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Abstract

This is the initial CitizenScape viability plan for sustainable operation of the service that elaborates on the plans outlined in the project Description of Work, to be tested by the Trials in WP2.1, and will be finalised in the D2.3.2 Final Viability Plan at the end of the project. CitizenScape will be a flexible online space that will blend and integrate social networking and other Web 2.0 technologies with more formal online democratic tools in a socially purposeful way in concrete legislative and decision-making processes - specifically looking at engaging Citizens to debate and engage with the implementation of EU environmental legislation at a local level. The key potential users and purchasers/funders of CitizenScape will be Local Authorities and other Agencies, who wish to add this functionality to their Public-i platform and the European Parliament, to extend the impact of their EPLive and EPTV services to regional level.

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Executive Summary

CitizenScape is a 2 year eParticipation Programme Trial Project that is integrating and testing state-of-the-art Web 2.0 social networking ICT-based tools and solutions in a socially purposeful way in concrete legislative and decision-making processes - specifically looking at engaging Citizens to debate and engage with the implementation of EU environmental legislation at a local level. It will define the precise conditions to be fulfilled, the desires and needs expressed by citizens for collective participation in major EU issues, and the specific barriers to be overcome for deployment. The project will, in parallel with integrating “best of breed” components into the technological solution, adapt the very successful Public-i webcast methodology to create a framework for recruiting citizens to CitizenScape and then moderating their inputs. From this experience it is planned that the platform and approach will be applied and contribute to other EU policies as a key driver to sustain and expand the service after the trial period. The project seeks to create a ‘democratic pathway’ by attracting and recruiting citizens to use the Web 2.0 style space of CitizenScape and then migrating them to more formal online democratic tools (such as petitioning). These formal tools will be the means to access the decision makers – in this case Local Councillors.

This is the initial viability plan for sustainable operation of the CitizenScape service, and elaborates on the plans outlined in the project Description of Work, to be tested and evaluated by the Pilot Trials in WP2.1, and will be finalised in the D2.3.2 Final Viability Plan at the end of the project.

CitizenScape will be a flexible online space that will blend and integrate social networking and other Web 2.0 technologies with more formal online democratic tools in a socially purposeful way in concrete legislative and decision-making processes - specifically looking at engaging Citizens to debate and engage with the implementation of EU environmental legislation at a local level. CitizenScape is a citizen-driven initiative that will provide tools, applications and services that empower citizens to contribute to legislative and decision-making processes and address the implementation of EU initiated legislation by Local Authorities. CitizenScape will involve key stakeholders, i.e. actors from both civil society and public institutions in a shared environment that is moderated and managed by the Local Authority.

The key initial users and purchasers/funders of CitizenScape will be Local Authorities, who wish to add this functionality to their Public-i platform and the European Parliament to extend the impact of its EPLive and EPTV services to regional level. In due course National authorities and other relevant agencies will be targeted to adopt the service on their parliamentary platforms also.

1. Introduction

Social networking is one of the greatest areas of internet usage and CitizenScape seeks to exploit and harness this within a democratic context.

Web 2.0 is a term which loosely groups together social networking technologies and websites. It represents a shift from websites which have a broadcast emphasis and moves towards far more collaborative spaces and content. In a local democracy context this shift should be seen as a chance to move from a position where the formal democratic bodies own the discussion to one where they are instead a leading participant in democratic debate with many other stakeholders also taking an active part. This change must however take place within the context of the existing democratic structures and must be used to enhance democracy and not create a parallel debate.

CitizenScape is a 2 year eParticipation Programme Trial Project that is integrating and testing state-of-the-art Web 2.0 social networking ICT-based tools and solutions in a socially purposeful way in concrete legislative and decision-making processes - specifically looking at engaging Citizens to debate and engage with the implementation of EU environmental legislation at a local level. CitizenScape will use Web 2.0 tools in order to create interaction spaces which Local Authorities can use in order to encourage and stimulate debate around the legislative process. Web 2.0 tools such as discussion boards, wikis and blogs will be used in order to create citizen interaction around either a single issue or a single legislative process. The focus of the project is on the integration of such tools, not on new development or research. These tools will be used in parallel with more formal democratic tools such as ePetitions and webcasting of meetings to ensure that the discussion reached decision makers in a format which they are able to respond to. Rather than create energy and engagement outside the formal process CitizenScape aims to use informal tools to create accessible inclusive mainstream debate.

It will define the precise conditions to be fulfilled, the desires and needs expressed by citizens for collective participation in major EU issues, and the specific barriers to be overcome for deployment. The project will, in parallel with integrating “best of breed” components into the technological solution, adapt the very successful Public-i webcast methodology to create a framework for recruiting citizens to CitizenScape and then moderating their inputs. From this experience it is planned that the platform and approach will be applied and contribute to other EU policies as a key driver to sustain and expand the service after the trial period. The project seeks to create a ‘democratic pathway’ by attracting and recruiting citizens to use the Web 2.0 style space of CitizenScape and then migrating them to more formal online democratic tools (such as petitioning). These formal tools will be the means to access the decision makers – in this case Local Councillors.

