

Policy Gadgets Mashing Underlying Group Knowledge in Web 2.0 Media



Deliverable 4.2

Pilots Planning and Preparation

Workpackage: WP 4 – Piloting and Evaluation

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1 Introduction

1.1 Purpose of the document

This document constitutes project deliverable D4.2 Pilot Scenarios Planning and summarizes the contributions related to the project tasks 4.1 Pilot Scenarios Building, 4.2 Pilots Evaluation Methodology and partially 4.3 Pilot Scenarios Application and Monitoring. This following sections introduce the description of the activities occurred for planning the PADGETS pilot scenarios.

1.2 Methodological Approach

The approach to the description of the activities done by the pilot organizations has followed already established standards such as UML to describe the tasks 4.1, 4.2 and partially 4.3 in the PADGETS WP 4. Furthermore, particular attention has been given to provide a description general enough to be understood also by readers not directly involved in the pilot tasks. Pilot scenarios are presented using:

- A script like storytelling
- A structured approach and well established methodologies, such as use-case style diagrams

1.3 Structure of the document

The document is centred around the three Pilots, respectively provided by University of the Aegean (AEGEAN) and Information Society SA (IS SA), the Centre for eGovernance Development for South East Europe (CEGD) and Piedmont Region (PIED).

In the next three main sections the contributions produced by the pilots' organizations are outlined. The document is organized as follows: first, the Greek pilot is presented in section 2; section 3 presents the Italian pilot, while section 4 presents the Slovenian pilot. The preliminary activities that have been completed so far for these three pilots are outlined in section 5. Finally, conclusions and concluding remarks are discussed in section 6.

2 Greek Pilot Specification

It is envisaged that the use of PADGETS will expand the governments' institutional boundaries by allowing the establishment of bidirectional communication flow between policy makers and society on critical issues: this pilot will focus on ideas for improving and reforming the highly problematic Greek public administration. This is a critical issue, since it is widely accepted that one of the main reasons of the current economic crisis in Greece is the inefficiency and the high cost of public administration. In other words, the use of policy gadgets is expected to allow for a better communication between government and society on this critical issue and a better informed policy decision process, by providing a clear and dynamic vision of the different stakeholders opinions, concerns and priorities on the required improvements of Greek public administration. PADGETS is expected to provide a privileged channel for "hearing society's voice" on this critical issue, directly in the digital spaces where society chooses to express its opinion. A PADGETS will enable an innovative way to gather ideas and opinions, evaluate and decide upon society's input.

Additional pilots will be conducted within 2012, involving the same organisations, touching several parts of the Greek eGovernment plan through the on-line discussions.

2.1 Country

The pilot is to be conducted in **Greece**.

2.2 Administrative Level

The relevant Administrative level is **National**.

2.3 Responsible Organization

The responsible organization for this pilot is the Scientific Committee which is the organising authority of the "**Labs OpenGov**" web laboratory (<http://labs.opengov.gr>), under the auspices of the Ministry of Public Reform and e-Government. Labs OpenGov is an open innovation initiative that brings together ideas and proposals from citizens, the public and the private sectors, concerning the improvement of the interaction between the public administration on one hand and the citizens and companies on the other, and in general the improvement of government operating processes. Labs.OpenGov.gr is an experimental attempt to release and exploit the power of decentralized knowledge and explore new ways to tackle modern public administration problems, by engaging corporate and non-corporate users into generating sophisticated and immediately applicable ideas. Responsible for the operation and the activities of "Labs Opengov" is the **Group for Electronic Governance in the Office of the Greek Prime Minister**. The involvement of these two high profile government organizations (Ministry of Public Reform and e-Government, Office of the Prime Minister) indicate the high significance assigned to this initiative by the Greek Government.

The Greek PADGETS partner (ICT Observatory, now merging into Information Society SA) will be a key enabler in the whole process.

2.4 Other Involved Organizations

Other Involved Organizations for this pilot include:

- **Opengov.gr - The Greek Open Government Initiative**

The “Labs OpenGov” initiative is part of the Opengov project (<http://www.opengov.gr>) that has been designed to serve the principles of transparency, deliberation, collaboration and accountability. It includes two main activities: Open calls for the recruitment of public administration officials and electronic deliberation for participatory rule making.

- **“Digital Greece 2020” Forum**

“Digital Greece 2020” (<http://www.digitalgreece2020.gr/>) is a permanent forum for consultation and formulation of policy proposals for the use of Information and Communication Technologies (ICTs) in critical sectors that will be of critical importance for shaping the Digital Greece of 2020. “Digital Greece 2020” is operating under the aegis of the Group for Electronic Governance in the Office of the Prime Minister as well.

- **National Centre for Public Administration and Local Government (E.K.D.D.A.)**

The National Centre for Public Administration and Local Government (Ethnikon Kentron Dimosias Dioikisis kai Autodioikisis - E.K.D.D.A.) is the strategic agency of Greece for the training and education of high level and ‘fast stream’ public servants and local Government employees. The mission of E.K.D.D.A. is the continuous improvement and modernization of the organization and the operation of the central and regional public services, the wider public sector and the bodies of first and second degree local government.

The Unit of Documentation and Innovations of E.K.D.D.A. is responsible for the management, technical support and the proper operation of the site <http://www.opengov.gr>.

- **Ministry of Public Reform and e-Government**

All the aforementioned initiatives and organizations are supervised by the Ministry of Public Reform and e-Government. The Ministry is focused on the ongoing, systematic and intensive effort to deliver better public services to all citizens. Its responsibilities include the formulation of institutional frameworks, the supervision and the provision of guidelines for the operation of public services in order to service citizens under conditions of legality, transparency, objectivity and effectiveness.

- **Information Society SA:**

The Observatory of the Greek Information Society (OBS) was merged in December 2011 with Information Society SA, the government’s main organization for implementing large scale public sector IT projects under the auspices of the Ministry of Public Reform and e-Government.

2.5 Involved Policy Makers

Following the open innovation approach that Labs Opengov.gr endorses, the whole execution of the pilot is going to be citizen driven. Under this crowdsourcing perspective the elements of each campaign will be dependant on what people provide as content in the web laboratory. Therefore the pilot will be carried out mainly by consultants rather than actual policy makers, however their position in the Prime Minister's Office will result in high visibility of the ideas and proposals to be generated. Their role will be initially limited to organising and running the campaigns acting as moderators and using citizens' voice as input.

This effort is assigned to the members of Group for Electronic Governance in the Office of the Prime Minister, as an additional task to the operation of the Labs OpenGov.gr. As consultants they will be responsible to publish the campaigns, to formulate the policy messages that summarize the proposals submitted by people via Opengov Labs, to manage the campaigns' life cycles and finally to watch the results in order to submit them to the relevant policy makers, mainly to the office of the Vice-Minister for Public Reform and e-Government.

Policy makers will be involved in a further stage of the piloting process as they are going to be informed by the consultants about the results obtained in order to initiate relevant policy actions. Of course their contribution in the phase of pilot planning is essential, so consultants will exchange with them ideas and opinions especially concerning the policy messages to be published. Regarding the identity of policy makers to be involved they will come from the Ministry of Public Reform and e-Government as the subject of the pilot and the policy proposals that will emerge concern their field of interest.

2.6 Target Citizens Group

The pilot will target all Greek citizens aged between 15-75, with a special interest in and focus on civil servants, enterprises (i.e. the private sector, such as banks and other service providers, export companies, etc.) and business associations, non-profit groups and civil society organisations (e.g. NGOs).

Albeit the pilot will aim at all Greek citizens, the strongest reaction is expected from some specific communities that already participate in the Labs Opengov.gr initiative. The Labs community is composed of experts from the technological community and institutions that manage information technology projects for the public sector and citizens. Among them, there are also active citizens from the field of education and research, private sector executives, representatives of the public administration and non profit organisations.

Based on the present participation in relevant initiatives, four target citizens group can be distinguished, as being more likely to provide their feedback during the pilot execution:

- ICT professionals

- Academics
- Public sector representatives
- Non – Governmental Organisations

Nevertheless, the contribution of other groups of Greek citizens is desirable, so the pilot will be addressed to citizens without any specific identification in a secondary level via the dissemination capability of the core target mentioned before. Besides, here is the point where the potential of Social Media platforms in engaging a wider audience is expected to contribute.

2.7 Expected results – Metrics

The PADGETS application aims to advance one step further the collaborative concept that initiatives like the open Labs adopt. It is anticipated that the pilot execution will reinforce the outcome of the open governance actions going beyond the emergence of the policy proposals to the estimation of their impact in the stakeholder community. Thus, the following results are expected for the policy makers as the pilot campaigns' value proposition, and will be used as metrics of its success:

- The level of citizens' willingness to participate in proposal formulation initiatives
- The engagement of the general public in targeted governmental actions
- The amount of the ideas provided through Labs OpenGov.gr which are accepted by people
- The level of citizens' interest and awareness on topics relevant to the digital future of the country
- The rating of the proposals under discussion
- The level of acceptance of the proposed actions by citizens
- Opinion sharing and feedback to refine initial formulation

In general, the pilot results will help the involved consultants and policy makers to determine whether and to what extent the ideas and proposals submitted in the labs community are accepted by a wider audience, to identify which of them are preferable to be implemented and to estimate the level of acceptance that the proposed actions will receive if implemented. In addition, through the pilot policy makers may recognise what citizens consider as obstacles to be overcome in policy actions relevant with the subject of each campaign.

2.8 Campaign Subject

The current situation in Greece has motivated and strengthened the effort towards the reform of the Greek Public sector. Under this context, the open government initiatives at a national level are concentrated in the enhancement of public administration for the increase of its efficiency and effectiveness. To this end, the Labs Opengov platform acts as a tool for the participatory and

decentralized planning and implementation of public electronic services and other public sector innovations. The main purpose of the Labs is to strengthen the capacity of public administration to produce novel and useful services. The thematic cycles that have been organised online so far were focused on areas such as Health, Tourism, Environment, Social Insurance and Financial Transactions. The latest thematic cycle that has just been launched, concerns the provision of better services regarding all aforementioned sectors with main emphasis on cost reduction.

The main subject of the pilot will be in line with the fifth thematic cycle of the Labs Opengov.gr which is focused on the reduction of operational costs of public sector organisations and the improvement of administrative procedures regarding the governmental transactions with citizens and private organisations. During this phase, ideas and ICT solutions that will result in cost savings for public bodies will be proposed, focusing for example on reducing energy consumption, minimization of paper handling, better use of existing infrastructures and Information systems. In addition proposals to simplify certain procedures for the provision of a service will be submitted in the platform by the community.

The campaigns aim to bring out creative ideas and ways to introduce innovation in the relations of businesses and citizens with the government. Three different campaigns are envisaged for this subject that will run consecutively and will try both to leverage and reinforce the ideas and comments provided in this phase bringing the consultation outside the web laboratory to the Social Media Platforms in order to engage a wider citizens' participation.

Subsequent campaigns within the Greek pilot will touch upon other issues under discussion in the opengov.gr platform.

2.9 Campaign Main Content

As described above, the campaign will run in parallel and complementary with the fifth thematic cycle of the Opengov Labs. Therefore, the main content for the campaign will result from this phase of crowdsourcing. This means that the ideas provided in the online platform will turn into policy messages and policy proposals under discussion by a wider circle of citizens in several social media platforms, so that policy makers can estimate the metrics described in a previous section based on larger numbers of citizens. Thus, the content of the campaign should include any issues related with the actions proposed for limitation of the recourses consumed by public administration (cost reduction), such as the expected impact, the measures to be taken, the technical specification of the solution, etc.

For instance, let's suppose that among the proposals submitted in the Opengov Labs platform there is one stating that utilisation of VOIP technologies can reduce telecommunication costs of public bodies that is already highly rated by the Labs community. The involved policy makers and consultants will collaborate to create one or more policy messages relevant to the elements of this proposal, and publish them in several social media platforms, in order to get the feedback from the

community outside the Labs regarding its implementation. In this case a possible policy message may reveal citizens concerns for the quality of communication or security issues.

2.10 Campaign Business Requirements

This section provides the analysis of the business requirements for the Greek pilot specification.

2.10.1 Functional description of the Pilot

In order to define the pilot requirements, a usage scenario for the Greek case has been designed. According to this, two stages are recognized, the first of them including the required activities regarding the preparation of the campaign, independent of the PADGETS platform, and the second happening along the deployment of the campaign and requires the functionality provided by the PADGETS components. The functionalities of the PADGETS Front-End are the focal point here, since it is considered that the existence and functionality of Back-End is similar for every pilot scenario.

The following table summarizes the functionality that the involved persons expect from the PADGETS infrastructure implementation of the usage scenario. The actions that each user requirement may include are described and the components that can fulfill each requirement are specified. Since the effort of the Greek pilot is assigned mainly to consultants, they will form the main actors for the most functions, although the participation of policy makers is envisaged.

Actor	Function	PADGETS Component	Description
Consultant	Prepare Campaign	-	<ul style="list-style-type: none"> • Create main content • Create related material • Setup Social Media accounts • Shape communities • Define hashtag strategy • Plan dissemination activities
Policy Maker / Consultant	Create Campaign	Web Dashboard \ Campaign Manager	<ul style="list-style-type: none"> • Create a new campaign • Enter attributes
		Mobile Dashboard	
		iGoogle Gadget	
		Application Server	

Policy Maker / Consultant	Involve Consultants	Web Dashboard \ Team Manager	<ul style="list-style-type: none"> • Declare (other) consultants that will also have access to padgets /campaign
Policy Maker / Consultant	Initiate Campaign	Web Dashboard \ Campaign Manager	<ul style="list-style-type: none"> • Create policy messages • Add topics for the campaign
		Mobile Dashboard	<ul style="list-style-type: none"> • Add policy messages to campaign
		iGoogle Gadget	<ul style="list-style-type: none"> • Edit start/end date
Policy Maker / Consultnat	Publish Campaign		<ul style="list-style-type: none"> • Activate the campaign
Policy Maker / Consultnat	Track Campaign	Tracking Component	<ul style="list-style-type: none"> • Monitor campaign
Policy Maker / Consultnat	Create SM Analytics Reports	Visualisation Component \ SM Analytics	<ul style="list-style-type: none"> • Get report for Social Media Analytics
	Create OM Analytics Reports	Visualisation Component \ OM Module	<ul style="list-style-type: none"> • Get report for Opinion Mining Results
	Create DSC Analytics Reports	Visualisation Component \ DCS Component	<ul style="list-style-type: none"> • Get report for Decision Support Component Output
Policy Maker / Consultnat	Close Campaign	Web Dashboard \ Campaign Manager	<ul style="list-style-type: none"> • Deactivate the campaign
		Mobile Dashboard	
		iGoogle Gadget	

2.10.2 Adopted PADGETS Functionalities

The above requirements specification is visualised with a UML case diagram. On the left side is either the policy maker or consultant involved in the pilot execution who requires from the PADGETS Frond End a specific functionality and on the right side the appropriate component to serve the user's request.

