



Annex I

(Technical Annex)

Project Work Programme

e-Participate Initial Deployment

The eParticipation Trans-European Network
for Democratic Renewal & Citizen Engagement

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1 OVERALL PROJECT DESCRIPTION

1.1 OVERALL PROJECT EXECUTIVE SUMMARY

In spite of the potential of the Information Society and the huge investment in eGovernment initiatives in all Member States, there continues to be a growing democratic deficit towards all forms of Government (however particularly at a local level). ICT can enable new levels of ‘eParticipation’ to address this deficit in line with the eTEN eGovernment and i2010 objectives¹. This project - eParticipate - provides an open web-based solution that is proven to support encourage and enable improved democratic renewal and citizen engagement.

eParticipate is a 24 month Initial Deployment follow-on from the very successful Market Validation of an eParticipation multimedia platform that was launched in the UK, Spain, Ireland and Slovakia. eParticipate provides an open integrated standard web-based network & gateway of existing “best of breed” applications (called Public-i) to enable public bodies to implement and benefit from a range of eParticipation tools to broaden the participation of citizens in the democratic process.

The eParticipate methodology focuses on the need for clear, accessible, informative and transparent communication as a foundation for eParticipation. By using coherent methods to inform citizens and explain the issues, they are being equipped to get involved in local decision making. eParticipate uses this model to provide tools to support democratic renewal in three main areas (a) Transparent & accessible communication, (b) Getting representation online, and (c) Extending consultation. The core eParticipate platform centres on multimedia webcasting however in a manner which informs and encourages an engagement with a viewer. This is achieved through the inclusion of key contextual information & provision of feedback facilities combined with other communication tools such as on-line consultation. eParticipate will thus promote greater public involvement in local decision making and enhance the representative role of Local Councillors in their community through the use of ICT.

Based on the Market Validation results, the project will initially deploy the service to 10 very different Municipalities in 8 key EU Member States across Europe (Czech Republic, Denmark, France, Ireland, Italy, Slovakia, Spain and UK). Each Local Authority will provide live and archived Internet webcasts of local Municipal meetings both on and off site and other local community events. Citizens can view these broadcast on-line at any time and place and interact as they chose. The project will explore sustainable deployment revenue models based on working with Local Business Partners for commercial deployment to the larger Local Authorities, and publicly subvented groupings of smaller Municipalities in less favoured regions across Europe. During the Initial Deployment network of European and National User Groups will be established, & a series of Dissemination Workshops undertaken. A Trans-European Deployment Plan will be developed that will include committed Local Business Partners each with their own National Deployment Plans.

The Coordinator, MAC, has many years experience of working with Local Authority partners in Ireland and across Europe to develop and deliver Information Society services. The other supplier partner is Public-i Group Ltd who are very well aware of the eParticipation issues of their 30 Local Authority users and delivery of the service in the UK, and is well recognised as an evaluator and

http://europa.eu.int/information_society/activities/egovernment_research/doc/highlights/egov_action_plan_en.pdf

assessor of citizens' eGovernment needs and the impact of eGovernment solutions. The consortium's 10 core user Local Authority partners, include Danish, Irish, Spanish, Slovakian, Czech, French, Italian and British Authorities who will explore deployment and customisation of the platform in different local government administrative contexts. The four Local Authorities from the Market Validation project will act as reference sites, advising and sharing their operational experience with the new Local Authorities and Network of Business Partners during the Initial Deployment.

The project will begin by setting up the consortium management structures, documenting an Initial Deployment Plan with the initial deployment procedures and operational evaluation process. This will be followed by customisation of the platform in a phased basis to the additional languages (Danish, Czech, French, Italian and Swedish) in addition to the platform's existing English, Slovakian and Spanish. The key risk of the project (and the need for eTEN funding) will be to test the service with Initial Deployment trials that will prove the potential of the platform scale-up and customisation as a Trans-European Network. The Deployment Plans will include identification of further Business Partners to achieve a successful and sustainable trans-European deployment of the eParticipate Platform.

The key output of the project will be an ongoing viable Trans-European Deployment Plan to rollout the platform throughout Europe, in addition to 50 EU Local Authorities committed to operationally using the service. It is anticipated that the immediate impact of the project will be on 1.9M citizens in 8 Member States across the EU, while the longer-term impact of eParticipate will be to establish the critical importance of the eParticipation services in the success of all eGovernment initiatives whilst enabling any EU Local Authority to readily implement the proven solutions based an established best practise methodology. It is envisaged that Market Deployment to all 25 Member States will involve further localisation and adoption of the platform in the light of the Initial Deployment lessons and Plan, and the establishment of a European User Group of Local Authorities, and Network of Local Business Partners across Europe to continue to share this best practise.

1.2 GOALS, OBJECTIVES, CRITERIA FOR SUCCESS

The key output of the project will be an ongoing viable Deployment Plan to rollout the platform throughout Europe, in addition to 50 EU Local Authorities committed to operationally using the service. In addition to the immediate impact during the project on 1.9M citizens in 8 Member States across the EU, it is anticipated that the longer-term impact of eParticipate will be to establish the critical importance of the eParticipation services in the success of all eGovernment initiatives whilst enabling any EU Local Authority to readily implement the proven solutions based an established best practise methodology. It is envisaged that Market Deployment to all 25 Member States will involve further localisation and adoption of the platform in the light of the Initial Deployment lessons and Plan an input from the European User Group of Local Authorities and Local Business Partners.

The specific objectives and expected outcomes of the project are as follows:

<u>Objective</u>	<u>Target</u>
1. Activate Democratic Renewal & increased Citizen Engagement across Europe.	<ul style="list-style-type: none"> • 25% increase in citizen participation in local democratic activities & interactions in: <ul style="list-style-type: none"> (a) 10 very different local authority regions across the EU during the initial deployment project.

- (b) 50 Local Authorities committed by the end of the project to using the service.
 - (c) 100 Local Authority regions across the EU committed to using the service within 2 years of its subsequent market deployment.
2. Demonstration of viable regional deployment models through the eParticipation Trans-European Network.
 - Operation of a localised eParticipate service in each partner territory
 - Establishment of a European User Group of Local Authority Users.
 3. Ready to deploy the eParticipate Platform across Europe
 - Trans European Business & Deployment Plan.
 - Initial Network of 7 committed Local Business Partners by end of project.

The major outcome of the project will be a Trans-European Business/Deployment Plan, a reference group of Trans-European Local Authority Users and a Network of Business Partners ready to deploy the eParticipate Platform across Europe, based on a convincing initial deployment that demonstrates its inherent assumptions.

The impact of the Trans-European deployment of the eParticipate platform will be to directly encourage Democratic Renewal & facilitate Citizen Engagement in the initial 10 local regions of the initial deployment, and eventually to 100 such regions across the EU within 2 years of its market deployment, after the end of this project.

1.2.1 CRITICAL SUCCESS FACTORS

The critical success factors in the eParticipate TEN Service overall are:

- Quantifiable increase in Citizen participation in their local democratic institutions.
- Acceptance & use of the service by Local Authorities in many contexts.
- Reliable and dependable access to and delivery of the service to all users.
- A viable business model for the sustained operation and delivery of the service across Europe.

In the current Initial Deployment phase project the critical success factors are:

- A viable Business/Deployment Plan.
- Initial Deployment operational services that confirm the assumptions of that plan.
- Business Partners and investors convinced by the validation and willing to deploy the service across Europe.

The project work plan and project management have been specifically structured to address these success factors while minimising the exposure and impact of the risks involved.

1.3 DESCRIPTION OF THE SERVICE AND CHOICE OF TEST SITES

eParticipate is based on the UK service, *Public-i*. Its innovative aspects are the integration of “best of breed” components, and that each of the Public-i tools from which it derives, has a multimedia

element which makes them immediately engaging and accessible to the public. With the vast majority of citizens choosing to view rather than read information multimedia tools such as webcasting are the best means available for communicating key messages and involving the public.

The eParticipate platform was Market Validated for 1 year in Ireland, Slovakia and Spain, uses the Public-i¹ system and methodology which has been operational in the UK for over 4 years. The Initial Deployment to 8 Member States provides each Local Authority participant with an ongoing webcasting service comprising:

- Hardware / Software
- Hosting and streaming of content
- Project management and direct service support
- Training
- Technical support

Webcasting – the streaming of video over the internet – is a well established technology which is being used by communicators in all sectors. Web users likewise increasingly expect websites to include video.

The ‘clever’ thing about the eParticipate platform is not the webcasting element. It is a relatively straightforward matter to video content and stream it over the web. In a democratic context however this is a largely meaningless exercise which, without contextual and explanatory features, can only add to the alienation that people feel from the process². eParticipate produced video therefore automatically displays critical contextual information such as speaker names, titles / affiliations, agenda items, meeting documentation, presentations and polls / surveys or consultations. The system has been specifically designed to enable Local Authorities to manage their own webcasting without the need for specialist staff or infrastructure.

In the archive content is automatically indexed (thus avoiding any inefficient post production effort so that viewers can go directly to the point in the webcast which they are interested. Feedback options are associated with each webcasts and it is also possible to attach polls or surveys to the webcast.

eParticipate uses best of breed and where possible open source components to create the webcasts. Users have a choice of Real or Windows Media as streaming. The webcasting software is straight forward to use and most operators can webcast an event after a short training session.



¹ www.public-i.eu

² http://www.e-democracy.gov.uk/knowledgepool/default.htm?mode=1&pk_document=361

Each of the Local Authorities in the Initial Deployment project will be using a mobile webcasting unit which is self contained with all hardware necessary to webcast. Where appropriate, cameras and cables have also been installed in rooms where webcasts are frequently conducted in order to improve set up time and picture quality.



1.3.1 SERVICE ELEMENTS

eParticipate also has an evolved a detailed service methodology which in the validation phase was seen as critical to its success. The Public-i project methodology has been used in the UK for 4 years and in being applied to the eParticipate project. This comprises a number of different formal project management stages which include: preparation (site survey / installation / training), launching (both soft and thereafter a formal launch) an operation (support, monitoring and account management).

This methodology has been devised by working with Local Authorities and identifying critical success factors for eParticipation projects. Typically the risk factors for a project of this kind are not technology but more likely around take up, usage and strategic impact. The methodology ensures that users of the service consider strategic and marketing as well as technical aspects of the project.

The major advantage of eParticipate in comparison to competing products / services is that it provides not only the technology but also an implementation and launch methodology that ensures that each Local Authority installation meets its strategic objectives and that the product accesses the end user – the citizen¹. This methodology will be fundamental to the scale-up and deployment of the eParticipate Service across Europe.

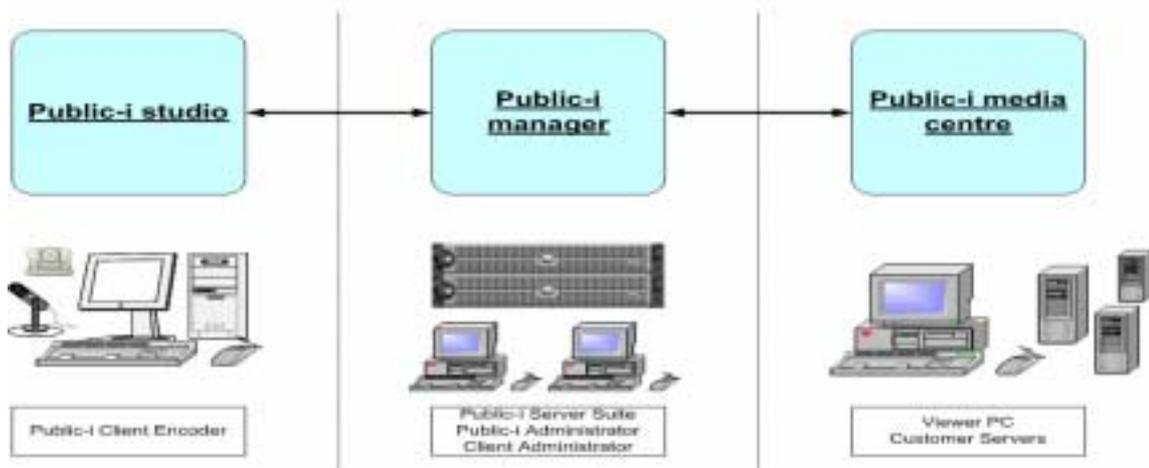
The services offer a range of fixed (Public-i F500); mobile (Public-i D500); and entry level (Public-i R500) systems with the key differentiator being the provided hardware². All the proposed solutions run with the Public-i software, hosting / bandwidth and support / training.

Specifically software contains the three elements needed to ensure the user can not only capture content but can also embed vital contextual information to make the webcast meaningful and useful to the viewers. Features such as the automatic indexing of content to speakers or agenda items mean that webcasts are created as efficiently as possible – minimising the resource impact and removing the need for dedicated technical staff. All webcasts are transmitted at encoding rates suitable for 56K dial-up modem as well as Broadband viewers to ensure maximum accessibility to the content (an essential access requirement for eParticipation).

¹ “Existing e-Participation Initiatives, Products & Services.”, eParticipate deliverable D2.2, August 2005,

² See www.Public-i.info

Public-i System



Public-i Studio

This is the software suite supplied with the encoder which assists with the preparation, capturing and supply of the webcast. The Public-i Studio suite enables webcast operators to quickly and easily capture and stream complete webcasts which feature an audio and video stream and a range of supporting information live over the internet, or alternatively capture complete webcasts and then publish them to the Public-i servers for on-demand streaming.

- The software enables a webcast operator to simplify the capture of video by facilitating the remote control of webcast cameras and automating the synchronisation of supporting information.

Public-i Messenger forms part of this suite provides real time communication between the webcast operator and the support administrator at any time during a webcast.

Public-i Manager

This is a Content Management System that enables the user to add supporting materials and information to make the webcasts more user friendly and accessible to the public. The system provides the opportunity for viewers to look at supporting content at the same time as viewing a meeting live. All supporting content for a particular meeting can be viewed in separate browser window at the same time as the webcast is being viewed e.g:

- Word documents (agenda's, minutes of meetings, Organisational structures)
- PDF's (site plans etc)
- Photos and other graphics
- Weblinks



Slides / presentations



Indexing of agendas



Speaker profiles

Public-i Media Centre (player)

This is the web interface where the public can view webcasts using the index and captioning features. In addition the player provides a feedback facility by either email or survey/poll to ensure that the interest of the viewer can be captured and directed back into the democratic process.



1.3.2 SERVICE DETAIL

The full service includes:

- Full project management
- Initial site survey that covers the planning of the installation, launch and ongoing management of the webcasts including: content plan; marketing plan; process and operation plan; User requirements; training plans soft and formal launch¹ plans
- Provision of all equipment required to complete successful webcasts and webcasting in either REAL or MS Media Player formats (or, for an additional charge, both).
- On site training for staff

¹ Soft launch refers to the period of the project where the partner is webcasting but not yet publicising this to their target audience. These can be a number of in-house runs to ensure the staff are comfortable with it operation.

- Provision of unlimited bandwidth to allow up to the agreed number of hours per month of live webcasts
- Hosting of webcasts which are available to all internet users in the archive at any time for 6 months after meeting. This can be extended if required.
- Full live monitoring help-line support during any webcast
- Review meetings to determine future content, improve quality of operation and increase take up.
- Provision of a monthly statistics report to evaluate number of hits and visits to the webcasts

1.3.3 ePARTICIPATE PROJECT MANAGEMENT METHODOLOGY

Based on the experience of the Public-i service in the UK, the implementation of each eParticipate installation in a Local Authority will follow a structured methodology which typically will have the following stages:

1. Project initiation and definition document
2. Hardware and/or software set up, testing and sign off
3. Creation of a soft launch plan
4. Creation of a marketing/communication/recruitment plan
5. Product roll out
6. Training
7. Soft launch / trial period
8. Formal launch
9. Project sign off

By following a structured project methodology it is possible to ensure that Local Authorities benefit from the learning of all other eParticipating Local Authorities.

The soft launch is a vital element of the eParticipate installation methodology that enables each Local Authority to identify its aims for the service and also test all elements of the service – and all iterations of the content it wishes to capture. By making the marketing plan integral to this process each installation avoids a common problem with technology projects where there is too much emphasis on the technology and not enough on the engagement and roll out to end users. Ultimately an e-participation project in any Region will fail if it does not achieve active citizen participation – and this can only be achieved by effective marketing.

1.3.4 CHOICE OF TEST SITES ACROSS EUROPE

Democratic renewal is an immediate issue for all European countries. Falling voter turnout and an increase in single issue politics has meant that democratic institutions have to justify and re-explain their role in the democratic process. eParticipation cannot be addressed piece-meal in every country, with each “re-inventing the wheel”, rather best-practice and experience must be shared across the EU to effectively increase citizen engagement in the emerging Information Society. The eParticipate platform has a wide ranging application to this issue and a Trans-European relevance.

Europe functions best as a democracy when each of its democratic parts are working well – from an EU level to a National, Regional, and finally to a local level. The democratic deficit needs to be addressed across all Member States and common solutions need to be found in order to ensure that

European Democracy remains balanced and effective. A common Trans-European approach to this issue will make it easier to build a Union-wide enthusiasm for engagement.

The latest expansion of the EU highlights the democratic process in these countries and is an ideal opportunity to roll out solutions such as eParticipate. A wide spread of activity will support general democratic engagement far better than concentrating in geographically connected countries.

The specific choice of the 8 Member States helps to create a geographically dispersed consortium which will help the eParticipate project avoid many of the issues created by too narrow a trial - such as supply chain or support problems. Local suppliers will be identified to implement and service the eParticipate systems and by working with these companies logistic and operational issues will be addressed to enable a smooth roll out to further Local Authorities in other countries. With the described geographic spread it should be possible to expand quickly from adjoining countries rather than creating a solution that is too concentrated in one area of the EU.

As indicated in the SWOT analysis in chapter 3, there are no major barriers to a Trans-European roll out as the model described is both simple and scalable. What it does rely on however is the ability of the project to build strong relationships with suppliers. This should be possible with support from the public sector consortium members - however we will also look to use EU and National government resources (such as the British Council system) in case we do not achieve the breadth of contacts required. The endorsement of an eTEN project will be particularly important in this.

The structure of the eParticipate approach is modular and as such is flexible enough to be able to manage the risks associated with a Trans-European roll out.

1.3.5 MARKET VALIDATION RESULTS TO DATE

The eParticipate Market Validation project ran from March 2005 to August 2006. The project found that the original platform that was developed in the UK for Local Authorities, did scale up successfully to trans-European operation. The only customisation required was its translation into the local languages. However no cultural customisation was required and the technology and logistics could be readily handled by one central company, Public-i Group Ltd (PI), who own the Public-i platform. The project did find that there is a Trans-European market and demand, particularly for eParticipate interactive multi-media services (as provided by Public-i), however the service needs to be deployed now across Europe. The development of webcasting in-house solutions have been found to be much less successful and result in needless duplication and more importantly failed to provide efficiency or the quality of information for the citizens hence failed in their core objectives.

During the Market Validation, the eParticipate system was customised, had high profile launches and is now in operational use by citizens at 4 European Local Authority partners:

- Waverley Borough Council, United Kingdom,
- Fingal County Council, Republic of Ireland,
- Ayuntamiento de Getafe, Spain,
- Vrútky City Hall, Slovakia.

The UK and Irish partners explored extensions of the eParticipate platform into the wider range of functionalities and community events while the Spanish and Slovakian Authorities demonstrated successful customisation of the platform to other languages and very different local government

administrative contexts. The specific choice of Slovakia and Spain helped to create a geographically dispersed consortium thus providing a validation of a wide range of types of municipalities.

The local authorities had very different reasons for deploying the eParticipate platform and affecting different target groups. For example, Fingal achieved a greater transparency giving their citizens a full transparent access to their democratic process. Getafe targeted specific groups such as young people and the elderly. Vrutky, which faces different challenges due to a low Internet penetration, focused on schools both to promote Internet take-up and understanding within the city and neighbouring regions whilst imbedding eDemocracy within the culture. These are lessons that will be deployed to further regions during the proposed Initial Deployment.

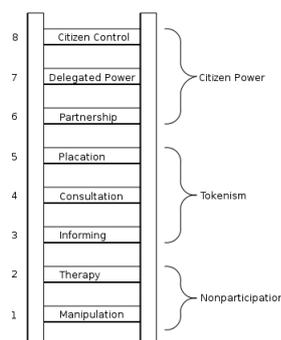
As part of the Market Validation a review of the literature on the evaluation of eParticipation indicated a great emphasis placed on pragmatic actions. It was therefore crucial that the eParticipate evaluation process relied on accurate definitions of actions and outcomes as well as observations and information coming from the different target groups. The research was user-centred and comprised direct feedback and assessment from the main actors in the democratic process; local authorities, councillors and of course citizens. Citizen focus groups were held and comprised of a mix of users and non-users of the system.

The evaluation process involved 2 main data collection periods and analysis was carried out in a number of different ways:

- Logged information
- Observation and field interviews of actors (to include accessibility and usability feedback)
- Document review by project participants
- Structured questionnaires (delivered on and offline)
- Semi-structured interviews

Results were also benchmarked against the data available from the UK where the eParticipate technology has been used for up to 4 years by some Local Authorities.

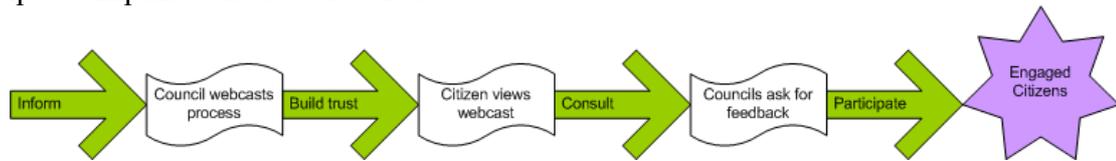
These are lessons that will be applied in the evaluation of the Initial Deployment Project. Overall the model for eParticipation being used is similar to Arnstein's Ladder of Participation¹ - illustrated in the following figure, which shows different stages of increased citizen participation.



Arnstein's ladder of participation

¹ Originally published as Arnstein, Sherry R. "A Ladder of Citizen Participation," JAIP, Vol. 35, No. 4, July 1969, pp. 216-224

eParticipate simplifies the ladder as follows



eParticipate Model

Only by showing people the process will they begin to trust it and then want to participate.

As stated eParticipate is aiming to improve participation in the process by addressing three areas of concern; lack of trust, lack of understanding and lack of access. In a broad sense the results from Councillors and officers were unequivocally positive during the Market Validation with comments such as:

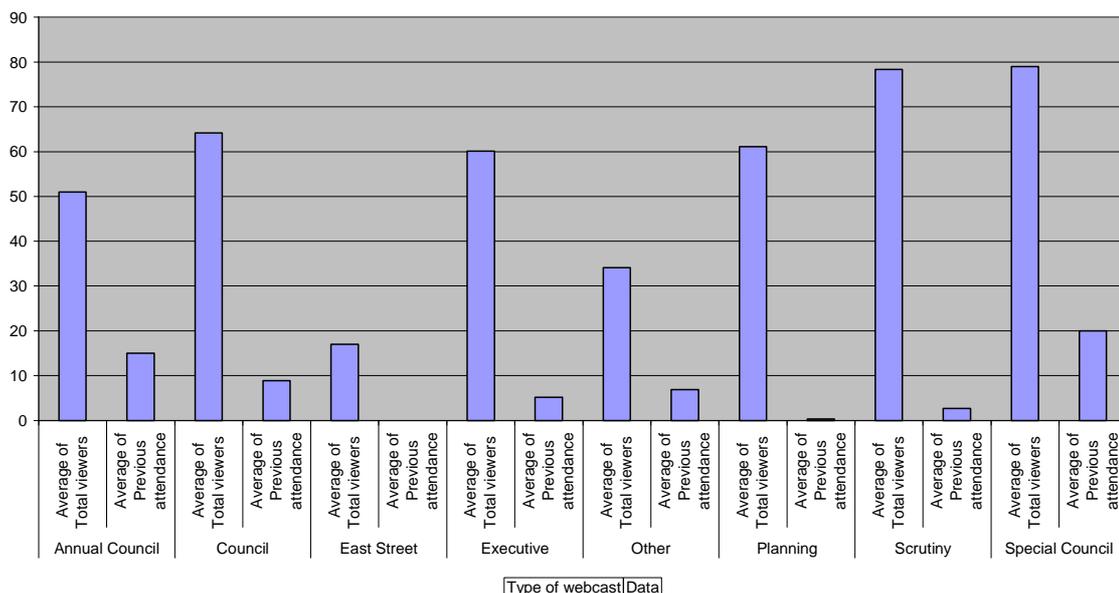
“This is an opportunity to show the public that what we do is not only worthwhile but also effective and to see democracy at work. It is open house. The problem is that in the past decisions were made behind close doors. This is changing. The more openness the better. Plus this means more accountability as politicians can no longer say one thing when canvassing and do another in the chamber. Now citizen can verify if they keep their promise.” Councillor, Fingal

Early unsolicited feedback from citizens was also favourable:

“I have watched the archived recording of the Overview and Scrutiny meeting of 17/01/05 today. It is a singularly impressive piece of work. My first instinct was to notice the quality of the technical aspects of the implementation but without doubt, in the fullness of time, it will be the boost that the system will give to local democracy that is important. At last we will be able to discover what Councillors actually said rather than the potentially biased version propagated by the local media.” UK viewer, 2005

The project defined a key measurable as being the increase in participation in the formal democratic process – i.e. council meeting. As is shown below this was achieved by webcasting the meetings:

Physical vs Virtual meeting attendance: Waverley Council Sept05 - Mar06



Physical vs. Virtual meeting attendance at Waverley

Again this echoes the general UK experience of PI, where council meeting attendance averages are typically 10 and where webcast viewership is on average over 600 per month – these are not huge numbers in themselves but impressive when contrasted with the physical attendance.

Trust

There is a clear message coming from the electorate that one of the reasons that they don't engage with local politics is that they don't believe that they will have any effect on the process. They see the Council as a 'faceless' bureaucracy and feel they have little chance of effecting or changing it. Their overall satisfaction with the Council is low – they do not trust it as a democratic institution.

In many cases this is in strong contrast to the way they feel about the Council as a service deliverer – many residents are very pleased with the way in which services are working but do not connect this success with the democratic process.

Part of this is the fact that few people could now name their local councillor and their connection with the Council can often just be the fact that it collects their rubbish bins and their local taxes.

“Thank you for the webcasts; they are very interesting & a great resource for people to be able to see during working hours. This is a good way to become more accountable.” UK Viewer 2005

You do a public meeting and the public ought to know. So I'm all for it, the more I see of this the better I think it is for democracy.” Councillor, UK

Understanding

With voting and voxpops being tools increasingly relied on by the media citizens are now more likely to have voted for the latest pop idol than for their local councillor. The impacts of these votes are seen immediately. One of the impacts of this phenomenon is to further alienate people from the democratic process which is of necessity far more considered and slow moving. The complexities of the where decision making powers do and don't sit further add to the citizen's confusion as to how they affect policy.

The often arcane language of government is a further barrier. One UK resident comments *“This an excellent medium for an outsider to learn about the work of the council.” UK, 2006*

Access

Accessibility can be considered an issue in a number of different ways:

- Access to the time and place
- Accessibility of the language
- Accessibility for anyone with disabilities

Viewing patterns are different – webcast viewers spend on average 9 minutes at a time viewing. This correlates with the typically length of a single item on an agenda and supports the belief that users of the service 'tune in' for the items of interest to them.

“I missed the live web cast due to work commitments. I watched the recorded video from Washington DC. It is a really good idea.” UK 2005

There's a basic issue here, and that is that pictures are always a nicer way to reach people than printed paper, and that simple fact means that webcasts have a great advantage over documents. Project Leader, Spain

Regional differences

One of the most striking findings from the Market Validation project was the fact that there were no major differences across the countries in the trial – UK, Spain, Ireland and Slovakia. While there are some differences of viewing preferences with Spain and Slovakia both having a greater emphasis on communal viewing in public places in other ways the reaction to the project has been similar across all sites. This finding will need to be carefully examined in the context of the regions that have not used eParticipate before but the project team are confident that it will hold for further EU states beyond the initial 4 of the validation project.

Technology as a solution?

Technology cannot be seen as a magic bullet to address these issues but there are undoubtedly technologies which can help. Changing the democratic structure is vital but improvements in participation must be improved now. As democracy evolves technology needs to support the existing democratic processes and structures as well as offering new ways to participate.

This is a complicated area and one where there are as yet no proven right answers – but we need to start somewhere. eParticipate believes that the webcasting of core Council business with the essential addition of contextual and consultation tools is the right place to start. By showing citizens the process you build trust and understanding and break down access barriers. By showing people the individuals engaged in policy making you humanize and explain the process and finally, by creating a video rather than written record you bring an immediacy and relevance to the content. *“The contribution of webcasting is a positive one as it makes the public and councillors aware of the new information technologies. Also allows public to see the democratic process.” CEO, Slovakia*

In eTEN terms the Market Validation project was a success with the technology working well in the different regions and the core objective of a 25% increase in participation being met. It was the April 2006 eTEN Project of the Month¹

The Market Validation project was shown to be a good starting point for a process of re-engagement with the public – gaining their attention and interest. The next stage is an Initial Deployment to make sure that this is a sustained interest across different Member States and citizen groups and not just enthusiasm from early adopters.

As with any new technology the Market Validation raised many questions that will be addressed in the Initial Deployment, however it is a very encouraging start and a positive application of a new technology to engage and inform citizens.