CitizenScape is unique in its combination of a strong and focused implementation methodology alongside the operational use of innovative technology. CitizenScape will be a flexible online space that will blend and integrate social networking and other Web 2.0 technologies with more formal online democratic tools. The Citizen eParticipation methodology will create an accessible and inclusive model for online and offline engagement with citizens which will ensure that CitizenScape implementations not only have effective technologies but also effective offline recruitment activities and support to guarantee that the Citizen Scapes are vibrant and active

democratic centres. Experience with the eParticipate¹ and LEGESE² projects has indicated that these offline plans and activities are essential for driving traffic and use of eParticipation tools and that a blended approach is essential to ensure high take-up and best value from services.

The CitizenScape Trial Project will include:

- Identifying and recruiting community activists
- Creating a frame of reference and then code of conduct for the CitizenScape
- Recruiting and training community moderators to help manage and maintain the site
- Integrating Web 2.0 tools with online democratic tools to provide an easy-to-use coherent service.
- Amending and extending the Public-i methodology to create an inclusive and accessible citizen eParticipation process
- Programme of offline recruitment and training activities in order to support the online space
- Implementing the trial with real-life users for a period of one year.
- Analysis of the results and assessment of the impact of the trial.
- Dissemination of the project objectives and results, and joined-up activities with other initiatives in the eParticipation Action.

CitizenScape is a citizen-driven initiative that will provide tools, applications and services that empower citizens to contribute to legislative and decision-making processes and address the implementation of EU initiated legislation by Local Authorities. CitizenScape will involve key stakeholders, i.e. actors from both civil society and public institutions and agencies in a shared environment that is moderated and managed by the Local Authority.

The CitizenScape Partners are:

Partner		Role		Web
1. National Microelectronics Applications Centre Ltd	MAC	Project Manager, Coordinator, user requirements, sustainability.	IE	www.mac.ie
2. Public-I Group Ltd	PI	Technology Platform service Provider/Evaluator.	GB	www.public-i.eu
3. Bristol City Council	BCC	ePetitioner/Viewfinder System and User Org/Field Trials	GB	www.bristol.gov.uk
4. Comune di Genova	CDG	User Org/Field Trials – Large City	IT	www.comune.genova.it
5. Donegal County Council	DCC	User Org/Field Trials – Remote Rural Area	IE	www.donegalcoco.ie
6. RDA Zilina	RDA	User Org/Field Trials – less favoured region.	SK	www.razsk.sk

This is the initial CitizenScape viability plan that elaborates on the plans outlined in the project Description of Work, to be tested by the Pilot Trials in WP2.1, and will be finalised in the D2.3.2 Final Viability Plan at the end of the project.

The key potential users and purchasers/funders of CitizenScape will be Local Authorities, who wish to add this functionality to their Public-i platform and the European Parliament to extend the impact of its EPLive and EPTV services to regional level. In due course National public authorities and relevant agencies will be targeted to adopt the service on their parliamentary

¹ See www.eparticipate.eu

² www.legese.org

platforms also. So these will be targeted in the Viability Plan as the revenue providers to sustain the commercial operation of the CitizenScape Service across Europe.

1.2 Development of the Viability Plan

Plans for sustainable operation of the CitizenScape Service are being developed in WP2.3 of the project. The outputs of this WP are:

1. This Initial CitizenScape Viability plan, to elaborate on the ideas of the project Description of Work based mainly on the results coming from WP1.1 and WP1.3 to be tested by the Pilot Trials in WP2.1.
2. The Final Viability Plan for sustainable operation of the CitizenScape Service (D2.3.2) to deploy the CitizenScape system across Europe, and to National and European legislative process levels, as the major output of this project.

WP2.3 consists mainly of 2 intensive periods of work.

- In the first 6 months of the project, this Initial Viability Plan was developed by working with all partners to develop and agree the initial sustainable operation plans outlined in this report, in parallel with the WP1.1 User Requirements feedback. The results of this work will focus the other work of the project for its remainder, particularly to target the dissemination of WP2.2 and evaluation of the WP2.1 trials.
- Then in the final 9 months of the project, when the main assumptions of this Initial Viability Plan will have been tested in the WP2.1 Pilot Trials, and direct operational experience will be coming back from those trials, the Final Viability Plan for sustainable operation of the CitizenScape Service will be developed. The D2.3.2 Viability Plan for Sustainable Operation of the CitizenScape service, will be the final major Milestone and output based on all the work, experience and results from this pilot project

The key Final Viability Report (D2.3.2) will be written from the viewpoint of partners, investors and public decision-makers. It will describe the proposed CitizenScape service and demonstrate its soundness and sustainability, as demonstrated with EU environmental policies based on the results of the pilot trials and evaluation of WP2.1. Based on this it is planned that the platform and approach will be applied and contribute to other EU policies as a key driver to sustain and expand the service after the trial period. D2.3.2 will include the following basic categories of information (as specified in the eTEN recommendations):

- user population (size, state of development, type of customers and competitors, pan-European dimension),
- CitizenScape service definition and the reasons why a customer would want to buy it or a Legislative 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,
- Timing for initial and full deployment.

2. CitizenScape Service

The CitizenScape service will be a flexible online environment that will blend Web 2.0 social networking technologies with more formal online democratic tools such as webcasting. The service will empower citizens to be actively involved as moderators of the discussion and will be encouraged to engage with and influence decision makers.

The CitizenScape service will be easy to use, technically open and standardised to interface with existing and future eGovernment systems. Citizens will use standard/Open PCs, Internet and Web Browsers.