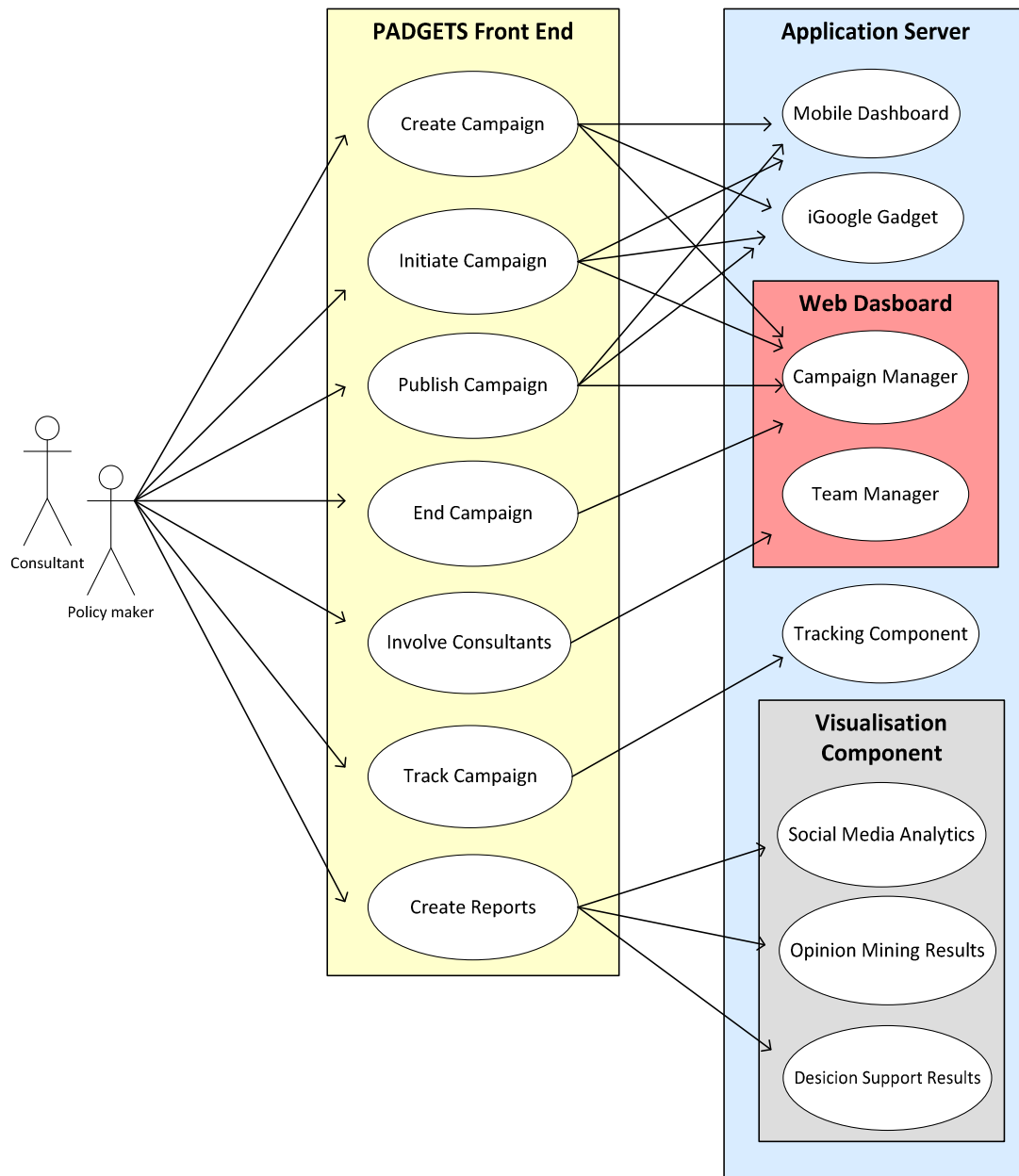


Figure 1: Greek use case - UML diagram

2.11 Campaign Media Elements

Media elements to be used throughout the campaign are text and video contents. Apart from a text description, it is aimed to deploy promotional videos that will accompany the policy messages in order to attract users and encourage them to participate in the campaign. Furthermore, the additional material that each Labs thematic cycle produces can be utilised, i.e. videos, photos and presentations of the submitted proposals.

Relevant material from past Labs workshops to be taken into consideration can be found here:

- Videos: <http://blip.tv/opengov>
- Presentations: <http://labs.opengov.gr/hmerida3>
- Photos: <http://www.flickr.com/photos/50928706@N03/>

2.12 Campaign Social Media

The Greek pilot is going to use the three out of four Social Media platforms that the PADETS first prototype version supports. Thus, the campaigns will be published in Facebook, Twitter and YouTube. Therefore the organisation of the pilot should ensure the high presence of Labs.Opengov.gr in the aforementioned media. Apart from these, LinkedIn will be used as a channel for dissemination, because it is considered that the majority of the campaign target groups lies there.

2.12.1 Social Media Engagement Strategy

This paragraph documents the plans to be used to obtain the desired social media user engagement before the launch of the campaign. The engagement plan is described in detail in the PADGETS Deliverable 4.1 – PADGETS Community Building.

2.12.1.1 Facebook

- Create an attractive page layout and link other SM feed (eg. twitter).
- Place links to the Facebook page in the Labs.Opengov.gr site and in any site of the wider community networks.

Expected timeframe to reach the target: 3 months.

2.12.1.2 Twitter

- Create a twitter account and engage with (add as following) experts in the sector, and increment the comment/RT rate to at least 15 per day.
- Link the Labs platform feed with the twitter account.
- Create a network of retweeters to disseminate the twitter messages.

Expected timeframe to reach the target: 3 months.

2.12.1.3 Youtube

- Create a YouTube channel and upload any videos available from the Opengov Labs actions and any video created as media content for the campaign.

YouTube is going to be integrated later in the pilot process as a complementary channel to the rest two social media. The YouTube channel will be set and used for the subsequent scenarios after the implementation of the first pilot in order to ensure first that a strong community is established there.

Expected timeframe to reach the target: 5 months.

2.12.2 Social Media Engagement Plan

The following table refers to the expected level of user engagement through the different social media in the next months until the launch of the first campaign. The targets set are measured in terms of likes, followers, subscribers and members depending on the platform.

Social Media Platform	December 2011 ¹	January 2012	February 2012
Facebook	0 likes	50	500
Twitter	0 followers	100	800
Youtube Channel	0 subscribers	0	150

2.12.3 Description of Planned Activities

The following picture describes the activities to be done while conducting the pilot in a storyboard format. The stakeholders (policy maker or “labs.opengov.gr consultants”) that are involved together with the PADGETS component that they are utilising in each step are shown. All steps apart from the Community Building are recurring as long as three campaigns have been planned. Moreover the stage of the campaign creation includes the sub-activities to be done as part of the campaign preparation.

¹ Launch of Social Media accounts

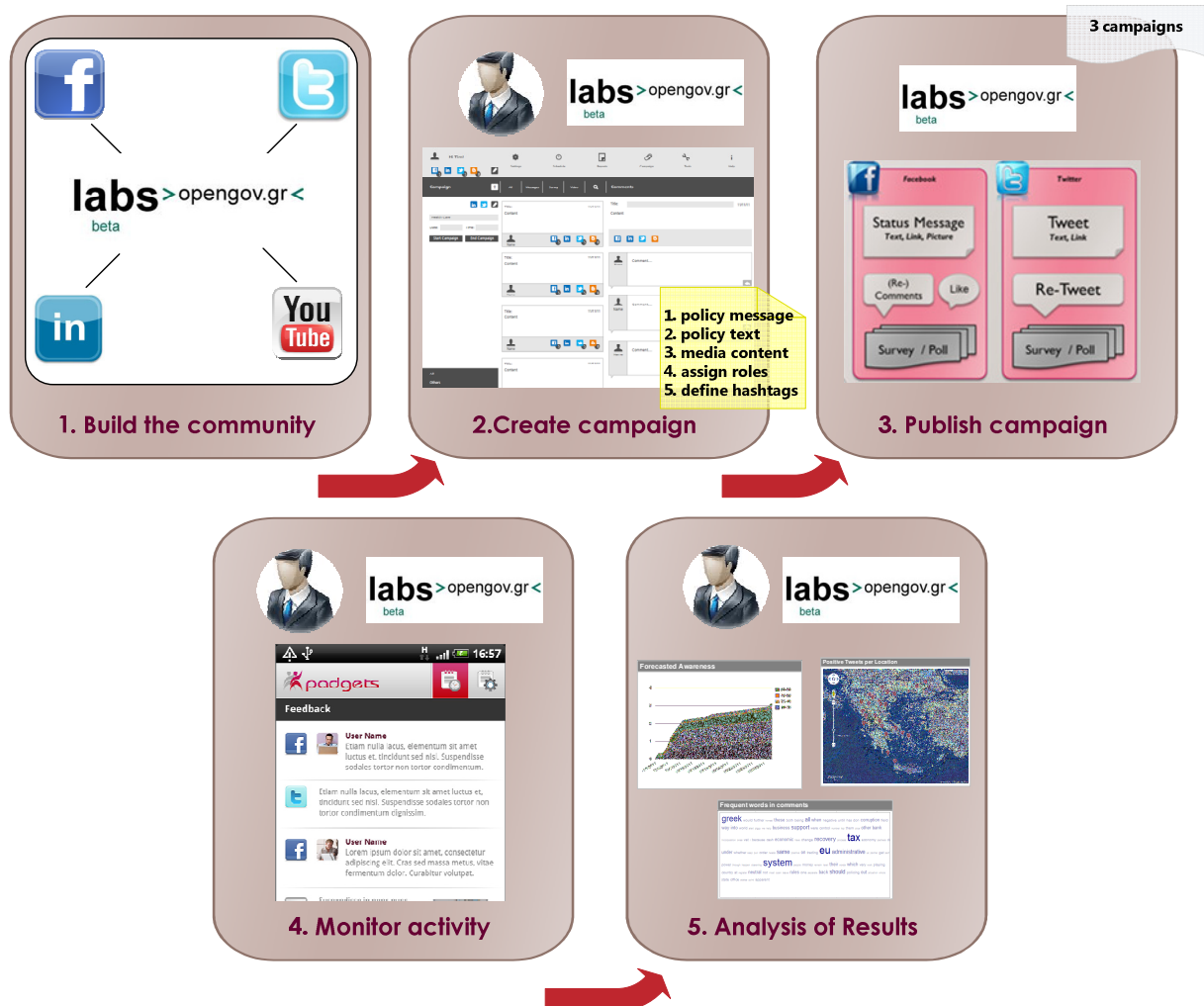


Figure 2: Greek pilot activities

2.12.4 Timeline of Planned Activities

The following timeline depicts the time sequence of the activities planned to accomplish the execution of the Greek pilot. The milestones have been identified based on the important dates set for the three campaigns that have been scheduled.

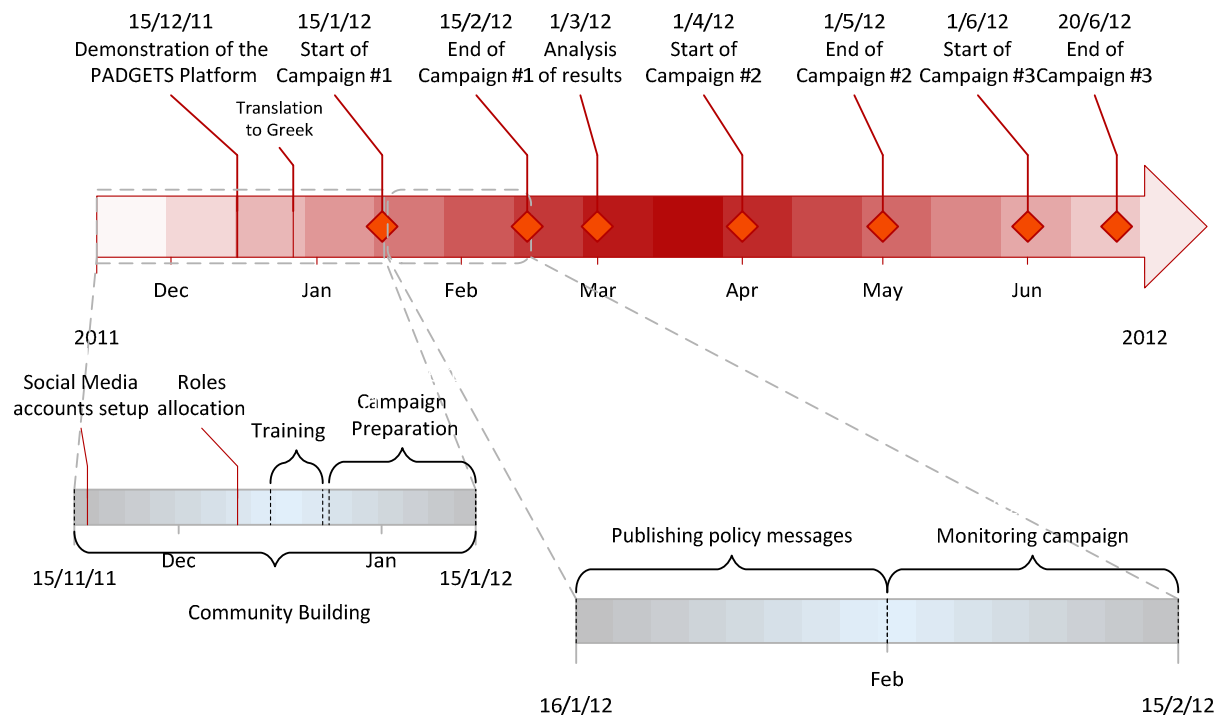


Figure 3: Timeline of Greek pilot activities

3 Italian Pilot Specification

3.1 Country

The pilot is to be conducted in **Italy**, and target the population of a specific region: **Piedmont**.