¹ See http://europa.eu.int/information_society/activities/eten/projects/project_of_the_month/200604_eparticipate/index_en.htm

1.4 AREA OF COMMON INTEREST (ACROSS REGIONS OR NATIONS)

eTEN is defined as “supporting the establishment of operational services of common interest based on electronic data transmission networks”. In addition one of the themes under eTEN programme 2006 is eGovernment which is defined as:

*“To include on-line services provided by or for public administrations at all levels (local, regional and national); services aimed at **broadening participation in the democratic process.**”*

The project therefore, being centred on eParticipation (i.e. using developed on-line participation tools and services in the democratic process), fully fits towards the identified themes of the eTEN programme. In addition in evaluating this project against the identified Objectives in the programme:

1. **Be Trans-European** - The project is being validated within 8 Member States and has applicability throughout the EU.
2. **Be in the common interest** - Each Member State has the same issue of a need to maintain and increase the participation of their residents in the political process. Providing efficient, informative, and accessible on-line participation tools to facilitate this, is therefore in the common interest in that the proposed services are of “widespread benefit in a social sense” (eTEN work programme definitions page 27).

A recent EU Consultation on eGovernment¹, concluded “*eGovernment in Europe gives the unique possibility to make it possible for a population of some 450 million citizens to be involved in the democratic processes. This not just via e-voting, but also and at least as important, by the daily possibility to monitor and contribute to policy and decision making at all levels (local, national, European) i.e. eParticipation*”, and 64% of the respondents expect, that the democratic deficit can be closed by eParticipation ..

1.4.1 PUBLIC INTEREST

Throughout the EU there is an established and growing concern about the diminishing level and quality of citizen engagement in the democratic process. At a local level this problem is particularly acute with election turnout figures reducing each year. Even where the voter turnout is relatively stable there is an alarming reduction in the numbers of younger voters. This lack of engagement from a younger citizenship also manifests itself in the demographics of the elected officials with the dominant Councillor population being over 50.

There are myriad reasons that can be attributed to this change but main reasons behind it can be looked at under a few key headings:

- Lack of trust in the democratic process and the institutions managing the process
- Lack of understanding as to how to engage
- Reduced fit between the people’s lifestyles and the way in which the process works – accessibility

Whatever their specific political structure each EU member country is run both centrally and regionally by democratically elected bodies. For any democracy to succeed on a sustainable basis a relationship must exist between the electorate and those elected to represent them. Whilst evidence

¹ Your Voice on eGovernment 2010 - Online Public Consultation - (Oct-Dec 2005)

of this relationship is traditionally only really seen every few years during the election process an ongoing engagement during a term of office remains a critical part of ensuring a successful democracy. Elected representatives both at central and local governmental level are there to provide services on behalf of their citizens. Maintaining this relationship in between elections remains one of the core challenges for sustaining healthy democracies, and one which ICT is uniquely placed to support.

The starting point of this project is the need to actively re-engage the public's interest and involvement in the political process (particularly at a local level). eParticipation operates with the belief that this democratic renewal can only come about if citizens feel interested, informed and are engaged in local decision making. Currently the public's engagement with their Local Authorities is focused towards the provision of public services for their residents in an effective and efficient manner. Local Authorities are not failing to deliver but they are failing to engage their citizens. In order to redevelop their role as representative bodies it is essential they understand and respond to their communities developing needs. Throughout Europe there remains an increasing need to re-engage communities in all of the democratic structures – Local, Regional, National and European. One of the first steps to engage citizens is found in effective communication of local issues and priorities.

Throughout the EU most individual Member States have recognised the need to modernise the democratic process to improve the efficiency, effectiveness and quality of the services they provide. In most cases this modernising process (i.e. eGovernment) has identified Democratic Renewal as a priority outcome. Overall the individual eGovernment programmes of the Member States have advanced along slightly differing themes however the core objective throughout has been to provide the required services in an efficient, effective, and accessible manner. In the area of democracy this is about ensuring that the process of government can be engaged with and that ICT is used to enhance the democratic experience. Throughout this process the available and developing technologies should be seen as enablers, not drivers.

It is anticipated that the impact of eParticipate will be to establish the critical importance of eParticipation in the success of all eGovernment initiatives and service delivery, and provide a TEN that will enable any EU Local Authorities to readily implement the solution.

1.4.2 TRANS-EUROPEAN NATURE

Democratic renewal is an immediate issue for all European countries. Falling voter turnout and an increase in single issue politics has meant that democratic institutions have to justify and re-explain their role in the democratic process. eParticipation cannot be addressed piece-meal in every country, with each “re-inventing the wheel”, rather best-practice and experience must be shared across the EU to effectively increase citizen engagement in the emerging Information Society. The eParticipate platform has a wide ranging application to this issue and a Trans-European relevance.

Europe functions best as a democracy when each of its democratic parts are working well – from an EU level to a National, Regional, and finally to a local level. The democratic deficit needs to be addressed across all Member States and common solutions need to be found in order to ensure that European Democracy remains balanced and effective. A common Trans-European approach to this issue will make it easier to build a Union-wide enthusiasm for engagement.

The latest expansion of the EU has highlighted the democratic process in these countries and will be an ideal opportunity to roll out solutions such as eParticipate. A wide spread of activity will support general democratic engagement far better than concentrating in geographically connected countries.

The specific choice of the partner countries helps to create a geographically disperse consortium which will help the eParticipate project avoid many of the issues created by too narrow a trial - such as supply chain or support problems. Local suppliers will be identified to implement and service the eParticipate systems and by working with these companies logistic and operational issues will be addressed to enable a smooth roll out to further Local Authorities in other countries. With the described geographic spread it should be possible to expand quickly from adjoining countries rather than creating a solution that is too concentrated in one area of the EU.

As indicated in chapter 3 there are no major barriers to a Trans-European roll out as the model described is both simple and scalable. What it does rely on however is the ability of the project to build strong relationships with suppliers. This should be possible with support from the public sector consortium members - however we will also look to use EU and National government resources (such as the British Council system) in case we do not achieve the breadth of contacts required. The endorsement of an eTEN project will be particularly important in this.

1.4.3 CONTRIBUTION TO OTHER EU POLICIES

The European commission in its communication: i2010 eGovernment Action Plan: Accelerating eGovernment in Europe for the Benefit of All¹ acknowledges that European governments face major challenges including citizens' demands for better services and better democracy that can only be met by accelerating the roll out of eGovernment.

The Action Plan which draws on the Ministerial declaration adopted at the 3rd Ministerial eGovernment Conference in Manchester (Nov 2005) is particularly relevant to the objectives set out by the eParticipate consortium.

One of the 5 objectives of the Action Plan is: “**Strengthening participation and democratic-decision-making-** demonstrating by 2010, tools for effective public debate and participation in democratic decision making.”

The eParticipate directly addresses this objective by providing local democracies with a service which helps local authorities to:

- to increase the transparency of local authorities management
- to increase the participation of citizen able to view local councils meetings
- to increase the understanding of citizen regarding decision making² processes
- to give citizen a direct access to material for public debate
- to provide citizen with tools to intervene in the public debate
- to get the voice of those populations who may not usually engage in public debate³

Also the plan states that between 2006 and 2010 the commission in consultation with stakeholders will take the following action: Test ICT based tools that facilitate transparency and public involvement in democratic decision-making. Support exchanges of experience.

Under the patronage of eTEN, the eParticipate project can contribute directly to the 2 different strands of this:

¹ Communication COM (2006) 173 final {SEC(2006)511} Brussels 25.04.2006

² The eParticipate Market Validation evaluation shows that from interviews with both councillors and administrators this is one of the greatest impact the service can have.

³ The eParticipate evaluation also shows that the Las feel that it is often the voices of lobby groups that are heard and who attend meetings with the voice of the general public usually lacking in debates.

- The deployment of the eParticipate platform to 8 very different regions in Europe can be a major ICT test bed for the Commission. Also, the strong test beds already established during the market validation phase will be further strengthened in this goal by the inclusion of new decision making tools such as ePetitioning.
- The eParticipate platform anchors itself on improving citizen reengagement with local authorities and on increasing transparency for local administrations. As such it is perfectly in line and can contribute to the eCommission initiative and the European transparency initiative¹ by increasing citizens' understanding of decision making. The eParticipate market validation evaluation shows that transparency is one of the main pay off administrations and local politicians see in introducing the eParticipate system.
- The plan states that between 2006 and 2010 exchanges and sharing of practical experiences should focus in multi-channel strategies, inclusive policies and good practice solutions. eParticipate can share its growing body of knowledge and best practices through the different National and European organisations (eg: The eGovernment Good Practice Framework² or the eGovernment observatory³)

1.5 LONG-TERM VIABILITY

The key output of the eParticipate Initial Deployment project will be a viable Deployment Plan and Business Partners committed to the rollout of the service to all of Europe.

It is anticipated that the impact of eParticipate will be to establish the critical importance of eParticipation in the success of all eGovernment initiatives and service delivery, and provide a TEN that will enable any EU Local Authorities to readily implement this solution as part of their strategies for citizen engagement. It is envisaged that Market Deployment to all 25 Member States will be mainly driven by MAC and PI, using a suitable commercial structure, and will involve further localisation and adoption of the platform in the light of the Initial Deployment recommendations.

Based on the success of this Initial Deployment in the 8 key Member States and 10 operational Regional Reference Sites, WP2 will aim to sign up further Business Partners. These will be organisations with access to, or knowledge of, the public sector in other democratic countries to operate on a business partner basis of the eParticipate service within an agreed region or country. Once a Business Partner is arranged a formal agreement for the provision on services supported by a Service Level Agreement (SLA) will be adopted.

The identified business partner will be responsible for:

- a. Marketing and promotion to both central and local governmental of the benefits of the eParticipate (Public-i) tools and services
- b. Recruitment of Local Authorities to operate eParticipate (Public-i) tools and services
- c. Completion of a Webcasting Services agreement with the Local Authority
- d. Sourcing and configuration of hardware to provided specifications (this will initially be sourced and shipped from PI however can be sourced locally to an agreed specification if suitable)
- e. Management of the installation, training and launch process

¹ Communication to the Commission from the President, Ms Wallström, Mr Kallas, Ms Hübner, and Ms Fisher Boel for the launch of a European transparency initiative, SEC (2005) 1300

² <http://egov-goodpractice.org>

³ <http://europa.eu.int/egovo>

- f. Monitoring and day to day support of all webcasts. A web server network for all webcasts will be required to monitor and maintain the software for that region.
- g. Ongoing Local Authority support and customer management. Partners would be expected to use a structured approach to client management based on that successfully implemented by PI in the UK adapted to suit the needs to each region.
- h. Implementation and training of upgrades as provided by PI

Depending on the set-up of a 'local' supplier PI will provide some or all of the following:

- a. Initial provision of hardware leading to a detailed configuration of the hardware specifications to be sourced locally
- b. Provision of hosted network enabling the transmission of an agreed number of hours live and on-demand webcasts during the contract year. Should local hosting prove more effective a detailed configuration of the required server and network set-up will be provided
- c. A licensed localised and translated version of the Public-i software suite – including where relevant third party licences¹.
- d. Operating and training manuals for 'localisation/translation' as required
- e. Marketing materials / presentation for 'localisation/translation' as required
- f. Full training of the sales, support and monitoring teams in the operation and configuration of the Public-i service
- g. Ongoing upgrades and improvements to the Public-i service, hardware configurations and software

It is anticipated that the eParticipate webcasting service will be supplied by an annual lease contract to local authorities. This is made up of the hardware (combined with maintenance and replacement) software license, hosting and bandwidth, support and monitoring costs. Average contract values with local authorities run at between €25,000 and €40,000 per annum with the difference being determined by the type of system and the number of contract hours of usage. Suitable models will be explored in WP4, one approach could be to split the cost as follows:

1. Services provided by PI
 - a. Hardware and encoder licences (this is either provided as a one off charge or can be financed over a 2 year depreciation model. In addition Hardware could be sourced locally to a provided specification)
 - b. Hosting and Streaming
 - c. Software and operating license

These costs make up about 60% of the annual cost paid by the Local Authority

2. Services provided by the Local Business Partner:
 - a. Hardware installation / maintenance
 - b. Software training
 - c. Monitoring / Customers support
 - d. Sales commission
 - e. Contribution to margin

Depending on the applied margin and sales commission these costs make up about 40% of the annual cost paid by the Local Authority

For these services, each Local Business Partner would thus earn between €10,000 and €16,000 per year per Local Authority customer, with no upper limit on the number of customers that can be signed up. WP5 will explore the commercial viability of this approach and figures both for PI and the Business Partners.

¹ For instance Real Encoder licenses

1.5.1 EFFECTS OF EC FUNDING

EC funding is essential to kick-start the market deployment of the eParticipate service across Europe. As the SWOT analysis in chapter 3 clearly indicates, there are many threats and weaknesses associated with the eParticipate market and EU-wide deployment. The eGov sector has not traditionally been seen as an attractive commercial space for venture capital investment. The eParticipate partners have approached and discussed the exploitation opportunities with a number of venture capitalists and investors, including individual members of MAC and PI. In spite of the very positive indications and successful Market Validation study, initial reactions were cautious, and investors are unwilling to invest in the traditional government sector space unless the market for the platform has been clearly demonstrated. The caution shown by venture capitalists is because of the perception of slow decision making and limited available funds in the public sector.

From the Market Validation project, the project partners are confident that a viable European-wide market exists for the eParticipate platform within the public sector, based on the common e-participation needs of all Member States, however an Initial Deployment phase is essential in order to convince potential Local Authority customers, commercial partners and investors across the EU, to secure the future investment to fund market deployment and roll-out. Following Initial Deployment, at the market deployment stage PI aims to raise significant commercial funding and attract regional commercial partners for the full Trans-European Market Deployment.

1.6 THE CONSORTIUM

The Consortium is a focused and balanced group of 2 experienced service suppliers and project managers, who have already worked together on eParticipation systems and the eParticipate Market Validation project, and 10 varied Local Authority user partners to initially deploy the eParticipate platform on a Trans-European Network basis to 8 key EU Member States, that were identified in the Market Validation. These include the 4 Local Authority sites that participated in the Market Validation trials as best practice and mentor users to the 7 new regional Local Authority partners in the Initial Deployment. Finally the key mechanism for the sustainable Trans-European deployment of the eParticipate service is to work with a Network of 7 Local Business Partners to address the initial Local Authority regions.

The Coordinator, MAC, has many years experience of working with Local Authority partners in Ireland and across Europe to develop and deliver Information Society services. The other supplier partner is Public-i Group Ltd who are very well aware of the eParticipation issues of their 30 Local Authority users and delivery of their public-i service in the UK. MAC and PI, who already have a joint marketing agreement and have been working together for the last 2 years, have previously worked on eParticipation solutions but found that such systems need to be first validated before they can be productised and scaled for multilingual and pan-European deployment in a sustained commercial way. Hence the motivation for the current proposal.

No.	Partner	Cty	Role	
1	National Microelectronics Applications Centre Ltd	IE	PM & Business Partner	MAC
2	Public-i	GB	Service Supplier	PI
3	Waverley Borough Council	GB	Local Authority User	WBC
4	Fingal County Council	IE	Local Authority User	FCC
5	Ayuntamiento de Getafe	ES	Local Authority User	ADG

6	Mesto Vrutky	SK	Local Authority User	MV
7	A.S.Partner, s.r.o.	SK	Business Partner	ASP
8	Comune di Genova	IT	Local Authority User	CDG
9	Commune de Elancourt	FR	Local Authority User, Member to Digitech	CDE
10	Digitech	FR	Business Partner	DIG
11	AGATE/Tarn	FR	Local Authority User	AGA
12	Software602, a.s.	CZ	Business Partner	S602
13	Vysocina Kraj	CZ	Regional Authority User, Member to S602	VK
14	Management System Solutions	ES	Business Partner	MSS
15	Lattanzio e Associati	IT	Business Partner	LEA
16	In-JeT ApS	DK	Business Partner	DK
17	Odder Kommune	DK	Local Authority User	OK
18	Bristol City Council	GB	Local Authority User	BCC

As Coordinator, MAC is aware of its supplementary rights and obligations towards the Commission, due to its functions as liaison between the Partners and the Commission, being responsible for collecting, integrating and submitting project deliverables, and for distributing the funds received from the Commission. This has been factored into the project plan. MAC has sufficient financial resources to carry not only the administrative but also the technical part of its work described during the plan during this initial deployment phase and especially in the subsequent market deployment stage, which it is planned to do jointly on a commercial basis and driven by PI.

A detailed presentation of the Partners and key staff for the project is provided in the following subsections.

1.6.1 THE NATIONAL MICROELECTRONICS APPLICATIONS CENTRE LTD (MAC)

The National Microelectronics Applications Centre (MAC), was established in 1981, by the Irish Government, to provide consultancy and complete innovative electronic, software and e-business/e-government technological solutions. (www.mac.ie)

Over its 22 years MAC has developed a strong reputation and track record of working with customers and partners in successful on-time delivery and meeting the requirements of their users. MAC understands all aspects of the Irish and European Information Society space and has a track record in both the use and assessments of funding and the supports to underpin it. MAC is one of Ireland's most innovative companies operating at multiple and complementary levels.

MAC was Coordinator and Project Manager of the eParticipate Market Validation eTEN project, has partnered in projects under the RISI, INTERREG, TAP eContent, INFO 2000 and IST programmes and is continuously working on leading edge research projects with top level European partners. We use this work to design and implement new innovative eGovernment offers, and to constantly refresh our Information Society knowledge and awareness.

MAC has a track record of working to tight schedules with industry, SMEs, public support agencies to assess and assist entrepreneurs and innovators. To date, MAC has delivered 225 leading edge product developments, 35 Web/online services, 175 process applications, 470 consultancy projects, 22 pan-European e-business technology development consortia and 3,000 new idea evaluations. These enabled the growth of several multi-million Euro companies. We have completed numerous

evaluations, studies and outsourced R&D projects for European companies where we act as the innovator and designer of their future services and product set. MAC regularly works in a private capacity with leading venture capitalists and grant authorities to assess new ideas that come to their attention.

The parallel activity of the company in working with entrepreneurs, SMEs, and administrations to deliver real world solutions, grounds this work in the real world ensuring that MAC's staff is a focused team of highly flexible, motivated, responsive, pragmatic and experienced technical, research and project management experts.

Working in various EU projects with networks of partners across Europe has allowed MAC to bring to bear the latest technologies and research methodologies to the solutions that it creates for our clients. They have enabled MAC to work with people across Europe and see at first hand the opportunities, trends and markets of the Information Society over the coming years. As part of this activity, MAC has gained a huge experience in total project management, on the ground Information Society evaluations and studies and the development and management of project consortia.

MAC –Project Manager Role

MAC has successfully managed the eParticipate project in its Market Validation phase. It has led the initial consortium to the successful outcome of the first project review and is expected to complete the current project in time and on budget. MAC's vast experience in project management guarantees a high level of support for the eParticipate project and the guidance needed for the new members of the consortium especially those who have never participated in any EU RTD projects before.

MAC's main duties will be:

- To successfully complete all project managements tasks laid out in wp1;
- To ensure compliance with contractual obligation;
- To ensure successful completion of all projects milestones and reports.

MAC – Business & Marketing Deployment workpackage leader

MAC will lead the workpackage and ensure:

- Successful Delivery of all tasks laid out in wp5;
- Successful completion of all wp5 milestones and reports.

Key Staff to be involved in the project

Project Manager: Dr. John J. O'Flaherty, Ph.D., B.E. (Elec), MBA, C.Eng.

15 Years total responsibility for MAC, including acquisition, final specification, budgeting, scheduling and management of all of its electronic, software, telecommunications & information product & process development projects & services. Direct involvement in consultancy and study projects.

- Joint developer and participant in the TITAN (Tactical Integration of Telematics Applications across Intelligent Networks) the Irish Integrated Applications Digital Site in the Telematics Applications Programme.

- Project Director and Developer of ENCATA (European Network of Centres for the Advancement of Telematics in Urban & Rural Areas) a Support action to the Telematics Applications Programme.
- Project Manager and Developer of EURILIA (European Initiative in Library & Information in Aerospace) in the Libraries programme.
- Developer, negotiator & Steering Committee Member of ShIPP (Shannon Information Society Partnership Programme).
- Member of the Irish Government's eWork Forum and National Advisory Council on Teleworking.
- Member of the Irish Government's Working Group on Technology/Telecommunications of the Commission on the Status of People with Disabilities.
- Member of Ennis Information Age Town Information Technology Committee.
- Consultancy support for SMEs and entrepreneurs in the application of new and appropriate ICT.
- Irish Delegate on the EC Telematics Applications Programme Committee of the Fourth Framework Programme 1994-98.
- Irish member on the EC Road Transport Telematics Technical Panel for the Fourth Framework Programme.

Technical Team Manager: Connor O'Reilly

Operations Manager, MAC - New-Product idea assessment, specification, budgeting and scheduling. New business opportunity assessment and planning. Project and team management. System designs.

Delivered;

- a cost effective hardware support **platform for satellite based applications** for a major UK based satellite company, utilising the latest in DSP design and communications technology.
- **real-time measurement** of electric power and customer usage profiling, utilising highly accurate power measurement, wireless communications, SQL server database and Web application, resulting in major cost savings benefit for a major electricity producing company.
- **vehicle tracking** and 'proof of delivery' process for a major oil distribution company utilising low cost embedded technology, wireless communications and Web interface technology.
- a **central repository Oracle database** for planning data storage by 7 UK district councils and retrieval by the general public via a searchable web based GUI.
- Managed the development of a **Loyalty Card Kiosk System**, that included ID card scanning and verification, photo capture for printing on card, credit card payment and loyalty card printing and dispensing.

1.6.2 PUBLIC-I GROUP LTD (PI)

Public-i Group Ltd was incorporated in May 2000 with the stated aim of "delivering the future of Local Government". The core philosophy of the Company is that participation is at the core of democratic local government. The Company's central service provides hardware, unique proprietary software which enables Local Authorities to manage and broadcast all their public meetings and events either live or in archive without the need for any specialist staff supported by a structured hosted support service.

The Company currently works with 30 different Local Authorities on a long term basis and many more for short projects and supplies its webcasting service to the UK's Local Government Association (LGA) and Society of Local Authority Chief Executives (SOLACE). By focusing on the needs of the public sector, Public-i Group Ltd has developed a best of breed solution for the particular needs of the Local Government market.

The Company's service is linked to the Local Authorities own website and can include up to date listings of meetings, photographs, profiles and other information that the viewer might find relevant. The act of broadcasting (webcasting) local authority decision-making has not only enabled the public to become more familiar with the local political process but also made the local authorities themselves reappraise how they can make their activities and processes more relevant and understandable. This has positive implications not only for democratic scrutiny but also allows for a greater understanding of subsidiary within the European Union.

Public-i Group Ltd is the leading supplier of such facilities in the United Kingdom market and the service it provides compares very favourably when benchmarked against the leading alternatives from the US, European and Australian markets. The Company has also signed a commercial deal with a reseller to allow its service to be licensed in Canada and has already commenced a contract with a Canadian Local Authority.

The Company provides a more sophisticated service without the need for the specialist ongoing human involvement that other providers seem to demand.

The Company also chairs the only public sector webcasting group in the United Kingdom, which enables the Company to understand and meet the specific demands of its public sector consumers.

Public-i Group Ltd has been funded entirely from private equity capital provided by its diverse shareholder base. It has no controlling shareholders. In 2001 the original founders stepped aside to be replaced by a professional board and management team.

The Company has extended its brand "Public-i" to provide an umbrella for a range of services developed specifically for the public sector by a federation of other smaller companies. These include: transcription of meetings; translation (especially pertinent for dual or multi-lingual local authorities which are found throughout Europe); councillor websites; on-line polling; and, on line consulting. There are likely to be further add-on services added during the next period.

The Company has successfully localised, installed and supported the eParticipate platform in the 4 regions (UK, IE, SP and SK) involved in the original Market Validation Phase. The Platforms were all localised and installed in time and the team has also overseen the operations during the trials period.

PI – Technical Contractor

Public-i has successfully localised, installed and supported the eParticipate platform in the 4 regions (UK, IE, SP and SK) involved in the original Market Validation Phase. The Platforms were all localised and installed in time and the team has also overseen the operations during the trials period.

As the main Technical Contractor Public-I and WP3 & WP4 manager their main duties will include:

- Completion of User and Technical requirements
- Localisation of the eParticipate platform in the new languages (IT, FR, DK & CZ)

- Installation of the eParticipate platform
- Management of trials
- Evaluation of project
- Coordination of Business partners

PI - Dissemination WP2 Manager

As the the Dissemination WP2 manager Public-i's duties will include:

- Successful dissemination of project results to all target audiences
- The organisation of 2 dissemination workshop
- The coordination of the European User Group and the Network of Business partners

The eParticipate Initial Deployment project has been sanctioned by the Public-i Board of Management and is seen as key project to confirm that commercial opportunities exist throughout Europe and a roll out can be achieved.

Key Staff to be involved in the project

Chief Executive Keith Young has a successful track record in establishing new businesses and is a highly experienced customer focused director. He has a proven track record in developing sustainable profitability and prior to joining Public-i Group Ltd, he was Managing Director of a global risk consultancy company specialising in managing the risks of complex multinational customers. He began his business career with an international insurance company following military training at Sandhurst and four years with the Army in Europe and Canada. His most recent experience includes:

- | | |
|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Public-i Group Ltd
Ltd
Chief Executive | <ul style="list-style-type: none"> • Evolved the Public-i vision and group of partners • Successfully completed the initial and subsequent financing of the Company • Managed the Company from start-up into profitability • Developed and implemented a strategy for the growth and future direction of the company. • Creation of close partnership with LGA / SOLACE • Chairs the UK's Local Authority Webcasting User Group |
| Alexander Forbes Ltd
Managing Director | <ul style="list-style-type: none"> • Launched and developed the company providing Risk Consultancy and it's supporting services to FTSE 500 companies. • Developed and implemented a strategy for the growth and future direction of the company. • Recruited and managed a team of 61 specialists across the full Risk Management discipline. • Responsible for customer relationships for 6 FTSE 250 accounts. • Created and motivated an integrated Risk Management programme with a FTSE 100 size Group. • Full P&L/budgeting responsibility which included growing the company to one of the fastest growing divisions within the Group. • Developed both internal and customer facing IT strategy. |

Operations Director Catherine Howe BA (Hons), MSc joined the organisation in September 2002. She has full responsibility for management of the webcasting and technical team and ongoing technical developments. Previously, she held a number of posts with the London Business School including business analyst and deputy director of a full time MBA course.

Catherine has evaluated the impact of eGovernment systems. Most recently (and directly relevant to eParticipate) she has been working with the ODPM's National Project programmes to research and evaluate different webcasting scenarios as part of their e-Democracy National Project. The purpose of this UK National project work was to carry out small, targeted pilots with specific research agenda and defined outputs. The emphasis throughout the project was on delivering practical outputs that could be used immediately by Council's in making decisions about what webcasting events to proceed with. The research looked at webcasting from three perspectives:

- User/viewer expectations and experiences from webcasting
- Operational considerations in carrying out Webcasts
- Technical considerations and feasibility

The project methodology used a mix of ethnographic and heuristic techniques. With each of the areas of interest the approach was to first agree the high level research issues for the particular scenario and then agree a set of metrics. These research questions were then investigated with both end users and with webcasting participants (e.g. Councillors / Council Staff). Investigation was carried out remotely by online questionnaire, observation of the event and, where possible, via a sample of face to face or telephone interviews. The project methodology was planned by Catherine in consultation with the National Project team. Delivery was managed by Catherine with inputs from key Council staff and assistance from other Public-i Group Ltd staff. The research outputs will be available at <http://envoy.northlinesnet.com/> and <http://www.e-democracy.gov.uk/>

In addition Catherine has proven Project Management skills. Her most recent experience includes:

Public-i Group Ltd Ltd Operations Director	<ul style="list-style-type: none"> • Full responsibility for all client accounts and customer management • Development of the public-i implementation methodology • Responsibility for public-i software development and road map
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Etribes Director	<ul style="list-style-type: none"> • Delivery of online communities within the Not for Profit sector for clients such as Christian Aid and the YMCA • Development of CommunityCreation consulting methodology for online community creation • Along with other directors developed the business from start up
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London Business School Development Manager	<ul style="list-style-type: none"> • Responsibility for all in-house development • Architecture and specification for the London Business School Learning environment • Project management for installation of a number of proprietary software solutions • Development of in-house CRM system
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1.6.3 WAVERLEY BOROUGH COUNCIL (WBC)

Waverley Borough Council is a rural district situated in south-west Surrey. Shaped by the Downs to the north and the Greensand Hills and Weald clay to the south, it is an area of contrast and variety and of outstanding natural beauty. Supporting a population of 115,665 (2001 Census) in four main centres and 17 rural parishes comprising 20 villages, has led to many challenges for Waverley. While managing to maintain an unemployment rate below the national average, pockets of deprivation exist throughout the borough. A limited public transport system also demonstrates the difficulties faced because of the rural scope of the borough. (www.waverley.gov.uk)

WBC – Local Authority User role

The presence of WBC in the consortium during the Market Validation trials served as a public sector mentor for all of the other user partners. Given the ambitious roll out of initial deployment phase it is important that the lessons/solutions learned and difficulties experienced by WBC and other original consortium members as example to other partners.

During the phase WBC will extend the trials of the mobile unit in different locations and its application to different community groups.

Key Staff to be involved in the project

Project leader - Iain Lynch: is the lead officer for the community engagement and webcasting. He is currently responsible for partnership work particularly in relation to economic development, tourism and market towns activity. He has been at Waverley since 1989 and has had three different roles covering a mix of research, corporate policy and service delivery. He is currently responsible for economic development, tourism and market towns work. In addition he keeps a watching brief on regional and European issues.

Roger Standing - Roger is the Central Services manager at Waverley responsible for public facing services including reception staff and locality offices and for the scrutiny committee programme.

Ron Pescod: Ron is Head of IT and for ensuring that webcast services can integrate well with other council IT systems.