The CitizenScape system will integrate a number of online techniques and offline activities to engage and inform citizens including:

- Creation of a legislation Wiki to enable citizens to discuss legislation or policy and suggest changes for the future – helping citizens to express democratic decisions / legislation and policy in ‘real’ language.
- Video Blogs from officers and Councillors explaining the impacts of the legislation / decisions
- Multimedia discussion site for citizens to engage in debate with the Local Authority and with each other
- Video Voxpops from citizens to give feedback to councils / community
- Identify, recruit and train Community Activists and Moderators

The CitizenScape service will

1. Run on the established eParticipate Public-i platform that centres on multimedia webcasting supported by the inclusion of contextual information and feedback facilities³,
2. Learn citizen-participation best-practice from the experience of the award-winning Bristol Council e-Petitions system⁴,
3. Build directly on
 - a. the very successful eTEN eParticipate project and experience⁵
 - b. the LEGESE legal information management system⁶,
 - c. the Viewfinder multimedia discussion forums⁷ and YourSpace Web/Video facilities⁸.
 - d. appropriate Web 2.0 “Social Networking” open services, and interfaces to those services⁹

³ See www.public-i.eu

⁴ <http://epetitions.bristol.gov.uk>

⁵ www.eparticipate.eu

⁶ www.legese.org

⁷ See www.askbristol.com/viewfinder.php

⁸ www.neddc-yourspace.org.uk

⁹ See <http://blog.programmableweb.com/page/2/>

Much of the CitizenScape content will be available to non-registered users however anyone wishing to post content will be asked to sign-up and join the site – as per other social networking sites such as Facebook¹⁰.

Once on the site the user will be able to select their area of interest and either browse latest postings and events or add their own contribution. Users will be encouraged to migrate between informal social networking and more formal engagement with decision makers through online tools.

The site host will aim to encourage the debate and will regularly post short videos which will provide a quick, easy and engaging digest to the site and signpost users to key parts of content. They will also recruit and train site moderators from the user community.

Citizens will either be recruited for the CitizenScape site or be introduced to it via one of the offline marketing activities or events in order to create a sense of community and focus. Users will be recruited on one of two basis:

- They have a strong interest in a particular topic and will benefit from the tools available on the site
- They are prominent members of their community and can benefit from using the tools in order to create an online community to complement their offline activities.

The CitizenScape service will encourage easy communication and information exchange for effective public participation in the legislation implementation phase of European initiated legislation at the local and regional levels that are most directly relevant to most citizens' lives.

2.1 Possible future extensions of the CitizenScape System

The European Parliament aims to commission an overall service that can provide scheduled Internet broadcasts of on-demand video (together with links to live broadcasts supplied by others) as a web TV service¹¹. This service is provided for all interested members of the public and, in particular, for all European Union citizens. The web TV system was first built as a fully-functioning prototype, to run on a trial basis via the Internet. Then the web TV system was made available on the public Internet, with an appropriate scaling up of bandwidth and storage space.

As a web-based service, CitizenScape will complement and enhance at a regional level the European Parliament's own EPLive webcasting service and web television channel (EPTV), and provide future potential functional and citizen e-participation enhancements to that service, and thus provide one possible route to the long-term viability of the CitizenScape service. While this will be detailed in D2.3.2 (Final Viability Plans), initial thinking is that this could include the following:

- The CitizenScape Public-i platform could be extended to provide a bespoke Content Management and Web and video Scheduling System to interface with a web player facility, and enhance its functionality by adding content via blogs, wikis, discussion forums, reviews, ratings and so on. The EP web TV channel needs to be easy to navigate and equally and freely available to all users, and its enhancement by the

¹⁰ www.facebook.com

¹¹ See www.europarl.europa.eu/meetdocs/2004_2009/documents/cm/622/622247/622815en.pdf and Tender EP/DGINFOWEBTV/2006/0003, OJS 87 – 091414, 06/05/2006

CitizenScape experience and content contextualisation and user interactivity technology could help it to

- Serve the different language needs of each Member State.
 - Improve people's understanding of the work of the European Parliament, its Members and its partners
 - Demystify decision making processes
 - Provide more in-depth analysis and insight into specific issues
 - Position the Parliament as *the* primary resource for anyone interested in the organisation
 - Build upon the work that the EP has already undertaken in delivering webcasts of plenary sessions and developing rich media content
- Just as in CitizenScape on the Public-i platform, the audience would be able to connect directly to what they are most interested in, and easily search or cross-reference to find associated material. For this reason, once key audiences have been identified, the EPLive and EPTV sites could be built around the concept of separate targeted channels, which are held together under the umbrella of a main brand but serve different needs.
 - Creating specific channels would mean that content could be categorised more effectively and in turn, this has the benefit that marketing activity can be more easily broken down into targeted segments. The European Parliament outlined possible types of audiences within the Tender Specification. However attention needs to be paid to the fact that new channels and new languages may need to be accommodated in future.
 - Integration of interactive forms for easier orientation in legislative processes using Metalex as one unified XML scheme¹². Authorities can offer multilingual forms for tracking down legislative processes from EP to local level (including e.g. persons involved in the process, links to documents, text itself etc.).

While EPLive and the EPTV will make the European Parliament more transparent and accountable, the site has massive potential to promote democratic engagement and participation at a global level. CitizenScape will aim to complement and enhance this at a regional level and provide future potential functional and citizen proactive e-participation enhancements to that service, to ensure that it is not just one-to-many broadcasting channel, but a fully interactive two-way conversation with citizens to engage their participation and allow European Parliament institutions to listen and learn from all of its regions and citizens across Europe.