3.2 Administrative Level

The relevant Administrative level is **Regional** (NUTS 2).

3.3 Responsible Organization

The responsible organization for this pilot is **Regione Piemonte (Piedmont Region)**.

Inside this organization, the department managing the Pilot is the one directly participating to Padgets, the “Direzione Innovazione, ricerca ed università”, which is the managing innovation public policy projects.

3.4 Other Involved Organizations

The pilot needs the collaboration of two other departments of the Region: the “Direzione Sanità”, which manages the provision of the services of the national health system to Piedmontese citizens, and the “Comunicazione istituzionale della Giunta regionale – Settore Nuovi Media”, which is the institutional communication department managing campaigns and interaction with citizens on new media.

3.5 Involved Policy Makers

Involved policy makers belong to the three departments of the regional administration mentioned above. In particular, from the point of view of the policy message on focus during the pilot, policy makers involved belong to “Direzione Sanità”, from the pilot coordination viewpoint from “Direzione Innovazione, ricerca ed università” and finally for managing social media interaction policy makers from “Comunicazione istituzionale della Giunta regionale” will be involved.

3.6 Target Citizens Group

The pilot will aim at all Piedmontese citizens (about 4.5 millions), but due to the policy message of the campaign and to the different diffusion rates of Social Media in the population we expect that some specific categories of citizens will be more prone to react and participate to the pilot. These categories are citizens with chronic diseases (e.g., heart failure, diabetes, chronic pulmonary occlusive disease - COPD, and cancer), their families, all the civil servants, stakeholders (e.g., associations and charities) and national health system employees working on providing public services (e.g., treatments, assistance) to patients.

3.7 Expected results – Metrics

Local policy makers expect results from the pilot execution about four topics, and will be used as metrics of its success, expounded as follows:

1. the level of acceptance of the proposed innovative e-Health services;
2. the obstacles to the acceptance of the proposed e-Health services;
3. the citizens' willingness to co-participate in the implementation of the proposed e-Health services;
4. the level of interest and awareness on e-Health topics in the population.

The first and the third topics will be addressed by direct questions inside the Padget (e.g., polls and questionnaires). The second one will be measured both with direct questions and with text mining on comments left by citizens on the Padget. The last topic will be addressed by specific policy indicators provided by the Decision Support Component.

3.8 Campaign Subject

In the last ten years the Piedmont Region has spent on average the 80.1% of its total budget for providing health services to its citizens and the nominal cost for providing those services has increased yearly of 6.1% during the period.

Contemporary national debt crises at national and European levels require the region to face the challenge to relevantly decrease the expenses on the health system without deteriorating the quality of the services provided to citizens. The challenge is even more compelling if taking a longer term perspective: the population age is steadily rising and all demographic forecasts at disposal allow to reasonably expect a long lasting gradual increase in the demand of health services by the regional population.

In such a framework, regional policy makers obviously pay much attention to e-Health initiatives which seem to promise financial savings along improvements in the provision of health services. The Piedmont Region has conducted in the last years a pioneering and piloting experiment in a small part of its area: it has been conducted in the province of VCO (Verbano-Cusio-Ossola), which, among the eight provinces composing the Piedmont Region, is the one of the least populated and most mountainous.

The pilot will allow local policy makers to investigate the economic impacts of the extension of e-Health systems to the whole region knowing that they considerably depend upon citizens' reactions. To say it differently, the pilot campaign subject will be a participatory initiative aimed at investigating the economic impacts of the implementation of e-Health services on the whole regional area, exploiting the experience and the good practices observed in the limited case of VCO.

3.9 Campaign Main Content

The overarching goal of the pilot campaign will be to test citizens' response to the planned regional implementation of telemedicine. Relevant by-products of the campaign will be the identification of risks, obstacles and key elements for a successful regional development of these e-Health services.

In particular, the Region plans to implement two different sub-campaigns aimed at investigating issues related to two complementary telemedicine services. The first service to be considered is the virtualization (= conduct remotely through an electronic network) of periodical checkups of patients with chronic diseases (e.g., heart failure, diabetes, chronic pulmonary occlusive disease - COPD, and cancer). The second one concerns the adoption of a policy of anticipated after-operation discharges of patients, to be monitored with telemedicine tools.

Those two sub-campaigns will be conducted sequentially and they focus on the two most important health services that can be provided by telemedicine means with contemporary technology.

3.10 Campaign Business Requirements

3.10.1 Functional description of the Pilot

Taking into consideration the location in which the pilot will take place and the requirements conveyed by key involved stakeholders, expected functionalities for the Piedmontese pilot may be divided into two families:

1. Campaign setting, i.e., a bundle of functionalities related to the structural management of the “campaign” entity along its lifecycle.
2. Campaign conduction, i.e., a set of functionalities pertaining to everyday operations which should be performed in order to feed the campaign with appropriate contents and to examine results stemming from social engagement actions.

On one hand, the “campaign setting” bundle will include the following functionalities made available by PADGETS system:

- Create Campaign
- Schedule Campaign
- Start Campaign
- Edit Campaign
- Drop Campaign
- Associate Consultant

On the other hand, the “campaign conduction” bundle will include the following functionalities made available by PADGETS system:

- Search Campaigns
- Browse Campaigns
- Create Media Content
- Edit Media Content
- Create Message
- Edit Message
- Create Poll
- Edit Poll
- Get Feedback
- Get Analytics

Regarding permissions, to say it in a nutshell, the “campaign setting” functionalities are provided only to the policy maker, since they regard critical aspects of the campaign which cannot be delegated to assistants (e.g., campaign launch, campaign schedule in a certain timeframe, campaign closedown, formal involvement of consultants). Conversely, the “campaign conduction” functionalities are suitable to both policy maker and enrolled consultants, since they have to do with operational tasks subordinate to the policy maker’s consent.

Trying to contextualize such use cases in the concrete Piedmontese scenario, the following picture illustrates the correspondence between archetypal roles (i.e., policy maker and consultant) and professional profiles involved in the PADGETS team. The head of the Regional Public Health Department, closely supported by his staff, will act as policy maker; regarding the role of consultant, it could assume two different typologies: whilst officers belonging to the Regional Innovation Department will deal with the technological sphere, officers operating at the Institutional Communication Department will handle the communication sphere.

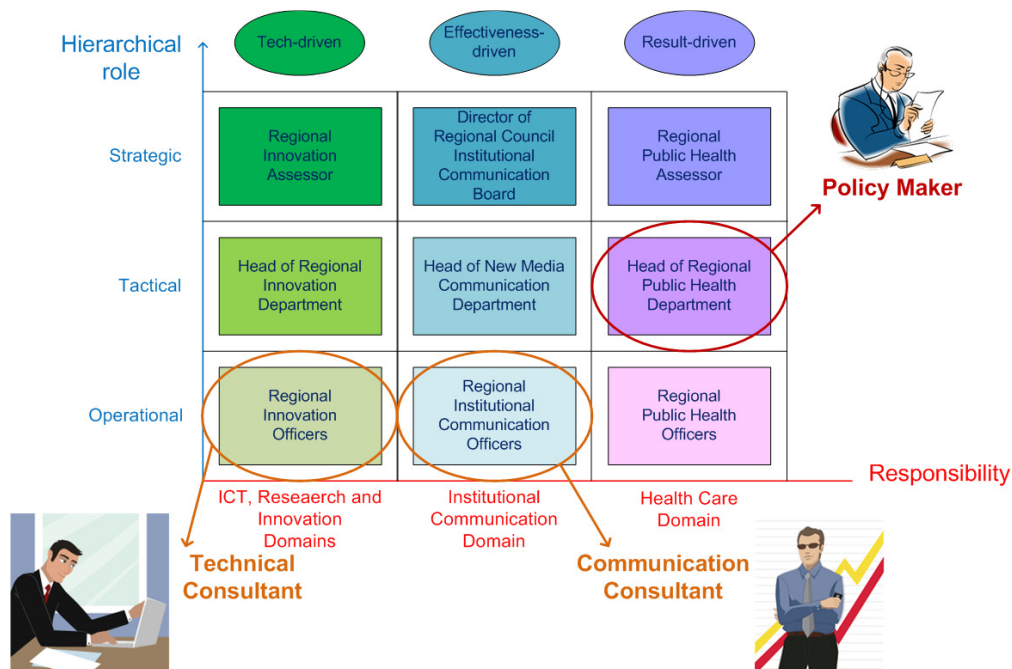


Figure 4: Allocation of roles

3.10.2 Adopted PADGETS Functionalities

The PADGETS functionalities adopted along this pilot are described using the following use case diagrams. The figures in particular make a separation of concerns between the functionalities provided at the front end dashboard and the functionalities to be provided at the back end system.

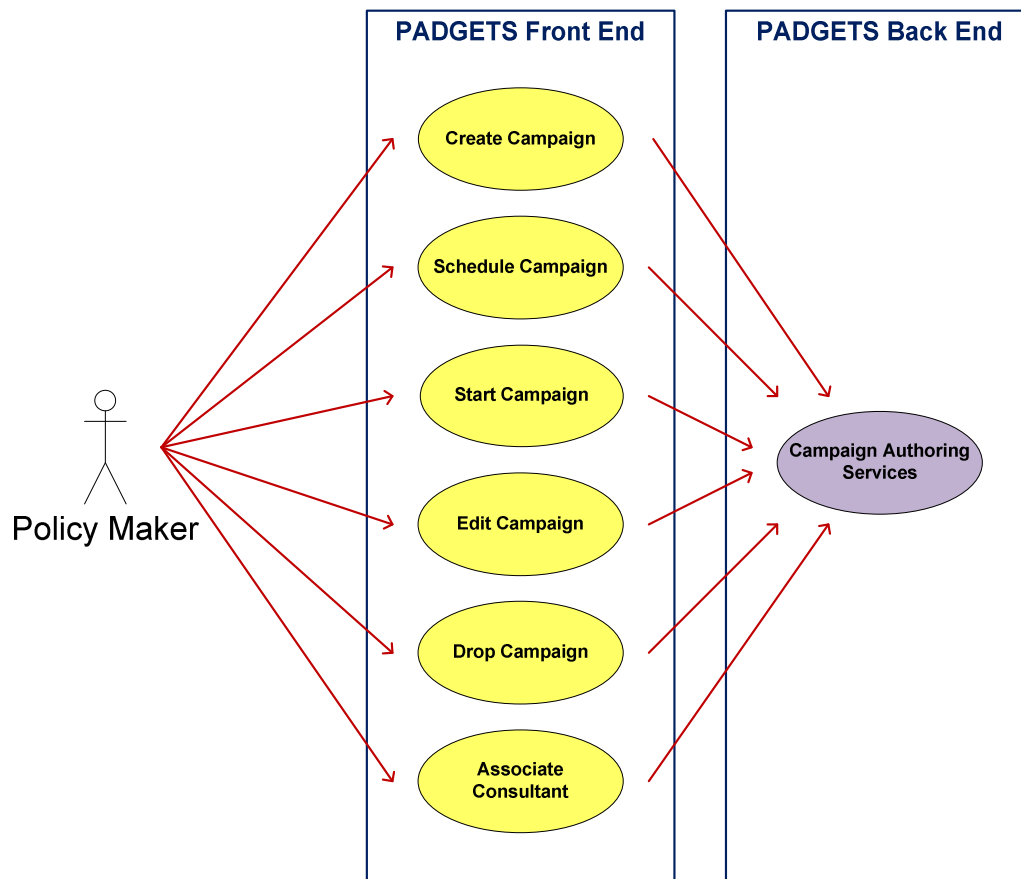


Figure 5: Italian use case - UML diagram

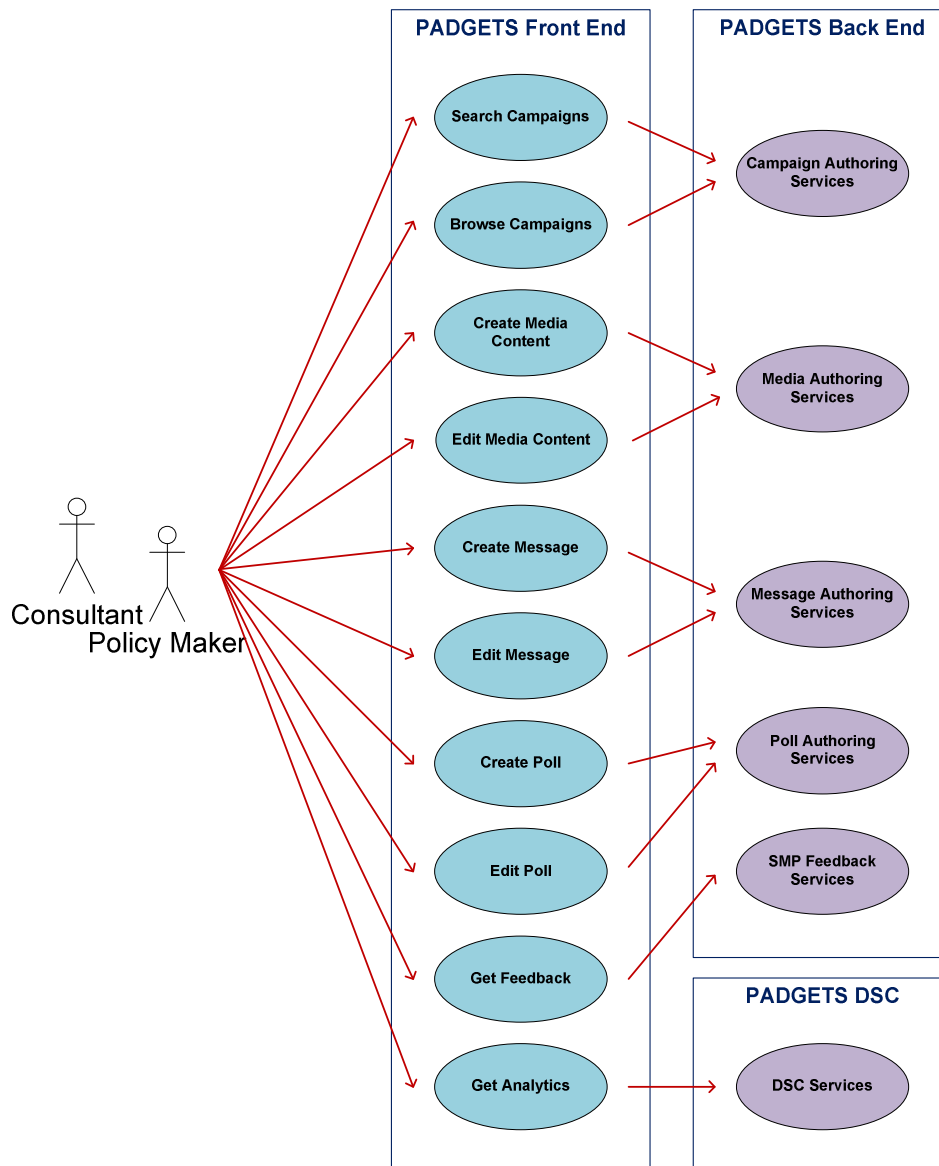


Figure 6: Italian use case - UML diagram

3.11 Campaign Media Elements

Media elements used in the campaign will be produced in order to effectively communicate results obtained in VCO area thanks to telemedicine. They will be based upon the contents of an already established knowledge base regarding the VCO telemedicine experience.