1.6.4 FINGAL COUNTY COUNCIL (FCC)

The administrative area of Fingal is located to the north of the City of Dublin in Ireland and extends in the west to the line of the River Liffey, to the east to the sea and to the north as far as the county boundary. It covers an area of approximately 173 square miles and has a population of almost 168,000 making it the 5th. largest local authority area (on population) in the country. It came into being on the 1st January, 1994 following the abolition of the former Dublin County Council and the establishment of 3 new authorities to replace it. (www.fingalcoco.ie).

FCC as the Local Authority for Fingal, provides an extensive range of infrastructure services, and plays an active role in the development of the area's industry, business, social, arts, heritage and cultural affairs. It also functions as the regulatory body for certain matters at local level.

FCC – Local Authority User role

An original member of the eParticipate consortium FCC has played an essential role on putting eParticipation and webcasting on the local authority agenda in Ireland. While initially their webcasting project was met with some scepticism in Ireland, FCC success in the validation project has established it as a flagship for Irish eGovernment good practice.

Besides its mentoring capability FCC will also use the deployment phase to enlarge the portfolio of activities to be webcast to give a voice to social and charity groups.

Key Staff to be involved in the project

Stephen Peppard, Senior Executive Officer, Corporate Affairs in Fingal County Council, will lead FCC's work in the project. Stephan has looked at the potential for web-based participation through web-casting of Council and other meetings, as currently no Local Authority in Ireland is using the technology for this purpose.

1.6.5 AYUNTAMIENTO DE GETAFE (ADG)

Getafe is an innovative, inclusive, modern city located to the south of Madrid. Getafe combines the most modern equipments and services in the world with the traditional roots of the city which, in its day, was the natural road to Toledo.

Getafe has a population of 170.000 inhabitants; the population is distributed in equally in the different districts. The different districts are: Sector III, San Isidro, Perales del Río, Las Margaritas, La Alhóndiga, Juan de la Cierva, Getafe Norte, El Bercial y Centro.

Getafe is the municipality of the South zone of Madrid well served in terms of communications may they be the road, rail or the air infrastructures.

The Getafe's city council in the past few years has started an ambitious programme of modernization and streamlining of the administration based on the possibilities offered by the adoption of new technologies. The first step to this technological modernization was the adoption of ICT for the development of administrative tasks for all corporations. Simultaneously the council has initiated a process of opening up decision making to the citizens by providing the means of communication and participation to collective decisions.

Getafe – Local Authority User role

Another original member of the eParticipate consortium Getafe has focused its attention on reengaging youth with local politics. The continued involvement of Getafe in the eParticipate project will help evaluate over time some of the most innovative use of the system so far in the form of the talk direct to your councillor initiative they are starting to undertake. Under this new initiative, councillors are asked once a month to speak directly and live to the citizens to inform them on what has been done by the council and to take live questions. The evaluation of those live sections makes a very strong case for the platform but its impact needs to be evaluated over time.

Key Staff to be involved in the project

Juan Carlos Paul will lead Getafe's work in the eParticipate project. Juan Carlos has extensive experience in technological projects promoted by the public sector, a function which is at the

moment developing within the City council of Getafe. His experience and disposition make him an ideal candidate to act as project manager.

1.6.6 MESTO VRUTKY (MV)

The city of Vrútky lies in the northern part of the Turiec basin in the centre of the Žilinský kraj region in the Republic of Slovakia. Based on the last census of 2001, the city has 7,298 inhabitants.

The City Hall of Vrútky is an organisation that was established to meet the needs and exercise the competencies of the local government in Vrútky, Slovakia, as specified in the law Nr.369/1990 on the establishment of municipalities, The local government in Vrútky consists of two directly elected bodies –the Mayor and the City Assembly of 13 members.

MV has 25 officers and is lead by a Chief Executive. Besides the officers, the City Hall employs approximately fifty members of the staff in other posts. The City Hall is divided into four departments – Economic, Social, Construction and Internal governance department. All financial operations are checked by the Town Controller.

Of relevance to the project it must be noted that while the general Internet infrastructure is progressing in Vrútky, the home internet penetration is still low, and MV's participation in the project and use of an e-participation platform must start from and progress this situation.

MV - Local Authority User role

The implementation of the e-Participate system in Vrútky has been different from that in the other regions due to the low penetration of home Internet access. Instead the system was trialled initially mainly using the public access points that the City Hall of Vrútky has implemented in the city. The involvement of Vrútky in the Market Validation phase has been invaluable to make sure the market research looked at the interest and need for the solution in the Eastern European member states. Strict commercial market research could have meant that no roll out would have been envisaged in those countries but the enthusiasm, high take up of the service shows that new models must be found to ensure that eDemocracy tools reach all countries and do not add the digital divide.

MV will test the possibility of a co-ownership model with the view of renting the equipment on a per need basis to other councils in the region.

Key Staff to be involved in the project

Mr. Peter Kolesár, Coordinator for the eParticipate project in Vrútky, and manager of Vrútky's operation of the Public-i eParticipate service. He is also working in the Slovak National Library on IT systems in the nearby city of Martin. Peter graduated 2001 in Librarianship & Information Science and Adult Education from the Faculty of Philosophy at Comenius University in Bratislava:

Ing. Miroslav Mazúr, Mayor of the Town of Vrútky

1.6.7 A.S.PARTNER, S.R.O. (ASP)

A.S.Partner, s.r.o., was founded in 1993. Company's prime activity is to develop, manufacture and sale of voting systems to local authorities as well as to other business partners. It delivers up-to-

date, handy products that help partners to accelerate and transparent voting process and results on their meetings. Product variety goes from wired, wireless, built-in, transferable, conference, hand-held to chip-card, bar code and includes both hardware and software. Main product - H.E.R. System - is installed in more than 70 towns of Slovakia, Czech Republic and Poland. Company also provides voting services to local authorities and business partners for their councils, shareholders' assemblies, general meetings, board meetings, congresses, conferences, etc. Multi year knowledge in the area resulted in cooperation with other partners like Bosh (prior Phillips).

Company continuously works on increasing product quality, parts standardization and adopts correct positive financial policy. It has small, highly dedicated and skilled team that is ready to bring quality products for other countries of European Union.

H.E.R. System altogether with conference subsystem is designed to support of the procedure of the sessions of the local authorities. It covers the following functions:

1. It serves to count and identify deputies during the opening of the session and helps so to decide whether the assembly is in power to adopt acts.
2. The system identifies deputies and allows them to vote (AYE, NO, ABSTAINED, PRESENT) immediately, provides summary or detailed results for all completed votes and stores them. These can be displayed for mayor, deputies or other attendants as well as for intranet simultaneously or after the session.
3. It also enables to the deputies to apply for speech and for response during the discussion as well as helps to control of giving the floor. Conference subsystem ensures audio records and builds an index, to allow random access to the audio recording.

Function of business of partner and role in the project:

A.S.Partner is company well established in the market of voting systems with wide base of clients and contacts in local authorities of Slovakia especially. During the period from 1993 it has successfully developed and implemented up-to-date products in that area. It also was successful in cooperation with other companies to place their products in this market. Main advantage lays in good understanding of local authorities' processes, voting systems knowledge and most of all customer contacts with their confidence. Company is ready to be helpful in process of marketing and implementing and evaluation of proposal products in Slovakia using its knowledge and customer base.

Previous experience or role in the domain of the proposal

Company has not participated in any eParticipation / eDemocracy / eInclusion projects so far. On the other hand the company's services are based on the democratic process. They are built to make voting on meetings transparent and results are easy and ready to spread to all attendants in any time. These were well accepted not only in country of origin – Slovakia, but also in Czech Republic and Poland. Company is open to any cooperation in area of proposal what has demonstrated in the past with other business partners also.

Role of project in the operation or business of the partner:

A.S.P will act as the Local Business partner and Reseller in Slovakia. This will include ensuring the project services are correctly prepared, presented and supported throughout the territory. The Commercial Director and his team *“are looking forward to cooperating and giving the time, effort and energy to deploy this service in Slovakia”*. The Company is also ready to designate technician and administrative staff time to this project. Training becomes essential at this point to secure the best performance. ASP also sees possible advantages for clients using together both the project

services and one of the ASP voting / conference system as far as the products will be ready to interoperate.

Key Staff to be involved in the project

Ivan Busvsky is the Chief executive since 2002. He is charged with accomplishing the company's goals following growth and strategy.

Previous experience include:

- Over a year working experience for IT company in U.S.A.
- Over 15 years experience as a software engineer, analyst, programmer and customer support provider working on projects in industries including steel product manufacturing, metal recovering, insurance, production, accounting.
- Project partners: UEC IT, Pittsburgh, U.S.A.; Cardiff, Bratislava; U.S.Steel, Kosice; Heckett Multiserv, Kosice

Education:

- Automated Control Systems
- Graduated at Technical University, Kosice, June 1988

Peter Jaros is the Technical Director from 2005

Responsible for technical aspects, development, up-to-date product level and quality.

Highly skilled, wide knowledge developer with over 13 years experience in voting systems. Works in company from the beginning.

Over 20 years experience as a project manager, information system designer, analyst and programmer. Worked on many different projects from CAD, IS, database to insurance, telecommunication and control information systems.

Project partners: Cardiff, Bratislava; Heckett Multiserv, Kosice; e-VOTE - An Internet Based Electronic Voting System (EC project: IST-2000-29518)

Education:

- System Engineering
- Graduated at Technical University, Kosice, June 1982

Jaroslav Kotulak is the Commercial Director

Responsible for sale, marketing and contact with customers.

Over 15 years experience as a project manager, marketing manager, customer supporter and technical officer. Multi year experience in marketing and product launching.

With good verbal skills worked in the areas from software, IS products to telecommunication products, healthcare.

Project partners: Self-governing Region of Bratislava, Region of Trnava, Region of Nitra, Region of Trencin, Region of Zilina, Region of Banska Bystrica, Region of Presov, Region of Kosice, Local government in Kosice, Presov, Zilina, Piestany, Bardejov, Bratislava-Nove Mesto, Bratislava-Ruzinov, Bratislava-Stare Mesto, Levice, Trencin, Martin, Walbrzych, Poland; Ceske Budejovice, Czech Republic, etc.

Education:

- System Engineering
- Graduated at Technical University, Kosice, June 1988

Katarína Kocková, Marketing and project manager from 2005 in A. S. Partner.

Katarína is responsible for marketing activities within Slovak market. During her work experience she obtains very strong relationship with members of local authorities. Her tasks on the project will be to perform marketing activities within Slovak market. Katarína Graduated from the University of Economics Bratislava, Faculty of business economy, Košice, June 2006

Milan Černický, Marketing and project manager from 2007 in A. S. Partner. Responsible for marketing activities within Slovak and Polish market. Over 2 year experience on projects co-financed by EU focused to present EU mainly in front of young people (www.europeans.sk) and education for young people (www.pikas.sk). Also over 3 year experience in student organization AIESEC on the positions of Marketing manager. Milan graduated 5th in his class at the University of Economics Bratislava, Faculty of business economy, Košice.

1.6.8 COMUNE DI GENOVA (CDG)

The City of Genoa is a local authority. The challenges of our City are building instruments and strategies for a different concept of local administration, focused on quality of development and economical revival. Genoa is experimenting a new method of city government and governance through a creative exercise in steps, with new forms of social co-operation involving the whole community, with the idea of integrating public (local Institutions, all the authority levels) and private sectors for projects of economic, social and environmental transformation scheduled in the period from 2004 (when Genoa will be European Capital of Culture) to 2010. Social Affair and Health Policies Department is a big Department that includes, as any other City Department, all municipal services and activities that have an impact directly or indirectly on educational and social fields. The interest for educational activities and information society area is shown by a high number of projects that our Department joins in, together with educational and social local networks (public and private subjects, associations, no profit organisations), paying special attention to youth education, social inclusion and integration. In 1999 the City Strategic Conference, and as a consequence the City Plan, promoted the creation and the implementation of a network of educating activities in all the city, to improve an "Educating City" culture. City of Genoa is actively involved in many research projects focused on education and solidarity, quality of life, economy and employment, communication and promotion of the City, Port and infrastructures, city management.

Genoa -Local Authority User role

Genoa is one of the new council involved in eParticipate. The project was selected because it is in line with the council objectives and could provide an interesting platform for other projects such as "Educating City" related initiatives.

Genoa will be the first Italian Council to test the platform and it will be localised for its linguistic needs.

Key Staff to be involved in the project

Alessandra RISSO has two honors degrees at University of Genoa and one degree in Social Service at University of Trieste. In 2001 she's got a European certificate in Social and family mediation and she attended a seven months master in European projects management at ASVI, Rome, which is still collaborating with as a teacher and a researcher. From 1992 to 2000 she worked as social case worker at many municipalities of the region, being particularly involved in youth inclusion and integration projects. She's been a City of Genoa (Social Affair and Citizens' Services Department) employer since 1995. From 2000 to 2001 she held a project manager position in the social prevention area, by promoting, coordinating and managing projects and work groups. She's been the head of European projects Office of Citizen Department of the City of Genoa since 2001. Actually she's also responsible, as local coordinator, for many projects. She often participates as speaker in seminars, conferences, meetings dealing with European projects and policies. She's

nominated to coordinate this project, for her skills, competences, interests, motivations to the project itself and to the European projects management.

1.6.9 COMMUNE DE ELANCOURT (CDE)

The Commune de Elancourt is a local authority with around 650 staffs. Elancourt is situated in the Yvelines county (Departement). It covers a surface of approximately 979 hectares 39 ares, Its highest point is the Colline d'Elancourt (230 m) which is the highest point of the île de France

The total number of inhabitants is 27, 643. Elancourt is part of Saint Quentin en Yvelines which in turn is made of 7 communes Elancourt, Guyancourt, La Verrière, Magny- les Hameaux, Montigny-le Bretonneux, Trappes, Voisins- le-Bretonneux

The neighbouring communes include: Coignières, Jouars-Pontchartrain, La Verrière, Le Mesnil-St-Denis, Maurepas, Plaisir, Trappes

The municipality services are divided in 2 groups : internal ones (under the city hall roof) and external ones situated at the periphery of the city. The internal services include among others: the secretariat, the managing board, finances, corporate affairs, IT, Buying Dept, hr, social services, youth, etc)

The external services include among others the municipal technical Centre, the municipal police, crèches, schools, etc

Elancourt -Local Authority User role

Elancourt is a very progressive French municipality which sees its participation in the eParticipate has a perfect opportunity to further open up its municipality to its Citizen and has a good shop window for its ambition to become a reference case for eDemocracy in France

As the first French local authority to use the eParticipate platform it aims to validate its use in the French local policy context and to evaluate it and report on it to national eGovernment bodies.

Key Staff to be involved in the project

François Fumu Tamuzo, Fonctional & Technical engineer (14 years

Project Manager :

Competencies

- Organisation, planning, management : Research and implementation of IT projects.
- Coordination and management of the different acteurs in the project.
- Implementations of accompanying measures for interfaces projects
- Management of the IT System security
- Economic and financial management of the IT service
- Gestion économique et budgétaire du service.

Professional experience :

- 2004 – Public Administration– IT manager- Télécom (DSIT) Management project
- 2004 - Association – IT Club penitentiary system IT Consultant
- 1999 – 2003 - Industry - PME/PMI - IT manager
- 1989 – 1999 - Public Administration – IT MANAGER - - MINISTERE DE L'INTERIEUR

1.6.10 DIGITECH (DIG)

Digitech, which is the French eParticipate Business Partner, specialises in the digitisation of documents for French local authorities. It counts over 300 municipalities in its portfolio including Marseilles and Lyon.

Created in 1992, Digitech specializes in development of electronic document management software for documents originating in paper, electronic or multimedia format. Solutions offered by Digitech allow customers to organize, view, distribute and protect access to their information.

Turnover by type of service is organized as follows:

- license sales (36%);
- services (24%);
- training (21%);
- maintenance (11%);
- merchandise sales (5%);
- designs (3%).

Digitech serves the public sector. Among the group's clients are local governments, social and tax administrations, as well as governmental agencies.

Digitech was selected from a list of potential business partners for its impressive portfolio, its technical expertise and its complementary activities. Its role will involve researching the French market and attracting new local authorities.

Key Staff to be involved in the project

Joel Couderc, Chairman and Chief Executive Officer.

1.6.11 AGATE - AGENCE DE DEVELOPPEMENT ECONOMIQUE DU TARN (AGA)

AGATE is the development agency for the department of the tarn (region - 350 000 habitants).

The Tarn region is an innovative region in the development of broadband, with notably the city of Castres-Mazamet (90 000 hab.) enabling a MAN as early as 1997.

The creation in 2000 of the public-private company E-TERA allowed the deployment of a fiber network 600km long. The company serves as a reseller for commercial companies who in turn deliver broadband to institutions, companies and private users. En 2005 , E-TERA also helped the city of Albi (50 000 hab) to implement its MAN. This MAN is connected to important networks in France and Europe (Paris &Génève)

So while the TARN region is well positioned from a physical infrastructure point of view, it now needs to concentrate and develop more ICT based services and applications. The region is particularly concerned with establishing tight links between, public bodies, local authorities and their citizens in order to develop participative democracy.

The AGATE Agency depends from the General Council of the Tarn and is working for the economic and political actors of the department to implement European projects.

It is under this auspice that the agency in partnership with the Associations of Mayors from the Tarn region will take part in this eTEN programme. The project will allow local authorities to test, use and evaluate the system in the region.

The AGATE agency and its partners the Association of the Mayors of Tarn (which groups all the local authorities of the department) are therefore very interested in developing further their use of ICT on the eParticipate project.

The eParticipate project will allow the region and local authorities involved via the AGATE agency to draw tighter ties between the local authorities and their citizens.

The AGATE agency has experience both as project manager and consortium member in a series of European programmes (LEADER, INTERREG, ADAPT.FEDER)

Its European department is currently working in the following programmes: TEMPUS, SANTE PUBLIC 2006, JEUNESSE, INTERREG, EIE-Energie Intelligente pour l'Europe..

In 2003 the Agate agency was chosen by the ministry for research and education to implement a collaborative tool for companies involved in Mechanics and metal treatment. This tool is currently used by about 20 companies in the Mechanics sector.

AGATE- Local Authority user

AGATE is the development agency for the TARN region but in this instance it is appointed by the Association of Mayors of the TARN to run the project. The Association of Mayors of the TARN like the Slovakian region would like to test the co-ownership model with the equipment being used by several members of the association. This is interesting because it shows that the model initially envisaged for Eastern Europe may also be appropriate for the smaller western authorities.

Key Staff to be involved in the project

Mme Souad TISSEYRE is the manager for the development agency department and European project for the AGATE agency which stands for: Agence de Développement Economique du Tarn (Région MIDI-Pyrénées – TOULOUSE).

She graduated from university with a DEA in International relations from the Political Institut of Toulouse.

Before working for the AGATE agency she was European Projects manager for the Toulouse Chamber of Commerce and the Sete and Sete port chamber of Commerce.

She has a lot of experience in the research projects area, having been a project manager in the following European programmes : INTERREG, INTERPRISE, ECIP, ECOS-OUVERTURE, MEDA, AL-INVEST, LEONARDO, ARCHIMEDE

Olivier SENTENAC is an IT management specialist. He is in charge of the IT management for the TARN IT development agency (IT networks, Databases, collaboration tools, internet, websites,...). Mr Sentenac has been involved in numerous projects relating to the development and dissemination of ICT. He has been the technical manager for the European project ENTERSKILLSNET (knowledge base Database for PMEs), implementation of a collaborative tools for companies working in the sectors of mechanics and metallurgy.

He has also worked on the implementation of a regional economic resource centre and its extranet in partnership with Midi-Pyrénées Expansion.

1.6.12 SOFTWARE602, A.S. (S602)

Software602 a.s. (<http://www.602.cz/eng/index.htm>) is one of the largest Czech producers of desktop software based on MS Windows operation system and of client/server applications for Intel platform based Windows/Linux servers. Software602 s.r.o. was founded in 1991 by the authors of Text602 word processor. In 1997 the daughter company Software602, Inc. based in the USA, Jacksonville, Florida started the sale of localised products winning their first awards on the US market (www.software602.com).

The Software602 Company is one of a few companies in the World offering a DOC/XLS compatible office package (602Pro PC SUITE - www.software602.com/products/pcs/).

The area of communications is already ten years systematically addressed by Software602. It is represented by communication servers (602LAN SUITE) for the Internet with integrated electronic mail. The 602LAN SUITE is a secure mail server with anti-virus & anti-spam, built-in firewall with NAT and proxy for controlled Internet sharing (www.software602.com/products/ls/).

Product portfolio of Software602 is completed by a multi-platform client/server database (602SQL) with a large scale of utilization – from standard applications for Windows/Linux (C++, Delphi, Kylix) to Internet/intranet applications using PHP/ASP and XML technology.

The objective for coming years is an integration of the communication and database technologies for Windows/Linux with powerful GroupWare and CRM systems using new XML technology on the client desktops (Windows Desktop with 602XML).

The 602XML application has been nominated to IST Prize 2005 (www.it-prize.org/) with the new Software602 product 602XML.

Software602 is active in the field of international research and development. We have been managing several Eureka projects (see www.eureka.be). Software602 is coordinating the EC co-funded CzeSI project of the Safer Internet program (www.saferinternet.cz).

In 2006: The 602XML application development and further research in the field of XML technology is our main goal (see www.602xmlforms.com).

Function of business of partner and role in the project

Software602 will assist in the market deployment of the project in the Czech Republic as well as testing the viability of the eParticipate platform with the existing 602XML application, which is running successfully in several public organisations in the Czech Republic). The application is complementing the Public i-consultation module of the eParticipate system very well (structured feedback forms, online survey tools, supporting and contextual information for help and explanation, structured document review, online consultation).

Software602 Company is going to complete the current eParticipation project by the XML Intelligent Forms in the module of the Public i-consultation. The forms are already implemented and running in the IT systems of several Czech public administration bodies such as Praha Municipality (communication with citizens), Olomoucky region (communication between the regional government and local authorities).

Extension of the eParticipation platform by the XML IFP shall increase attractiveness of the proposed solution, which will be deployed on the Czech market (Municipality Vysocina, Olomouc Regional Authority, Plzen Regional Authority, etc.).

The short description of the XML IFP

XML Intelligent Form Portal is the application, which is independent on platform, operation system (OS) and information system (IS) of the enterprise/organisation. It provides both public administrations and citizens with set of forms to exchange basic information necessary for administrative processes in the democratic society and routine everyday life of citizens.

The application will be deployed at different regional, local and municipal level of the public administration enabling easy data collection and information exchange between public administration bodies and citizens in general and efficient interoperability of different departments of the public administration in particular.

The project will carry out simultaneous implementation in the different locations, with common testing and market validation of new services, allowing cross-fertilisation and exchange of best practices among the project partners.

The 602XML application has been nominated for the European IST Prize 2005.

Software602 previous experience or role in the domain of the proposal

Software602 has been involved in development of many running applications in the domain of eGovernment. The company is contributing there with the 602XML solution, which was nominated to the European IST Prize 2005. One of the most important features of the new 602XML solution is the electronic off-line data gathering tool on the “Centralni adresa” server is one. The “Centralni adresa” project was launched in May 2004 on the URL www.centralni-adresa.cz as a project operated by “Česká pošta” (Czech Postal Service) in cooperation with Profinit (formerly Sybase Czech Republic) that will provide an on-line summary of all the information regarding public tenders in the Czech government sector. Software602 supplied its new 602XML solution and designed electronic off-line forms with output in the XML format. Software602’s FREE form application, 602XML Filler, provides the important bridge for the project. It is used to view, fill, sign, save and send information in XML format.

Role of project in the operation or business of the partner

The active participation of the Software602 in the project will be very important for the next development of the Software602 applications because of the involvement in the market deployment activities. It will bring valuable experiences and feedback necessary for any market oriented company producing sophisticated applications in the field of eParticipation and eDemocracy. In this sense the regular information exchange and practical advice given by public authorities and experienced project partners in the frame of the project are crucial for the SME like the Software602.

We expect the project will open us the door for the next penetration of the fast growing market in the domains of eParticipation/eDemocracy/eInclusion.

Key Staff to be involved in the project

Dr. Zdenek M. Zalis (born 1954), senior project manager, Software602

He graduated Leningrad state university in St. Petersburg, Russia in 1979, branch philosophy. Doctor degree (PhD) in 1980 at the Charles University. He is experienced in scientific research and sociological polls, state administration as well as business development.

He is working in the Software602 since 1998 being responsible for activities of the company in the field of international research and technological development. He launched and coordinated two successful Eureka projects, and now is coordinating the CzeSI project (Czech Safer Internet Awareness Node). Since 2002 he has been several times invited by the European Commission to evaluate project proposals of the 5th and 6th IST RTD Framework Program as an expert.

Ing. Zdenek Novotny (born in May 28. 1963, Smolenice, Slovakia.

He will be responsible for technical supervision of the projected contribution.

In 1986 he graduated from the Faculty of Nuclear Science and Engineering of the Prague Technical University. From 1987 to 1990 he was been working on computer solution of neutron transport at the department of physics of the faculty.

Since 1991 he is working on the development of messaging applications at Software602. He is the chief officer of the communication software development group of the Software602.

Ing. Martin Komarek (born 1962), XML developer

He graduated CVUT-FEL Prague in 1986, microelectronic branch. He was involved in the development of a microprocessor system SAPI-86 (1987-1990 years), took part in the development of dedicated sensor devices including special software applications (1990-1992) in Tesla Strasnice factory. He is working in the Software602 since 1992 as software and manager of development teams. He took part in the development of the word processor core and also design and development of the unique XSL-FO formatting engine of the 602xml application.

1.6.13 VYSOCINA KRAJ (VK)

The Vysocina Region is situated in the heart of the Czech Republic. The economy of the region's eastern part is influenced by the neighbouring urban centre of Brno, while the north-eastern part is within the sphere of influence of the capital of Prague. The Vysocina Region has an area of 6,796 km², a population of 510 032 (as of June 2005). The Regional capital is Jihlava, and it has another 704 towns and villages. Together with the South Moravian region, Vysocina forms a NUTS II administration unit - the basic administrative unit for EU structural funding.

Natural conditions scattered the population of Vysocina into over seven hundred towns and villages, interconnected by a rich web of roads. Small villages near the local centre, which is usually a quiet small town with a population of three to ten thousand, are typical of Vysocina. There are only four towns with population over twenty thousand; Jihlava, the regional capital, has a population of fifty thousand. The increasing standards of living and mobility lead to the expectation that this situation will prove to be an asset. People in Vysocina are able to enjoy the advantages of living in the countryside while being guaranteed an easy access to modern facilities offered by local urban centres. More than half of the region's population are able to reach the regional capital within thirty minutes.

Vysocina Region User

The Vysocina Regional Authority performs tasks within the sphere of its independent powers set by the elective bodies of the region (the Regional Council and the Regional Assembly). These tasks are

defined by law as performance of independent powers. The law additionally recognizes performance of delegated powers. As far as performance within the delegated powers is concerned, the regional authority reports to state administration authorities (especially the relevant ministries) that charge the regional authority with state administration tasks.

The Regional Authority Department of Information Technologies who will be working directly in eParticipate, addresses

- Conceptual Planning: preparation, management, coordination, and support of IT development projects in the region; coordination of development activities with state and EU administration bodies
- Computer Network Administration: computer network building and administration, web site server administration
- Database and Application Administration: organization of an IT training scheme for employees of the Regional Authority; database systems administration
- Geographical Information Systems Administration: GIS administration and creation; terrain layout processing.

Key Staff to be involved in the project

Ing. Petr Pavlinec, Director of IT department, Vysocina Regional Authority, was educated in Jihlava and studied Computer Science and Knowledge Engineering at the University of Economics in Prague. He has been a Member of the National ICT infrastructure workgroup of the Ministry of Informatics, Vice-president of the ICT Commission of Association of Czech Regions, Chairman of the Sub commission for Geographical Information System, Member of the Czech National Broadband Forum and EFYSO (European Federation of Youth Organizations) Vice President. Petr has previously worked with Robert Bosch AG, Kulhánek s.r.o, Elson spol. S.r.o, SKOFIN (Volkswagen Group) and Emel.

Vaclav Jachim, is European Projects Manager & Head of Policy Section in the Vysocina IT Department,. EU Projects managed for Vysocina include:

- ROWANet: regional backbone network - project co-financed from EU Structural funds www.rowanet.cz
- ICHNOS: Interreg 3C project - SMEs support by creating centre of competence www.ichnos-project.org
- IANIS+: member of the Steering Committee on behalf of the NMS

Other activities at the Regional Authority:

- Administration of the eLearning system
- ICT strategy and policy documents
- Marketing of the ICT activities
- Regional project preparation and co-ordination

1.6.14 MANAGEMENT SYSTEM SOLUTIONS (MSS)

MSS began to operate in 1980 as a software company, specialising mainly in the installation of software products in the manufacturing sector. The scope of its activities was soon extended to other areas, such as distribution and finance, and a wider range of services was offered, including software consultancy and implementation, hardware architecture, methodology and procedures.

While providing support for the launch of new products onto the market, we created Spanish language versions of several software products and developed the linguistic skills of our staff. This

led to the creation of the software localization business unit, whose aim is to provide translation and functional/linguistic testing services.

MSS's main strength lies in the integrated technical and linguistic skills of our staff.

In 1998, building on our early involvement in the localization and testing of new Internet networking products, we created another new business unit. This is formed by a skilled group of software engineers, whose role is twofold: to support the launch of the product, and to design and implement e-business solutions for our clients.

MSS- Spanish Business partner

MSS, while not an original consortium member has been working with the eParticipate consortium since the beginning of the project and is now fully signed up as a business partner. To that extent it will be a useful partner for the new business partners and can use its experience in the Spanish market to mentor other business partners.