2.2 Anticipated impact of the CitizenScape service on the legislative process

The CitizenScape service will significantly change the public's ability to actively participate, understand and contribute to the legal decision making process within their legislative region at the Local and Regional levels, that are most immediately relevant to the lives of most citizens. A 25% increase in participation is set as an initial target over the 12 months pilot trials in the 4 very different legislative regions across Europe. Once proven there, the approach and tools will be scaled up and applied at National and European Parliament (EP) levels, particularly to complement and enhance the EP's own webcasting.

¹² See <http://www.metalex.nl>

2.2.1 Specific Legislative process that CitizenScape will address

CitizenScape will address the implementation of European legislation at the local and regional levels that are most relevant to most citizens, but which are also the most challenging to engage citizens in the process.

- The project will address European environment-related legislation with an Europe-wide impact for all Local Authorities, such as Climate Change¹³, Water Framework Directive¹⁴, Waste Electrical and Electronic Equipment legislation¹⁵, and the Building Energy Performance Directive¹⁶.

As Local and Regional Authorities are mainly involved in the implementation of European Legislation, CitizenScape will focus on this phase, and allow other projects and/or future work to investigate citizens' participation in the other legislation life cycle phases: (1) proposal formation (2) debate on draft legislation, (3) implementation and (4) follow-up/monitoring

2.2.2 How CitizenScape will help citizens to participate in this legislation implementation process

CitizenScape will provide a single point of contact to allow citizens to understand, track, discuss and influence the decision making process in the implementation of specific European legislation in their region. In addition to being able to watch in real-time and index to archived webcasts of debates on the legislation,

CitizenScape will provide citizens with facilities such as:

- Explanatory webcast videos on the proposed legislation acting as an informative guide to the process and its implications.
- The ability for the legislative body / citizens to map legislative language to citizen friendly buzz words - demystifying the process and improving the speed of access.
- The ability to link a series of information to a single legislative process. Effectively allowing citizens to search for documents, broadcast meetings, legislation, petitions, consultations based on single or multiple buzz word entries.
- Interactive facilities to enable citizens to ask questions and gain clarification around the legislative implementation process using online and feedback tools.

2.2.3 Institutional Dimension

CitizenScape focuses on the Regional and Local Authority institutions that ultimately have to implement the European legislation that comes down to them. During the project, the service will be trialled for 12 months in each of the 4 regions with very diverse local legislative implementation contexts in the Ireland, Italy, Slovakia and the UK. Each Local Authority will:

- Broadcast (webcast) their decision making proceedings with its existing contextual information and feedback facilities.
- Store all relative documents and sources to their European legislative implementation process on-line in an user-friendly accessible and interactive format.

¹³ See http://europa.eu/press_room/presspacks/climate/index_en.htm

¹⁴ http://ec.europa.eu/environment/water/water-framework/index_en.html

¹⁵ See http://ec.europa.eu/environment/waste/weee/legis_en.htm

¹⁶ See http://ec.europa.eu/energy/demand/legislation/buildings_en.htm

- Actively encourage citizen participation, based on the experience of the ePetitions, ViewFinder, LEGESE Services running in Bristol¹⁷ of what does and does not work for citizens.

2.2.4 European Dimension of the service

All phases of European legislation tends to be very remote from most EU citizens. CitizenScape will focus its work and trials on specific environment-related European Legislation and/or Directives that have an immediate impact on all local and regional Authorities across Europe. Operation of the CitizenScape service will be evaluated in 4 very different regions, and thus determine best practice to interest and proactively engage citizens in the implementation of such legislation at the local/regional level that is most directly and immediately relevant to their lives. As an interactive and participative web-based service, CitizenScape will complement and enhance at a regional level the European Parliament's own webcasting, and provide future potential functional and citizen e-participation enhancements to that service.

2.3 Users of the CitizenScape service

The users of the service will be Local Authorities. The end users will be citizens in all Regions across Europe. The Local, Regional, National and European Authorities and Agencies will buy, and operate the service, so these are being targeted as the revenue providers to sustain the commercial operation of the CitizenScape Service across Europe.

The key potential users and purchasers/funders of CitizenScape will be Local Authorities, who wish to add this functionality to their Public-i platform and the European Parliament to extend the impact of its EPLive and EPTV services to regional level. In due course it is planned that National Authorities and relevant Agencies will be targeted to adopt the service on their parliamentary platforms also.

The CitizenScape Service will be trialled for 12 months in 4 regions with very diverse contexts in Ireland, Italy, Slovakia and the UK, and impact on an estimated 1.25M users as follows:

	Location	Local Authority	Country	No of Citizen Users
1	Bristol	Bristol City Council	GB	400,000
2	Genoa	Comune di Genova	IT	500,000
3	Donegal	Donegal County Council	IE	250,000
4	Zilinia	Zilina Regional Development Agency	SK	100,000
	TOTAL	4	4	1,250,000

The current eTEN eParticipate project¹⁸ is able to engage over 1,200 citizens in a single webcast and numbers of at least this magnitude are expected for the CitizenScape service. This would achieve interactions with approximately 36,000 citizens across the entire project. This would include passive 'lurkers' who will be information consumers as well as more active participants.