The main contributions in the knowledge base are as follows (all documents are in Italian):

1. http://www.regione.piemonte.it/innovazione/images/stories/innovazione/dwd/carta_tlm.doc

2. http://www.regione.piemonte.it/innovazione/images/stories/innovazione/dwd/tele_ficili.ppt
3. http://www.regione.piemonte.it/innovazione/images/stories/innovazione/dwd/tele_borgetti.ppt
4. http://www.regione.piemonte.it/innovazione/images/stories/innovazione/dwd/tele_barbieri.ppt
5. http://www.regione.piemonte.it/innovazione/images/stories/innovazione/dwd/tele_lillo.ppt
6. http://www.regione.piemonte.it/innovazione/images/stories/innovazione/dwd/tele_montanara.ppt
7. http://www.regione.piemonte.it/innovazione/images/stories/innovazione/dwd/tele_tappa.ppt
8. http://www.regione.piemonte.it/innovazione/images/stories/innovazione/dwd/tele_randazzo.ppt
9. http://www.regione.piemonte.it/innovazione/images/stories/innovazione/dwd/tele_rigotti.ppt
10. http://www.regione.piemonte.it/innovazione/images/stories/innovazione/dwd/tele_saglietti.ppt

The knowledge gained from the VCO telemedicine experience can be synthesised as in the following best practice description.

Description of VCO best practice

Aim

The service aimed at spreading innovative use of ICT tools for the enhancement of the service quality and continuity of health care for residents in the VCO.

Locus

The primal telemedicine project in Piedmont Region was supported by the Local Health Authority (LHA) of Verbano Cusio Ossola (VCO). The VCO LHA serves a population of about 172,000 persons in a mountainous area in the north west of Italy; more than 23% of this population is over 65 years old.

Implementation

The VCO LHA designed an innovative telemedicine service for 4 different target patients affected by heart failure disease, diabetes, chronic pulmonary occlusive disease (COPD) and cancer.

Each category of target patient follows a personalized protocol defined by the VCO LHA specialists according to the disease conditions: patients are equipped by devices able to track, store and send data to a server in a secure repository; for each disease, the medical staff of VCO LHA has defined the number and the frequency of the measurements to be carried out.

The project enrolled about 300 patients in three years.

Enabling technologies

The technology is based on an innovative web-based application integrated with the informative system of the local health unit (LHU), a kit of medical devices for remote home care and a module for IP video communication.

Strategic vision

- Testing an innovative model of health services based on a strong integration between hospital and territory.
- Improving the takeover, the continuity of care and the safety of patients in non-acute conditions.
- Increasing appropriateness of emergency services and outpatient care.

Operational vision

- Limiting the use of specialist outpatient services.
- Reducing calls to emergency services.
- Bring down the number of repeated visits to hospitals.
- Improving patients' quality of life.

Lessons learnt

Patients' perspective. Telemedicine would allow an enhanced monitoring of the disease together with improved quality of life, delivering care in their home and making increasing use of person's capacity to self-care.

Technological perspective. ICT technologies are the right tool to prevent patients' isolation, connecting them with the network of LHA specialists, general practitioners and all the other professionals involved in the health system (e.g., nursing staff, volunteers, family members).

Organizational perspective. Standard processes coupled with personalized care path for each patient (according to his/her diseases) contribute noticeably to maintain wellbeing, deliver effective care to those with chronic conditions and support the most vulnerable members of society.





In brief...

This project could be rated among one of the most challenging telemedicine experiences in the Italy, representing a virtuous example of partnerships between administrations, private sector entities and non-profit sector.


The assessment of the model is crucial for further diffusion of telemedicine initiatives in the Piedmont Regional Health Service.

3.12 Campaign Social Media

Although Piedmont Region officers plan to use several of the following media in the pilot campaign, the main Social Media chosen to drive the campaign will be Facebook, due both to its peculiar interaction patterns and to the noteworthy penetration rate exhibited in the Piedmontese population. In line with the technical agreement taken at a consortium level, the first prototype will involve, beside Facebook, Twitter and YouTube². Flickr and LinkedIn, for their part, will assume an ancillary role, i.e., precious for potential virtuous synergies but not vital in order to allow and track active social engagement actions.

Media Platform	Element / Channel / Page	Current # User Followers	Target # User Followers
	Account:		
	http://www.facebook.com/laregione.piemonte	3,927	3,700
	Page:	3,463	7,000
	http://on.fb.me/9Rx5kP		
	http://twitter.com/regionepiemonte	2,388	3,000
	http://www.linkedin.com/company/273308	284	300
	http://www.flickr.com/people/regionepiemonte/	0	0

² Blogger is not present to this day in the Social Media panoply managed by Piedmont Region.

	http://www.youtube.com/user/LaRegione Piemonte	199	500
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A glimpse on current Piedmont Region's presence in the Social Media realm is visualized in the following image.

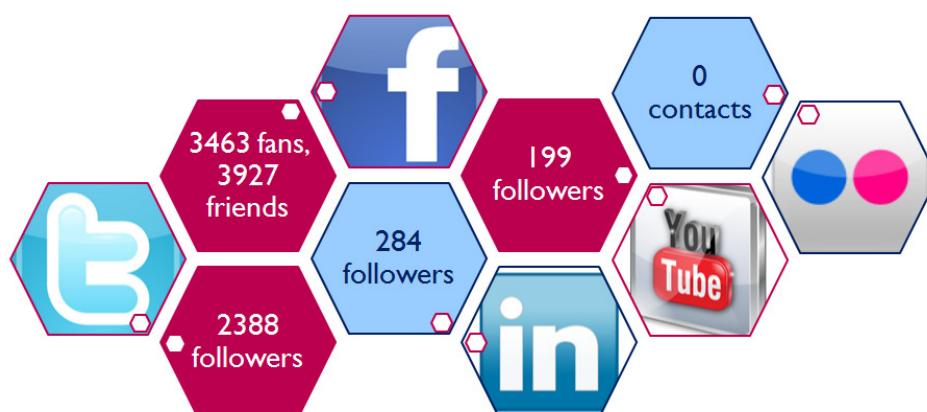


Figure 7: Piedmont's Region Social media presence

3.12.1 Social Media Engagement Strategy

This paragraph documents the plans to be used to obtain the desired Social Media user engagement before the launch of the campaign.

3.12.1.1 Facebook

The regional department managing institutional communication through new media is spending much effort in increasing the number of subscribers to the official Fan Page. The number of friends of the official “legacy” account has already been saturated, thus the migration process is on-going.

Going into more detail, the strategies, tactics and actions to be adopted for strengthening the regional presence on Facebook are:

- Combine fun and function, adding compelling contents to institutional announcements taking advantage (when possible) of cross-channel synergies (e.g., YouTube, Flickr).
- In the period prior to the launch, switch the Default Landing Tab to a new one presenting briefly the PADGETS initiative and providing links to additional resources for further reading.
- Start partnerships with other public agencies of different administrative levels (e.g., provinces, municipalities, consortia of mountain municipalities) in order to establish a network of mutual promotion through reciprocal posting/linking of news. This practice could

lay the foundations for a smoother spreading of the policy message during the forthcoming piloting stage.

- Pursue partnerships also with non-institutional communities of interest which are focused on themes covered by the Piedmontese PADGETS pilot; in addition, the partnership plan may include also agreements with popular Facebook profiles (e.g., magazines, daily newspapers, news websites) having the capacity to attract a considerable web traffic.
- Evaluate the opportunity of launching actions of on-line advertising in Facebook domain in order to acquire new fans belonging to specific niches that are considered particularly attractive in the policy maker's perspective.
- Experiment on the publication of posts stimulating the collection of stakeholders' opinions in view of the actual piloting phase. In such an embryonic participatory stage, also "soft" campaigns not inextricably linked to pressing policy issues may be fruitful (e.g., call for citizens' short videos to be posted on Facebook regional page about what sort of city they want for the future).
- Speed up the migration process from the "legacy" profile to the Fan Page by adopting a systematic approach for facilitating the resolution of the "backlog" stalemate (e.g., individual communications, public announcements).

For an in-depth discussion regarding Facebook issues to be tackled in the preliminary phase, please refer to section 5.3.1 of deliverable 4.1 (PADGETS Community Building).

Expected timeframe to reach the target: 5 months.

3.12.1.2 Twitter

The regional department managing institutional communication through new media is spending much effort in increasing the number of followers.

Going into more detail, strategies, tactics and actions to be adopted for strengthening the regional presence on Twitter are:

1. Experiment on the publication of tweets stimulating the collection of stakeholders' opinions, making them aware that the communication style is gradually changing in view of the forthcoming participatory phase.
2. Be prepared for managing "conversations", i.e., exchanges of tweets among entities which entail the presence of multiple reciprocal replies giving life to a sort of thread.
3. Start to adopt and to advertise ad-hoc hashtags particularly related to regional issues or to certain policy makers in order to catalyze the viral spreading of the topics. Even though actually "no one owns a hashtag" (since hashtags could not be imposed top-down in a

frictionless manner and additionally it is impossible to prevent their misuse), by means of them the policy maker keeps his/her finger on the pulse, tracking also spontaneous contributions (for instance, tweets tackling the subject without mentioning @regionepiemonte) as well as discussions having their roots in Piedmont Region's communications but taking place outside Piedmont Region's following (after the viral diffusion).

For an in-depth discussion regarding Twitter issues to be tackled in the preliminary phase, please refer to section 5.3.1 of deliverable 4.1 (PADGETS Community Building).

Expected timeframe to reach the target: 5 months.

3.12.1.3 YouTube

The regional department managing institutional communication through new media is spending much effort in increasing the number of followers of the region's YouTube channel.

Going into more detail, strategies, tactics and actions to be adopted for strengthening the regional presence on YouTube are:

- Strengthen the re-use of videos belonging to the regional channel on other Social Media platforms or websites in order to boost the visibility of multimedia materials.
- Pursue economies of scope, including in the regional channel the collections of thematic materials realized for ad-hoc initiatives (e.g., "Formazione 2.0"³), making them available to the general public without incurring incremental costs for the publication. In particular, in view of the leitmotiv characterizing the Piedmontese PADGETS campaign, the project "Formazione 2.0" plays a pivotal role since it implies the creation and the large-scale distribution for educational purposes of multimedia materials regarding the utilization of cutting-edge medical devices in the domains of home-care and self-care.




For an in-depth discussion regarding YouTube issues to be tackled in the preliminary phase, please refer to section 5.3.1 of deliverable 4.1 (PADGETS Community Building).

Expected timeframe to reach the target: 5 months.

³ The project "Formazione 2.0" represents the outcome of Piedmont Region successful candidature to the ministerial call concerning the financing of regional programs of health education in the spheres of home-care and self-care. This initiative, whose launch is planned for fall 2011, may be vital in light of the complementarities with the topic of the forthcoming Piedmontese pilot, aspect which is supposed to pave the way for promising synergies arising on the horizon.

3.12.2 Social Media Engagement Plan

This paragraph documents the expected level of user engagement through selected Social Media Platforms⁴ in the next months. It will be used to monitor the reaching of the planned targets.

Media Platform	Now	M-3	M-2	M-1	M0 Launch
	3,927	3,900	3,800	3,750	3,700
	3,463	4000	5000	6,000	7,000
	2,388	2500	2700	2800	3,000
	199	280	350	420	500

3.12.3 Description of Planned Activities

In order to launch an initiative of institutional engagement, the Piedmontese policy maker (who is already known by the system) creates a new instance of campaign, schedules the campaign in terms of starting date and expected ending date and defines the target area (in the specific case the label will be “Piedmont”⁵) for the policy message under the lens (i.e., implementation of a telemedicine initiative in a scenario different than the native one, considering both the operational scale and the surrounding social context). Subsequently, sh/e has to associate the current campaign with available Social Media accounts specifying (when required) properties which are peculiar to specific platforms (e.g., ad-hoc hashtags for the Twitter realm). In particular, in the Piedmontese scenario, the active Social Media platforms will be Facebook, Twitter and YouTube.

⁴ The table reports only the Social Media Platform present in Piedmont Region constellation which will be involved in PADGETS prototype. In fact, LinkedIn and Flickr will be considered ancillary, i.e., precious for potential virtuous synergies but not vital in order to enable active social engagement actions (since they are not supported by the Tracking and Monitoring Engine running in the background).

⁵ The policy maker is allowed to select her/his target area choosing among a collection of entities already stored in the system. For each of these areas, PADGETS system holds demographic data which have been uploaded previously.