Key Staff to be involved in the project

Fernando Sanfeliz –Operation Manager

Experience:

- Management System Solutions (May 2000 to date)
Joined MSS in May 2000 assuming the responsibilities of the operations in the Madrid office. Since then I have been developing Company business, achieving outstanding results in each one of the different areas.
- CA Computer Associates (June 1994 to May 2000)
On June 1994, joined Computer Associates as the Professional Services Manager for the interBiz Division. InterBiz is the business applications and e-commerce Division within CA. My responsibilities include the economic and profitability results, as well as the general development of the Unit.
- System Software Associates (June 1990 to June 1994)
On July 1990, I joined SSA as the Consulting Manager for the Madrid office. SSA's activity was centred on selling, implementing and supporting ERP's solution BPCS. SSA had started business in Spain just a few months earlier, and consequently, almost everything was to be done.
- KPMG Peat Marwick (September 1986 to May 1990)
With the clear objective of changing from pure technical work and move to a more "business oriented" activity, I joined KPMG as Information Systems Consultant. During my stay at KPMG I had the opportunity to acquire a deep knowledge about business operation and organisation, on a wide range of sectors.
- KODAK (July 1984 to August 1986)
My professional carrier started in KODAK as Systems Engineer in their unit of Publishing Systems.
The Unit structure was very small, and consequently, I had to assume small responsibilities very quickly.

Education:

- Bachelor of Science in Computer Engineering (May 1984)
- Boston University
- Boston, Massachusetts

Marcos Perez joined MSS in June 2002 acquiring extensive experience in software development and support, as well as hardware maintenance. His expertise includes installing application software, training and customer support.

He works as a member of a team to analyse, setup, install, upgrade, and troubleshoot networked computers.

He has now a great experience in monitoring webcast events for the public sector.

1.6.15 LATTANZIO E ASSOCIATI S.R.L. (LEA)

Lattanzio e Associati is a management consulting group specialized in the modernization of the public administration sector (E-government). Our client consists of all levels of government in all of Italy, from several national ministries and regional governments (regions being the Italian counterpart to states in the US and elsewhere) to local municipal administrations including Milan and Rome, Italy's two largest. The numerous national and local public service companies with whom we work operate in fields ranging from administrative reform to the national power grid, from tourism to water supply.

LeA – Italian Business partner

The interest of Lattanzio e Associati (LeA) in eParticipate project concerns improving their competences in e-participation fields, to qualify territorial e-government policies, to develop the interaction between administrative/political bodies and citizens, to grow public communication competences and ability also to facilitate effective participation in the democratic process and in decision-making. This will create more opportunities for our business relationships with national Public Administrations and will supply our strategic expertise

LeA can supply consortium

- Supporting the project management
- Contributing developing Italian version of eParticipate
- advancing eParticipate project across Italian administration (local authorities, public services agencies, national department)
- supporting eParticipate project dissemination through workshops and training courses

We have proven experiences with local administration authorities (like in Lombardia region and Puglia region) managing e-government complex projects, supporting public administration with technical assistance and training courses aimed to modernize and innovate the management activities.

Key Staff to be involved in the project

ICT Department Manager

Filippo Chesi, he has the degree in Industrial technological engineering specialization in economics and organization at the "Politecnico" in Milan. His professional specialization is the Information and Communication Technology area. He began his career as a consultant in 1991. From 1995 to '98 he worked at MAIN Management and Innovation, specializing in logistics and corporate management. He has focused largely on the public administration and public utilities sector, concentrating on process upgrading and the development of decision-making systems. He also has proven experience in managerial and operational evaluation, project management, e-government and e-procurement, and information systems. He is responsible for Lattanzio e Associati (LeA) balanced scorecard and business tools implementation and development. He has proven experiences

developing management and information tools for Public Administration and SME. He develops monitoring and reporting project activities system. He has strong leadership skills: problem solving, communication in public, and client management ability. In 1999 with Vincenzo Lattanzio, he founded Lattanzio e Associati and he is the ICT experts and department manager.

International Department Manager

Giulio Aimeri, he has the degree in Economy at Pavia University. He is a Management consultant specialized in Public Sector. Researcher and consultant in economic and social area, he has a specialization in economic local development, territorial and tourist marketing. Expert in institutional communication, customer satisfaction, international project planning and management, cultural heritage valorization, modeling and implementation of training programme in non profit sector. He has proven experience in results dissemination, web communication and business administration. He is Lea International Department Manager, he developed strong skills in project management activities as conflicts resolutions, monitoring the production of projects deliverables, coordinating staff resources, budget keeping.

Support Staff

Sara Colangeli: she has the degree in Economy and Public Administration Management at Roma Tre University. Sara is International Department's Staff Coordinator, she has proven experiences in following fields: business marketing activities coordination, partnerships project developing, complex projects monitoring and reporting, ICT (including web based) supporting, training courses workshops and seminars organization.

1.6.16 IN-JET APS (IJT)

In-JeT ApS was established in 1997 and has developed to become a renowned software firm in the field of technology development and e-Business services. In-JeT has developed effective tools for ICT technology assessments and defining ICT technology platforms.

In-JeT ApS has been engaged as concept developer and system integrator in Ambient Intelligence platforms since 1998 and has extensive knowledge about concepts, technologies, user needs and business models. In-JeT ApS is working with government and commercial partners across Europe formulating concepts for service platforms for applications such as eHealth, security and surveillance. In-JeT ApS pioneered the LinkWatch Ambient Intelligence Infrastructure project. The company operated a service platform for private homes to be used by various service providers.

In-JeT ApS also acts as advisor to companies and government agencies such as PricewaterhouseCoopers, the Danish Environment Protection Agency, etc. The secretariat for the Danish Electronics Panel, a think-tank established by the Danish Environmental Protecting Agency in 1997, is managed by In-JeT.

In-JeT has been actively involved in several EU funded projects.

In-JeT ApS – Danish Business Partner

In-JeT ApS is a strong business partner for deployment in Denmark it has a strong portfolio and has established itself as public sector safe pair of hands. It will work towards researching and attracting new local authorities in Denmark.

Key Staff to be involved in the project

Jesper Thestrup: received his MSc. in EE from the Technical University of Denmark in 1974 and later obtained degrees in business administration from the Copenhagen Business School and INSEAD. He worked for a number of years in Denmark and the USA for a leading electronics company. From 1997 he has been engaged mainly in the area of ambient intelligence and service deliveries on heterogeneous platforms. He conceptualised the eu-DOMAIN Ambient Intelligence project in 2004, of which he is currently Technical Coordinator. He has been involved in IST programme activities for 10 years, including participation in ESPRIT project, partner in CRAFT and IST projects and as project evaluator and reviewer.

Trine Sørensen: has a master degree in Gender, Culture and Modernity from the Sociology Department, Goldsmiths College, University of London. She later received a MSc. in Anthropology from Copenhagen University. She has been working intensively with social and societal issues and has participated in several comparative project studies, especially in the healthcare sector. Her professional experience includes employment with governmental committees, private organisations and companies. She joined In-JeT in 2005 and is currently working with societal issues of ambient intelligence and value modelling in eu-DOMAIN.

1.6.17 ODDER KOMMUNE (OK)

The Odder Kommune is situated in the heart of Denmark, on the east coast of Jutland covering an area of 225km². Odder municipality has a population of 21,420 whereof 11,000 live in the town of Odder. There are approximately 8,000 jobs in Odder municipality. 4,500 people are commuting to work outside the municipality while 2,000 people are commuting into Odder for work. The main areas of employment are within social services and education, the manufacturing industry and the service sector. The unemployment rate is 5.6%.

The Odder municipality is currently part of the administration of Aarhus County (Aarhus Amt), however, due to a radical Structural Reform (2007) in Denmark, the counties will be abolished and five administrative regions will be established instead. The number of municipalities will be reduced to from 275 to 98 as smaller municipalities will join or merge with other municipalities in order to meet a requirement of at least 30,000 residents in each municipality. Odder municipality will therefore be taking over a number of responsibilities from Aarhus County in the areas of technology and the environment, social services and labour market, children and culture and administration and IT.

Odder- Local Authority User

The Odder municipality's home webpage has been awarded as the best in Denmark in the past two years. The webpage has chat forum which allows citizens to get involved, i.e. it allows citizens to post debate issues, to participate in existing debates, to propose issues for voting on issues, to contact politicians and to participate in hearings. Moreover, Odder municipality has electronic citizen fora which citizens can join online and use to voice their opinion and perspective on public issues. It is therefore a prime candidate to implement the eParticipate platform. Odder will allow the eParticipate consortium to evaluate a best practice eDemocracy website and to feed its results to the EC different eGovernment initiatives.

Key Staff to be involved in the project

Roald Kramer: Information Manager in Odder municipality since 2003. Roald Kramer is responsible for contact with the press, writing press releases, writing and positing news on the municipality's webpage and internal information services for the employees in the municipality. Roald Kramer received his degree in journalism in 1977 and has previously worked as a journalist for Denmark's Radio (the main national radio and television station) and as senior editor of the newspaper "Byens Avis" – a news paper for Odder town.

1.6.18 BRISTOL CoCo (BCC)

Bristol is an eGovernment and eDemocracy best practice council in the West of England, and it's addition to the eParticipate consortium strengthen the overall expertise of the consortium. In particular, Bristol brings its experience and use of the ePetitioning software, which will be used and tested as potential additional best of breed component for the eParticipate platform

The council's efforts have drawn praise from government ministers are a number of recent national conferences and last year Bristol was named European City of e-democracy.

Key Staff to be involved in the project

Stephen Hilton, Corporate Consultation Manager, who was named national innovator of the year¹. A council officer who has helped make Bristol a trailblazer for the development of new electronic ways of communicating and engaging with local people has been named Innovator of the Year in a national awards ceremony. The award recognises an individual whose personal contribution has made a significant impact on the delivery of technology based solutions for local government.

Stephen leads a small team within the council's Corporate Communications service. They are currently working with councilors and the city's creative industry sector to develop the city's bid for the national Digital Challenge - more at www.connectingbristol.org

Over recent years they have also led the way on two government-funded national projects to find new ways of engaging with people and boosting democracy through the internet and other new technologies. Their work has resulted in the development of:

- AskBristol (www.askbristol.com) - an interactive website enabling people in the city to go online to debate and comment on council initiatives
- e-petitioning, enabling local campaigners and councillors to use the internet to gather informed support for their proposals or concerns about local issues².
- Campaign Creator, providing new electronic and online ways for groups and individuals to launch constructive campaigns to improve their community and environment. The Campaign Creator project started out as a little pilot in Bristol to encourage local people, without experience of campaigning or resources, to raise their own issues- more than 500 campaigners registering to use the online resources and our guidance handbook. Individuals from all across the world used the BCC resources including Australia, New Zealand, Cameroon, Ireland, Tanzania, Tajikistan, Nigeria, South Africa, Ghana, Belgium, Switzerland, USA and Canada. It won the Eurocities Award for Participation on wednesday, a Good Communications Award in June, and has been recognised as one of 6 international case studies in excellence by the Observatorio Internacional de la Democracia Participativa. More information at www.campaigncreator.org

¹ www.kablenet.com/kgc.nsf/WebPagesFrontPage/gcInnovation2005

² <http://www.bristol-city.gov.uk/redirect/?oid=%5Bcom.arsdigita.cms.contenttypes.Bookmark:%7Bid=2512008%7D%5D>

- Consultation Finder, an online database bringing together all of the council's major consultations on the council's website and enabling residents and businesses to register their interest in taking part¹

Amongst other initiatives, Steve and his team have also piloted the use of text messaging, audio recording and online forums to support consultation with local people, with specific work targeted at young people.

Carol Hayward, Acting Corporate Consultation Manager at Bristol City Council

With a background in communications, Carol began working on e-democracy initiatives for Bristol City Council in early 2004 at the beginning of Bristol's work with the Local eDemocracy National Project.

She introduced and managed the council's e-Petitioning system which was short-listed for an e-government award in 2005, co-ordinated the e-panel workstream of the Local eDemocracy National Project which included the establishment of Bristol's own e-panel, Askbristol, and the development of a series of training courses aimed at helping local authorities to run their own online engagement. The national project work involved providing support and guidance material for other authorities as well as speaking at a wide range of workshops, seminars and conferences on Bristol's e-democracy experience.

Carol has also managed the development of an e-innovations project on video forums called Viewfinder and has been involved with other e-democracy activities at Bristol such as online councillor surgeries, I'm a Councillor, get me out of here and using tools such as Picture Poll, eDecide and Budget Simulator. All of these helped Bristol be named the leading European city for e-democracy in 2005.

¹ <http://www.bristol-city.gov.uk/redirect/?oid=%5Bcom.arsdigita.cms.contenttypes.Article:%7Bid=2489007%7D%5D>

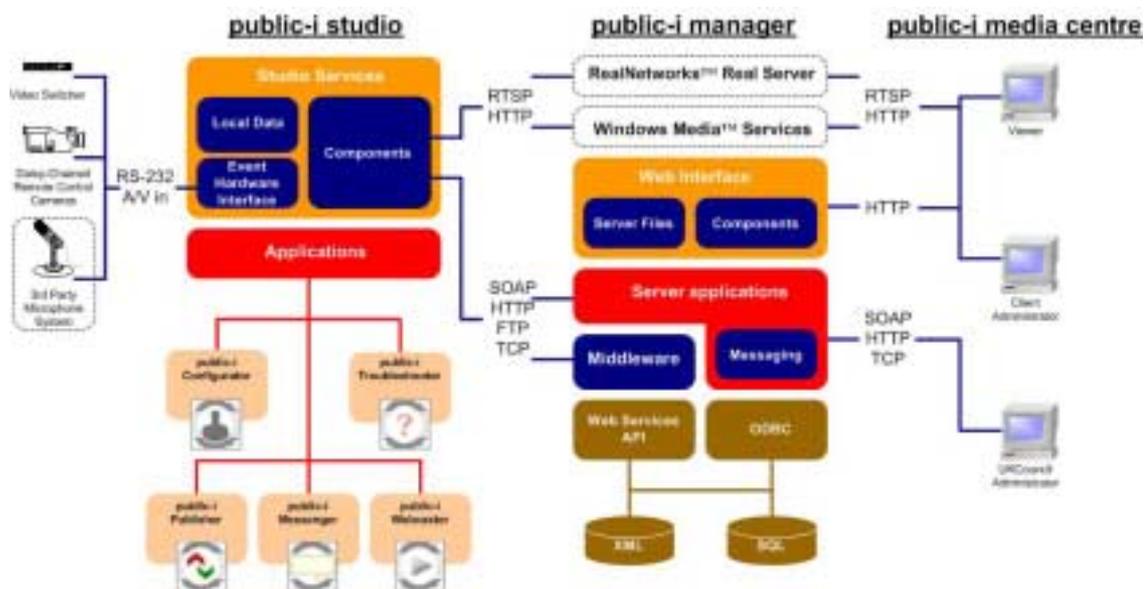
2 TECHNICAL APPROACH, DESCRIPTION OF THE SERVICE

As described in Chapter 1 webcasting is at the heart of the eParticipate proposition and of its software. Its Public-i¹ software utilises the two streaming media formats that dominate the market – Real Media and Window Media. Public-i wraps functionality around these streaming media technologies which means that it can make use of cutting edge components while at the same time tailoring the end product closely to the needs of its market. By wrapping contextual information – both textual and graphical - around the encoded live video stream, we are able to offer a far richer user experience and one which is more deeply rooted in the democratic context.

Unlike the majority of live webcasts that involve the use of camera crews to capture an event's content, the public-i system simplifies this process by the use of cameras remotely-controlled from the encoder PCs. The architecture is open, making use of web services and XML to facilitate data exchange. This means that it is simple 'plug in' 3rd party content and functionality as has been done with the public-i consultation modules.

2.1 OVERALL SYSTEM ARCHITECTURE

The system is based on a client / server architecture. The client encoder PC is used to capture and encode the A/V content. The encoded content is streamed alongside live contextual information. Client encoder settings are synchronized with the central server database which stores all webcast and system data. Serial communication is used to control the content capture hardware. All other communication takes place over TCP/IP. The client encoder is connected to the public-i network via direct dial ISDN or ADSL in order to ensure uncontested connectivity. The model below shows the overall system architecture for the current release (public-i v5.0):



public-i System Architecture Overview v4.5

RealNetworks is a trademark of RealNetworks, Windows Media is a trademark of Microsoft Corporation, public-i is a trademark of I&L (see) Ltd.

¹ www.public-i.eu

2.2 TECHNOLOGY USED

Public-i makes extensive use of open source and platform-independent technologies including MySQL, Apache HTTP server, Apache Tomcat, PHP and Java.

Java web services and server applications are used to facilitate supporting rich contextual information for webcast presentations. These server applications also include a messaging service provided for live support.

The client application suite, public-i Studio, has been written mainly in Visual Basic (with some Visual C++ modules). One of the recent feature enhancements has included the ability to create complete webcast presentations offline which are ready to publish for on-demand viewing.

Public-i uses a fixed list of hardware comprising:

- | | |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Standard | <ul style="list-style-type: none">• Sony EVI-D100P Cameras• Carillon/Techex Custom Built Video Encoding Workstation with Osprey 220 Encoding Card, ISDN2 and Monitor• Pioneer DVR-3100S DVD Recorder• AVC VS450 Vertical Interval Video Switcher |
| Optional Audio | <ul style="list-style-type: none">• Audio Technica AT-MX341a Smart Mixer• Audio Technica ES961 Boundary Microphones• Associated 3 Core Cabling |
| Sundries | <ul style="list-style-type: none">• Beyerdynamic DT131 TV Headphones• Shielded CAT5 Data Cabling• RG59 Video Cabling• Power Cabling• Assorted Flyleads (Vary)• Wall or Floor Termination (Varies) |

The service is hosted with Groovy Gecko¹ on the Akamai network. The Akamai Akamai Content Delivery Network consists of hundreds of servers deployed at the edge of the Internet, at multiple points of presence on multiple networks all around the world.

2.2.1 EPARTICIPATE HARDWARE

The eParticipate hardware comprises all the cameras, cabling and control equipment needed to manage the Local Authority's webcasts. The operator station is an unobtrusive self-contained unit that allows a single Local Authority operator to control a webcast.



¹ www.groovygecko.com

The hardware and software combine to provide the most powerful, easy to use webcasting solution available and the service includes full training that is given to the operators to ensure a professional end result at all installations. This has been found to be critical from the UK and Market Validation experience to date.

2.2.2 ePARTICIPATE PROJECT MANAGEMENT METHODOLOGY

Based on the experience of the Public-i service in the UK, the implementation of each eParticipate installation in a Local Authority will follow a structured methodology which typically will have the following stages:

1. Project initiation and definition document
2. Hardware and/or software set up, testing and sign off
3. Creation of a soft launch plan
4. Creation of a marketing/communication/recruitment plan
5. Product roll out
6. Training
7. Soft launch / trial period
8. Formal launch
9. Project sign off

By following a structured project methodology it is possible to ensure that Local Authorities benefit from the learning of all other participating Local Authorities.

The soft launch is a vital element of the eParticipate installation methodology that enables each Local Authority to identify its aims for the service and also test all elements of the service – and all iterations of the content it wishes to capture. By making the marketing plan integral to this process each installation avoids a common problem with technology projects where there is too much emphasis on the technology and not enough on the engagement and roll out to end users. Ultimately an e-participation project in any Region will fail if it does not achieve active citizen participation – and this can only be achieved by effective marketing.

2.2.3 ePARTICIPATE TRANSPARENT AND ACCESSIBLE COMMUNICATION

The proposed eParticipate communication tool is based on a web-based multimedia system actively in use in over 30 Local Authorities within the UK. The system enables a single Local Authority operator to create rich multimedia content and stream it either live or on demand, over the internet and combine this content with consultation tools. The directness and transparency of the medium is preserved as using public-i means there is no need for any post-production or editing work on the content.

In identifying web-based multimedia tools as a key communication platform it has also been identified that audio and video alone are not enough to make multimedia an effective communication tool. To do this the content needs to be supported and contextualized with features such as:

- Names and details on speakers
- Links to supporting information
- Index points to enable the viewer to jump to the content they are most interested in

It is this supporting content that makes the content package accessible and engaging for the public.

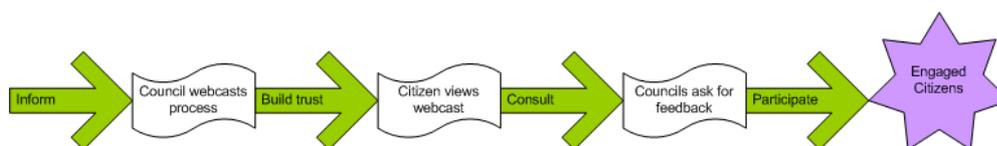
The eParticipate system provides the required hardware, software bandwidth and hosting which enables Local Authorities to manage their whole process in a non invasive efficient manner.

To access the eParticipate transmission the viewer will be provided with a link on the Local Authority website, which will direct them to a Transmission page.



2.2.4 EPARTICIPATE ONLINE PETITIONING TOOL

As has been discussed in section 1, eParticipate believes that the first stage in getting citizens to participate in the democratic process is to make that process transparent, accessible and understandable. The next stage is to get feedback and response from the viewing public and move them towards a more meaningful level of interaction with democracy. In terms of the eParticipate model the next stage is for Council’s to actually ask for feedback.



The core eParticipate software contains basic feedback options and these are being trialled by clients at the moment. These are however unstructured in nature though they provide greater interactivity they do not provide true participation in the democratic process.

eParticipate intends to integrate an online petitioning system into the platform in order provide this next stage of participation as part of the customisation work of WP3.

Petitioning is an existing democratic process which translates easily to the online environment with many of the same benefits as webcasting; namely accessibility and transparency. It does not require an huge increase in levels of commitment for a citizen to move from viewing a webcast to signing a petition and it is a short step after that for individuals to go on to set up petitions themselves.

ePetitioning in many ways improves on the physical petitioning process with it being easier to create petitions and also easier for people who have signed up to get feedback on the petitions progress. Bristol City Council have conducted a successful ePetitioning trial¹ as part of the UK National eDemocracy project and have found running ePetitions alongside paper ones encourages debate, including opposition to a petition or conditional support, and engages different sections of the community. Core features of the petitioning tool are:

- FAQ and briefing information about petitioning
- Ability to set up new petitions
- Progress reporting on the petitions
- Ability for the people to sign up to petitions and leave comments

Once gathered and tracked online the petitions are then fed into the existing petition process within the council and feedback on their status posted back to the petitioning tool.

2.3 ADAPTATION/TUNING TO BE DONE IN ORDER TO ALIGN THE SERVICE/SYSTEM

There will be two areas of customisation required as part of the eParticipate initial deployment:

- language customisation - to the language of participating regions
- Procedural customisation – in the event of different statutory requirements for webcasting and interactions with parts of the democratic process

This adaptation work will be undertaken in Workpackage 3 “Initial Deployment Localisation & Commissioning”, as described in Chapter 4.

All of the user Local Authority participants in this project will use the system in a variety of alternative contexts, languages and community-based operations in WP4 (Initial Service Deployment and Evaluation).

2.3.1 INTEROPERABILITY/ SECURITY / PRIVACY / STANDARDIZATION

To ensure openness, interoperability and future flexibility, the Public-i system is written with a modular framework that means it is simple to plug in additional third party components, for instance 3rd party webcast content, and interfacing into legacy systems. The system uses the appropriate industry standards to ensure that it is open to, and supports, all major end-user client browsers.

Web services are used to access the database and as a result can provide open access both in and out of the database, given appropriate security. Data is stored in XML formats and complies with the UK Government’s eGif standards for data interoperability in the public sector.

¹ See <http://www.bristol-city.gov.uk/item/epetition.htm>, with a more complete description at http://itc.napier.ac.uk/ITC/documents/Evaluation_of_e-Petitioning_Local_e-Democracy_National_Project05.pdf

With the exception of Public-i Studio (written in VB) all module front ends are web standard and can easily be amended to offer access to other applications. Webcasts can be linked directly to or from any part of the councils third party website which means that the service can be embedded within any website to provide a seamless service.

2.3.2 INCLUSIVENESS AND ACCESSIBILITY OF THE SERVICE

eParticipate is by its nature focused on improving the inclusiveness and accessibility of all citizens to the local democratic processes. The services itself uses open standards hardware and software, so citizens do not require any special equipment or software, other than a standard PC, web-browser and dial-up (or faster) Internet access.

However, the consortium recognises that currently multimedia content suffers from lack of of accessibility standards and inherent technological limitations. This prompted the consortium to work during the Market Validation phase with the TENUTA project¹ experts to remove as many barriers as possible in the current release of the service and the consortium is proposing to continue to do so in the next phase of the project.

¹ www.etenuta.org

3 MARKET APPROACH

3.1 BRIEF MARKET ANALYSIS

The individual Member States of the EU operate through democratically elected bodies (albeit with differing electoral processes). Both local and regional democracy are the cornerstones of European and National democracies. These bodies have primarily responsibility, both centrally and locally, for providing a range of services to their citizens. As democratically elected bodies their mandate is received from an electorate and hence they remain accountable to that electorate. The concept therefore of these elected bodies identifying electronic methods of maintaining and increasing the level of engagement with citizens is very similar within each member country. The eParticipate service development in general and trends affecting it, is this common interest and potential for Trans-European deployment.

The Market Validation Project found that each of the eParticipate implementations in the Trans-European Network deployment can be standardised and have the same basic elements – this is part of what makes the project scalable and also is important in managing risk.

The group of target customers are the Local Authorities across Europe. They and their use of the eParticipate service are assumed to be as follows:

Actors	<ul style="list-style-type: none"> • Local Authorities (customer and implementer) • Business Partner (local supplier providing installation services and support)
How they interact	<ul style="list-style-type: none"> • PI (providing software and hosting services) • The Public-i implementation methodology includes clear tasks for each party
What technology applies	<ul style="list-style-type: none"> • Public-i software • Web access for operators to manage the viewer page and access Public-i Media Centre and Manager
Benefits to Local Authorities	<ul style="list-style-type: none"> • Clear accessible and affordable communication of the democratic process • A strong methodology that enables the Authority to get the maximum benefit from the system • Effective and user friendly consultation tools
Outcomes	<ul style="list-style-type: none"> • Increased engagement (increased number of consultation feedback) • More effective consultation (all consultation feedback seen on the same document) • Improved communication with and understanding for the electorate

3.1.1 MARKET SIZE

The potential market that can benefit from the eParticipate project is therefore Trans-European i.e. each Member State and hence there is a clear common interest in this project. Whilst the project will validate the concept in 4 Member States the output has relevance through the whole European Union. Initial information gained from “The Council of European Municipalities” which is there to promote a united Europe that is based on local and regional self government and democracy, and is

the largest organisation of local and regional government in Europe¹; states that “*it represents some 100,000 local and regional authorities*” hence the market could be defined of this size. However realistically the active use of on-line eParticipation tools and services will initially be relevant for Local Authorities with over 10,000 residents.

The Market Validation project found that with this focus, the total EU25 potential market for eParticipate is over 3,500 Local Authorities.

3.1.2 MARKET STRUCTURE & TARGET GROUPS

The market structure is based on the individual Local Authorities within each Member State of the EU25. The market validation project investigated the detailed local government structures within each Member State as part of its market analysis and quantified the eParticipate potential market as follows²:

Country	No of Local Authority regions with over 10 000 habitants
Austria	72
Belgium	338
Cyprus	10
Czech Republic	132
Denmark	62
Estonia	14
Finland	89
France	921
Germany	Over 1000*
Greece	146
Hungary	142
Ireland	30
Italy	1045
Latvia	22
Lithuania	39
Luxembourg	3
Malta	12
Netherlands	398
Poland	Over 300*
Portugal	178
Slovakia	44
Slovenia	17
Spain	673
Sweden	108
United Kingdom	469
TOTAL	6264³

¹ www.ccre.org

² Reported in “Trans-European Dimension of Service & eGov Situation”, eParticipate MV deliverable D2.1, July 2005.

³ Precise figures could not be obtained and emails were sent to national statistics bodies but no answer was received.

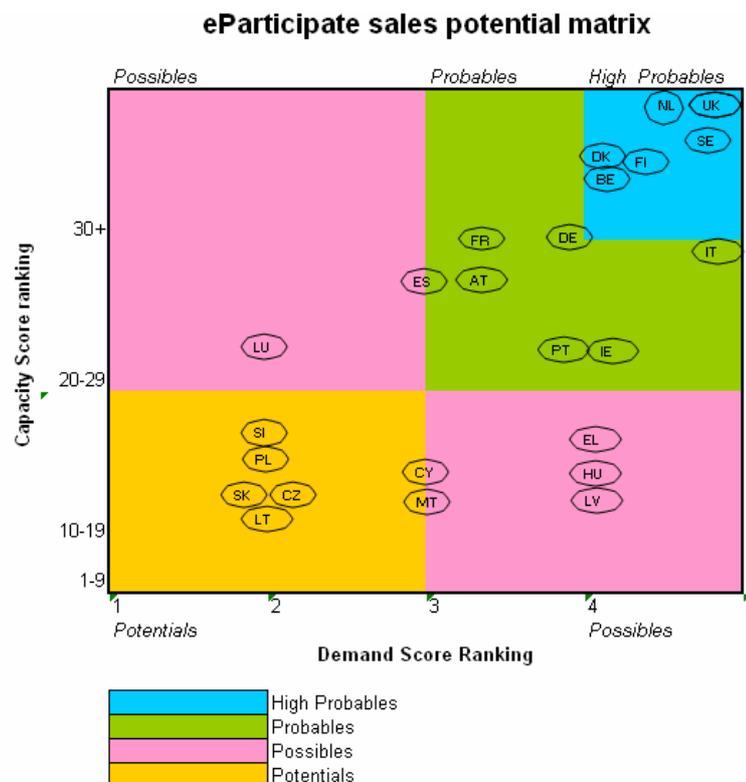
The 8 Member States in the current Consortium (highlighted above) contain 3,484 (or 55%) of these Local Authorities, so is an excellent and well spread Initial Deployment target group.

