact creation plan, identifying the target groups and the activities to be taken for each of those.

D 6.2 Dissemination material, website and project image (M3)

This deliverable will present the design of the project image and dissemination material and a first version of the website. All material online and physical will be updated as the project progresses.

D 6.3 User consultation events (M4)

The planning and execution of the user consultation workshops will be presented here, with focus on the service design training and the learning and feedback obtained from these events that will help build a better quality service of the CTA platforms.

D 6.4 Activities regarding initial pilots in 3 leading cities (M13)

All the activities regarding the preparation and execution of the initial pilots will be described here, together with the actions for each specific target group, the material created for these pilots, the impact assessment of those and an analysis of their results.

D 6.5 Activities for pilots replication (M24)

During the second year of the project, 12 pilot replications are planned, and this document will describe the setup of those replication pilots, changes and amendments done compared to first round, communications to target groups and impact.

D 6.6 Dissemination to City Partners and Exploitation plan (M24)

Analyzing the results from the platform testing and pilots, a coherent exploitation plan will be created addressing how to attract new cities and continue using the CTA results after the end of the project. Activities to City Partners to demonstrate the innovative aspects of CTA will also take place through private or public sessions, round tables and case studies documents.

Table 3.1b: List of work packages

Work package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End month
WP1	Project Management	1	AMS	60	1	24
WP2	PArticpatory Budgeting	10	OKF	55	1	24
WP3	Dynamic Data Dashboard	18	WAA	86	1	24

WP4	ICT based idea crowdsourcing	13	FE	67	1	24
WP5	Business Acceleration	15	FV	66	1	24
WP6	Dissemination	14	Dotopen	57	1	24
				Total months		391

Table 3.1c: List of Deliverables[13]

Deliverable (number)	Deliverable name	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date
D1.1	Consortium Agreement	WP1	AMS	R	CO	M2
D1.2	Project Handbook	WP1	AMS	R	CO	M3
D1.3	Periodic Progress Reports	WP1	AMS	R	CO	M6-M12-M18-M24
D2.1	Mapping the Citizen Demands & analyzing existing participatory budgeting features from the market	WP2	OKF	R	PU	M4
D2.2	Prototyped Participatory Budget Platform in the lead pilot city (Ghent) in local language	WP2	OKF	DEM	PU	M8-M12
D2.3	Running of a local challenge in the Lead Pilot city and setting up a Toolkit about the	WP2	OKF	OTHER	PU	M8

[13] If your action taking part in the Pilot on Open Research Data, you must include a data management plan as a distinct deliverable within the first 6 months of the project. This deliverable will evolve during the lifetime of the project in order to present the status of the project's reflections on data management. A template for such a plan is available on the Participant Portal (Guide on Data Management).

	platform to scale it up					
D2.4	Replication pilots in 2 other cities	WP2	OKF	DEM	PU	M12-M18
D2.5	Final Participatory Budget Platform	WP2	OKF	OTHER	PU	M24
D3.1	Mapping Demands	WP3	WAAG	R	CO	M4
D3.2	Prototyped Dynamic Data Dashboard in lead city	WP3	WAAG	DEM	PU	M9
D3.3	Testing the Dynamic Data Dashboard in the City of Amsterdam	WP3	WAAG	DEM	PU	M12
D3.4	Replication pilots in 3 other cities	WP3	WAAG	DEM	PU	M12-M18
D3.5	Final Dynamic City Dashboard	WP3	WAAG	OTHER	PU	M24
D4.1	Mapping the Citizen Demands	WP4	FE	R	CO	M3
D4.2	Prototyped ICT crowdsourcing platform in lead city	WP4	FE	DEM	PU	M6
D4.3	Running a contest for idea collection in lead city (Manchester)	WP4	FE	OTHER	PU	M6-M12

D4.4	Replication pilots in 3 other cities (M12-24)	WP4	FE	DEM	PU	M12-M24
D5.1	The report on benchmarking of digital service development platforms	WP5	FVH	R	PU	M1
D5.2	Six co-creation workshops, two in each lead pilot city	WP5	FVH	OTHER	PU	M6
D5.3	The establishment of the Development Coaching service	WP5	FVH	OTHER	PU	M6
D5.4	Business Case studies about the 3 lead pilot projects	WP5	FVH	R	PU	M8-M14
D5.5	Digital service development ecosystem research	WP5	FVH	R	PU	M24
D6.1	Dissemination and Impact creation plan	WP6	DOT	R	PU	M3
D6.2	Dissemination material, website and project image	WP6	DOT	DEC	PU	M3
D6.3	User consultation events	WP6	DOT	OTHER	CO	M4

D6.4	Activities regarding initial pilots in 3 leading cities	WP6	DOT	R	PU	M13
D.6.5	Activities for pilots replication	WP6	DOT	R	PU	M24
D6.6	Dissemination to City Partners and Exploitation plan	WP6	DOT	R	CO	M24

Table 3.2a: List of milestones

Milestone number	Milestone name	Related work package(s)	Estimated date	Means of verification
1	User Consultations in Cities	WP 2-WP3-WP4	M1-M3	Films, reports
2	Functional Design of 3 platform	WP2-WP3-WP4	M3-M6	Mock ups platforms
3	First prototypes platforms ready	WP2-WP3-WP4	M6	30 lead users made a user profile
4	Three digital services are being deployed, fine-tuned (with Scrum methodology) and promoted by the developer cities	WP2-WP3-WP4	M12	100 lead users in 5 cities
5	Deployment of platforms through replication pilots	WP2-WP3-WP4	M18	200 citizens are using the new services
6	Business Development	WP5	M6-M14	3 comparative impact studies

				about the CTA and citizen adoptation
7	Sustainability & Future of CTA	WP5	M6-M24 24	Replication pilots are executed and business model studies are launched about the impact and innovation and take-up potential
8	Events and dissemination about the effect of CTA	WP6	M12-M24	Generating input and ideas from citizens and elaborating this in CTA with city hall committments

Table 3.2b: Critical risks for implementation

Description of risk	Work package(s) involved	Proposed risk-mitigation measures

Table 3.4a: Summary of staff effort

Please indicate the number of person/months over the whole duration of the planned work, for each work package, for each participant. Identify the work-package leader for each WP by showing the relevant person-month figure in bold.

	WPn	WPn+1	WPn+2	Total Person/ Months per Participant
Participant Number/Short Name				
ParticipantNumber/ Short Name				
Participant Number/ Short Name				
Total Person/Months				

Table 3.4b: 'Other direct cost' items (travel, equipment, other goods and services, large research infrastructure)

Please complete the table below for each participant if the sum of the costs for' travel', 'equipment', and 'goods and services' exceeds 15% of the personnel costs for that participant (according to the budget table in section 3 of the proposal administrative forms).

Participant Number/Short Name	Cost (€)	Justification
Travel		
Equipment		
Other goods and services		
Total		

Please complete the table below for all participants that would like to declare costs of large research infrastructure under Article 6.2 of the General Model Agreement[14], irrespective of the percentage of personnel costs. Please indicate (in the justification) if the beneficiary's methodology for declaring the costs for large research infrastructure has already been positively assessed by the Commission.

Participant Number/Short Name	Cost (€)	Justification
Large research infrastructure		

[14] Large research infrastructure means research infrastructure of a total value of at least EUR 20 million, for a beneficiary. More information and further guidance on the direct costing for the large research infrastructure is available in the H2020 Online Manual on the Participant Portal.