¹⁷ See www.askbristol.com/viewfinder.php, <http://epetitions.bristol.gov.uk>, www.bristol-climatechange.public-i.tv/site/ and www.legese.org

¹⁸ See www.eparticipate.eu

2.4 Owner / provider / maintainer of the CitizenScape service

Public-i own the operational components of the CitizenScape service. Public-i will be provider and maintainer of the service. eParticipate, a previous eTEN Market Validation project¹⁹ proved the technical and logistical trans-European viability of this approach.

2.5 Sustainability of the CitizenScape Service

Most Local, Regional, National and European Authorities and Agencies will pay commercial operational and support costs for the service from their own budgets to ensure that their statutory citizen-engagement responsibilities are met by enabling easy communication and information exchange for effective public participation in legislation proposal formation, debate on draft legislation, legislation implementation and/or follow-up/monitoring of the legislation life cycle. Smaller Local and Regional Municipalities in less favoured regions across Europe will probably operate within groupings that will be publicly sub-vented from National and/or EU sources.

The Public-i platform on which CitizenScape will run, is funded by commercial licence and maintenance fees, paid by its purchasing legislative public authorities²⁰.

¹⁹ www.eparticipate.org

²⁰ See www.public-i.info/about_us.php

3. CitizenScape Viability Plan

The CitizenScape 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 multimedia 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 CitizenScape Viability Plan is summarised as follows:

- Vision** All of Europe’s citizens using ICT to participate and proactively engage in their local democratic legislative decision making processes.
- Mission** To provide the CitizenScape services to grow democratic renewal and citizen engagement across Europe.
- Organisation** The CitizenScape service will operate as an EU legislation added-value and interactive module on the Public-i webcasting and multimedia eParticipation platform.
The CitizenScape module will be provided, maintained and owned by both Public-i (whose Public-i, Viewfinder and ePetitions components are the core elements of CitizenScape).
- Objectives** By project end – 4 Countries, 4 Local Authority Users and 4 Regional Business Partners. Collaborative links to the European Parliament’s EPLive.
By 2010 – deployment to 15 Local Authority users, in 8 EU countries through 7 local Business Partners. Integration of EPLive and 1 National System.
- Strategy** Enhance the CitizenScape platform using Public-i and appropriate Web 2.0 “best of breed” components as required. Deploy the service on a commercially sustainable basis, to serve the need for democratic renewal and increased citizen engagement in legislative processes across Europe, by collaborating with the European Parliament through this project and the eParticipation Action programme to extend the impact of its EPLive and EPTV services to regional level, and targeting Local Authorities in high potential regions through local Business Partners that are already supporting the Public-i web-service delivery platform and are members of the Public-i Business Partners Network. In due course these Business Partners will target their National Authorities and relevant Agencies to adopt the service on their parliamentary platforms also.
- Market Roll-out Activities** The initial market deployment of the CitizenScape Service will focus on the 4 Member States represented in the project (IE, IT, SK, UK). By the end of this pilot project, these markets will be well known and characterised in detail, will have a presence with reference installations, and will have Business Partners on the ground.
The market roll-out will then initially focus on signing up a further 3 Local

Authorities and a total of 7 Business Partners in 2010, the first full year of the market rollout. 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 WP2.1 Pilot Trials' evaluation, suitable pricing models, possibly tailored to each regional context will be clarified and included in the deployment/business plans.

In the second year of market roll-out the focus will be to sign up a further 8 Local Authority users in 8 EU Member States (CZ, DK, ES, FR, IE, IT, SK, UK). The experience with the Public-i platform is that additional services (such as CitizenScape) are not purchased until year 2 and beyond of a contract, hence the projected slow roll-out. These 15 users will then form the basis for the second phase of market rollout that will target the best of the remaining EU Member States to begin deployment to those further markets in year 3 (2012). The market analysis of section 4 provides the basic information and contacts for this second phase of deployment. The aim is to have 30 Local Authority users signed up by the end of year 3 of the market roll-out after this pilot project ends.

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

- (a) Recruiting Local and National Authorities and Agencies to operate the CitizenScape system as an added-value service on their existing Public-i or other web-casting services.
- (b) Installation, training and launch of the service
- (c) Monitoring and day-to-day operational support
- (d) Ongoing customer support and management
- (e) Implementation of CitizenScape upgrades.

Each appointed Business Partner company will most likely already be part of the Public-i Business Partners Network²¹ and have an exclusive right to market the CitizenScape services within a defined territory. The basis of this structure is already in place in the eTEN eParticipate project²² where marketing and support agreements have been signed appointing Business Partners as the providers of the Public-i services in the Czech Republic, Denmark, France, Ireland, Italy, Poland, Slovakia, Spain and the UK. However the WP2.1 trials' results may require modification and customisation of this approach for the roll-out of the CitizenScape service based on the results of the Trials Evaluation in WP2.1.

²¹ See www.public-i.info/partners.php

²² See www.eparticipate.eu

3.1 Market Roll-out Schedule

As CitizenSpace is a value-added service extension to the Public-i platform, the roll-out plans for the CitizenSpace service will build on and use the market deployment of the Public-i service across Europe. This is being undertaken in the eTEN eParticipate Initial Deployment project²³. The timing between that projects market deployment and the plans for the CitizenSpace service, are shown in the following Gantt chart:

Market Deployment Schedule	2008				2009				2010				2011			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CitizenSpace Project																
1. Implementation																
<i>MS1: CitizenSpace Op in 4 Regions</i>				◆												
2. Results Viability & Dissemination																
3. Project Management																
<i>MS2: CitizenSpace Viability Plan</i>								◆								
CitizenSpace Service Market Rollout																
<i>MS3: 20 CitizenSpace Users</i>																◆
eParticipate Initial Deployment																
EU User Group & Business Partners.																
Public-i Localisation & Commissioning																
Initial Service Deployment & Business Plans																

²³ www.eparticipate.eu

3.2 Market Deployment Figures and Assumptions

The following tables quantify the initial CitizenScape market roll-out plans for the 3 years after the current project ends in 2009.