The Market Validation project found that there are 2 key dimensions for market deploying the eParticipate system:

1. Demand/intention for eDemocracy/eParticipation
(the new Member States are strong on this – high demand e.g. Estonia)
2. Capacity to pay
(in which the new member states are weak).

At EU level the eEurope Lisbon Agenda has driven National Plans, and now the Commission’s i2010 Initiative¹ is setting a very strong EU agenda for eInclusion up to 2010. So eParticipation is likely to grow – with the UK in the lead.

The EU market will be divided between early adopters who can afford it and Local Authorities ones who want it but cannot afford it. Some subsidy model may be needed for Eastern Europe where demand is high but payment capacity low. The Market Validation project documented the criteria and ranks the European Regions by their eParticipate Local Authorities/Business Partners’ deployment potential, into (a) “Potentials” (i.e. the complete market), (b) “Possibles”, (c) “Probables” & (d) “High Probables” (that will be targeted first – as indicated in the next section), summarised as follows²:



¹ http://europa.eu.int/information_society/eeurope/i2010/index_en.htm

² Eurostat Abbreviations used are: **BE** Belgium, **CZ** Czech Republic, **DK** Denmark, **DE** Germany, **EE** Estonia, **EL** Greece, **ES** Spain, **FR** France, **IE** Ireland, **IT** Italy, **CY** Cyprus, **LV** Latvia, **LT** Lithuania, **LU** Luxembourg, **HU** Hungary, **MT** Malta, **NL** Netherlands, **AT** Austria, **PL** Poland, **PT** Portugal, **SI** Slovenia, **SK** Slovakia, **FI** Finland, **SE** Sweden, **UK** United Kingdom.

So the complete market is over 3,500 Local Authorities, and the High Probable Local Authorities with a high demand for eParticipation services and a high ability to pay for them, are located in Sweden, Denmark, Finland, Belgium, Germany, Holland, Italy and UK.

In addition, the Market Validation project found that there is a very high interest in eParticipation and eDemocracy in the new Member States; however resources are limited to pay for services such as eParticipate. So building on the experience in Slovakia, the Initial Deployment will explore sources of public funding, such as European and National or grouping together authorities to provide the service in those countries.

While four of the High Potentials (Denmark, Italy, Sweden and the UK) are included in this Initial Deployment, the objectives of the project are wider than just immediate “easy win” successes; so the consortium was deliberately chosen to be representative of the complete EU, as the aim is to deploy eParticipate across all of the EU25, and explore the issues and revenue models to achieve that in a sustainable way.

Of the countries that were actively involved in the market validation project the following provides an overview:

UK	<p>There are 469 local authorities within the UK made up of five types. These are: County Councils; District Councils (can be called District, Borough or City Councils); Metropolitan Districts (called Metropolitan Borough or City Councils); Unitary Councils and London Boroughs. Metropolitan, Unitary and London Boroughs provide all local authority services to the population in their area making them all purpose authorities or single tier councils. In other areas (mostly rural) the system is split between the County Council and the District Councils.</p> <p>The councils are represented at National Level by the Local Government Association (which operates the Public-i system)</p>	
Ireland	<p>There are 34 local authorities with county status in the Republic of Ireland. 29 historic counties and 5 City Councils. The councils are represented at National Level by¹ General Council of County Councils - The national voice for local democracy.</p>	
Spain	<p>In Spain there are 16 Autonomias or regional councils. Each represents a varied number of provinces. Each province has its own capital (represented by a further council). The relevant organisation is the Spanish Federation Of Municipalities And Provinces, - Federación Española dnse Municipios Y Provincias (FEMP)² 6971 councils which are "members" of FEMP. Representing 85.97% of the total councils in Spain. (inc. Balears and Canary Islands), from equivalent village councils up to and including regional councils.</p>	
Slovak Republic	<p>Slovakia: has two levels of self government - local government (2,913 municipalities out of which there are 136 towns, including Bratislava and Kosice, both of which have special status) and regional governments (8 regions). In addition to the eight county authorities there are 79 district authorities, both of which are appointed by the central government. Moreover, the two tier system of local government exists in the capital of Bratislava and the second largest city of Košice, with their own magistrates and individual urban parts (Bratislava, is divided into 17 urban parts, each of which has a municipal board). The highest decision making bodies in the municipalities are municipal assemblies directly elected for 4 years. The official representative of the municipality is a mayor directly elected for 4 years. The Councils are represented at National level by the City Managers of Slovakia Association</p>	

In the new Member States where there is a developing local government structure that will provide perhaps the highest growth and most exciting potential demand for the eParticipate Service

¹ www.councillors.ie

² www.femp.es

deployment. Without the eTEN support this market in particular would be totally uneconomic to explore commercially at this time (which would be very unfortunate in the context of the i2010 eEurope and Lisbon Agenda). The other Members of the ID project can be categorised as follows:

Czech Republic	The Czech Republic has two levels of decentralised government: 78 district units and 14 regions. There are three levels in all, with regional authorities directly elected. Sixteen towns have statutory status, allowing them extra powers over local conditions. Prague enjoys a special status as the largest town and capital and is divided into 15 wards, each with the same powers as a municipality.
Denmark	Denmark is divided into 13 counties and 271 local authorities. Nine counties have 200,000- 400,000 inhabitants and Århus and Copenhagen are the largest with over 600,000 inhabitants. Almost half the local authorities have less than 10,000 inhabitants, and under 20% have more than 20,000. Counties and local authorities are responsible for almost all services provided for citizens. By international standards, Danish municipal autonomy is extensive. This applies to municipal expenditure proportionate to Gross Domestic Product (GDP), to total public expenditure, and to municipal tax yield proportionate to total public revenue from taxation.
Italy	Italy is made up of 20 regions, five of which are governed according to a special autonomous statute; it includes 103 provinces and 8,101 municipalities. The regions have legislative power together with the state in matters of concurrent legislation, except for fundamental principles that are reserved to state law. The regions have exclusive legislative power with respect to any matters not expressly reserved to state law. Municipalities and provinces have regulatory power with respect to the organisation and fulfilment of the functions assigned to them.
France	There were 36 772 municipalities in France, of which 36 559 are located in Europe, and 213 in overseas départements (DOMs), overseas territories and special “territorial communities” (TOMs/CTs). There have been 96 French départements in Europe since and four overseas départements (DOM) since 1946. In all there are 26 regions. The size of French municipalities varies in population from zero (a number of municipalities, in mountainous areas in particular, have lost all their year-round inhabitants) to 2 175 200 (Paris). This territory of a département can cover only a single municipality (Paris) up to several hundred, the average being 383 and the maximum 895 (in Pas-de-Calais). Regions vary in size from two départements (Corsica, Alsace) to eight (Rhône-Alpes).
Sweden	Sweden is divided into 21 counties (lan, singular and plural); Blekinge, Dalarna, Gävleborg, Gotland, Halland, Jämtland, Jonköping, Kalmar, Kronoberg, Norrbotten, Örebro, Östergötland, Skåne, Södermanland, Stockholm, Uppsala, Värmland, Västernorrland, Västmanland, Västra Götaland. Sweden has 290 municipalities. Each municipality has an elected assembly, the municipal council, which takes decisions on municipal matters. The municipal council appoints the municipal executive board, which leads and coordinates municipality work.

3.2 MARKET POSITIONING STRATEGY

There are a range of companies that can provide web-based multimedia tools and services for Local Authorities and eDemocracy. However to identify true competition the market requirement needs to be understood. The key elements in providing these platforms to this specific sector are:

1. An ability to capture suitable high quality audio/video in a non-invasive manner (i.e. not impinging on the process which is meant to be communicated).
2. The ability to provide key contextual information to the viewer to ensure value in the process.
3. The ability to provide access to this audio/video stream and supporting information to unlimited residents in a manner that is accessible to the widest community.
4. The ability to provide interactive tools and services linked to the communication to encourage engagement.

The positioning of the consortium and distinguishing its eParticipate activities from similar and / or competing products / services is that it is providing the service now. At present there are no other

identified eParticipation operations that have the ability to provide this complete service specifically for this sector. Where additional services are required i.e. hosted networks, then partner organisations have been identified and relationships established. For example network providers will be available within each Member State to provide suitable bandwidth. PI have partnered within the UK with the Akamai Content delivery¹ network. Similar relationships will be established throughout the targeted regions across the EU.

3.3 BENEFITS VERSUS COSTS

A cost benefit analysis of the eParticipation platform is difficult to conduct at this time, for a number of reasons. Firstly there are the usual issues around cost benefit for infrastructure improvements where cost savings and efficiencies might permeate the whole organisation rather than being contained in a single area. More importantly it is extremely difficult to put a value on democratic engagement or to quantify what is an acceptable expenditure in this area.

However there are a number of different ways in which eParticipation through webcasting could deliver cost savings in addition to the benefits in terms of transparency and communication inherent in increased eParticipation. None of these by themselves offers a compelling basis in terms of cost, but together they show that Local Authorities can potentially make the outlay on eParticipation pay for itself. A significant increase in participation compared with previous attendance at most local council meetings is moving towards justifying the cost on its own.

A recent report² found that eParticipation through webcasting will play an increasing role in the communication strategies of local public sector organisations in the UK.

- The common motivations for commencing are to encourage Democratic Renewal and to support both internal and external communication
- Between 74% and 90% of local authority desktops in the UK now have the hardware and software to enable webcast viewing (interestingly this is much higher than the perceived level of available technology – only 60% of IT Managers think their desktops are sufficiently equipped for viewing webcasts)
- To achieve the best value from the technology and good take up of the technology a planned programme of meetings, events and other content should also be planned
- All Councils that have commenced webcasting have reported an overall positive experience and continued to do so with some Council's now in their 3rd year of providing the service. Member, officer, resident and press support can also be evidenced. Nearly all councils that are currently webcasting have also experienced significant enhancements to their internal communication abilities
- Anecdotal evidence and informal feedback from viewers indicates the following reasons for viewing:
 - a. Convenience:
 1. You can watch just one section of a meeting
 2. You can watch at any time to suit
 3. The availability of archived meetings ‘on-demand’ removes time restrictions from accessing meeting proceedings
 - b. Accessibility:
 1. No need to travel to a meeting, access from any internet connection.

¹ www.akamai.com

² “Business Case for Webcasting as a Communication Tool for Local Authorities” PI Consulting, August 2004.

2. Accessibility for those with special needs is well supported: personal i.e. access from any location – helps the disabled - volume control - ; transcripts can be provided; you can re-view points that were confusing or complicated; no need to travel
3. Anonymity. A resident can participate and contribute to a meeting without the pressures of appearing in public.

c. Transparency

1. Access to a meeting ensures trust and transparency in the process
- Experience from councils who have already used webcasting suggests that the ‘return on investment’ is greatest when the webcasting is embedded in their wider communication strategy. That is it is seen as part and parcel of how the council communicates.

In addition there are further specific potential cost savings as follows:

- Time and travel savings for residents (i.e. can ‘attend from home’)
- Time and travel savings for Officers / members (reduction in need to pay travel expenses)
- Recording of meetings. Ability for Officers to complete minutes during normal working hours
- Reduction in printed matter required to communicate with residents / officers / members
- Reduction in telephone costs to brief staff
- Meeting management efficiencies and hence reduction in overtime
- Potential reduction in legal costs through actual full record of event maintained
- Electronic storage of meetings reducing storage costs of meeting papers

These issues will be factored into the common evaluation procedures that will be developed in WP4 to validate the eParticipation service.

3.4 DESCRIPTION OF THE COMPETITION AND POSITION OF THE SERVICE COMPARED TO COMPETITION

The Market Validation project market research¹ found that eParticipation is currently interpreted by most potential users as just eConsultation. The eConsultation market is very crowded already, and competition is high. However there is little competition for webcasting, and the market is still in its infancy, but likely to take-off due to increased focus on eInclusion at EU and National levels. So the initial deployment and promotion of eParticipate will be around the Public-i webcasting system and facilities.

Current and potential webcasting competitors identified and analysed were positioned with respect to the eParticipate service as follows:

Country	Competitor	Type of service	Market Position relative to eParticipate
Belgium	Cube New Media	Streaming providers	Streaming services offer only unqualified video broadcasting. Also, not clear if it deals with any other markets outside Flanders.
UK	Speedera	Streaming providers	Speedera is the network used by PI in the UK and the company seems to concentrate its activities in the area of bandwidth provision.
UK	StreamUK	Streaming providers	The company does not provide for such services as camera control/value added services.

¹ See “Existing e-Participation Initiatives, Products & Services”, MV project deliverable D2.2, August July 2005.

UK	Westminster Digital	Streaming providers	Westminster Digital is targeting the eGovernment sector and as such could be a direct competitor to eParticipate but does not have the added value services of eParticipate nor its local authorities focus and methodology
European HQ UK	Virtue	Streaming providers	The company targets corporate market and doesn't show any knowledge of local authorities processes.
Finland	GoodMood Software	Software providers	GoodMood's offering is not yet targeted at local governments and doesn't provide the hardware capability that eParticipate offers.
USA	Granicus	Software providers	Does target the local governments market but for now just in the USA which may indicate they do not possess the understanding of the European Market.
EU	ManagEnergy Streaming Tool (MST)	Software providers	The tool has not yet been tested in commercial settings or for other purpose than the project it was developed for.
Canada	Xstream Webcasting	Webcasting solution providers	The company website doesn't indicate that they conduct any business outside Canada.
EU	Local Authorities In-house.	Council IT departments	We have not found examples of this as yet but as the table below shows many consultation tool solutions are developed in house and this trend could in time cross over to webcasting. However, the relative simplicity of developing consultation tools may not be replicated with webcasting

Evidence of the market leading position of the Public-i services was recently confirmed as Lancashire County Council completed a tender for the largest Local Authority webcasting contract within Europe and determined that:

“Public -i... are recognised as a market leader in this field.....” and “provide a unique service designed specifically for the local government market.”

While the following lists Online Consultation Services:

Country	Competitor	Type of service	market Position relative to eParticipate
UK	Community People	online consultation	This is close to the intended service for eParticipate and a direct competitor.
UK	Dialogue by Design	online consultation	This is a very good tool but which may be heavy for the needs of some Councils.
Belgium	Flanders Authority project	online consultation	This is a regional project championed and tailored to its need by a particular region. This seems to be widespread as other examples below show.
Ireland	Donegal county council	online consultation	It is expected that under the auspices of best practices, the tool developed by Donegal may be transferred to other Irish Councils
Czech Republic	Czech Parliament	online consultation	Developed in collaboration with a private company this is also a project and not a commercial offering.
Denmark	County of North Jutland	online consultation	Once again this is a project based development. The web site was designed in close cooperation between the project group of the County of North Jutland, and KMD, a large Danish IT enterprise.
Denmark	Hals Municipality	online consultation	Developed in collaboration with a private company, this is also a project and not a commercial offering.
Sweden	Kalix town hall	online consultation	This is an extremely expensive solution and probably too specialised for most European councils needs
Sweden	Norrmalm Districk of Stockholm	online consultation	Another self developed tool.
EU	Your Voice in Europe	online consultation	EC tool developed as part of an internal initiative

EU	other initiatives identified	online consultation	Including initiatives partly funded by regional, national initiatives and not for commercial purchase, such as: <ul style="list-style-type: none"> • Italy – Comune di Cesena PEG online • Netherlands – e-consultation on the future of food • Italy – Comune di Bologna: DEMOS Project • UK – Online Parliamentary enquiry into domestic violence • UK – national eDemocracy initiative (umbrella of initiatives) • UK - e-petitioning the Scottish Parliament
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The conclusion of the Market Validation project was that while there are many eConsultation Tools available (and to many people eParticipation is nothing more than eConsultation), there are no web-casting eParticipation services yet that can engage citizens in the way that eParticipate does.

The research found that the major competitor to eParticipate is perhaps Local Authorities implementing such systems themselves. However such in-house systems have had very little success and have generally disappointed. So the Initial Deployment of eParticipate will position it to stress the additional functionality and proven delivery of the eParticipate system, to convince potential customers and provide them with clear arguments why they should outsource their eParticipation/eDemocracy services to eParticipate rather than attempt it themselves.

3.4.1 BUSINESS CASE – EPARTICIPATE SWOT ANALYSIS

<p>Strengths</p> <ul style="list-style-type: none"> ▪ Provision of range of eParticipation tools for citizens under one brand name ▪ Strong market operational experience in the UK and Ireland, and strong European market knowledge. ▪ Low cost structure ▪ Proprietary advantage and know-how ▪ Market-leading Partnerships established ▪ Expanding UK customer base ▪ Customers’ praise of the technology in their marketing & PR materials ▪ Multi-lingual options are available ▪ Software proven to be market leader in winning tenders ▪ Lack of Competitors for provision of complete eParticipation services ▪ Small operation thus rapid response time ▪ Totally customer/partner-focused operations ▪ Rapid change possible for adapting to market requirements ▪ 100% renewal on existing client base 	<p>Weaknesses</p> <ul style="list-style-type: none"> ▪ European market knowledge needs to be quantified. ▪ Reliance on Citizens having access to ICT ▪ Lack of access to local distribution networks ▪ Support in local languages ▪ Market presence still minimal
<p>Opportunities</p> <ul style="list-style-type: none"> ▪ Deployment of service to all 25 EU Member States who have a common eParticipation requirements ▪ Growth of the Internet & its use for provision of information ▪ Government policy requirements throughout Europe to provide greater online services for citizens ▪ Use of regional/local hosting service and network providers ▪ Established and proven technology ▪ European Union trading barriers removed ▪ Growth of citizens using internet for information and communication, lifestyle and social events ▪ Slow growth of competition as competitors can provide partial services only 	<p>Threats</p> <ul style="list-style-type: none"> ▪ Lack of Business/Deployment plan for all of Europe. ▪ Reliance on 3rd party supplier’s e.g. hosting service, communications network providers etc. ▪ Substitute technology/ products may be developed ▪ Inability to locate local distribution and suppliers ▪ Big difference in detailed democratic processes make localisation more demanding

	<ul style="list-style-type: none"> ▪ A rise in costs of hosting services or network provision ▪ Lack of funding in identified marketplace ▪ Lack of competition in the existing marketplace
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The SWOT Analysis with reference to the Trans-European deployment opportunities for the eParticipate platform indicates that there are more strengths than weaknesses and more opportunities than threats. This in itself indicates that there is a case for Initially Deploying this service to the Trans European Market.

3.5 VIABILITY OF THE SERVICE

The open Trans-European eParticipate network platform has at its core the Public-i platform that has been proven to be commercially viable in the UK with installations running in 30 Local Authorities¹. From this viable base eParticipate will provide an open integrated standard web-based network and gateway of proven existing-technology, “best of breed” components and applications (called public-i) to enable public bodies to implement and benefit from a full range of proven eParticipation tools that broaden the participation of citizens in the democratic process.

The Market Validation project proved the existence of a viable and validated market of over 3,500 Local Authorities across Europe, with “High Probable” Local Authorities with a high demand for eParticipation services and a high ability to pay for them, located in Sweden, Denmark, Finland, Belgium, Germany, Holland, Italy and UK. In addition, the Market Validation project found that there is a very high interest in eParticipation and eDemocracy in the new Member States; however resources are limited to pay for services such as eParticipate. So building on the experience in Slovakia, the Initial Deployment will explore sources of public funding, such as European and National or grouping together authorities to provide the service in those countries.

To ensure the successful market deployment and ongoing provision of the eParticipate services, PI will use its proven approach to identify and appoint a suitable representative company to provide local knowledge, implementation and support within each participating territory. This approach involves PI providing:

- All the necessary training, support, public-i software (localised for each region), network, bandwidth and ongoing development/upgrades through its established development team.
- A localised version of the already established hardware specifications, installation guide, training and operating manuals and marketing source materials for each appointed representative. The current team is already resourced to fulfill these requirements, however should the project grow beyond the existing participants it is likely that PI will only require the addition of 1-2 additional resources to manage this network in the Market Deployment Phase.

The initial deployment of the eParticipate Service will focus on the 8 Member States represented in the project (CZ,DK,ES,FR,IE,IT,SK,UK). By the end of this Initial Deployment, these markets will have excellent reference installations, and will have a committed Network of Business Partners on the ground.

This market deployment will then grow from these States to sign up a further 20 Local Authorities and a total of 5 Business Partners in 2009, the first full year of the Market Deployment. It is planned that the key potential users will be Local Authorities, working with local Business Partners. The

¹ www.public-i.eu

current UK pricing model is based on flat fees per month for basic use, and then incremental costs based on increased usage above a baseline. Based on the results of the WP4 Initial Deployment evaluation, suitable pricing models, tailored to each regional context will be clarified and included in the Final Deployment/Business Plans.

In the second year of deployment the focus will be to sign up a further 30 Local Authority users. These will then form the basis for the second phase of Market Deployment that will target the best of the remaining EU Member States to begin deployment to those further markets in year 3. The market research work of the Market Validation Project has provided the basic information and contacts for this second phase of deployment. The aim is to have 100 Local Authority users signed up by the end of 2010, which will be year 2 of the Market Deployment.

VIABILITY RISKS

As identified in the SWOT analysis in the last section, the key risks to the eParticipate TEN service are:

- Lack of a credible Business/Deployment plan for all of Europe.
- Reliance on 3rd party supplier's e.g. hosting service, communications network providers etc.
- Substitute technology/ products may be developed
- Inability to locate local distribution and suppliers
- Big difference in detailed democratic processes make localisation more demanding
- A rise in costs of hosting services or network provision
- Loss of vital staff
- Lack of funding in identified marketplace

These risks are addressed in this Initial Deployment Project (and hence the need for eTEN funding) by testing the service with evaluation of the initial deployments that will prove the sustainability and potential of the platform scale-up and customisation as a sustainable Trans-European Network.

The evaluation will determine:

- That the platform does address the eParticipation needs of local government in various contexts.
- That a viable revenue model can be established to sustain the service
- That the service can be delivered in multiple contexts and languages across Europe on an operational basis.
- That alternative solutions and services are accommodated.

4 PROJECT PHASE

4.1 DESCRIPTION OF PROJECT PHASE

eParticipate is a 24 month Initial Deployment follow-on based on the previous successful Market Validation results. The project will initially deploy the service to 10 very different Municipalities in 8 key EU Member States (as identified during the Market Validation) across Europe. Each Local Authority will provide live and archived Internet webcasts of local Municipal meetings both on and off site and other local community events. The project will begin by documenting an Initial Market Deployment Plan in month 2, and then proceed to explore sustainable deployment revenue models based on working with Local Business Partners for commercial deployment to the larger Local Authorities, and publicly subvented groupings of smaller Municipalities in less favoured regions across Europe. To disseminate its results a network of European and National User Groups will be established and a series of Dissemination Workshops undertaken. These will culminate in an agreed Trans-European Deployment Plan that will include a committed Network of Local Business Partners each with their own National Deployment Plans.

4.2 OBJECTIVES OF THE PROJECT AND INDICATORS OF ACHIEVEMENT

The key outputs of the project will be the eParticipate service running operationally in at least 10 communities, and a viable Deployment Plan and Business Partners committed to rollout of the platform to all of Europe. In addition to its direct impact on 1.9M citizens in 10 regions of 8 Member States during this project, it is anticipated that the longer-term impact of eParticipate will be to establish the critical importance of eParticipation in the success of all eGovernment initiatives and service delivery, and provide a TEN that will enable any EU Local Authorities to readily do so. It is envisaged that Market Deployment to all 25 Member States will involve further localisation and adoption of the platform in the light of the Initial Deployment lessons and recommendations, and the provision of the eParticipate Network on a Trans European basis to over 100 Local Authorities across the Union before the end of 2010.

The specific objectives and expected outcomes of this phase are as follows:

Phase Objective		Target	Relevant Deliverables
1.	Activate Democratic Renewal & increased Citizen Engagement across Europe.	<ul style="list-style-type: none"> • 25% increase in citizen participation in local democratic activities & interactions in: <ul style="list-style-type: none"> (a) 10 very different Local Authority regions in 8 key member States across the EU during the initial deployment project. (b) 50 Local Authorities committed to using the service by the end of the project. (c) 100 Local Authority regions across the EU committed to use the service within 2 years of its subsequent market deployment. 	D1.4-Final Report – confidential D1.5-Final Report – public D4.2 -Initial Market Deployment Lessons learned. D4.3-Initial Market Deployment Results & Recommendations

2.	Demonstration of viable regional deployment models through the eParticipation Trans-European Network..	<ul style="list-style-type: none"> • Evaluation of Platform across 8 Local Authority contexts, countries and languages. • European User Group of Local Authority Users. • Platform customised from original UK,IE, ES, & SK in 3 languages to CZ, DK, FR & IT. 	D3.1-e-Participate User & Tech Requirements for all ID sites D3.2-e-Participate TEN Platform of all 10 ID sites Operational D4.1-Evaluation Criteria & Process for Initial Deployment
3.	Increase eParticipate Platform awareness and attract Deployment Business Partners.	<ul style="list-style-type: none"> • Promotional materials, website & 3 dissemination workshops. 	D2.1-Dissemination Strategy D2.2.1-Initial Dissemination Workshop D2.2.2-Project Mid Term workshop D2.2.3-Project Final Event/workshop D2.3-European User Group of 10 active & 10 interested LA's
4.	Ready to deploy the eParticipate Platform across Europe	<ul style="list-style-type: none"> • Trans European Business & Deployment Plan. • Initial Network of 7 committed Local Business Partners by end of project. 	D2.4-8 National eParticipate User Groups in operation D2.5-Agreed Business Partners for Market Deployment. D5.1-Initial Business, Market & Competitive Deployment Plan D5.2-Business Partners 8 National Deployment Plans. D5.3-Final Trans European Deployment Plan
5.	An efficient & effective Project.	<ul style="list-style-type: none"> • All Contractual deliverables and progress reports delivered on time. 	D1.1-Project Handbook, Logo & www.eparticipate.eu website D1.2.1-8-Quarterly Management report D1.3-Periodic Report No.1 D1.4-Final Report – confidential D1.5-Final Report – public

The major outcome of the current project phase will be a Trans-European Business/Deployment Plan and Partners deploying the eParticipate Platform across the European market, based on a convincing Initial Deployment demonstration and evaluation of its inherent assumptions.

The impact of the Trans-European deployment of the eParticipate platform will be to directly encourage Democratic Renewal & facilitate Citizen Engagement in the initial 10 local regions of the Initial Deployment, and eventually to 100 such regions across the EU within 2 years of its market deployment.

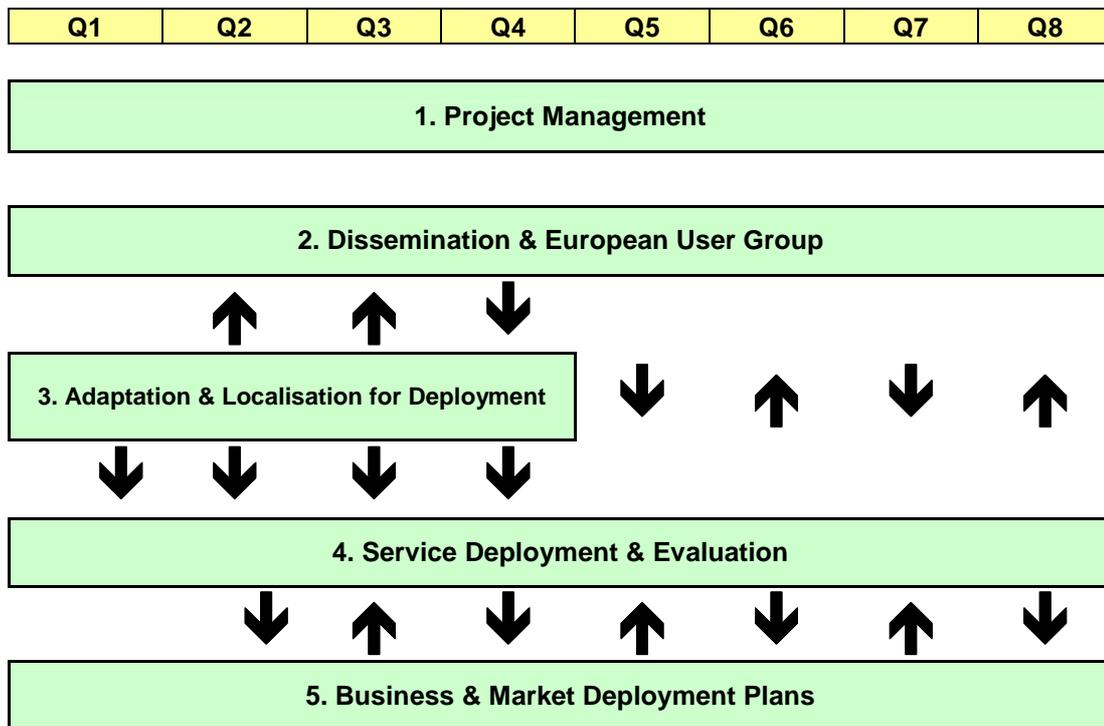
4.3 MAIN ACTIVITIES

This work will be under taken in the following 5 work packages:

WP	Title	Start Month	End Month	WP Manager
1	Project Management	1	24	MAC
2	Dissemination, EU User Group & Business Partners	1	24	PI
3	Initial Deployment Localisation & Commissioning	1	12	PI
4	Initial Service Deployment & Evaluation	1	24	PI
5	Business & Market Deployment Plans	1	24	MAC

4.4 PROJECT WORK PLAN

The project workplan of the 5 workpackages (WPs) has the following durations and flow:



The following table summarises the time, deliverables, and person-days allocated for the implementation of each of these work packages.