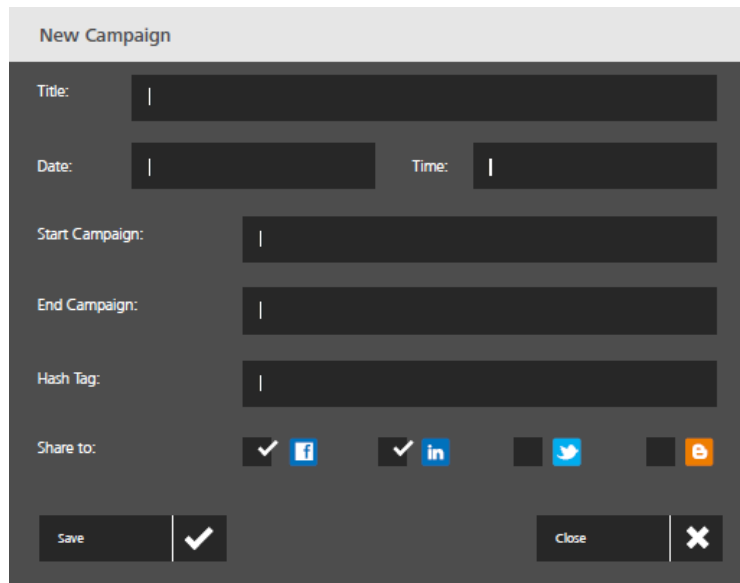
A screenshot of a 'New Campaign' form. The form has a title bar 'New Campaign' and several input fields: 'Title:', 'Date:', 'Time:', 'Start Campaign:', 'End Campaign:', and 'Hash Tag:'. Below these is a 'Share to:' section with checkboxes and icons for Facebook, LinkedIn, Twitter, and Email. At the bottom are 'Save' and 'Close' buttons, each with a confirmation icon (a checkmark and an 'X' respectively).

Figure 8: PADGETS Dashboard

Once these “bootstrapping operations” have been performed via the dedicated GUI made available by the Dashboard (see preceding figure), s/he could grant the Consultant’s permission to her/his collaborators. The resulting team made up of the policy maker and her/his collaborator is now ready to manage the campaign and to go live.

A simplified representation of the policy maker’s perspective during multiple phases of the policy lifecycle is visualized in the following picture.

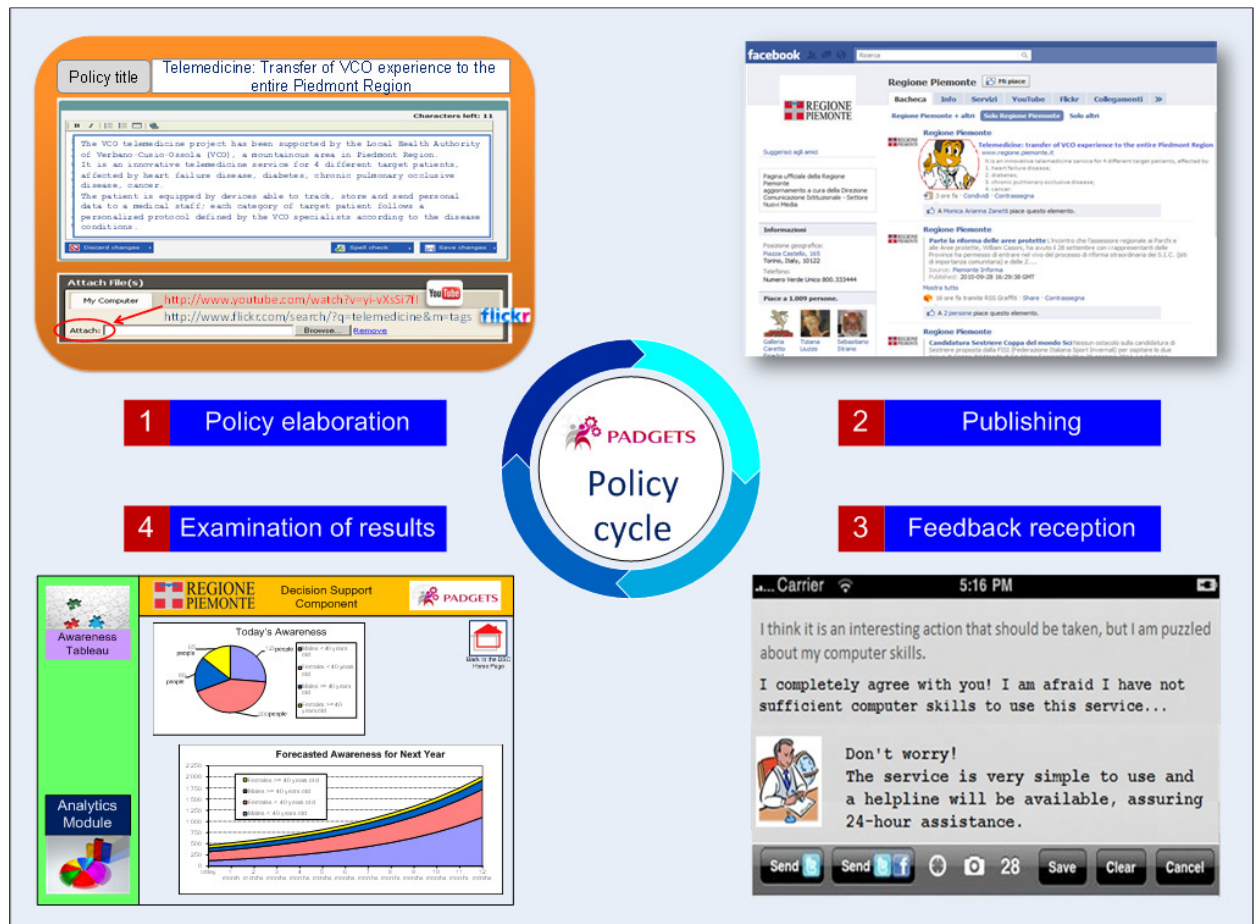


Figure 9: Policy cycle inside PADGETS

From the policy maker's angle, the policy cycle entails different stages:

- 1. Policy elaboration.** Using the PADGETS Dashboard, the policy maker sets up a Policy Gadget to spread the telemedicine policy message. By doing this, the policy maker elaborates the policy message: he fills in the policy statement section, providing a short description of the initiative and adding URL links, videos and images (coming from Social Media platforms) to give to the audience further details about the policy theme under examination.
- 2. Publishing.** The policy maker selects the Social Media channels to disseminate the Padget. Using the PADGETS Dashboard, the policy maker publishes the policy statement (and relative attachments) on the selected Social Media platforms.
- 3. Feedback reception.** After stakeholders' reactions, the policy maker comments the posts of the community members, providing in this way a continuous feedback to stakeholders and moderating the resulting threads.

4. Examination of results. The outputs of the Decision Support component are presented to the policy maker in the guise of policy indicators (i.e., awareness, interest, acceptance and opinion) and opinion mining outcomes.

Besides afore-mentioned functionalities, the system allows the policy maker and the consultants to perform other complementary operations via the Dashboard (figure below): search campaigns, browse campaigns, create and edit media contents, create and edit polls.

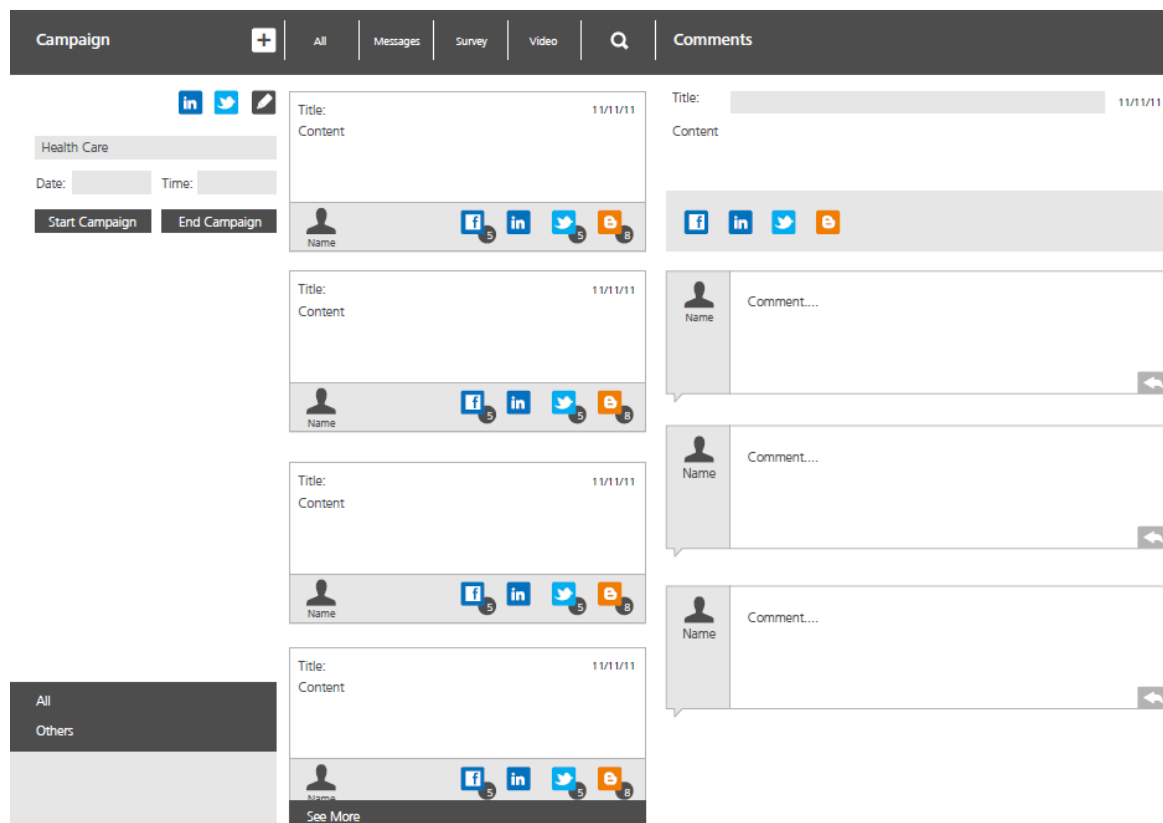


Figure 10: PADGETS Dashboard - Campaign view

Giving a look to the other side of the PADGETS system, it is possible to notice how stakeholders are extremely heterogeneous. In fact, given the magnitude of the debated theme, the Piedmontese pilot is targeted to both organizational actors⁶ and citizens⁷.

⁶ In accordance with Deliverable 2.1 (Padget Design and Decision Model), organizational actors are members of social arrangements which pursue collective goals and have a boundary separating them from their environment (e.g. corporations, charities, non-profit groups, cooperatives, political parties, trade unions). These, individuals take action on behalf of their organization in order to promote its credo and to support initiatives that are aligned with organizational mission and values.

⁷ In compliance with Deliverable 2.1 (Padget Design and Decision Model), the label “citizens” encompasses simple individuals or persons who are members of social (e.g. school students and teachers, university

Regarding the first group, key stakeholders who are invited to join the campaign are National Health System employees (e.g., physicians, nurses, health officers) working on providing public services to patients, a broad spectrum of health care professionals involved in lifelong learning programs (e.g., “Formazione 2.0” project) and associations and charities involved in patients’ assistance. Citizens, for their part, present heterogeneous behaviour in terms of effort in participation they are willing to spend. In fact, the pilot will aim at all Piedmontese citizens (about 4.5 millions), but due to the policy message of the campaign and to the different diffusion rates of Social Media in the population we expect that some specific categories of citizens will be more prone to react and participate to the pilot: these categories are presumably citizens with chronic diseases (e.g., heart failure, diabetes, chronic pulmonary occlusive disease - COPD, and cancer) and their families.

The scenario succinctly depicted above is schematized in the following figure.

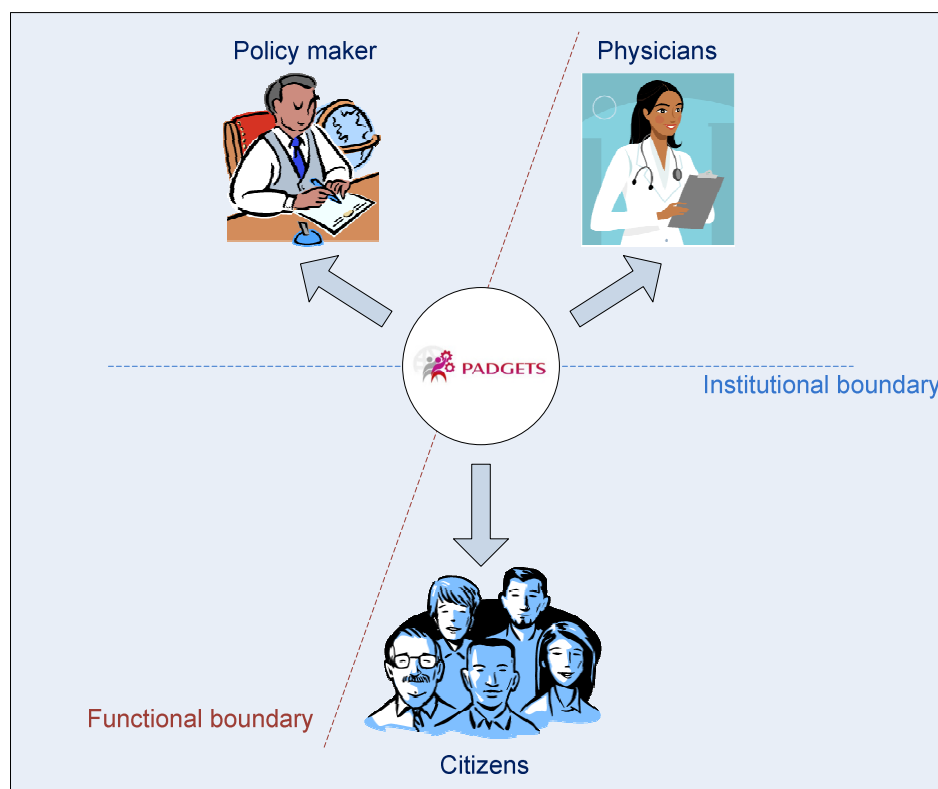


Figure 11: Italian pilot scenario

Stakeholders interact with the PADGETS system in a “transparent” manner via traditional Social Media GUIs (apart from the Survey & Poll Component), as shown in the following picture.

students and lecturers, commuters of a specific railroad) or administrative (e.g. individuals living in a certain municipality, province, region) communities involved in initiatives evaluated by the Padget Campaign.



Figure 12: Policy messages published on Piedmontese Social media

Stakeholders are involved in the social engagement via structured (e.g., likes, sharings, questions) and unstructured (e.g., comments) interactions. Finally, some results are published by the policy maker and made available to the public. A bird's eye view on the use case from end-users' perspective is visualized in the next picture.