€K	2009	2010	2011	2012
Sales				
Local/National Authority Users		35	100	180
Consultancy (PDs)	3	5	14	25
EP Support		50	75	100
Total (€K)	3	90	189	305
Cost of Goods Sold	-1	-36	-76	-122
Gross Margin	2	54	113	183
Staff				
Sales & Marketing	-8	-16	-18	-18
General & Admin	-8	-16	-16	-16
R&D	-27	-45	-45	-36
Consultancy/Support	-90	-81	-63	-63
Profit	-131	-104	-29	50

Cumulative Cash Flow (€K)	-131	-235	-264	-214
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Staff	1.5	1.8	1.6	1.5
Sales & Marketing	0.1	0.2	0.2	0.2
General & Admin	0.1	0.2	0.2	0.2
Development	0.3	0.5	0.5	0.4
Consultancy/Support	1.0	0.9	0.7	0.7

Projected Numbers				
Regional Business Partners	7	10	13	16
Local/National Authority Users	4	7	20	36
Consultancy (PDs)	4	7	20	36
Selling Price (€K)				
Local/National Authority Users		5	5	5
Consultancy (PDs)	0.7	0.7	0.7	0.7

These figures are based on the following assumptions, that will be tested in the WP2.1 pilot trials.

Assumption	Validation
1. Local Authorities will pay €5,000 on average for the CitizenScape service in addition to their Public-i platform fees.	<ul style="list-style-type: none"> • WP2.1 Trials to confirm if this is a reasonable and attainable fee in all targeted territories.
2. In addition to 4 Business Partners in the 4 pilot site users at the end of this project, CitizenScape will have signed up 7 Business Partners from the Public-i Business Partner's Network in 7 Member States a year after this project ends.	<ul style="list-style-type: none"> • WP2.1 Trials and WP2.3 Final Viability Plan Business Partner investigations to determine if there is sufficient interest at the stated fees to attain this target.
3. Each Local Business Partner will sign up 0.5 new Local Authority User in their first year, 1 in each year thereafter. Experience of the Public-i platform is that additional services (such as CitizenScape) are not purchased until year 2 and beyond of a contract, hence this projected slow roll-out.	<ul style="list-style-type: none"> • WP2.1 Trials and WP2.3 Final Viability Plan Business Partner investigations to determine if this is reasonable.
4. PI will allow 35% discount to the Business Partners, as well as another 5% direct cost of sales each year.	<ul style="list-style-type: none"> • WP2.1 Trials and WP2.3 Final Viability Plan Business Partner investigations to determine if this is reasonable and acceptable to the Local Business Partners.
5. The European Parliament or other EU agency will provide an average of €50k, €75k and €100k of funding per year for the 3 years after this project ends so that the CitizenScape service can complement and enhance at a regional level the European Parliament's own EPLive webcasting and provide future potential functional and citizen-centered e-participation enhancements to that service.	<ul style="list-style-type: none"> • WP2.2 Dissemination will focus on the European Parliament for support through the eParticipation Action programme activities.
6. Each Local Authority will require one person day per year of support from PI, 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.	<ul style="list-style-type: none"> • WP2.1 Trials to determine if this estimate is reasonable.
7. PI and the Public-i platform will be able to support all of these users, and Business Partners, with an average staff of 1.5 full-time equivalent staff in Sales and Marketing, General and Administration, R&D, and Consultancy/Support, with reasonable salaries, as shown in the table above.	<ul style="list-style-type: none"> • WP2.1 Trials to monitor staff requirements and the remainder of the WP2.3 to determine if this is reasonable.

As shown in the table above, these initial assumptions and figures indicate that it will be 3 years before the CitizenScape service achieves sustainable break-even and then earn a commercially sustainable profit of just over 15% (before interest and tax) there after.

4. Market Analysis

To ensure a critical mass that will secure pan-European deployment of the CitizenScape service, the commercial supplier organisations in the consortium (MAC and PI) propose to provide the service jointly with local Business Partners within targeted specific territories on a Pan-European basis. This is based on PI's proven business model with the Public-i service that has already operated in Ireland (between PI and MAC that led to this pilot project). It is planned that the initial market roll-out will target the 4 Member States represented in the Consortium, with the subsequent deployment being based on targeting Local Authorities in the best potential regions identified here and through the trials and dissemination of WP2.1 and WP2.2, respectively.

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 State. The CitizenScape service development in general and trends affecting it, is this common interest and potential for Trans-European deployment.

The group of target customers are the Local Authorities across Europe. They and their use of the CitizenScape service are assumed to be as follows²⁴:

Actors	<ul style="list-style-type: none"> Local Authorities (customer and implementer) National Public Authorities & Agencies (associated with National Parliament). European Parliament (EPLive and EPTV services) Business Partner (local supplier providing installation services and support) PI (providing software and hosting services) MAC (providing project management and business partner services).
How they interact	<ul style="list-style-type: none"> The PI 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 Open Web 2.0 applications.
Benefits to Local Authorities	<ul style="list-style-type: none"> Clear, accessible, interactive and affordable communication of the legislative process A strong methodology that enables the Public Authority to get the maximum benefit from the system Effective and user friendly eParticipation engagement tools
Outcomes	<ul style="list-style-type: none"> Increased engagement (increased number of consultation feedback) More interactive and effective consultation leading to improved decision making and customer/citizen satisfaction. Improved communication with and understanding of the democratic processes for the electorate particularly of the European Parliament and other EU legislative bodies.