WP No.	Title	Start Month	End Month	Deliverables		Total person-hours per WP
1	Project Management	1	24	D1.1	Project Handbook, Logo & www.eparticipate.eu website	5,790
				D1.2.1-8	Quarterly Management report	
				D1.3	Periodic Report No.1	
				D1.4	Final Report – confidential	
				D1.5	Final Report – public	
2	Dissemination, EU User Group & Business Partners	1	24	D2.1	Dissemination Strategy	11,288
				D2.2.1	Initial Dissemination Workshop	
				D2.2.2	Project Mid Term workshop	
				D2.2.3	Project Final Event/workshop	
				D2.3	European User Group of 10 active & 10 interested LA's	
				D2.4	8 National eParticipate User Groups in operation	
D2.5	Agreed Business Partners for Market Deployment.					
3	Initial Deployment Localisation & Commissioning	1	12	D3.1	e-Participate User & Tech Requirements for all ID sites	5,775
				D3.2	e-Participate TEN Platform of all 10 ID sites Operational	
4	Initial Service Deployment	1	24	D4.1	Evaluation Criteria & Process for Initial Deployment	26,093
				D4.2	Initial Market Deployment Lessons learned.	
				D4.3	Initial Market Deployment Results & Recommendations	
5	Business & Market Deployment Plans	1	24	D5.1	Initial Business, Market & Competitive Deployment Plan	5,909
				D5.2	Business Partners 8 National Deployment Plans.	
				D5.3	Final Trans European Deployment Plan	
					TOTAL	54,854

4.5 DESCRIPTION OF WORK PACKAGES

WP	Title	Start Month	End Month	WP Manager
1	Project Management	1	24	MAC
2	Dissemination, EU User Group & Business Partners	1	24	PI
3	Initial Deployment Localisation & Commissioning	1	12	PI
4	Initial Service Deployment & Evaluation	1	24	PI
5	Business & Market Deployment Plans	1	24	MAC

WORK PACKAGE No. 1		WP1	
Title:		Project Management	
WP Leader:		MAC	
Start month:	t0	End month	t0+24
Total person-hours for work package:			5,790
Total person-hours per beneficiary			
Participant 1 Name: [number of person-hours]		MAC	2,775
Participant 2 Name: [number of person-hours]		PI	300
Participant 3 Name: [number of person-hours]		WBC	150
Participant 4 Name: [number of person-hours]		FCC	150
Participant 5 Name: [number of person-hours]		ADG	150
Participant 6 Name: [number of person-hours]		MV	188
Participant 7 Name: [number of person-hours]		ASP	225
Participant 8 Name: [number of person-hours]		CDG	150
Participant 9 Name: [number of person-hours]		CDE	150
Participant 10 Name: [number of person-hours]		DIG	158
Participant 11 Name: [number of person-hours]		AGA	150
Participant 12 Name: [number of person-hours]		S602	158
Participant 13 Name: [number of person-hours]		VK	180
Participant 14 Name: [number of person-hours]		MSS	225
Participant 15 Name: [number of person-hours]		LEA	158
Participant 16 Name: [number of person-hours]		IJT	225
Participant 17 Name: [number of person-hours]		OK	150
Participant 19 Name: [number of person-hours]		BCC	150

Objectives and approach

Objectives:

- The main results of this WP will be an effective and efficient project that will facilitate the Market Validation project to achieve its objectives.
- All Contractual deliverables and progress reports delivered on time.
- All Coordinator responsibilities and liaison with the Commission and Consortium concluded as per contract.

Approach:

The work of WP1 has been split into 3 tasks as shown in the Schedule in section 4.8, and the breakdown of effort below.

There will be much effort in the first 3 months to:

1. Set up the Project Structure & hold the Kick-off meeting (month 1)
2. Deliver the Project Handbook of good project management procedures and the www.eparticipate.eu project collaboration and dissemination website (month 2)
3. Agree and finalise Consortium Agreement to provide all partners with clarity for the future (month 3)

A key part of the work in this work package will be in communicating and collating results as well as ensuring close collaboration between the many project partners. The website will be central to this process acting as a gateway to and repository of project information.

The eParticipate website and major dissemination and collaboration platform (for WP2) will be an evolution of the non-commercial www.eparticipate.org project website that was developed in the previous Market Validation project, to be focused much more on deployment and will be hosted by MAC.

The Project Management Structures and approach are described in section 6. The internal eParticipate Project Management structure comprises two levels of management: a Project Policy Board (PPB) and a Project Executive Committee (PEC). This will be established at the Project Kick-off Meeting and first Meeting of the PPB in the first month of the project. The Board will meet at least every 6 months thereafter, as shown in the Schedule & Timetable above. In addition, the Mentoring & Support Team (MST) will provide day-to-day support to all partners as described in section 6.

Tasks

WP No.	WP/Task Name	Ldr	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P19	Total
			MAC	PI	WBC	FCC	ADG	MY	ASP	CDG	CDE	DIG	AGA	S602	VK	MSS	LEA	IJT	OK	BCC	PHs
1	Project Management	MAC	2,775	300	150	150	150	188	225	150	150	158	150	158	180	225	158	225	150	150	5,790
1.1	Setup management structures, procedures & website	MAC	225	38																	263
1.2	Project Board Meetings	MAC	300	75	75	75	75	113	135	75	75	75	75	75	105	135	75	113	75	75	1,800
1.3	Administration, project coordination & EU Liaison	MAC	2,250	188	75	75	75	75	90	75	75	83	75	83	75	90	83	113	75	75	3,728

- The management structures, procedures and the website will be setup and maintained in T1.1 by MAC with some support from PI.
- T1.2 will consist of 5 Project Board Meetings involving an average of 2 Person Days each per Partner, with MAC (as Project Manager) providing preparation & secretarial support for each Board Meeting. Some other Partners, such as ASP, MSS & IJT due to their locations will require extra travel days.
- As Coordinator and Project Manager, most of MAC's effort will be in T1.3. This will be an average of about two thirds of a person over the duration of the project to produce the many administrative deliverables listed below, as well managing and coordinating the Mentoring & Support Team (MST).

Results

The main results of this WP will be an effective and efficient project that will facilitate the Market Validation project to achieve its objectives.

The specific results will be all contractual deliverables and progress reports, as well as scheduled project meetings delivered successfully and on time.

Deliverables

No	Deliverable Title	Due date
D1.1	Project Handbook, Logo & www.eparticipate.eu website	M2
D1.2.1-8	Quarterly Management report	Quarterly
D1.3	Periodic Report No.1	M13
D1.4	Final Report – confidential	End of project
D1.5	Final Report – public	End of project

Dependencies

Supports all other WPs, but is not dependent on them..

Contribution to Project Objectives

WP1 will mainly address phase Objective 7, but it will also contribute to the primary eParticipate objective 1 as follows:

Project Objective	Target
Activate Democratic Renewal & increased Citizen Engagement across Europe.	25% increase in citizen participation in local democratic activities & interactions in:10 very different Local Authority regions in 8 key member States across the EU during the initial deployment project.
An efficient & effective Project.	All Contractual deliverables and progress reports delivered on time.

WORK PACKAGE No. 2		WP2	
Title:		Dissemination, EU User Group & Business Partners	
WP Leader:		PI	
Start month:	t0	End month	t0+24
Total person-hours per work package:			11,288
Total person-hours per beneficiary			
Participant 1 Name: [number of person-hours]		MAC	1,313
Participant 2 Name: [number of person-hours]		PI	1,838
Participant 3 Name: [number of person-hours]		WBC	300
Participant 4 Name: [number of person-hours]		FCC	225
Participant 5 Name: [number of person-hours]		ADG	300
Participant 6 Name: [number of person-hours]		MV	450
Participant 7 Name: [number of person-hours]		ASP	938
Participant 8 Name: [number of person-hours]		CDG	225
Participant 9 Name: [number of person-hours]		CDE	225
Participant 10 Name: [number of person-hours]		DIG	750
Participant 11 Name: [number of person-hours]		AGA	188
Participant 12 Name: [number of person-hours]		S602	1,050
Participant 13 Name: [number of person-hours]		VK	375
Participant 14 Name: [number of person-hours]		MSS	938
Participant 15 Name: [number of person-hours]		LEA	900
Participant 16 Name: [number of person-hours]		IJT	900
Participant 17 Name: [number of person-hours]		OK	225
Participant 19 Name: [number of person-hours]		BCC	150

Objectives and approach

Objectives

- Increased eParticipation awareness and the central importance of engaging citizens in all eGovernment services and initiatives.
- eParticipate Platform awareness, particularly in the 8 Initial Deployment Countries (CZ, ES, IE, IT, DK, FR, SK, UK)
- Establishment of eParticipate as a European best practice test bed for the EC
- Promotional materials, website & 3 dissemination workshops.
- To create a European wide User group
- Attract Deployment Business Partners in the 10 Initial Deployment and further Deployment Regions.
- To set up dissemination and support mechanisms for business partners

Approach

WP2, which will run the full 24 months of the project, will aim to increase awareness of eParticipation and the eParticipate Service Platform in particular. The work will aim to both increase general awareness amongst the public and Local Authorities, but also (and more specifically) to attract Business Partners to deploy and enrich the service subsequently.

The work of the WP will involve 5 tasks, as shown in the Work Schedule,

1. External coordination & dissemination – to produce the eParticipate Promotional / Dissemination Materials. In this, maintenance of the deployment project website www.eparticipate.eu by all partners will be particularly important (see WP1). This work will also positively contribute to EC eGovernment action plan as a European best practice and dissemination should focus on dissemination results using the different mechanisms put in place by the EC including the eGovernment Good Practice Framework and the eGovernment Observatory
2. Dissemination Workshops – in month 6, 12 and 24. These will be particularly important in hearing citizen and Local Authority feedback and identifying and attracting further Local Authority users and Business Partners. The aim will be to tie these workshops to suitable high-profile eGovernment events to ensure top quality and maximum potential audience.
3. Setup & operate the European Group of Local Authority Users – this will be particularly important both during the project and subsequently. The approach will build on the very positive UK Public-i User Group model, as follows:
 - a. The project will launch a European User group with a selected panel of European Local Authorities. To act as mentor of the user groups it is proposed to invite 2 or 3 UK Local Authorities which have been using the system for a while in order to provide valuable input based on their experience, usage, ideas etc so the significant experience gained in the UK can be passed to the new user regions. The European User Group will aim to include members from each country in the programme. All EU Associations of Local Government Agencies (as listed in Annex A) will be contacted to achieve Trans-European coverage.
4. Within in the context of the European Group, the Business Partners will setup and operate their own National User Groups (also based on the UK Model). Each Business Partner will deploy and then facilitate the launch of a user group in that country to ensure the experience of the more experienced councils can be fed to the new ones. These user groups will cover all elements of the service implementations from technical tips and training to questions relating to the code of conduct, guidelines, etc.
To facilitate this, this task will provide a support network for the Business Partners to enable exchange of work practice between the different Business Partners. The network will meet every 6 months and use those meetings for sales, marketing and training sessions in conjunction with the work of Task 5.2.
5. Interaction with potential investors & business partners. This will parallel the work of WP5 as a very focused targeted dissemination and marketing of the eParticipate TEN opportunity.

Tasks

WP No.	WP/Task Name	Ldr	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	Total
			MAC	PI	VBC	FCC	ADG	MY	ASP	CDG	CDE	DIG	AGA	S602	YK	MSS	LEA	IJT	OK	BCC	PHs
2	Dissemination, EU User Group & Business Partners	PI	1,313	1,838	300	225	300	450	938	225	225	750	188	1,050	375	938	900	900	225	150	11,288
2.1	External coordination & dissemination	PI	375	300	38	38	90	113	188	38	38	188	38	330	218	330	300	300	113	38	3,068
2.2	Dissemination Workshops	PI	188	225	45	45	68	113	113	45	45	113	45	45	60	45	75	90	38	45	
2.3	Setup & Operate eParticipate European User Group	PI	188	525	150	105	105	150	113	105	105	113	68	38	45	38	38	60	38	38	
2.4	Biz Partners Network & their National User Groups	PI	225	525	68	38	38	75	263	38	38	263	38	263	53	263	263	338	38	30	
2.5	Interaction with potential Investors & business partners	MAC	338	263					263			75		375		263	225	113			1,913

- The External Coordination and dissemination will be mainly driven by MAC & PI, with each of the other partners being involved to a lesser extent throughout the project.
- The 3 Dissemination Workshops will be organised by PI with support from MAC, and it is assumed that 2 people will attend from each of the Partners.
- The European User Group will mainly involve the Local Authority Users, particularly those from the Market Validation to provide guidance and share experience. MV (working with ASP) will have an additional input to explore the groupings of smaller Municipalities in less favoured regions across Europe, BCC will have additional input to promote and support their ePetitioning system as an additional “best of breed” component on the eParticipate Platform. S602 will explore the incorporation of their XML IFP “best of breed” system onto the eParticipate platform.
- The Business Partners Network and the setting up of their National User Groups will be a major involvement of the Business Partners in WP2. However the Local Authorities will also have to attend those meetings.
- The main role of the Business Partners, with the support of MAC and PI, will be in interacting with potential investors and further Partners within their countries. This will enable them to develop their National Deployment Plans in WP5.

Results

- Increased eParticipation awareness and the central importance of engaging citizens in all eGovernment services and initiatives.
- Creation of European and National User groups
- Creation of a business partners’ network meeting at least 3 times during project
- Promotional materials, website & 3 dissemination workshops.

Deliverables

No	Deliverable Title	Due date
D2.1	Dissemination Strategy	M3
D2.2.1	Initial Dissemination Workshop	M6
D2.2.2	Project Mid Term workshop	midterm
D2.2.3	Project Final Event/workshop	End of project
D2.3	European User Group of 10 active & interested LA's	M6
D2.4	8 National eParticipate User Groups in operation	M18
D2.5	Agreed Business Partners for Market Deployment.	M24

Dependencies

WP2 continuously feeds into all other WPs and in turn depends on their outputs and work to disseminate the project results.

Contribution to Project Objectives

WP2 directly addresses the eParticipate Initial Deployment Phase Dissemination & Awareness Objectives as follows:

Project Objective	Target
Increase eParticipate Platform awareness and attract Deployment Business Partners.	<ul style="list-style-type: none"> • Promotional materials, website & 3 Dissemination Workshops. • European User Group of Local Authority Users. • Network of 7 committed Local Business Partners by end of project.

WORK PACKAGE No. 3		WP3	
Title:		Initial Deployment Localisation & Commissioning	
WP Leader:		PI	
Start month:	t0	End month	t0+12
Total person-hours per work package:			5,775
Total person-hours per beneficiary			
Participant 1 Name: [number of person-hours]		MAC	188
Participant 2 Name: [number of person-hours]		PI	2,400
Participant 3 Name: [number of person-hours]		WBC	38
Participant 4 Name: [number of person-hours]		FCC	38
Participant 5 Name: [number of person-hours]		ADG	38
Participant 6 Name: [number of person-hours]		MV	113
Participant 7 Name: [number of person-hours]		ASP	413
Participant 8 Name: [number of person-hours]		CDG	113
Participant 9 Name: [number of person-hours]		CDE	113
Participant 10 Name: [number of person-hours]		DIG	375
Participant 11 Name: [number of person-hours]		AGA	113
Participant 12 Name: [number of person-hours]		S602	413
Participant 13 Name: [number of person-hours]		VK	113
Participant 14 Name: [number of person-hours]		MSS	413
Participant 15 Name: [number of person-hours]		LEA	375
Participant 16 Name: [number of person-hours]		IJT	375
Participant 17 Name: [number of person-hours]		OK	75
Participant 19 Name: [number of person-hours]		BCC	75

Objectives and approach

Objectives

- eParticipate Platform operational in all 10 Initial Deployment Local Authorities – First Milestone of the project.
- eParticipate Platform localised from original UK,IE, ES, & SK in 3 languages to CZ, DK, FR, & IT

Approach

The approach will use the following standard methodology (described in section 1.3.3) based on the experience of the Public-i service in the UK, and which the Market Validation project confirmed could be completed successfully with the platform in the indicated time-scales.

1. Project initiation and definition document
2. Hardware and/or software set up, testing and sign off
3. Creation of a soft launch plan
4. Creation of a marketing/communication/recruitment plan
5. Product roll out
6. Training
7. Soft launch / trial period
8. Formal launch
9. Operational Service sign off

Thus the implementation of each eParticipate installation in a Local Authority will follow this structured methodology starting with an on-site visit and meeting with users to determine their requirements, followed by localisation/customisation to those needs, on-site installation/commission & staff training, soft launch and finally a high profile operational launch at each of the 7 “new” sites.

The sequence of locations and systems is envisaged to be as follows:

1. the French sites (as there are 2 new sites)
2. Italian
3. Czech Republic
4. Denmark
5. Sweden

In reality these may happen more in parallel (within the capacity of PI and MAC staff to deliver) as all User Regions will be keen to get the service operational as soon as possible.

The WP will end in Month 12 with the eParticipate Platform fully operational for the WP4 Initial Deployment operational phase in all 10 user regions.

Tasks

WP No.	WP/Task Name	Ldr	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P19	Total
			MAC	PI	WBC	FCC	ADG	MV	ASP	CDG	CDE	DIG	AGA	S602	YK	MSS	LEA	IJT	OK	BCC	PHs
3	Initial Deployment Localisation & Commissioning	PI	188	2,400	38	38	38	113	413	113	113	375	113	413	113	413	375	375	75	75	5,775
3.1	On-site visits to all 7 "new" Sites+Spec Reqmts	PI	38	900	38	38	38	113	150	15	15	38	15	38	15	150	38	38	15	75	1,763
3.2	FR Localisation	PI	30	263							60	113	60								
3.3	IT Localisation+FR Installation & Soft Launch	PI	30	263						60	38	38	38				150				
3.4	CZ Localisation+IT Installation & Soft Launch	PI	30	263						38				188	60		38				
3.5	DK Localisation+CZ Installation & Soft Launch	PI	30	263										38	38			225	60		653
3.6	DK Installation & Soft Launch	PI	30	263															38		330
3.7	Other installations & Document the TEN of ID Sites.	PI		188					263			188		150		263	150	75			1,275

Most of the effort in WP3 will be PI, as described above.

- In T3.1 PI will do their initial visits of all sites and liaise with BCC on their ePetitioning module. While MAC will provide support and coordination.
- T3.2 to T3.8 will then involve PI and the relevant Local Authority User sites and their Local Business Partner to complete the localisation, installation, training and commissioning.
- T3.7 will mainly involve the Business Partners with experience sharing and inputs from the Market Validation site partners, to begin addressing the further User Sites to achieve the target of 50 users committed to adopting the service by the end of this Initial Deployment project. There will be a particular effort from ASP working with MV, to pursue their shared ownership model and MSS for the very large Spanish market potential.

Results

eParticipate Platform localised for the varied contexts & 8 languages of all 10 Initial Deployment sites in 8 EU Member States and ready for the Initial Deployment operation in those regions.

Deliverables

No	Deliverable Title	Due date
D3.1	e-Participate User & Tech Requirements for all ID sites	M3
D3.2	e-Participate TEN Platform of all 10 ID sites Operational	M12

Dependencies

WP3 feeds directly into WP4, and is supported throughout with inputs from WP2 and WP5.

Contribution to Project Objectives

WP3 directly addresses the eParticipate Initial Deployment Objective 3 as follows:

Project Objective	Target
Demonstration of viable regional deployment models through the eParticipation Trans-European Network..	<ul style="list-style-type: none"> • Platform customised from original UK, IE, ES, & SK in 3 languages to CZ, DK, FR & IT.

WORK PACKAGE No. 4		WP4	
Title:		Initial Service Deployment & Evaluation	
WP Leader:		PI	
Start month:	t0	End month	t0+24
Total person-hours per work package:			26,093
Total person-hours per beneficiary			
Participant 1 Name: [number of person-hours]		MAC	1,500
Participant 2 Name: [number of person-hours]		PI	2,925
Participant 3 Name: [number of person-hours]		WBC	1,125
Participant 4 Name: [number of person-hours]		FCC	1,125
Participant 5 Name: [number of person-hours]		ADG	1,125
Participant 6 Name: [number of person-hours]		MV	1,650
Participant 7 Name: [number of person-hours]		ASP	1,950
Participant 8 Name: [number of person-hours]		CDG	1,215
Participant 9 Name: [number of person-hours]		CDE	1,215
Participant 10 Name: [number of person-hours]		DIG	1,088
Participant 11 Name: [number of person-hours]		AGA	1,238
Participant 12 Name: [number of person-hours]		S602	1,838
Participant 13 Name: [number of person-hours]		VK	1,950
Participant 14 Name: [number of person-hours]		MSS	1,875
Participant 15 Name: [number of person-hours]		LEA	938
Participant 16 Name: [number of person-hours]		IJT	1,350
Participant 17 Name: [number of person-hours]		OK	1,125
Participant 19 Name: [number of person-hours]		BCC	863

Objectives and approach

Objectives

- Initial service deployment and evaluation of the eParticipation Trans-European Network service assumptions in 10 varied Local Authority contexts, countries and languages, as the key input to the eParticipate Deployment Plan (D5.3)
- Directly contribute to the Democratic Renewal & increased Citizen Engagement in those Regions, by a 25% increase in citizen participation in local democratic activities & interactions by the end of the Initial Deployment Phase..
- To evaluate the democratic impact of eParticipate and its relationship to wider aspects of e-governance.
- To establish the varying contextual issues that need to be addressed in implementing eParticipate in different constitutional, political and linguistic environments
- To develop lessons on implementation of eParticipate in preparation for market roll-out to other European countries.

Approach

This core and major WP of the Initial Deployment Project, will operate the eParticipation platform in 10 very varied Local Authority contexts across 7 languages in 8 Member States. The service will be provided and supported from the PI's existing Centre in the UK, which the Market Validation project confirmed can accommodate the Trans-European scale-up and is the most appropriate way to do so.

The evaluation will explore sustainable deployment revenue models based on working with Local Business Partners for commercial deployment to the larger Local Authorities, and publicly subvented groupings of smaller Municipalities in less favoured regions across Europe.

Democratic instruments can have three potential functions:

1. Aggregation – in which citizen preferences are recorded and accumulated in order to reach a majority decision. Most commonly, this function is fulfilled through voting but it can also be achieved through other means as a sub-democratic function.
2. Negotiation – in which competing groups that represent the interests of different sub-sections of the community negotiate or bargain across policies to achieve a consensus on outcomes.
3. Deliberation – in which citizens reflect upon and discuss issues and in which different interests seek to persuade citizens to adopt their position.

Democracy is most effective when all three of these functions are balanced.

eParticipate has the potential to contribute to all three of these functions. Webcasting of meetings and discussions, combined with properly indexed information, can foster the deliberative components of democracy among those who would otherwise be excluded. Negotiation can also be more effective and transparent, for the same reasons. Where citizens are more engaged, they are more likely to contribute to the aggregative mechanisms.

The WP4 Evaluation will adapt this approach to measure the contribution of eParticipate across these three functions. The evaluation process will be independent of the suppliers, thereby ensuring that objective measures of democratic enhancement are recorded. At the same time, the evaluation team will also develop an iterative process of analysis to ensure that contextual issues are fed back into the implementation process throughout the lifetime of the project.

The evaluation will begin in parallel with WP3 as each site comes on-line, The Evaluation Plan will be primarily focused on validating the assumptions underlying the Initial Deployment Plan developed in WP5. While the details of that remain to be developed, at this stage it is planned to extend the work of the Market Validation project and base the approach on that used in the MacIntosh Study on eDemocracy Practices ¹ using the key dimensions with which to characterize e-participation initiatives. They identified the following 13 key dimensions to characterise, analyse and benchmark the wider implications of each situation and the impact of eParticipate:

- | | |
|-----------------------------------|----------------------------------|
| 1. Stage in Policy-Making Process | 8. Scale |
| 2. Level of participation | 9. Accessibility |
| 3. Actors | 10. Promotion |
| 4. Resources | 11. Was evaluation undertaken? |
| 5. Technologies used | 12. Outcomes |
| 6. Rules of engagement | 13. Critical factors for success |
| 7. Duration & sustainability | |

¹ E-Forum E-Democracy Work Group 4 Report, Ann MacIntosh, http://itc.napier.ac.uk/ITC_Home/ITC/Ann_Macintosh.asp, Sep 2003

Within this broad context, the evaluation will explore sustainable deployment revenue models based on working with the Local Business Partners for commercial deployment to the larger Local Authorities, and publicly sub-vented groupings of smaller Municipalities in less favoured regions across Europe (this will be mainly explored by ASP working closely with MV in Slovakia and neighbouring countries such as Poland).

In parallel, this WP will explore extending the eParticipate platform with further “best of breed” components, particularly::

- The ePetitioning system, which will be driven by BCC (see section 1.6.19)
- XML Intelligent Form Portal which provides both public administrations and citizens with set of forms to exchange basic information necessary for administrative processes in the democratic society and routine everyday life of citizens. This will be explored by S602 for the VK site and further Local Authorities. (see section 1.6.2)

The key aim of the initial deployment operational sites and their evaluation will be to prove the sustainability and potential of the platform scale-up and customisation as a sustainable Trans-European Network, and thus the D4.3 Report will particularly determine:

- That the platform does address the eParticipation needs of local government in various contexts.
- That a viable revenue model can be established to sustain the service in the various contexts.
- That the service can be delivered in multiple contexts and languages across Europe on an operational basis.
- That alternative solutions and services are accommodated.

Tasks

WP No.	WP/Task Name	Ldr	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P19	Total
			MAC	PI	WBC	FCC	ADG	MV	ASP	CDG	CDE	DIG	AGA	S602	VK	MSS	LEA	IJT	OK	BCC	PHs
4	Initial Service Deployment & Evaluation	PI	1,500	2,925	1,125	1,125	1,125	1,650	1,950	1,215	1,215	1,088	1,238	1,838	1,950	1,875	938	1,350	1,125	863	26,093
4.1	Refine Initial Deployment Evaluation Process	PI	225	488	38	38	38	38	38	38	38	38	38	38	38	38	38	113	38	38	1,388
4.2	Launch, Operate & Evaluate Platform in all Partner LA's	PI	1,275	2,438	1,088	1,088	1,088	1,613	1,913	1,178	1,178	1,050	1,200	1,800	1,913	1,838	900	1,238	1,088	825	24,705

- Task T4.1 will mainly involve PI as the Evaluation Manager and MAC as the Project Manager to adapt and document the Market Validation evaluation methodology to the emerging needs of Users and Business Partners (with some feedback and input from them) in the early months of the operational Initial Deployment.
- The service will be then brought on-line in each of the User Regions, and the Local Authority staffs will get involved in its operational use, supported by “their” Local Business Partner. This will require significant effort from and in training the staffs of all Partners, particularly those in the new Member States that do not have same levels of existing infrastructure and support. In addition PI and MAC will provide on-going operational support and training, and evaluation of the operation of the service, as discussed above.

Results

- Operate and evaluate the eParticipation Trans-European Network service in 10 varied Local Authority contexts, countries and languages, to feed directly into the eParticipate Final Deployment Plan.
- Directly contribute to the Democratic Renewal & increased Citizen Engagement, by a 25% increase in citizen participation in local democratic activities & interactions in those 10 very different local authority regions.

Deliverables

No	Deliverable Title	Due date
D4.1	Evaluation Criteria & Process for Initial Deployment	M3
D4.2	Harmonisation, Interoperability & Standards.	M12
D4.3	Initial Market Deployment Results & Recommendations	M24

Dependencies

WP4 builds directly on the work of WP3 and the ongoing support and inputs of WP2 and WP5.

Contribution to Project Objectives

WP4 will mainly address the eParticipate Initial Deployment Phase Objective 4 given in Section 4.2, but it will also contribute to the primary eParticipate Objective 1 as follows:

Project Objective	Target
Activate Democratic Renewal & increased Citizen Engagement across Europe.	<ul style="list-style-type: none"> • 25% increase in citizen participation in local democratic activities & interactions in:10 very different Local Authority regions in 8 key member States across the EU during the initial deployment project.
Demonstration of viable regional deployment models through the eParticipation Trans-European Network..	<ul style="list-style-type: none"> • Evaluation of Platform across 10 Local Authority contexts, countries and languages. • European User Group of Local Authority Users. • Platform customised from original UK,IE, ES, & SK in 3 languages to CZ, DK, FR & IT

WORK PACKAGE No. 5		WP5	
Title:		Business & Market Deployment Plans	
WP Leader:		MAC	
Start month:	t0	End month	t0+24
Total person-hours per work package:			5,909
Total person-hours per beneficiary			
Participant 1 Name: [number of person-hours]		MAC	1,425
Participant 2 Name: [number of person-hours]		PI	557
Participant 3 Name: [number of person-hours]		WBC	263
Participant 4 Name: [number of person-hours]		FCC	338
Participant 5 Name: [number of person-hours]		ADG	263
Participant 6 Name: [number of person-hours]		MV	300
Participant 7 Name: [number of person-hours]		ASP	263
Participant 8 Name: [number of person-hours]		CDG	113
Participant 9 Name: [number of person-hours]		CDE	113
Participant 10 Name: [number of person-hours]		DIG	255
Participant 11 Name: [number of person-hours]		AGA	128
Participant 12 Name: [number of person-hours]		S602	223
Participant 13 Name: [number of person-hours]		VK	253
Participant 14 Name: [number of person-hours]		MSS	338
Participant 15 Name: [number of person-hours]		LEA	255
Participant 16 Name: [number of person-hours]		IJT	315
Participant 17 Name: [number of person-hours]		OK	398
Participant 19 Name: [number of person-hours]		BCC	114

Objectives and approach

Objectives

- The Trans European Dimension (as specified by eTEN) in Month 3. This will elaborate on the Market Validation results and include the inputs of all Partners in the current project, to be tested by the Initial Deployment evaluation in WP4.
- National Deployment Plans will be developed by each of the Business Partners & reported in D5.2 at the first Milestone.
- The Final Trans-European Deployment Plan (D5.3) to deploy the eParticipate Platform across Europe, as the final Milestone and main output of this market Initial Deployment Project.