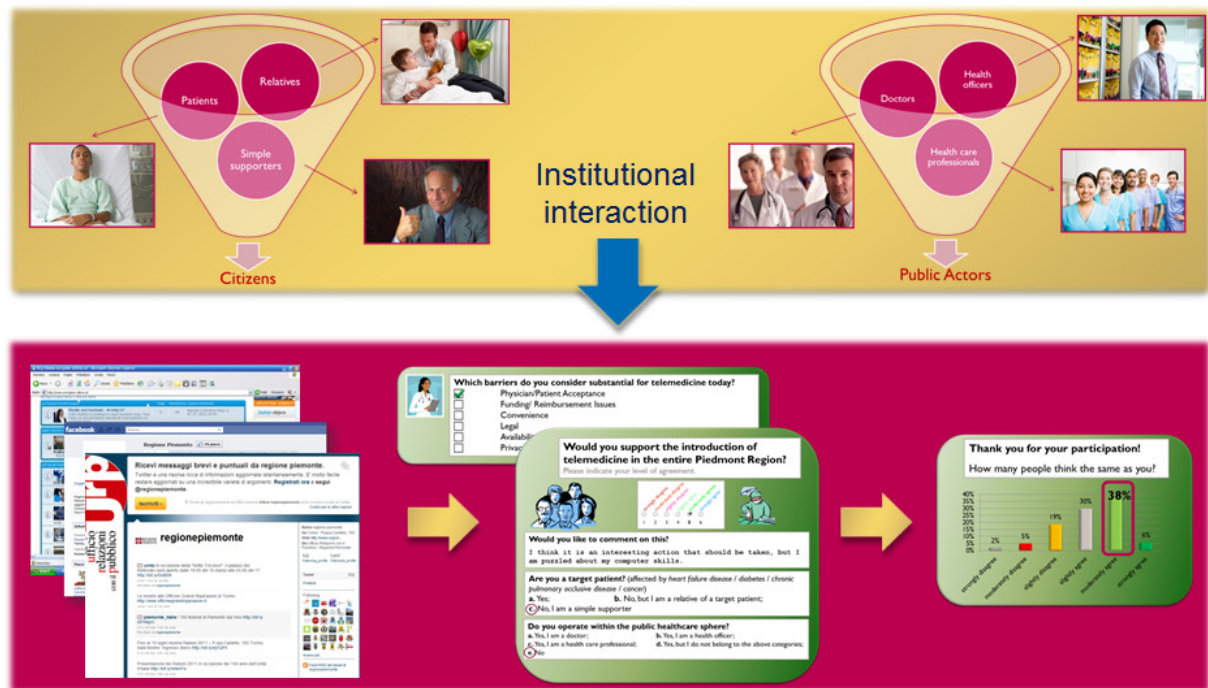


Figure 13: Social engagement in the Italian pilot

3.12.4 Timeline of Planned Activities

The Work Breakdown Structure (WBS) of the Piedmontese pilot comprises the following Work Packages (WPs):

- WP 1 – Interview with policy makers (governmental end-users' needs elicitation)
- WP 2 – Pilot programming
- WP 3 – Community building
- WP 4 – Selection of multimedia contents
- WP 5 – Detailed planning of the campaign
- WP 6 – Governmental approval (regarding policy messages and related contents)
- WP 7 – Translation activities
- WP 8 – Set up of the platform in loco
- WP 9 – HR training in loco
- WP 10 – Campaign execution
- WP 11 – Internal reporting for policy makers

- WP 12 – Result analysis with policy makers
- WP 13 – Synthesis of lessons learned
- WP 14 – Monitoring and controlling

The decomposition of the WBS into three main blocks leads to the identification of milestones; each of them marks the end of a significant stage:

- M 1 – Completion of planning activities
- M 2 – Completion of the operative phase
- M 3 – Completion of piloting activities

The time schedule is outlined in the following Gantt chart.

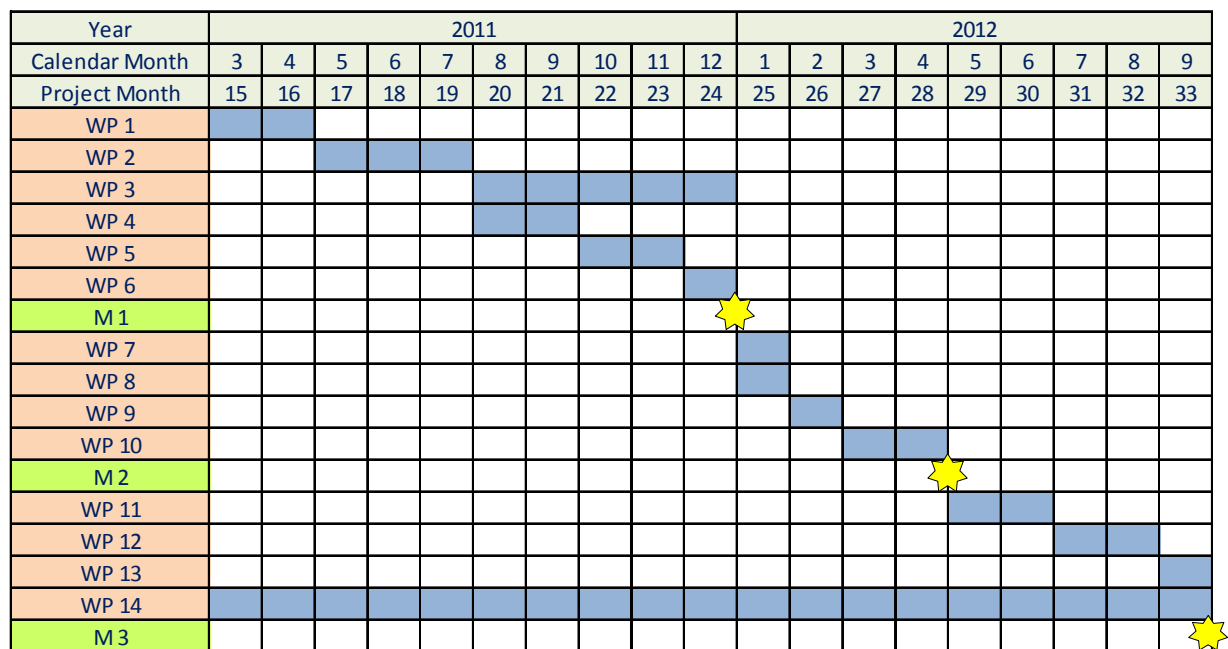


Figure 14: Timeline of Italian pilot activities

4 Slovenian Pilot Specification

4.1 Country

The pilot is to be conducted in **Slovenia, in the region of South East Europe.**

4.2 Administrative Level

The relevant Administrative level is **national and regional.**

4.3 Responsible Organization

The responsible organization for this pilot is the **Centre for eGovernance Development.**

4.4 Other Involved Organizations

Other Involved Organizations for this pilot include:

- European Parliament
- Institute for Electronic Participation – Forum European Debates
- Centre for eGovernance Development (CeGD)

4.5 Involved Policy Makers

Tanja Fajon, member of European Parliament.

4.6 Target Citizens Group

Slovenian citizens, non-governmental organizations, representatives of civil initiatives, media and interested public, citizens of candidate and potential candidate countries.

4.7 Expected results – Metrics

The policy maker does not wish to engage in long discussions, she is just interested in getting the citizens' "first response" to her questions. Citizens' feedback is collected and related to Tanja's PADGETS Campaign. This can be very useful for the policy maker (Tanja Fajon, MeP) who will have to vote, discuss and give proposals about the issue at the Committee and at the Plenary Sessions of the European Parliament. Through the PADGETS Campaign wider public can become increasingly involved in the policy making process and become policy initiators.

Through the PADGETS decision model the policy maker is provided with the Campaign independent social indicators, i.e. with information on the trends on individuals' awareness, interest, opinions, suggestions, etc.

- # of individuals reached by the padget

- # of individuals that viewed the padget
- # of like / dislike
- # of interactions (comments)
- Data relating to traffic in the padgets-related 'pages' (e.g. # of downloads of the document attached, # of unique visitors, origins, platforms, etc)
- Non-processed qualitative information (e.g. textual comments)
- Generic 'buzz' measurements
- Evolution in the time dimension of the above metrics
- Possibly: gender, age grouping, # of connections

Through PADGETS analytics Tanja will get reports, which are going to help her in further debates at the Committee. After the interaction with citizens, the policy maker obtains campaign metrics in terms of the four indicators of DSS outputs.

4.8 Campaign Subject

The campaign subject is IMMIGRATION and the Anti-Counterfeiting Trade Agreement (ACTA).

4.9 Campaign Main Content

Campaign Main Content - IMMIGRATION

A member of European Parliament (MEP) (Tanja Fajon), who is also a member of Committee on Civil Liberties, Justice and Home Affairs (LIBE Committee), wants to discuss immigration issues (TBC) with Slovenian citizens. Legal immigration and integration of third-country nationals are part of an important debate today across the European Union. Most Member States are now experiencing migratory phenomena and are confronted with integration challenges. Some countries, including the new Member States, have only recently been faced with immigration. Others have dealt with immigration and integration challenges for decades, but not always with satisfactory results, and they are consequently revising their policies. Reflecting the different histories, traditions and institutional arrangements, there are a wide variety of approaches being taken to find solutions to the problems which need to be tackled. The EU is developing common approaches for integration and is promoting the exchange of best practices. Financial assistance is essential in this context. Especially in the times of financial crisis this is an issue to debate with EU citizens.

Another thematic to be debated would be the Anti-Counterfeiting Trade Agreement (ACTA). In 2007, the EU and a number of other WTO members began work on a new international agreement – the

Anti-Counterfeiting Trade Agreement (ACTA). The negotiations were finalised in November 2010, and the negotiating parties are now fulfilling their internal ratification procedures. In the case of the European Union, this means that the Agreement must be approved by the Council of Ministers and the European Parliament.

4.10 Campaigns Business Requirements

4.10.1 Functional description of the Pilot

Use Case – Immigration Issues (migrant workers)

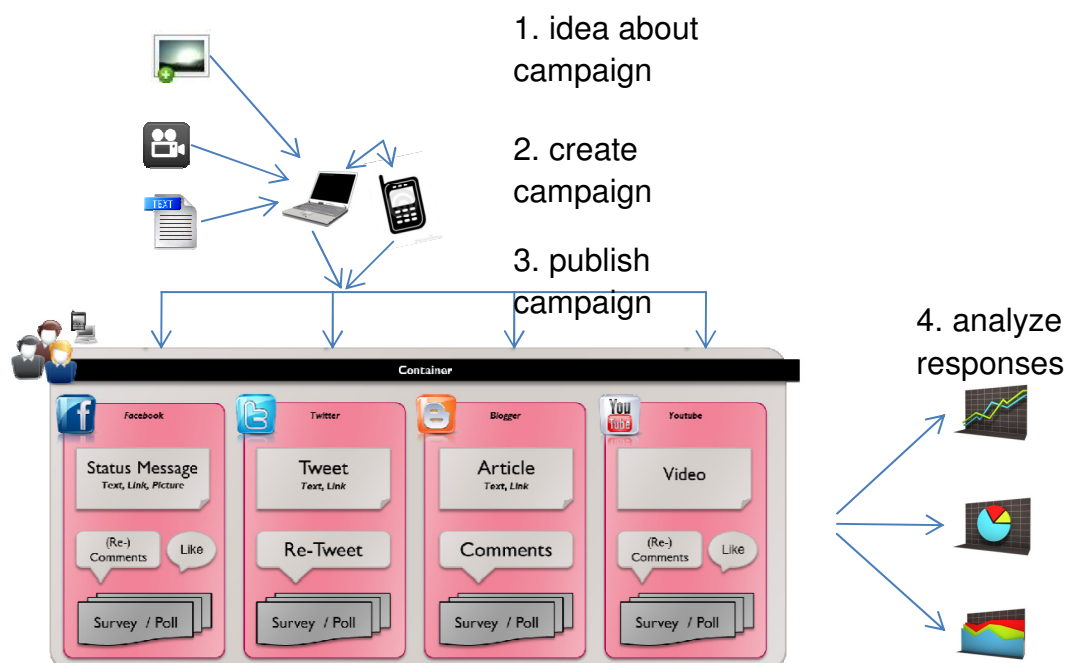
1. Tanja (a MEP) wants to discuss and gather opinions regarding immigration policy with Slovenian citizens, non-governmental organizations representatives of civil initiatives and interested public. It is in the MEP's interest that the issue is discussed also in the media since through this channel the message could reach wider audience. She uses the PADGETS web editor to pose a question: "Immigration in the European Union: problem or solution?" by Setting Up a corresponding Padget Campaign. Additionally, she attaches to her padget the Immigration Rights Draft Resolution.
2. Subsequently, she elaborates her policy statement, outlining prominent points and attaching several types of supporting material.
3. Tanja puts together her message on Padgets Front End and chooses through which Social Media Channels she wants her message to be streamed.
4. The PADGETS web editor on the backend breaks down her message into the different composing elements and creates different snapshots that are suitable for the selected channels – i.e. a short description 140 characters long for twitter, a longer description for a Facebook status update along with a link to the Immigration Rights Draft Resolution, etc. Each snapshot is published to the corresponding "fit for purpose" platform.

Description of use case (Immigration debate)

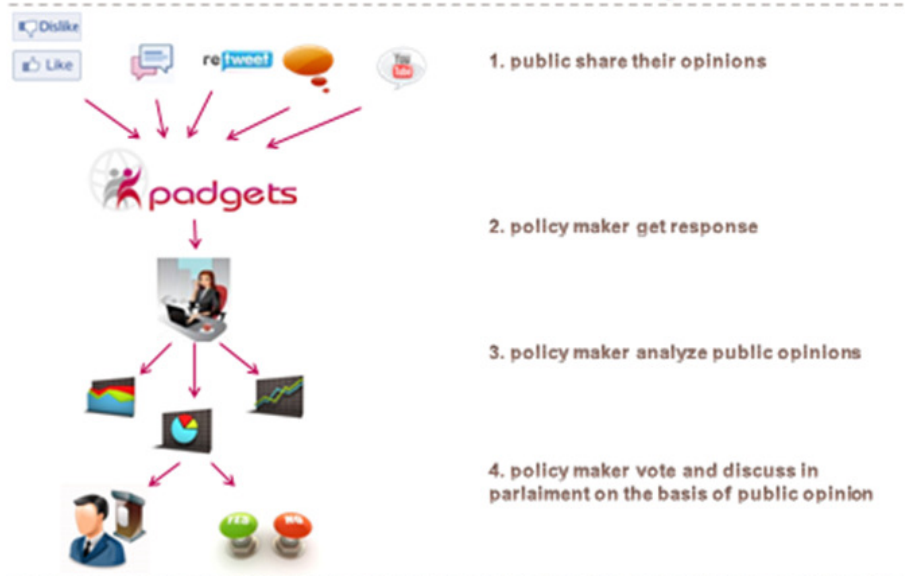
Peter is one among the numerous citizens who is interested in the intense debate that has recently called on the Slovenian public.