²⁴ WP2.1 Trials and WP2.2 Dissemination activities will evaluate the validity of these basic assumptions.

4.1 Market Size

The potential market that can benefit from the CitizenScape project is pan-European i.e. all Member States 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 promotes 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 Europe²⁵; 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 total EU potential market for CitizenScape is over 3,500 Local Authorities (see next subsection). While the 4 Partner Countries to be targeted in the first phase have a potential market of over 670 Local Authorities.

4.2 Market Structure and Target Groups

The market structure is based on the individual Local Authorities within each Member State of the EU. The eParticipate Market Validation project²⁶ investigated the detailed local government structures within each Member State as part of its market analysis and quantified the potential market as follows²⁷:

Country	No of Local Authority regions with over 10 000 habitants ²⁸
Austria	72
Belgium	300+
Cyprus	10
Czech Republic	132
Denmark	62
Estonia	14
Finland	89
France	300+
Germany	300+
Greece	146
Hungary	142
Ireland	30
Italy	300+
Latvia	22
Lithuania	39
Luxembourg	3
Malta	12
Netherlands	300+
Poland	300+

²⁵ www.ccre.org

²⁶ www.eparticipate.org

²⁷ Reported in “Trans-European Dimension of Service and eGov Situation”, eParticipate deliverable D2.1, July 2005.

²⁸ Source: www.tageo.com

Portugal	178
Slovakia	44
Slovenia	17
Spain	300+
Sweden	108
United Kingdom	300+
TOTAL	3,520+

There are 2 key dimensions for market deploying a service such as CitizenScape as an added-value extension of the Public-i service:

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).

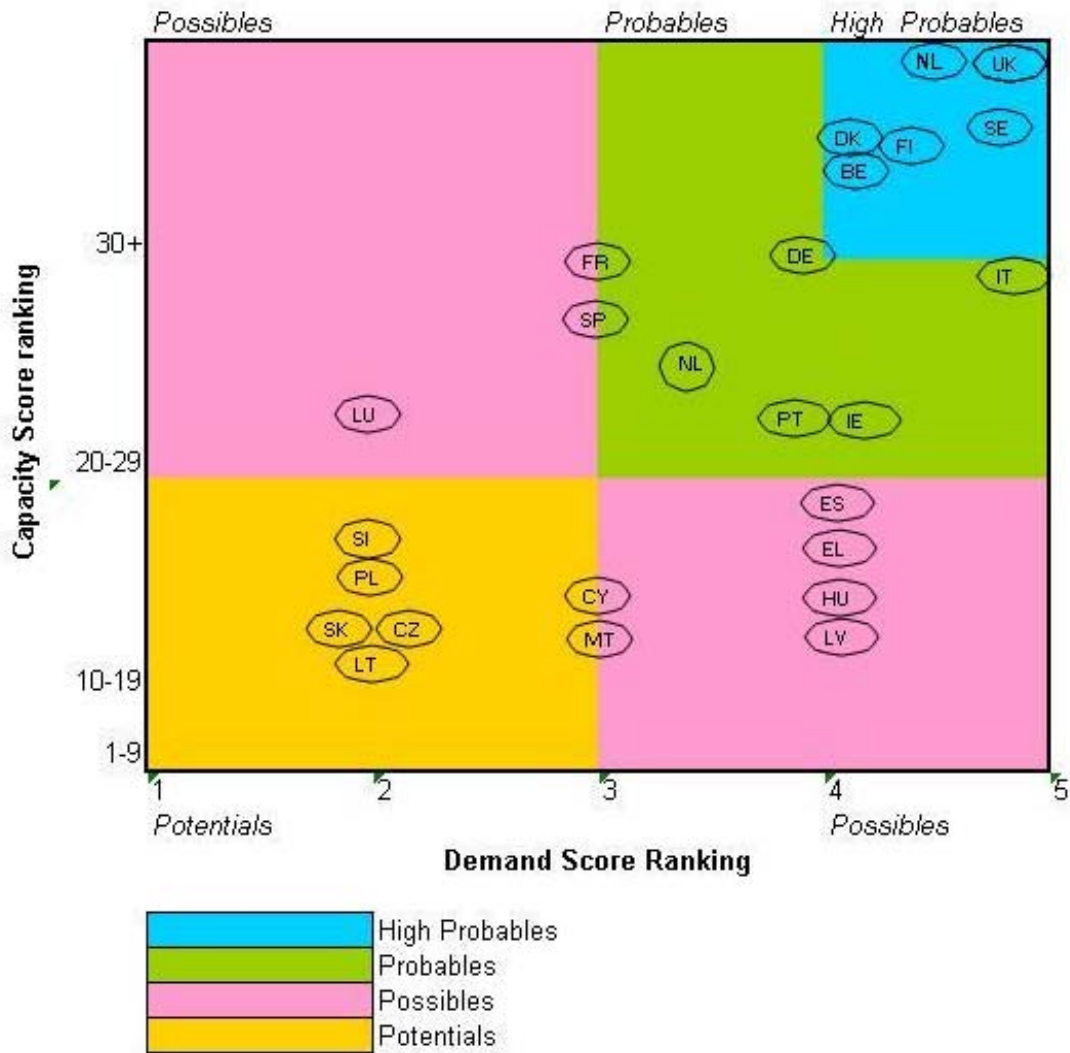
At EU level the eEurope Lisbon Agenda has driven National Plans, and now the Commission's i2010 Initiative²⁹ is setting a very strong EU agenda for eInclusion up to 2010³⁰. So eParticipation is likely to grow – with the UK in the lead.