Approach

WP5 will focus on the Network of Business Partners developing their own National/ Regional business /deployment plans and feeding those into the eParticipate Final Trans-European Deployment plan by:

- Refining the Initial Market Deployment Plan with all partners, especially the Business Partners. This will kickoff with the Initial Market Deployment Plan in month 2 and lead up to the main Milestone 5 of the Final Market Deployment Plan and 50 EU LA committed users, at the end of this Initial Deployment Phase and project.
- The 7 Business Partners will form a coherent Network Group to support deployment of the service and attract new Business Partners to the Group.
- The Business Partners Group will work to develop individual National Deployment Plans in each of the Consortium's Member States and thus attract new Local Authority users of the eParticipate service.
- These will be integrated into the eParticipate Trans-European Deployment Plan.

The Final Deployment Report (D5.3) will be written from the viewpoint of partners, investors and public decision-makers. It will describe the proposed eParticipate TEN service and demonstrate its soundness and sustainability, based on the results of the Initial Deployment and Evaluation. It will include the following basic categories of information:

- user population (size, state of development, type of customers and competitors, Trans-European dimension),
- eParticipate service definition and the reasons why a customer would want to buy it or a Local Authority deliver it free,
- cost and benefits of the service for all the actors in the value chain,
- management and management control systems necessary to roll-out the service, as part of a consolidated consortium,
- financing requirements to launch the service and sources to raise that finance
- schedule of the full deployment of the service across Europe.

This work will parallel and support the dissemination work of WP2 and thus attract further Local Authority users.

Tasks

WP No.	WP/Task Name	Ldr	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P19	Total
			MAC	PI	WBC	FCC	ADG	MV	ASP	CDG	CDE	DIG	AGA	S602	YK	MSS	LEA	IJT	OK	BCC	PHs
5	Business & Market Deployment Plans	MAC	1,425	557	263	338	263	300	263	113	113	255	128	223	253	338	255	315	398	114	5,909
5.1	Refine Market Deployment Plan with all partners	MAC	338	60	38	38	38	38	75	38	38	75	38	75	45	75	75	75	113	38	1,305
5.2	Business Partners Network Initial Deployment Plans	PI	375	225	188	188	188	188	113	75	75	113	90	75	203	188	68	150	188	38	2,723
5.3	Business Partners' own Mkt Deployment + new users	PI	713	272	38	113	38	75	75			68		73	5	75	113	90	98	38	1,881

Most of the effort in WP5 will be MAC (WP Leader), PI and the Business Partners.

- In T5.1 MAC and PI will document the D5.1 Trans-European Dimension and initial market deployment plan from the documentation of the Market Validation project and input/feedback from all other partners.
- Then PI and MAC will work intensively with the Business Partners to support and encourage them in the development of their own National Deployment Plans. This will also involve some input and feedback from the User Partners, as shown above.
- Then in T5.3 the Business Partners will begin to implement their deployment plans with the aid of their User Partners as reference sites to achieve the objective of 50 Users committed to using the service across Europe by the end of this Initial Deployment Phase. There will be a particular effort from ASP working with MV, to pursue their shared ownership model and MSS for to incorporate many new users in the large Spanish market. MAC as the Irish Business Partner will similarly address Ireland. PI will provide support and document the Final Trans-European Deployment Plan.

Results

- The Trans-European Dimension (D5.1), which will set the basis and direction for promotion and initial deployment of the service.
- Each Business Partner will develop their own National Deployment Plan. These will be collected in the D5.2 deliverable.
- The Final Trans European Deployment Plan (D5.3) and will have attracted further Local Authority users, to the target of 50 committed to adopting the service by the end of the project.

Deliverables

No	Deliverable Title	Due date
D5.1	Trans-European Dimension	M03
D5.2	Business Partners 8 National Deployment Plans.	M12
D5.3	Final Trans European Deployment Plan	M24

Dependencies

WP5 depends and builds directly on WP3 & WP4, and the on-going dissemination and inputs of WP2.

Contribution to Project Objectives

WP5 directly addresses the eParticipate Market Initial Deployment main output and Phase Objective 4 as follows:

Project Objective	Target
Ready to deploy the eParticipate Platform across Europe	<ul style="list-style-type: none"> • Trans European Business & Deployment Plan. • Initial Network of 7 committed Local Business Partners by end of project.

4.6 DELIVERABLES, MILESTONES & REPORTING

Deliverables					
Due date	Deliverable No	Type (a)	Distribution (b)	WP Ref. (c)	Title and short description
t0+2	D1.1	O	P	WP1	Project Handbook, Logo & www.eparticipate.net website
Quarterly	D1.2.1-8	R	C	WP1	Quarterly Management report
t0+13	D1.3	R	C	WP1	Periodic Report No.1
End of Project	D1.4	R	C	WP1	Final Report – confidential
End of Project	D1.5	R	P	WP1	Final Report – public
t0+3	D2.1	R	C	WP2	Dissemination Strategy
t0+6	D2.2.1	O	P	WP2	Initial Dissemination Workshop
t0+12	D2.2.2	O	P	WP2	Project Mid Term workshop
End of Project	D2.2.3	O	P	WP2	Project Final Event/workshop
t0+6	D2.3	O	P	WP2	European User Group of 10 active & 10 interested LA's
t0+18	D2.4	O	P	WP2	8 National eParticipate User Groups in operation
End of Project	D2.5	O	C	WP2	Agreed Business Partners for Market Deployment.
t0+3	D3.1	SP	C	WP3	e-Participate User & Tech Requirements for all ID sites
t0+12	D3.2	PR	P	WP3	e-Participate TEN Platform of all 10 ID sites Operational
t0+3	D4.1	R	C	WP4	Evaluation Criteria & Process for Initial Deployment
t0+9	D4.2	R	C	WP4	Harmonisation, Interoperability & Standards
End of Project	D4.3	R	C	WP4	Initial Market Deployment Results & Recommendations
t0+3	D5.1	R	C	WP5	Trans-European Dimension
t0+12	D5.2	R	C	WP5	Business Partners 8 National Deployment Plans.

Notes

(a) PR = Prototype; RE = Report; SP = Specification, OT = Others.

(b) P = Public, for wide dissemination (public deliverables shall be of a professional standard in a form suitable for print or electronic publication);

C = Confidential, limited to project participant. Irrespective of the status, all reports and deliverables must be made accessible to the other project participants and responsible EC services.

(c) Corresponding to the specific WP they refer to.

4.7 MILESTONE LIST

Milestone	Month	Date
MS: All Initial Deployment Regions Operational	12	1Q08
MS: End of Initial Deployment Phase	24	1Q09

MILESTONE Nr. 1 / Title: 11 Partner EU ID LA's Operational

Planned month: M12

Cost of the investment to reach the milestone (per participant):

Participant 1 (National Microelectronics Applications Centre Ltd)	€	332,000
Participant 2 (Public-i):	€	589,000
Participant 3 (Waverley Borough Council):	€	151,000
Participant 4 (Fingal County Council):	€	146,000
Participant 5 (Ayuntamiento de Getafe):	€	152,000
Participant 6 (Mesto Vrutky):	€	132,000
Participant 7 (A.S.Partner, s.r.o.):	€	127,000
Participant 8 (Comune di Genova):	€	155,000
Participant 9 (Commune de Elancourt):	€	155,000
Participant 10 (Digitech):	€	139,000
Participant 11 (AGATE/Tarn):	€	155,000
Participant 12 (Software602, a.s.):	€	132,000
Participant 13 (Vysocina Kraj):	€	108,000
Participant 14 (Management System Solutions):	€	132,000
Participant 15 (Lattanzio e Associati):	€	139,000
Participant 16 (In-JeT ApS):	€	133,000
Participant 17 (Odder Kommune):	€	138,000
Participant 19 (Bristol City Council):	€	189,000

Deliverables available for the milestone:

D1.1-Project Handbook, Logo & www.eparticipate.net website
D1.3-Periodic Report No.1
D2.1-Dissemination Strategy
D2.2.1-Initial Dissemination Workshop
D2.2.2-Project Mid Term workshop
D2.3-European User Group of 10 active & 10 interested LA's
D3.1-e-Participate User & Tech Requirements for all ID sites
D4.1-Evaluation Criteria & Process for Initial Deployment
D3.2-e-Participate TEN Platform of all 10 ID sites Operational
D4.2-Harmonisation, Interoperability & Standards.
D5.1-Trans-European Dimension
D5.2-Business Partners 8 National Deployment Plans.

Criteria for go/no go decision:

Initial Deployment Regions operational, European User Group established and project progressing to plan.

Investment components necessary to achieve the milestone:

- equipment – Purchase of all PC systems by Local Authority users, and development PCs by MAC and PI.
- Training - Ongoing training of Local Authority Users' and Business Partners' staffs.
- Software - Licenses for all eParticipate Systems.
- Contents - MAC & the other Business Partners will purchase ongoing Marketing materials.
- other (to be specified) Organisation of initial dissemination workshop and various meetings by MAC & PI.
Organisation of mid-term dissemination workshop and various ongoing meetings by MAC, PI & Business Partners

MILESTONE Nr. 2 / Title: End of Initial Deployment Phase
Planned month: 24
Cost of the investment to reach the milestone (per participant):

Participant 1 (National Microelectronics Applications Centre Ltd) :	€	283,960
Participant 2 (Public-i):	€	317,613
Participant 3 (Waverley Borough Council):	€	90,375
Participant 4 (Fingal County Council):	€	94,938
Participant 5 (Ayuntamiento de Getafe):	€	90,500
Participant 6 (Mesto Vrutky):	€	78,120
Participant 7 (A.S.Partner, s.r.o.):	€	88,025
Participant 8 (Comune di Genova):	€	85,441
Participant 9 (Commune de Elancourt) :	€	85,350
Participant 10 (Digitech) :	€	101,750
Participant 11 (AGATE/Tarn):	€	85,441
Participant 12 (Software602, a.s.):	€	82,624
Participant 13 (Vysocina Kraj):	€	79,108
Participant 14 (Management System Solutions) :	€	95,821
Participant 15 (Lattanzio e Associati) :	€	101,750
Participant 16 (In-JeT ApS) :	€	101,841
Participant 17 (Odder Kommune) :	€	73,235
Participant 19 (Bristol City Council) :	€	84,943

Deliverables available for the milestone:

D1.4-Final Report – confidential
 D1.5-Final Report – public
 D2.2.3-Project Final Event/workshop
 D2.4-8-National eParticipate User Groups in operation
 D2.5-Agreed Business Partners for Market Deployment.
 D4.3-Initial Market Deployment Results & Recommendations
 D5.3-Final Trans European Deployment Plan

Criteria for go/no go decision:

End of Initial Deployment Phase and project objectives achieved.

Investment components necessary to achieve the milestone:

- equipment –
- Training - Ongoing training & support of Local Authority Users' and Business Partners staffs.
- Software -
- Contents - MAC & the other Business Partners will have purchased ongoing Marketing materials targeting new potential users.
- other (to be specified) Organisation of final dissemination workshops and various User Group and Business Partners Network meetings by MAC, PI & Business Partners

4.8 TIME TABLE AND SCHEDULES

WP No.	eParticipate Initial Deployment Workplan WP/Task Name	Mths Ldr	2007												2008												2009	
			Ma	Ap	My	Jn	Jy	Au	Sp	Oc	Nv	Dc	Ja	Fb	Ma	Ap	My	Jn	Jy	Au	Sp	Oc	Nv	Dc	Ja	Fb		
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24		
1	Project Management	MAC	30	35	30	30	30	35	30	25	30	25	30	50	30	30	25	30	50	30	25	30	30	30	47			
1.1	Setup mangement structures, procedures & website	MAC		☺																								
1.2	Project Board Meetings	MAC		☺					☺					☺					☺						☺			
1.3	Administration, project coordination & EU Liaison	MAC			☺			☺			☺			☺			☺			☺			☺		☺			
2	Dissemination, EU User Group & Businss Partners	PI	40	50	80	60	60	80	60	60	60	60	80	80	60	60	80	60	80	60	60	60	50	60	69			
2.1	External coordination & dissemination	PI			☺																							
2.2	Disseminaiton Workshops	PI					☺							☺											☺			
2.3	Setup & Operate eParticipate European User Group	PI					☺							☺					☺						☺			
2.4	Biz Partners Network & their National User Groups	PI					☺							☺			☺								☺			
2.5	Interaction with potential Investors & business partners	MAC																							☺			
3	Initial Deployment Localisation & Commissioning	PI	60	60	80	60	60	60	60	60	60	60	60	88														
3.1	On-site visits to all 7 "new" Sites+Spec Reqmts	PI	☺	☺	☺																							
3.2	FR Localisation	PI		☺	☺																							
3.3	IT Localisation+FR installation & Soft Launch	PI			☺		☺																					
3.4	CZ Localisation+IT Installation & Soft Launch	PI					☺		☺																			
3.5	DK Localisation+CZ Installation & Soft Launch	PI						☺		☺																		
3.6	DK Installation & Soft Launch	PI							☺		☺																	
3.7	Other installations & Document the TEN of ID Sites.	PI				☺		☺		☺			☺															
	<i>MS: All ID Regions Operational</i>													◆														
4	Initial Service Deployment & Evaluation	PI	60	90	180	160	160	160	180	180	180	160	160	180	160	170	160	170	160	170	160	170	160	170	169			
4.1	Refine Initial Deployment Evaluation Process	PI			☺																							
4.2	Launch, Operate & Evaluate Platform in all Partner LA's	PI										☺													☺			
5	Business & Market Deployment Plans	MAC	45	50	60	25	25	25	25	25	25	25	25	65	25	25	25	25	25	25	25	25	25	40	55			
5.1	Refine Market Deployment Plan with all partners	MAC			☺																							
5.2	Business Partners Network Initial Deployment Plans	PI			☺									☺														
5.3	Business Partners' own Mkt Deployment + new users	PI																							☺			
	<i>MS: End of Initial Deployment Phase</i>																								◆			
			Period 1												Period 2													

Note:

12	Person Days
	Report
	System
	Meeting
	Decision
	Milestone

4.9 PROJECT BUDGET ESTIMATIONS & COSTS

This section provides the rationale for the costs given for each participant in the GPFs.

Personnel Costs

The actual daily rate for all partners is as follows (while the rationale on the amount of effort is given in the project work plan)

No:	Partner			Role	Average person-hour Full Rate (inc overhead) €
1	National Microelectronics Applications Centre Ltd	MAC	IE	PM & Biz Pr	€71.80
2	Public-i	PI	GB	Supplier	€74.64
3	Waverley Borough Council	WBC	GB	LA User	€69.80
4	Fingal County Council	FCC	IE	LA User	€74.90
5	Ayuntamiento de Getafe	ADG	ES	LA User	€70.40
6	Mesto Vruty	MV	SK	LA User	€40.60
7	A.S.Partner, s.r.o.	ASP	SK	Biz Part	€44.77
8	Comune di Genova	CDG	IT	LA User	€70.05
9	Commune de Elancourt	CDE	FR	LA User Member to Digitech	€70.00
10	Digitech	DIG	FR	Biz Part	€70.00
11	AGATE/Tarn	AGA	FR	LA User	€70.05
12	Software602, a.s.	S602	CZ	Biz Part	€52.53
13	Vysocina Kraj	BCC	CZ	LA User Member to S602	€41.70
14	Management System Solutions	MSS	ES	Biz Part	€39.90
15	Lattanzio e Associati	LEA	IT	Biz Part	€70.00
16	In-JeT ApS	IJT	DK	Biz Part	€56.19
17	Odder Kommune	OK	DK	LA User	€49.65
19	Bristol CoCo	BCC	GB	LA User	€93.00

The costs allocated to the various categories in the A3 form are based on the Partner's role in the project. A detailed breakdown and rationale is as follows:

Durable Equipment

- Local Authority Users who were in the Market Validation will charge their remaining depreciation on their existing eParticipate equipment of about €15,000 to this project plus an additional €5,000 depreciation to buy new equipment required to run the latest version of the Public-i system and to run additional eParticipate "best of breed" services.
- In addition Waverley (WBC) and Getafe (ADG) will purchase a R500 portable webcasting station and will charge an average of €10,000 depreciation to the project. ASP propose to buy a Public-i system that they will use with various Local Authorities, to explore shared ownership, at an average depreciation cost to the project of €15,000 for hardware plus annual €9,000 for license fees. MSS will also buy a small portable Public-i System for demonstration purposes, at a cost of €9,100 for hardware and €5,300 licence fees per year.
- The New Local Authority Users will purchase the eParticipate equipment. Based on experiences gained in the eParticipate Market Validation project this includes a D500 mobile webcasting station, up to 4 fixed camera installations in the room to be webcast plus connectors, cabling and installation plates. The cost of this will be:
 - Basic Public-i D500 unit €18,175

- Public-i fixed camera system including connectors, cables, wall plates etc €6,033
- The New Local Authority's have therefore budgeted to charge an average of €17,800 depreciation each to the project.

In addition, there will be "Other" costs for shipping and carriage of €2,500 on this equipment

- Based on the experiences gained in the Market Validation project particularly on the critical need for high quality audio the new Local Authority Users may require to purchase an audio system to be linked to the webcast station. This can only be determined during the site visit and hence the Authority's have budgeted to charge an average of €15,000 depreciation each to the project for this. In the case of Bristol, their audio system upgrade with integrated eVoting that will be integrated in the eParticipate system will cost an estimated €50,000 depreciation to the project.
- MAC & PI, as coordinator and supplier, will need to purchase development and support hardware to scale up their capacity for the project. This will be a depreciation cost of about €15,000 and €10,000 respectively to the project.
- The Business Partner partners will need to purchase monitoring PC's and will charge €4,500 depreciation to the project.

Consumables & Computing

- As Supplier PI will need to pay significant hosting, bandwidth, and license fees for the various "best of breed" components in the eParticipate platform. This is estimated at €58,000 over the 2 years.
- Each Local Authority user will need to pay annual software license fees of €9,000 for the Public-i webcasting and €5,000 license fee for the other "best of breed" components on the eParticipate platform.
- MAC will pay license fees on potential additional "best of breed" components for the eParticipate platform, estimated to be €5,000 per annum.

Travel

- All Partners will attend the 5 Project Board meetings, EU User Group meetings and dissemination Workshops and other dissemination events. This is assumed to be 15 events with an average of 2 people at each, to a total cost of €20,000 per partner. A further €2,000 has been added to the PI budget to cover the costs of the attendance of 2-3 existing Councils in the UK to the User Group.
- Business Partners will additionally attend Business Network events, as well as promotional and marketing events to potential Local Authority Users in their regions, so their travel costs are estimated at €25,000 per Business Partner.
- The Coordinator (MAC) will attend all of these meetings plus additional the Administration, dissemination, Promotion and Market Deployment events, so their travel costs are estimated at €30,000.
- The Supplier (PI) will have to undertake all on-site user requirements, system commissioning, training of the Business Partners, support training of the Local Authorities, soft and hard launches of the system. Based on the experiences gained during the Validation project (particularly in non English Authorities) their travel costs are estimated at €60,000

Subcontracting

- As Coordinator MAC will commission external agencies to undertake various project promotional events, to ensure the maximum impact of the project. These are estimated to be €10,000 per year.
- As supplier PI will need to subcontract translation / localisation work to prepare equipment for the new Local Authority Users. This will not only include the software localisation but

also the Local Authority and, separately, Business Partner training and instruction and operating manuals. Once again based on the Market Validation Project experience of the cost elements to prepare and localise the service into Spanish and Slovakian, these costs are estimated at €84,000 (based on €14,000 per new language - being Czech, Danish, French, Italian, Polish and Swedish).

- The Business Partners will need to hire various external companies to help them in installing and commissioning the eParticipate system for the various locations. This is estimated to be €7,500 per partner.
- The Local Authority user partners will need to subcontract local companies to prepare their meeting rooms for audio and video (e.g. wiring, etc). These costs are estimated to be an average of €15,000 per year.

Other Specific

The main costs under this category will be marketing and promotion costs into the local languages.

- As Coordinator and Supplier – MAC and PI will produce the main eParticipate brochures, logos, designs etc with estimated costs of €20,000 and €50,000 respectively.
- The Business Partners will be responsible for the translation and production of their marketing promotional materials although based on the templates developed and provided by the Supplier (PI), so their costs are estimated at €20,000 over the 2 years of the project.
- Given the size of PI's funding it will require an Audit Certificate, which is estimated to cost €4,000

5 FINANCIAL ASPECTS

5.1 BUSINESS CASE AND BUSINESS APPROACH, BUSINESS PLAN/STRATEGY

The eParticipate Partners believe that participation begins with open and transparent communication between government and the citizen. This information must be delivered in a way that is not only accessible to individuals but also meets their needs – ‘anytime, anyhow, anywhere’. Most people are “on-demand” users of multi media technologies, and public authorities need to accept this and deliver information in a convenient format. The consortium believes that webcasting meets these needs and is an effective foundation stone to an eParticipation agenda across Europe.

The eParticipate project is looking to identify organisations within Europe to market, install and support a fully hosted eParticipate service based on the format currently proven by Public-i in the UK¹. It is planned that European deployment will be through a Network of Business Partners to promote and provide local organisation with the chosen and proven elements of the fully hosted service anywhere in Europe. The regionally based Business Partner support to facilitate marketing, sales, installation, training and maintenance will be required for subsequent market deployment. The structure and business model for these will be a key element of the Final European Deployment Plan in deliverable D5.3.

To ensure a critical mass that will secure Trans-European deployment of the eParticipate service, the commercial supplier organisations in the consortium (PI and MAC) propose to provide the service jointly with local Business Partners within targeted specific territories on a Pan-European basis, based on the PI’s proven business model and Public-i service that has already operated in Ireland (between PI & MAC that led to this Initial Deployment project). The initial deployment phase will target the 8 Member States represented in the Consortium, with the following phases being based on the best potential regions identified from the Market Validation project and through the Dissemination, EU User Group and Network of Business Partners of WP2 and Market Deployment Plans of WP5.

The eParticipate Business Plan and Initial Deployment Plan is summarised as follows:

Vision	All of Europe’s citizens using ICT to participate and fully engage in their local democratic activities.
Mission	To provide the eParticipate platform and services to grow democratic renewal and citizen engagement across Europe.
Organisation	One organisation (PI) will centrally monitor & coordinate provision of the eParticipate platform & services to Local Authorities across Europe working with local Business Partners, who will market, install, support and train their local customers.
Objectives	Year 1 – 8 Countries, 50 Local Authority committed users & 10 Regional Business Partners. Year 2 – 45 Local Authority users and 5 more local Business Partners.

¹ www.Public-i.info

Year 3 – Deployment in 15 EU countries, and 100 Local Authority users**Strategy**

Enhance the eParticipate platform using “best of breed” components as required and deploy the service on a commercial basis, to serve the need for democratic renewal and increased citizen engagement across Europe, by targeting Local Authorities in high potential regions through local Business Partners that are centrally supported and coordinated by one eParticipate company, that also operates the web-service delivery platform.

**Market
Deployment
Activities**

The initial deployment of the eParticipate Service will focus on the 8 Member States represented in the project (CZ,DK,ES,FR,IE,IT,SK,UK). By the end of this Initial Deployment, these markets will have excellent reference installations, and will have a committed Network of Business Partners on the ground.

This market deployment will then grow from these States to sign up a further 20 Local Authorities and a total of 5 Business Partners in 2009, the first full year of the Market Deployment. It is planned that the key potential users will be Local Authorities, working with local Business Partners. The current UK pricing model is based on flat fees per month for basic use, and then incremental costs based on increased usage above a baseline. Based on the results of the WP4 Initial Deployment evaluation, suitable pricing models, tailored to each regional context will be clarified and included in the Final Deployment/business Plans.

In the second year of deployment the focus will be to sign up a further 30 Local Authority users. These will then form the basis for the second phase of Market Deployment that will target the best of the remaining EU Member States to begin deployment to those further markets in year 3. The market research work of the Market Validation Project has provided the basic information and contacts for this second phase of deployment. The aim is to have 100 Local Authority users signed up by the end of 2010, which will be year 2 of the Market Deployment.

The technical network for the provision of the eParticipate streaming services is in place to host any additional territories within the EU. The network currently uses the extensive Akamai Content delivery network¹. The Akamai Content delivery Network consists of hundreds of servers deployed at the edge of the Internet, at multiple points of presence on multiple networks all around the world, so it is more than capable of accommodating the Trans-Europe market deployment to whatever scale proves to be viable from the Market Validation work.

It is planned that the regional Business Partner in each identified territory will be appointed licensed representatives for eParticipate, and will be responsible for:

- (a) Recruiting Local Authorities to operate the eParticipate systems
- (b) Installation, training and launch of the service
- (c) Sourcing and configuration of required hardware based on detailed specifications provided by PI and experience from the Market Validation trials.
- (d) Monitoring and day-to-day webcast support
- (e) Ongoing customer support and management
- (f) Implementation of eParticipate upgrades as provided from eParticipate.

¹ www.akamai.com

Each appointed Business Partner company will most likely have an exclusive right to market the eParticipate services within a defined territory, and will earn a margin and sales commission of the annual cost paid by the Local Authority user for the service. The basis of this structure is already in place within Ireland where a marketing and support agreement has been signed appointing MAC as the provider of the Public-i services to the Republic of Ireland. However the WP2 Network of Business Partners and Local Authority User Group may require modification and customisation of this approach for Trans-European Roll-out based on the results of the Initial Deployment. This will be explored in the WP4 evaluation.

5.2 FINANCING PLAN

The following table summarises the e-Participate financing requirements:

Financing requirements	€
Cost of the Market Validation phase (A)	€1,400,000
Estimated cost of the initial market Deployment phase (B), operational/maintenance costs excluded	€5,225,000
Total Investment (A+B)	€6,625,000
Requested EU Funding	€1,987,500

The detailed investment plan is shown in the next section. The Partners' financing of their contribution to the investment plan during the Initial Deployment will be provided from their own resources as follows:

- **Local Authority Users** from either their existing operational budgets, in the case of the larger regions, and/or from publicly (National or EU sources, such as Structural Funds) subvented groupings of smaller Municipalities in less favoured regions across Europe. These will be explored in WP4. The current Initial Deployment will provide them with a focused and subvented period to setup, operate and evaluate the service to convince them of its ongoing value.

For these Users the main return is the better delivery of their statutory defined services to their citizens. The Market Validation found that for Local Authority Users, the eParticipate Public-i service provided the following benefits.:

Strategic impacts	Often intangible benefits from the use of webcasting – usually in the area of strengthened democracy or citizen perception.
Service improvements	Changes to the way in which the Local Authority is able to do business
Cost benefits	Actual financial benefits which can be seen as freeing up resources – either people or actual cash.

While the first 2 are the prime reasons for Local Authorities adopting the eParticipate services, the Market Validation found that for Local Authorities the eParticipate Public-i services represent on average just 2.5% of their total cost of democratic representation (democracy), and this can more than balance savings generated by the service, such as

- Time/Resource saving
- Actual Cash savings
- Cash equivalent benefits

- **Local Business Partners** will use the Initial Deployment period to set-up reference sites, collaborate with similar companies in other countries and explore eParticipate as a

commercial business opportunity for them. This Initial Deployment project will provide a focus, direction and some funding to allow and encourage them to explore this. Their continued funding plans will be documented in each of their National Deployment Plans in deliverable D5.2.

Based on the success of the Initial Deployment Phase in the 8 key Member States and 10 operational Regional Reference Sites, further Business Partners will be signed up. These will be organisations with access to or knowledge of the public sector in other democratic countries to operate on a business partner basis of the eParticipate service within an agreed region or country. Once a Business Partner is arranged a formal agreement for the provision of services supported by a Service Level Agreement (SLA) will be adopted.

The eParticipate webcasting service will be mainly supplied by an annual lease contract to Local Authorities. This is made up of the hardware (combined with maintenance and replacement) software license, hosting and bandwidth, support and monitoring costs. The Market Validation found that average contract values with Local Authorities run at between €30,000 and €50,000 per annum with the difference being determined by the type of system and the number of contract hours of usage. For these services, each Local Business Partner will thus earn between €10,000 and €16,000 per year per Local Authority customer, with no upper limit on the number of customers that can be signed up.

- For **PI** the Initial Deployment project will enable them to explore the reality of scaling up and operationally deploying their Public-i service across Europe, as recommended in the Market Validation project. This will take their business to a new level.

eParticipate scale-up and Trans-European provision, co-ordination and support of the service will require increased staff and facilities working capital and capital investment, by PI in particular. This will be funded by a mix of service fees, private commercial finance (commercial, partners' and local business partners) and ongoing licence income from the system sales and consultancy during the Initial Deployment.

The Market Validation Business Plan indicated that full deployment would require a capital investment of about €4m. This Initial Deployment project will achieve the initial Trans-European Group of Reference sites, and Network of Business Partners, which will more than halve this requirement. So PI plans a major capital investment of €1M to €2M cash at the end of this Initial Deployment phase to fund this programme.

With that major investment and commercial short-term and medium-term bank loans, the eParticipate operation will be then generating profit margins from year 1 of its market deployment onwards. This will be documented in the D5.3 Final Trans-European Deployment Plan, and the work in WP5 will be used to identify and attract suitable investors.