1. Peter, as a PADGETS end user, comes across a notification from Tanja (Padget Initiator). Now he has a chance to state his opinion regarding the statement and, furthermore, to express his liking of the Immigration Rights draft resolution. Social interaction Peter expresses his level of acceptance regarding the Immigration Rights Draft Resolution and writes his comments on the Draft Resolution through Padgets Front End. Another Padgets End User,

- Slovenian civil initiative organization (NGO), comes across the immigration debate occurring on Twitter and gives their opinion and proposal to the Slovenian MEP.
2. Another Slovenian NGO, the Institute for e-Participation (INePA), acting as PADGETS End User, comes across the debate through Blogger. It runs Citizens forum on European debates and facilitates the discussion about immigration on their forum.
 3. Fruitful discussion takes place and PADGETS End Users appreciably grow: journalists become interested in opinions of the individuals and the NGOs publish the MEPs proposal which spreads to the wider public.
 4. The audience is motivated to discuss the issue in as much the topic is part of their daily lives. Some use Facebook channels, Twitter, Blogger, and even YouTube for video messages.
 5. Slovenian citizens even become more interested in the European issues: this fact assumes a paramount importance since current interest for EU issues in Slovenia is extremely low (the turnout on European elections in 2009 has not exceeded 20%).



Use Case Scenario – Policy Maker

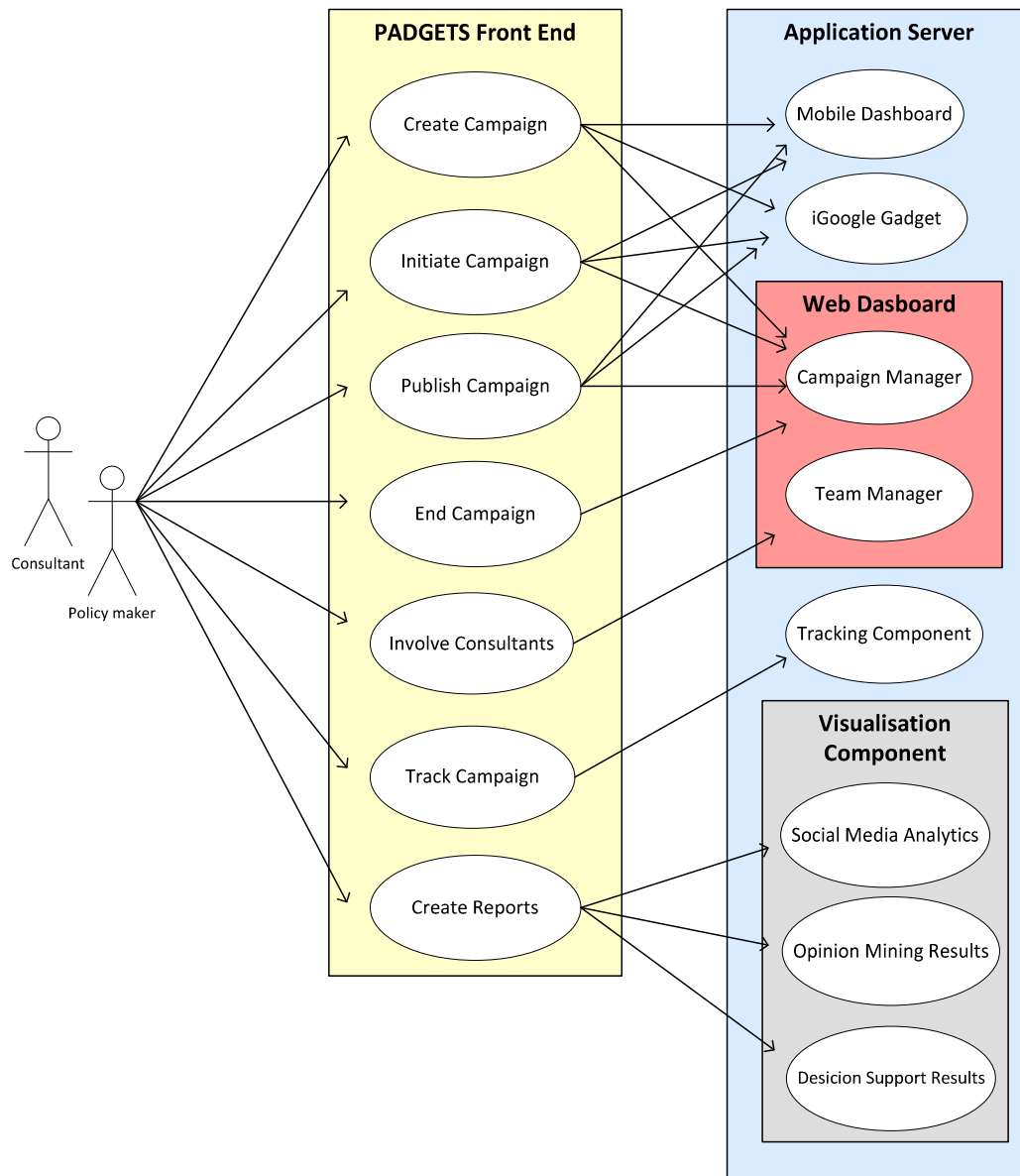


Use Case Scenario – Citizen



4.10.2 Adopted PADGETS Functionalities

The above requirements' textual description is visualised in the following UML case diagram.



4.11 Campaign Media Elements

CeGD will provide strategic media plan for the PADGETS media dissemination.

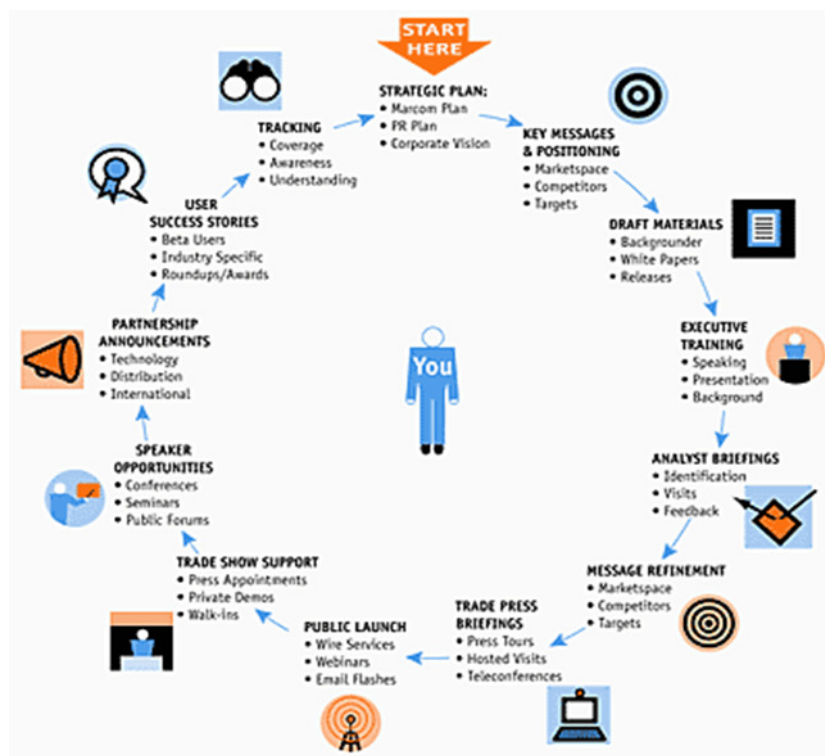


Figure 15: Strategic media plan

4.12 Campaign Social Media

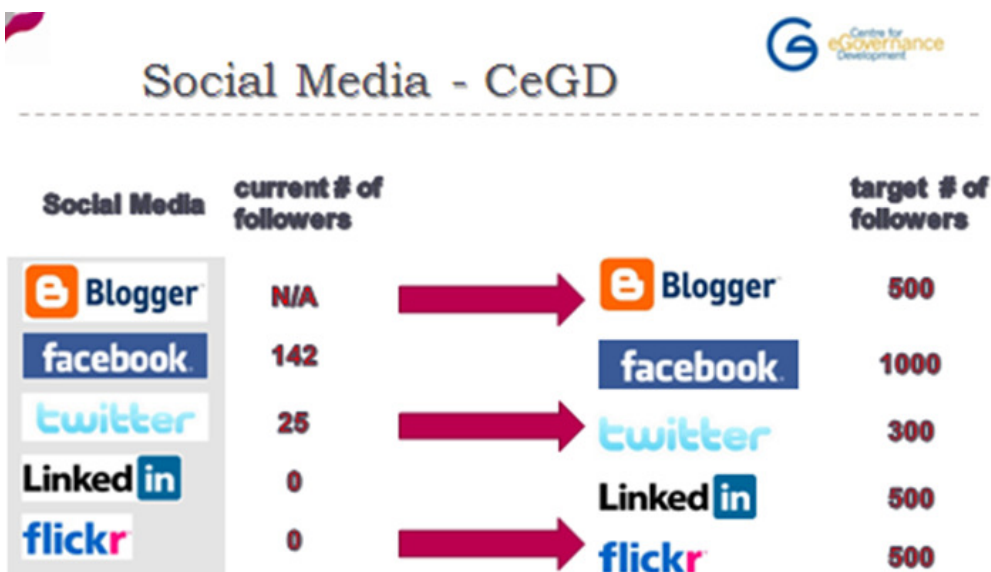
4.12.1 Social Media Engagement Strategy

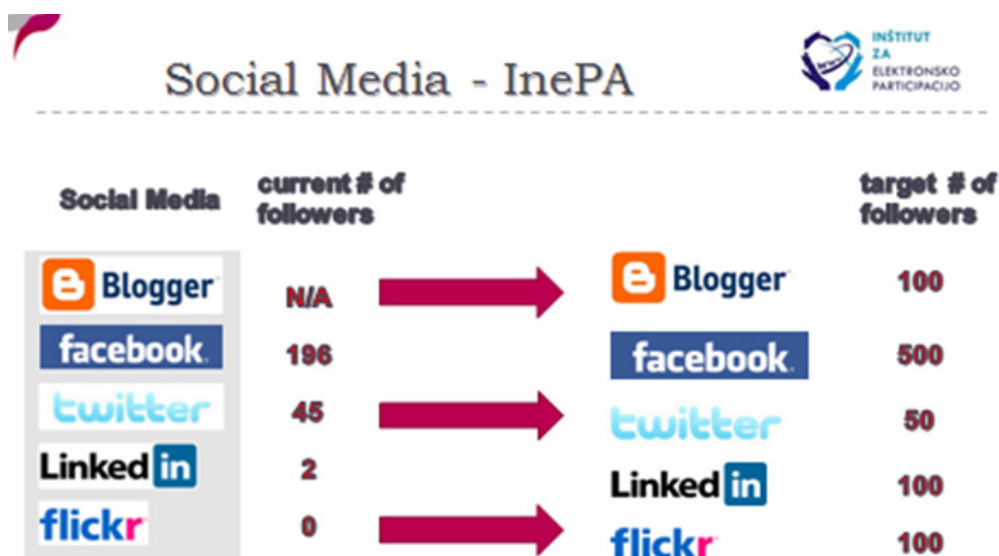
Slovenian policy maker Tanja Fajon will stream her message through:

- Her social media accounts (Facebook, Twitter, Blogger, Youtube, Flickr)
- Forum on European Debates (run by InePA) (Facebook, Twitter)
- CeGD social media accounts (Facebook, Twitter, Youtube)

4.12.2 Social Media Engagement plan

The following figures depict the targets defined in the Social Media Engagement plan.





It is envisaged to increase contacts through offline events organised by the Centre for eGovernance Development. A list of planned events is provided below:

1. Renaissance for eGovernance& SEE

Role of CeGD: Initiator, co-organizer and coordinator

When: 5-8 March 2012

Duration: 3 days

Venue: Bled, Slovenia

ePillar: eGovernment

Number of participants: 50-60

Speakers: leading eGovernment experts from Ministries in SEE region, leading international experts in specialized fields concerning eGovernment, business sector representatives, multinational institutions representatives, academics.

Target group(s): regional government officials working in the development of eGovernment initiatives and services, regional government experts and specialists for ICT applications in public administration, experts from private sector, business sector representatives (solution providers), NGO experts, relevant regional institutions representatives.

Short description: CeGD perceives a successful employment of eGovernment solutions in SEE as a firm step towards achieving "*the successful development of Information Society in South East Europe (SEE)*" set down in the **vision of CeGD**. High quality speakers with first hand experiences in developing state-of-the-art eGovernment services will present

contemporary solutions and cases, which have been recognized by the European Commission and other international organizations (e.g. United Nations) as good practice in the field of eGovernment, along with ICT business solutions provided by the leading ICT companies in the world.

2. 13th Bled Forum on Europe conference “Future of Balkans”

Role of CeGD: Initiator and co-organizer with research association Bled Forum on Europe, Austrian Science and Research Liaison Office Ljubljana (ASO), Microsoft, Regional Cooperation Council, Slovenian Research Agency (TBC), Ministry of Higher Education, Science and Technology, Government of Slovenia (TBC), open to other co-organizing parties

When: 28-30 March 2012

Duration: Two days

Venue: Bled, Slovenia

ePillar: Several ePillars, different days of the conference will focus on different ePillars from eGovernment, eDemocracy, eHealth, eEducation, eResearch and eCulture

Number of participants: 100-150

Speakers: Leading global academics, ministerial and high official level representatives, leading international experts in specialized fields of eGovernance and information society development, business sector representatives, and multinational institutions representatives.