This Initial Deployment phase will enable the service to establish its commercial viability and attract finance from investors such as Venture Capitalists, or the project profile may encourage major players already providing eGovernment services in Europe and world wide to invest. As the Market Validation project indicated, on offer as a return to these potential investors, will be part ownership of a trans-European Service company with projected revenue margins of 40% targeting all local and regional government authorities (blue chip customers) across all of the EU25 and huge market growth potential in eParticipation services.

5.2.1 INVESTMENT PLAN

The details of the investment plan to the end of 2008, over the 24 month Initial Deployment Phase are shown below in the standard eTEN format

Categories of Cost	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	TOTAL (€)
1. Specific studies and validation exercises									
2. Intangible Investment (specify by category)									
Personnel & Overheads	€427,776	€463,799	€477,308	€517,834	€384,998	€396,256	€373,741	€251,622	€3,293,334
Marketing campaigns	€15,000	€15,000	€15,000	€15,000	€15,000	€15,000	€15,000	€15,000	€120,000
Translations	€14,000	€28,000	€28,000	€14,000					€84,000
Legal issues & IPR	€2,000	€2,000	€2,000	€2,000	€2,000				€10,000
Consumables	€7,000	€7,000	€7,000	€7,000	€7,000	€7,000	€7,000	€17,380	€66,380
Hosting costs	€7,250	€7,250	€7,250	€7,250	€7,250	€7,250	€7,250	€7,250	€58,000
Meetngs travel & subsistence	€70,000	€70,000	€70,000	€70,000	€50,000	€50,000	€50,000	€26,000	€456,000
Installation & Support of Public-i Sys's	€90,000	€90,000	€90,000	€80,000	€70,000	€70,000	€65,000	€28,300	€583,300
3. Equipment (specify)									
eParticipate Public-i Systems	€95,000	€90,000	€80,100					€72,000	€337,100
Development & Supprt PC systems	€40,000	€16,500							€56,500
4. Other Material Investment									
Dissemination materials & Costs	€15,000	€15,000	€15,000	€15,000	€15,000	€15,000	€15,000	€55,220	€160,220
TOTAL Investment for initial market deployment	€783,026	€804,549	€791,658	€728,084	€551,248	€560,506	€532,991	€472,772	€5,224,834
EU Contrib - %	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%

This is a significant investment, particularly for the supplier SME (PI) involved in the consortium. However as the SWOT in section 3.4 also indicates, eParticipate has major strengths and opportunities in a Trans-European deployment. The successful completion and quantification of the Initial Deployment will be the key enabler to exploiting those Opportunities.

5.2.2 FINANCIAL ANALYSIS

As indicated in section 1.2, the objectives are to have 50 Local Authority users committed to operational use of the service by the end of the current Initial Deployment in early 2009, and 100 within 2 years of that. As discussed in section 3.1, this just represents less than 2% of the European potential market of over 6,200 Local Authorities. Using the current UK pricing model which is based on flat fees per month for basic use, and then incremental costs based on increased usage above a baseline (as indicated in section 3.5), the following tables outline the cost/revenue projections of the initial deployment plans and then 2 years of subsequent deployment

€K	2008	2009	2010	2011
Sales				
Local Authority Users	350	1,574	2,256	2,480
Consultancy (PDs)	14	69	105	139
Total (€K)	364	1,643	2,361	2,619
Cost of Goods Sold	-146	-657	-945	-1,048
Gross Margin	218	986	1,417	1,571
Staff				
Sales & Marketing	-80	-80	-90	-90
General & Admin	-80	-80	-80	-80
R&D	-90	-135	-180	-180
Consultancy/Support	-90	-135	-180	-180
Profit	-122	556	887	1,041

Cumulative Cash Flow	-122	434	1,321	2,362
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Staff	4	5	6	6
Sales & Marketing	1.0	1.0	1.0	1.0
General & Admin	1.0	1.0	1.0	1.0
Development	1.0	1.5	2.0	2.0
Consultancy/Support	1.0	1.5	2.0	2.0

Projected Numbers				
Regional Business Partners	7	10	13	16
Local Authority Users	10	49	75	99
Consultancy (PDs)	20	98	150	198
Selling Price (€K)				
Local Authority Users	35	32	30	25
Consultancy (PDs)	0.7	0.7	0.7	0.7

These figures are based on the following assumptions that the Market Validation project trials found to be reasonable¹:

1. Local Authorities will pay €30k to €50k on average for the eParticipate platform and service, depending on the type of system and the number of contract hours of usage.
2. eParticipate will have 7 operational Local Business Partners in year 2 of the Initial Deployment (2008). Then as the Market Deployment progresses, 3 new Regional Business Partners will be signed up every half year.

¹ eParticipate Market Validation, "Validation & Evaluation Report", Sep 2006

3. Each Local Business Partner will sign up 5 new Local Authority Users and lose one existing Local Authority User (on average) per year¹. during the Initial Deployment phase, dropping to half that in the subsequent deployment due to saturation of each regional market.
4. Public-i Ltd will allow 35% discount to the Business Partners, as well as another 5% direct cost of sales each year.
5. Each Local Authority will require 2 person days per year of Support from Public-i Ltd, at a rate of €700/day. In addition the local Business Partner will also provide a number of Support and Training days per year, that will be their own revenues.
6. Public-i will be able to support all of these users, and Business Partners, with an initial staff of 5 growing to 11 after 4 years, in Sales & Marketing, General & Administration, R&D, and Consultancy/Support, with reasonable salaries, as shown in the table above.

As shown in the table above, these initial assumptions and figures indicate that it will be 5 to 6 years before the eParticipate Business Partners recover the Initial Market Deployment cash investment of €4M, and earn a commercially sustainable profit of over 40% (before interest and tax) there after. The Return on Investment is also very promising, with the above projected revenues indicating that the Net Present Value (NPV) of the revenues up to 2011 of the eParticipate Deployment across Europe, is €1.9M at the current standard overdraft rate of 7%.

5.2.3 COST SHARING STRATEGY

As this is an initial deployment, the cost sharing strategy amongst the partners is for the Local Authority partners to pay for the services from their own resources, and for the commercial partners to earn revenues, at normal market rates. As indicated, above and in the GPF Financial Plan form the commercial partners will not earn commercial returns until well after the current Initial Deployment project establishes the market and reference sites across Europe (and hence the need for eTEN support). The following tables show the figures for the commercial and Local Authority partners over the duration of the current project:

Commercial Partners	Total	MAC	PI	ASP	DIG	S602	MSS	LEA	IJT
Direct income expected from the project (€)	538082	30000	198000	120082	30000	40000	30000	50000	40000
Contributions by contractor or member (€)	3381734	431970	483820	41193	150562	120961	140173	130562	136140
eTEN contribution (€)	1306609	153990	227273	53758	60188	53654	56725	60188	58714
Total of receipts (€)	5226425	615960	909093	215033	240750	214615	226898	240750	234854

Local Authority Partners	WBC	FCC	ADG	MV	CDG	CDE	AGA	VK	OK	BCC
Contributions by contractor or member (€)	181031	180703	181875	157590	180331	180262	180331	140330	158444	205457
eTEN contribution (€)	60344	60234	60625	52530	60110	60088	60110	46777	52815	68486
Total of receipts (€)	241375	240937	242500	210120	240441	240350	240441	187107	211259	273943

¹ The Market Validation project Market Analysis has determined which regions have an adequate number of Local Authorities, willing and able to take-up the eParticipate platform and services at this rate.

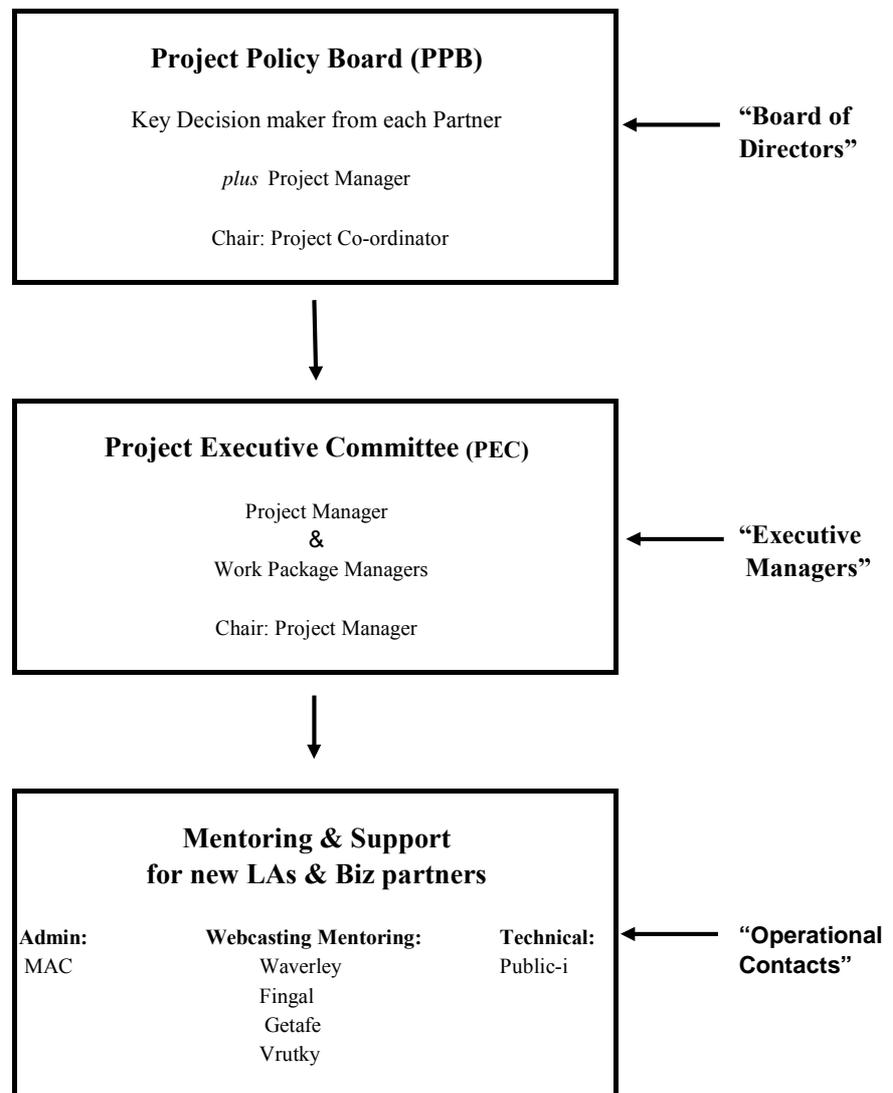
6 MANAGEMENT OF THE PROJECT PHASE

6.1 PROCEDURES

Effective project management is an integral part of achieving quality in a project, it is a prerequisite that the project management structure, techniques, decision-making and reporting is of a high calibre and of an internationally recognised stature. This is particularly important in a project such as this that includes so many partners. The aim is to have a simple but effective and efficient procedures and structures to achieve the project objectives.

6.2 PARTICIPANTS

The Internal eParticipate Project Management Structure is illustrated in the following diagram:



eParticipate Initial Deployment Project Management Structure

The internal eParticipate Project Management structure comprises two levels of management: a **Project Policy Board (PPB)** and a **Project Executive Committee (PEC)** and an operational **Mentoring and Support Team (MST)**

Project Policy Board: The PPB will comprise of senior representatives (with decision making authority) from each Partner in the project plus the Project Manager (PM) John O’Flaherty. The Chairperson of the PPB will be appointed by the Co-coordinating Partner [MAC] and will be responsible for encouraging decisions by consensus. In the event that unanimity is not possible, decisions can be made on the basis of a qualified majority as will be set down in a Consortium Agreement. The PPB will operate like the Board of a well run company.

Project Executive Committee: The PEC will be made up of the Project Manager and the Work Package Managers. The PEC will be chaired by the Project Manager.

- **Project Manager (PM)** The Project Manager, Dr. John O’Flaherty, will be responsible for ensuring that the project runs to the satisfaction of the PPB and PEC. This will include on-going project monitoring, cost-claims, contractual reporting, milestone achievement, administration, funding distribution, CEC liaison etc. He will report to the PPB and chair the PEC fulfilling the same function as a Chief Executive of a well-run company.
- **Work Package Managers (WPM)** have been designated for each work package. These will be as follows (further information on these individuals is in section 1.6):

WP1	John O’Flaherty	MAC
WP2	Keith Young	PI
WP3	Catherine Howe	PI
WP4	Catherine Howe	PI
WP5	John O’Flaherty	MAC

These WPM's will report to the Project Manager and will be responsible for the completion of their work package, co-ordination of all the work package tasks and all the deliverables associated with that work package.

- **Mentoring and Support Team (MST).** A major strength of the consortium is the knowledge and experience already held through the successful Validation Market Phase project, and it is important that new partners, both Local Authorities or Business Partners benefit from this knowledge and experience. This Team will include and coordinate the following (under the management and coordination of Martine Ruzza of MAC)
 - **Administration support.** It is proposed that all new partners including those who may have never participated in EU RTD research use the experience of the Project Manager partner (MAC) for all administrative and financial support.
 - **Webcasting Trials and Operations.** In the market validation phase the presence of Waverley an experienced user proved very useful for all the new Local Authorities when it came to asking questions regarding corporate and political issues surrounding webcasting (guidelines, internal/buy in sales pitch, marketing of the system, etc). The 4 existing local authorities will therefore undertake a similar mentoring role for the new Local Authorities during the Initial Deployment.

- **Technical Support.** PI will be responsible for answering all queries from Local Authorities and Business partners. A support contact will be named by PI and formal mechanisms put in place to log and document queries. In turn this information will directly feed into the eParticipate evaluation report.

6.3 OVERVIEW OF THE CONSORTIUM COMPOSITION AND ROLE

The eParticipate Partners are described in section 1.6. The following is an Overview Table of the Consortium Composition and Roles.

No	Type of partner (private, Public,)	Organization Name	Cost Model	Business Activity	Main Role	Ctry	EU/ Non EU
1	Private	The National Microelectronics Applications Centre Ltd	FC	Project Management & ICT Service Provider	Project Manager & System Provider	IE	EU
2	Private	Public-i	FC	Webcasting Service Provider & eGov Consultancy	System Providers & Evaluator	GB	EU
3	Public	Waverley Borough Council	FC	Local Authority	eParticipation System User	UK	EU
4	Public	Fingal County Council	FC	Local Authority	eParticipation System User	IE	EU
5	Public	Ayuntamiento de Getafe	FC	Local Authority	eParticipation System User	ES	EU
6	Public	Mesto Vrutky	FC	Local Authority	eParticipation System User	SK	EU
7	Private	A.S.Partner, s.r.o.	FC	Local Authority	eParticipation System User	SK	EU
8	Public	Comune di Genova	FC	Local Authority	eParticipation System User	IT	EU
9	Public	Commune de Elancourt	FC	Local Authority	eParticipation System User Member to DIGI	FR	EU
10	Private	Digitech	FC	Business partner	Business partner	FR	EU
11	Public	AGATE/Tarn	FC	Local Authority	eParticipation System User	FR	EU
12	Private	Software602, a.s.	FC	Business partner	Business partner	CZ	EU
13	Public	Vysocina Kraj	FC	Local Authority	eParticipation System User Member to S602	CZ	EU
14	Private	Management System Solutions	FC	Business partner	Business partner	ES	EU
15	Private	Lattanzio e Associati, s.r.l.	FC	Business partner	Business partner	IT	EU
16	Public	In-JeT ApS	FC	Business partner	Business partner	DK	EU
17	Public	Odder Kommune	FC	Local Authority	eParticipation System User	DK	EU
19	Public	Bristol CoCo	FC	Local Authority	eParticipation System User	GB	EU

6.4 QUALITY CONTROL & MITIGATION PROCESS

The Project Manager will maintain a computer-based top level project management system, based on a Gantt chart work-schedule model. This will be updated by inputs from the various Managers and the Project Manager's own judgment. Formal reporting of progress will be based on the model. Work Package Managers will be encouraged to use a formal project management system, compatible with that used by the Project Manager. Project meetings or tele-conferences will take place as required by the work plan.

All contractually required deliverables will be produced following an agreed quality assurance process. The reference points for quality control are:

Project Plan: will provide a central file containing all planning-related information, including tasks, resources, organisation, time scales and dependencies, needed to complete the project. The Project Plan will cover information relating to the entire project, but at any point in time, it will contain detailed activities for only the current phase and the next phase. While the project progresses, the Project Plan will be regularly updated.

Project Handbook: will define the activities and resources necessary to ensure that the quality requirements, specified in the Project Plan are met. It will include a Project Quality Plan. This will be part of deliverable D1.1 (along with the project www.eparticipate.eu website).

The Project Quality Plan in the Project Handbook will define the roles and functions of groups and individuals contained in the management structure and will be the reference point for the Project in carrying out the work effectively and in ensuring quality deliverables. The Quality Plan will address the following functional aspects of eParticipate:

- Definition of Contract control systems and design control systems
- Definition of electronic information exchange formats
- The Quality Review Procedure (to include peer review of all reports for public release or major outputs from teams, organisations, regions and Work packages)
- Problem logging, solving and dispute-resolution procedure (to include a description of decision-making approaches at each level of partner interaction)
- Reporting system (internal and external) and documentation control/ traceability
- Meeting organisation, records, agendas, action points and decisions
- Roles and responsibilities of project participants (to include identified associates, subcontractors, followers etc.) and to include all contact details
- Resource management (to include identification of "who is doing what, for when")
- Common communication, record keeping and data storage systems
- External communications, publications and IPR
- Use of communications tools (to include email, discussion fora, audio and video conferencing)
- European Commission quality compliance and reference to sovereign organisation quality plans.

Above all, the Quality Plan will accommodate the formation and effective working of "virtual teams" to tackle the technical activities of the work. This is necessary to encourage and support co-operative working that transcends organisation, status, location and distance. We anticipate the creation of a Quality Plan based on "common sense and best practice" rather than a rigid bureaucratic approach. However, particular attention will be given to the documentation supporting application and adaptation software, and integration tools, as these are the basis for future exploitation.

A mechanism for reviewing progress against the identified success criteria by the Project Executive Committee will be contained in the Project Handbook.

6.4.1 MANAGEMENT OF PROJECT DOCUMENTATION

The infrastructure chosen to hold the documentation produced by the project (interim reports, cost statements, working papers, and deliverables) will be based on a Web server (at www.eparticipate.eu) where the project Intranet will be set up by MAC for public information sharing and private partners collaboration..

The Project Manager will be, responsible for maintaining two kinds of libraries to be kept on the server:

- Management Library
- Technical Library

6.4.2 PLANNING AND REPORTING

The foreseen procedures and tools for the eParticipate project are the following:

- All formal meetings (PPB, PEC, etc.) will be notified at least 3 weeks in advance. Agenda, proposed resolutions, decisions and supporting documentation will be available to all attendees at least 1 week before the meeting. Issuing of all documents will be via the chairman who is responsible for compiling all submissions from partners.
- All meetings will be formally minuted and minutes will be issued within 5 working days of the completion of the meeting.

6.5 RISK ANALYSIS

As identified in the SWOT analysis in section 3.4, the key risks to the eParticipate TEN service are:

- Lack of a credible Business/Deployment plan for all of Europe.
- Reliance on 3rd party suppliers e.g. hosting service, communications network providers etc.
- Substitute technology/ products may be developed
- Inability to locate local distribution and suppliers
- Big difference in detailed democratic processes make localisation more demanding
- A rise in costs of hosting services or network provision
- Loss of vital staff
- Lack of funding in identified marketplace

These risks are addressed in this Initial Deployment Project (and hence the need for eTEN funding) by operating and evaluating the service with trials that will prove the sustainability and potential of the platform scale-up and customisation as a sustainable Trans-European Network in WP4. The Initial Deployment operational use of the service will determine:

- That the platform does address the eParticipation needs of local government in various contexts.
- That a viable revenue model can be established to sustain the service indifferent contexts
- That the service can be delivered in multiple contexts and languages across Europe on an operational basis.
- That alternative solutions and services are accommodated.

The following table presents various project scenarios task by task, from the work plan shown in section 4, followed by a mitigation plan (e.g. how risks will be minimized and problems resolved). The table also includes a similar analysis of risks inherent to the running of the project in WP1.

	Task	Risk	Mitigation Plan
1	Project Management		
1.1	Setup management structures, procedures & website		
1.2	Project Board Meetings		
1.3	Administration, project coordination & EU Liaison	This task may require more effort and time than planned.	Continuous on-line liaison between the partners and with the Project Officer will ensure that this does not occur.
		The partners may not be able to reach agreement on a Consortium Agreement	This will be completed very early in the project to ensure that the IPR issues are agreed & resolved before significant new IPR is created.
2	Dissemination, EU User Group & Business Partners		
2.1	External coordination & dissemination		
2.2	Dissemination Workshops		
2.3	Setup & Operate eParticipate European User Group	No further Local Authority users are attracted or existing ones decide to drop the service.	The trials & dissemination will be well focused based on the findings of WP2. So if no credible partners are identified, this will indicate that Trans-European market deployment is not appropriate at this point.
2.4	Biz Partners Setup & Operate National User Groups	Findings come back negative for an eParticipation service	This is unlikely given the MV experience, but the situation will be analysed to understand why, & the eParticipation platform will be appropriately refocused in WP3.
		Better existing systems may be found.	The eParticipation platform is made up of "best of breed" applications & components, so if better solutions are found, they will be incorporated into the eParticipation system.
2.5	Interaction with potential Investors & business partners	No credible potential investors & further business partners are identified.	The trials & dissemination will be well focused based on the findings of WP2. So if no credible partners are identified, this will indicate that Trans-European market deployment is not appropriate at this point.
3	Initial Deployment Localisation & Commissioning		
3.1	On-site visits to all 8 "new" Sites+Spec Reqmts		
3.2	FR Localisation	Scope of requested customisation may be much larger than expected & beyond the scope of the project.	Customisation will be focused on the core eParticipation needs to keep the system simple and stay within budget & scope of the initial deployment. The market validation experience found no problem in this regard.
3.3	IT Localisation+FR installation & Soft Launch	Reliable 3rd party communications suppliers may	This will be explored as part of this task, and there will be close

		not be available at all sites.	liaison with all Local Authority partners to mitigate against this.
3.4	CZ Localisation+IT Installation & Soft Launch	System may not operate reliably.	Only proven components & applications will be included in eParticipate to mitigate against this.
3.5	DK Localisation+ CZ Installation & Soft Launch		
3.6	DK Installation & Soft Launches		
3.7	Other installations & Document the TEN of ID Sites.	It may not be possible to install the eParticipation system in all requested Sites.	There will be close liaison between the partners, prior & during this task to resolve any issues that might arise to delay or preclude installation in a specific site.
4	Initial Service Deployment & Evaluation		
4.1	Refine Initial Deployment Evaluation Process		
4.2	Launch, Operate & Evaluate Platform in all Partner LA's	Evaluation may not be useful.	The focus of the project from day one, will be on an evaluation of the prototype system to determine if the initial deployment assumptions that underlie it are valid. So only useful evaluation in that context will be undertaken. Agreement & ongoing liaison between all partners will ensure this.
5	Business & Market Deployment Plans		
5.1	Refine Market Deployment Plan with all partners		
5.2	Initial Business Partners Group Supported Deployment	The Network of Business Partners own analysis may indicate that a viable eParticipation business model is unlikely.	Intense discussions will be undertaken amongst the partners to come up with a viable & sustainable model. The WP4 evaluation will be refocused to address this & test its assumptions.
5.3	Business Partners' own Mkt Deployment + new users	The results from the trials may indicate that the Final Deployment Plan assumptions are not valid or the system is not viable.	The evaluation will focus on validating the assumptions of the Deployment/Business Plan. If these prove that Trans-European deployment of the system is not viable, then partners will work with the partner local authorities to ensure that their needs are met.

This risk analysis and mitigation planning process will be further developed and incorporated into the Project Handbook deliverable D1.1, and maintained and updated throughout the project.

ANNEX

A: ePARTICIPATE DISSEMINATION / COMMUNICATION PLAN

The project Dissemination work package will target the ‘showcasing’ of pilot services and the achievements at national, regional and local level. The eParticipate project aims to establish itself as a best practice test bed in line with the EC’s 2010 eGovernment action plan.

The dissemination will include:

- dissemination workshops / communication events (mid- and end project), relevant press work (press conference, press releases, press clippings, etc.), as well the setup and maintenance of a project web site.
- the creation of European and National user groups.
- the creation of a Network of Business Partners who will meet at least 3 times during the course of the project.
- General public and political events that are directly relevant to potential eParticipate users and Business Partners.

The eParticipate Dissemination work package (WP2) will be the shop window of the project and will aim to expose in full view the outputs of the eParticipate project and European trials to disseminate real life implementation and experiences on the potential of ICT tools to reengage citizens in decision making processes and increase local authorities transparency. Appropriate public and political events will be chosen to disseminate this to potential users and Business Partners in further targeted regions of the EU.

The objectives of the Dissemination and Awareness plan are to:

1. To devise a strategy to best disseminate project results to the different target groups identified.
2. To identify key public, political and other events and actions plan to disseminate the project results and seize market opportunities
3. The key dissemination target groups for the dissemination work plan will be:
 - (a) Users (Actual or potential) of broadband services, applications and technologies in rural areas, local public and private sectors actors involved in the implementation of broadband in those areas.
 - (b) The key dissemination target groups for eParticipate are:
 - i. Regionally: local citizens, local administration and local politicians,
 - ii. Nationally: other local authorities, business partners
 - iii. European level: the EC and stakeholders involved in formulating policies regarding eDemocracy and other eDemocracy projects.

The consortium plans to use both web and traditional means of dissemination to ensure that suitably packaged outputs are delivered to each of the target audiences. This includes the following:

- Brochures
- Website
- Newsletters,
- Workshops
- Conferences

The identified outputs for the dissemination work package are as follow:

- 3 principle dissemination workshops and several other local ones
- the setting up and running of 1 European and 8 National User Groups.
- the creation of a Network of Business Partners who will meet at least 3 times during the course of the project.
- Open days / regional dissemination workshops
- Exhibiting / demonstrations at identified conferences / events within the EU
- Meetings / presentations to Central Government and other Local Authority agencies/organisations
- Production / distribution of dissemination materials and fly-sheets marketing materials
- Press Coverage (that proved to be so successful during the Market Validation project).
- The maintenance of www.eparticipate.eu website
- A European contact details database of Local Authorities and regular site visitors
- eMail newsletter for project partners / signed up interested parties

A.1 DISSEMINATION OBJECTIVES

The objectives for this plan will be to create a greater awareness of the eParticipate project as it evolves ensuring the potential of the services based on the output of the project are fully understood. Specifically:

- To communicate the eParticipate services both publicly and politically to ensure a wider understanding of their operation, applicability, best practice and contribution towards re-engaging the community with Local Authorities in each Partner territory.
- To communicate the eParticipate services to ensure a wider understanding of their potential contribution towards re-engaging the community with Local Authorities to all other EU member states.
- Attract Business Partners throughout the EU to deploy the eParticipate services.
- Attract further Regions throughout the EU to take-up the eParticipate services.

A.1.1 PROJECT DISSEMINATION WORKSHOPS AT 6, 12 AND 24 MONTHS.

There will be 3 principle dissemination workshops at locations to be agreed. It is proposed these workshops occur in:

- In Month 6 when the European User Group is established and the Network of Business Partners is beginning to operate.
- Month 12, when all 10 User Regions are launched and operational.
- At the end of the project to share the experience and results of the project, and attract further Users and Business Partners for Deployment of the service.

These objectives of these workshops will be to disseminate the eParticipation services both publicly and politically through demonstrating their operation; performance, results, applicability, best practice and to discuss future potential. The invited audience should include representatives from the EU Commission / eTen projects plus representatives from any EU Member State expressing an interest in the eParticipate project.

European & National User Groups

The concept of user groups under eParticipate follows a template trialled successfully in the UK by PI. In the UK the Local Authority webcasting User Group meets to ensure the maximum value is obtained by all councils that operate webcasting facilities and to create and develop best practise guideline for Local Authorities within each agreed territory. The user groups will therefore not only increase the effectiveness of webcasting but will also ensure all webcasting councils benefit from each others learning.

The user group will covers all aspects of webcasting including:

1. How to get the most out of your webcasting installation;
 - a. Types of meetings/events/briefings (both successful and less successful)
 - b. Internal communication ideas
 - c. Gaining support through a Council to increase usage
 - d. Marketing / Promotion to encourage viewership and increase citizen engagement
 - e. Information to inform and encourage the viewer to encourage interaction
 - f. Community based webcasting ideas
2. Types of configuration (fixed / mobile);
3. Potential developments / additional functionalities of webcasting both planned and desired.

The European User group will have a selected panel of European Local Authorities, who will act as mentors of the National user groups. The consortium proposes to invite 2 or 3 UK Local Authorities who have been using the system for a while in order to provide valuable input based on their experience, usage, ideas etc so the significant experience gained in the UK can be passed to the newer territories. The European User Group will also include members from each country in the consortium and other interested parties.

Business Partner Network

The Business Partners Network will be set up to support and exchange work practice between the different Business Partners. The network will meet every 6 months and those meetings will be used for sales or marketing training sessions and for the exchange of information between Business Partners.

A.2 EPARTICIPATE WEBSITE: WWW.EPARTICIPATE.EU

The eParticipate website at www.eparticipate.org was the project website of the Market Validation activities. This will be refocused as the operational site www.eparticipate.eu (as .org cannot be used for commercial activities – such as initial deployment). It will form the centre of the project's dissemination, collaboration, and subsequent market rollout activities.

The eParticipate website will be designed around the strong branding of the logo (as in the page header) that was well established during the Market Validation work.

www.eparticipate.eu will be the eParticipate project's "window to the world", its home page will summarise the Service and its Initial Deployment and will also show the logo and graphical "look & feel" of eParticipate.