Target group(s): Representatives of institutions/organizations (governments’ representatives, public administration officials, public sector representatives from SEE countries, research and academia representatives, business representatives (IT sector), NGO representatives, end users) active in all levels and spheres of information society development/eGovernance

Short description: This event corresponds to the overall mode of the Centre’s operational framework (7 ePillars Model of Inclusive Information Society and Single Information Space) and will be organized in cooperation with the Bled Forum on Europe Research Association - a regional scientific event involving NGOs, Austrian Science and Research Liaison Office in Ljubljana, government institutions, the private sector, the WFUNA Millennium Project, and the European Commission’s Joint Research Centre/Institute for Prospective Technological Studies. Building on a tradition of this conference being organized since 1996, all Bled Forum on Europe conferences are examples of cross-border, multidisciplinary, and public- private regional and in international cooperation. This high level conference also facilitates the integration of different regional and national centres into a coherent and cooperative

matching point. The purpose of the conference is to promote knowledge-based governance with ethical considerations and the use of future studies and foresight and to connect researchers, scientists, businessmen, policy makers and civil society with the aim of responding to global challenges. The overall objective is to influence decision makers and other stakeholders to implement Bled Forum on Europe recommendations in long-term planning and short-term actions.

3. Seminar on eHealth

Who:CeGD and Albanian public authority

When:May 2012

Duration: 2 days (networking dinner on the arrival day)

Venue:Tirana, Albania

ePillar:eHealth

Number of participants: 60-80

Speakers: Minister of Health of the Republic of Albania, representative of Medical Chamber, representative of Health Institute of the Republic of Albania (opening session), EC representative, business solution providers representatives (co-organizing parties), excellent experts in the field of eHealth and interoperability from public and private sector, representatives of countries with state of the art solutions (good practice cases, forerunners in Europe – Slovakia, Portugal and good practice cases representatives from SEE region).

Target group(s): High-level and middle level government representatives, public administration officials, public sector representatives from SEE countries, research and academia representatives, business representatives (IT sector and insurance companies), NGO representatives, end users (medical staff and organized groups of patients' representatives) (all in the field of eHealth/Health).

Short description: This three-day seminar is intended to develop the CeGD's activities in eHealth pillar directly corresponding to the identified strong need in SEE region for the transfer of knowledge and expertise in the field of ICT supported public health care systems. The seminar aims to present the cost-effectiveness of eHealth systems, legal regulations and policy environment necessary to successfully implement eHealth solutions, showcase regional solutions and good practice cases. The objective is to deliver an answer to the participants on why, how, when and with what tools eHealth systems can be set-up in their

respective countries, taking into account the specific (policy, social) environment of each individual country.

4. Moldova e-Government Summit

Who: CeGD and Moldavian public authority

When: May 2012

Venue: Chisinau, Moldova

ePillar: eGovernment

Number of participants: 40

Speakers: Leading global academics, ministerial and high official level representatives, leading international experts in specialized fields of eGovernance and information society development, business sector representatives, and multinational institutions representatives.

Target group: Representatives of institutions/organisations (governments' representatives, public administration officials, public sector representatives from SEE countries, research and academia representatives, business representatives (IT sector), NGO representatives, end users) active in all levels and spheres of information society development/eGovernance

Short description: Within the conference there will be presented the best practices of technology usage in order to perfect and transform various states government. The conference will be organized by the Ministry of Information Technologies and Communication with the support of the Project of assistance in implementation of the CPA reform in the Republic of Moldova, CeGD and e-Governance Project UNDP Moldova.

5. eDemocracy conference

Who: CeGD and Macedonian public authority

When: September 2012

Duration: 2 days

Venue: Ohrid, Macedonia

ePillar: eDemocracy

Number of participants: 40

Speakers: eDemocracy Working Group members will be nominated from prominent experts in the field. Additionally, local experts (Macedonia) in the field of eDemocracy (governmental level, academics) will be involved as guest speakers.

Target group(s): The nature of the event envisages broader participation of different target groups.

Short description: This event corresponds to the eDemocracy pillar of the Centre's operational framework, and will be carried out as a follow up to very successful Conference on eDemocracy in September 2011 in Ohrid, Macedonia. CeGD will together with InePA make a web tool (application) and curriculum.

6. Cities of the future: LJUBLJANA FORUM (sustainability)

Who: CeGD and NAIS (Albania)

When: October 2012

Duration: 1 day

Venue: Ljubljana castle, Slovenia

ePillar: e-government

Number of participants: 120

Target group(s): academics, industry leaders, government officials, policy makers, technology influencers

7. Infofest 2012

Who: Ministry of Information Society and Telecommunications Montenegro, CeGD

When: October 2012

Duration: 2 days

Venue: Budva, Montenegro

ePillar: eGovernment

Number of participants: 100

Target group(s): academics, industry leaders, government officials, policy makers, technology influencers

4.12.3 Description of Planned Activities

The Work Breakdown Structure (WBS) of the Slovenian pilot comprises the following Work Packages (WPs):

WP1 Preparation activities

Activity 1 Interview with policy makers

WP2 Stakeholders and network of interest

Activity 1 Identification and profiling of stakeholders

Activity 2 Informing stakeholders and creating project awareness

Activity 3 Establishing a network of stakeholders and observers

Activity 4 Establishing a network of interest

WP3 Pilot set up

Activity 1 Creating a project implementation plan

Activity 2 Setting up a project program with the network of interest

Activity 3 Draft sustainable business model for service delivery

Activity 4 Creating a country specific project program for Western Balkans

WP4 Communication activities

Activity 1 Designing Communication plan

Activity 3 Preparation and distribution of communication material

Activity 4 Transnational conferences

Activity 5 Desemination of project results

Activity 6 Evaluate, survey awareness and adjust communication plan

WP5 Translation activities

WP6 Pilot Execution

WP7 Evaluation, survey awareness

4.12.4 Timeline of Planned Activities

The above activities are scheduled according the following Gantt graph :

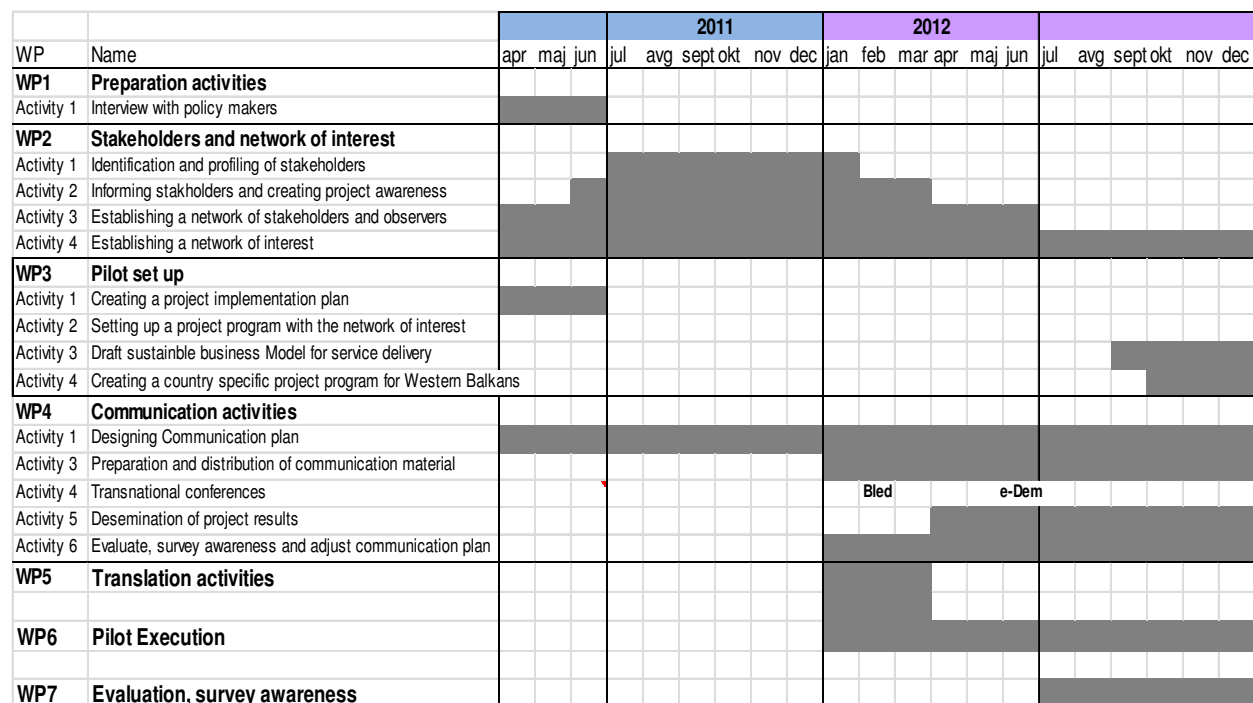


Figure 16: Timeline of Slovenian pilot activities

5 Preliminary activities

This chapter will provide a detailed analysis of the PADGETS SM engagement strategy based on the objectives & targeted stakeholders that will be defined by the user organisations (AEGEAN, CEGD, PIED).

5.1 Interviews and Desk Research

The following sections describe pilots' preliminary activities in terms of interviews with involved actors and desk research.

5.1.1 AEGEAN and Information Society SA

As preliminary work for the pilot execution a series of events, including interviews and meetings with the involved persons, has been conducted to formulate the specifications of the Greek case. The first scenario that has been designed during the initial planning of the project required the participation of the Observatory of the Greek Information Society (OBS), which was however merged in 2011 with Information Society SA, the government's main organization for implementing large scale public sector IT projects under the auspices of the Ministry of Public Reform and e-Government. After these events, a new round of discussions opened up in order to detect the potential pilot user.

In the first phase communication was established with the Group for Electronic Governance in the Office of the Greek Prime Minister in order to present the PADGETS project and demonstrate the functionalities of the platform. Via the investigation of the candidate PADGETS users, including Digital Greece 2020 and OpenGov.gr conducted, the Labs initiative was identified as the most promising opportunity for the pilot scenario. The debates resulted in formation of the decision that the pilot execution will coincide with the upcoming cycle of the web laboratory. Therefore, the preparation of the pilot was kicked off placing collaboration between members of the consortium responsible for the Greek pilot (AEGEAN and Information Society SA) and the members of the pilot organisation. During this phase allocation of roles among the team members was conducted, the details of the campaign were specified along with the time horizon of the planned actions. In addition sessions were held among and with technical partners of the consortium to define the strategy for the campaign under a technical perspective. Despite the completion of the campaign preparation, contacts with the stakeholders of Labs OpenGov are continued in order to build the community and the implementation of the described engagement strategy. To keep an eye on the evolution of the pilot desk research will unfold during the whole lifecycle of the campaigns.

5.1.2 Piedmont Region

In order to develop the design of the Italian PADGETS pilot, several activities have been carried out involving the Piedmont Region officers. A concise description of those activities will be provided in the following.

The first issue tackled by the regional department called “Direzione Innovazione, Ricerca ed Università”, which is the one coordinating the pilot and participating to PADGETS, has been to identify the topic of the pilot. In fact among the many policy fields on which the local government operates it was important to identify a subject which was relevant for local policy makers and suitable to be developed as a PADGETS pilot, that is to say capable of attracting citizens' interest and involvement through Social Media.

Once the attention has finally been focused on health services for the reasons explained in preceding paragraphs, the “Direzione Innovazione, Ricerca ed Università” has started to create and coordinate an extended team of civil servants belonging to the Regional Administration. The creation of the team for designing and managing the pilot has been a difficult task separated in two main phases.

- The first phase has dealt with the identification of the people to involve in the team. The regional administration in fact employs several thousand people: it has needed some time for the identification of the right people for the job in the different departments of the organization.

- Then a dozen of meetings have been held. Firstly the meetings had been organized for explaining the PADGETS project to the Regional team members, then the focus has passed to the pilot design and to the identification of responsibilities among team members. The meetings have seen the participation of regional staff belonging, as mentioned in section 3.5, to the three departments of the local government involved in the pilot, that is to say “Direzione Innovazione, Ricerca ed Università”, “Direzione Sanità” and “Comunicazione Istituzionale della Giunta Regionale”; the regional team thus formed has been constantly assisted by POLITO group and, in several occasions, also WHL took part to meetings devoted to pilot planning.

Besides meetings, in order to improve the pilot design, the regional team has conducted several hours of desk research and interviews with experts in the regional organization regarding the following issues:

- assessment of the relevancy of health services for regional budget and local political debate;
- review of past and present regional projects on e-Health, and of the material produced;
- elicitation of policy makers’ “desiderata” in terms of policy indicators as well as fields on which suggestions coming from the audience are sought;
- measurement of the current presence of the regional organization in the Social Media realm.

5.1.3 Centre for eGovernance Development for South East Europe

In order to develop the design of the PADGETS pilot several interviews have been carried out with Slovenian Member of European Parliament, Ms Tanja Fajon. Ms Fajon is Vice-Chair at D-HR Delegation to the EU-Croatia Joint Parliamentary Committee, she is a member PEEuropean Parliament, LIBECivil Liberties, Justice and Home Affairs. She is also involved in AFET Foreign Affairs and DSEE Delegation for relations with Albania, Bosnia and Herzegovina, Serbia, Montenegro and Kosovo. Ms Fajon is interested in tools which help to achieve more transparency and interaction among citizens, so she has expressed her interest to act as policy maker in the Slovenian PADGETS user case scenario.

Another organisation which will take part in PADGETS user case will be Institute for Electronic Participation (InePA). The Institute's mission is expertise and technical support for non-governmental organizations, civil society movements, institutions and individuals in order to strengthen representative, participatory, deliberative democracy, active citizenship, political participation, civic and social dialogue on public issues by using information-communication technologies (ICT). INePA runs Forum on European Debates and would be interested to stream Tanja Fajon's messages through their social media channels.

6 Conclusion

This document describes the activities related to the elaboration, planning and preparation of the project Pilots, as part of the effort in the context of WP4 – Pilots and Evaluation. In parallel with the three pilots' activities, a close synergy with WP3 has been established in order to provide valuable feedback to the development of the platform and as well to adopt its functionalities towards each pilots' requirements. The specifications and activities described in this deliverable aim to the smooth completion of the PADGETS test stage in order to gain useful insights about its usage. During the last year of the project the evolution of the planned pilot operations will be monitored and measured. In case results are not sufficient for the evaluation, additional actions will be triggered.