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 New Member States where demand is high but payment capacity low. The following diagram summarises the criteria and ranks the European Regions by their CitizenScape Local Authorities/Business Partners' deployment potential, into

- (a) "Potentials" (i.e. the complete market),
- (b) "Possibles",
- (c) "Probables" and
- (d) "High Probables" (that will be targeted first – as indicated in the next section), as follows:

²⁹ http://europa.eu.int/information_society/eeurope/i2010/index_en.htm

³⁰ See D1.1.1 "CitizenScape User Requirements and Service Specification" section 4.



The complete market is over 3,500 Local Authorities, and the High Probable Local Authorities with a high demand for eParticipation services (such as CitizenScape) and a high ability to pay for them, are located in Belgium, Denmark, Finland, Netherlands, Sweden and the UK. Overlaid on this is the Public-i eParticipate Business Partner Network which already has partners in the Czech Republic, Denmark, France, Ireland, Italy, Slovakia, Spain and the UK³¹.

The eParticipate project found that there is a very high interest in eParticipation and eDemocracy in the new Member States, but their resources are limited to pay for services such as CitizenScape. So building on the experience of the pilot trials in Slovakia, the consortium will explore sources of public funding, such as European and National to provide the service in those countries.

³¹ See the eParticipate Initial Deployment eTEN project, www.eparticipate.eu

Therefore, given the current partner Member States it is proposed that the 3 phases of the commercial market roll-out in the first 3 years should be to 8 EU Member States as follows:

Market Deployment Phase	Target Countries.	Potential – no of LA's	Comment
Year 1 (2010)	Ireland	30	
	Italy	300+	
	Slovakia	44	
	UK	300+	
Year 2 (2011)	Denmark	62	Extend from UK experience
	Czech Republic	132	Extend from SK.
	Spain	300+	Extend from IT experience.
Year 3 (2012)	France	300+	Extend from ES/UK
	Poland	300+	Extend from SK/CZ
	Sweden	108	Extend from DK
	TOTAL	1,876+	

These markets are well understood by the consortium partners. The Final Deployment Plan (D2.3.2) will identify legal, infrastructural or other barriers to the market entry in the initial 4 and subsequent target territories for each target territory, and how CitizenScape will overcome them.

However it is 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 CitizenScape Service deployment and creation of awareness and involvement with European Parliament legislation and other activities. Without the eParticipation Action Programme 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.

4.3 Market Positioning and Competition

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 eParticipate market research³² 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 multimedia interactivity and 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, and the growing use of Web 2.0 tools. So the initial deployment and promotion of CitizenScape will be around the Public-i webcasting system and facilities.

³² See “Existing e-Participation Initiatives, Products and Services”, eParticipate deliverable D2.2, August July 2005.

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

Country	Competitor	Type of service	Market Position relative to CitizenScape
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.
UK	Westminster Digital	Streaming providers	Westminster Digital is targeting the eGovernment sector and as such could be a direct competitor to CitizenScape but does not have the added value services of CitizenScape 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 CitizenScape 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

While the following lists Online Consultation Services:

Country	Competitor	Type of service	Market Position relative to CitizenScape
UK	Community People	online consultation	This is close to the intended service for CitizenScape 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 Distrikt 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 - e-petitioning the Scottish Parliament

The conclusion of the eParticipate Market Validation project is 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 the Public-i service does, so it is the ideal platform for CitizenScape as an added-value eParticipation service focusing on proactively engaging citizens in the local/regional implementation processes of European-initiated legislation.

The major competitor to the CitizenScape/Public-i service is perhaps Local Authorities implementing such systems themselves. While Web 2.0 tools are readily available, however such in-house systems have had very little success and have generally disappointed. So the marketing of CitizenScape, and the WP2.2 dissemination activities, will position it to stress the additional functionality and proven delivery of the CitizenScape service, to convince potential customers and provide them with clear arguments why they should outsource their interactive eParticipation/eDemocracy services to CitizenScape rather than attempt it themselves.

The positioning of the consortium and distinguishing its CitizenScape 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 proactive engaging 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 delivery³³ Network, which consists of hundreds of servers deployed at the edge of the Internet, at multiple points of presence on multiple networks all around the world. Similar relationships will be established throughout the targeted regions across the EU.

³³ www.akamai.com

5. Marketing and Sales

A cost benefit analysis of a proactive engaging eParticipation platform such as CitizenScape is difficult to quantify 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 proactive democratic legislative engagement or to quantify what is an acceptable expenditure in this area. The eParticipate project found that this has led to very little planned budget or spending being specifically targeted for eDemocracy and eParticipation, rather it tends to happen as part of a Local Authority's overall IT or eGovernment budget³⁴.

However there are a number of different ways in which eParticipation through a webcasting service like CitizenScape on the Public-i platform can deliver cost savings in addition to the value-added benefits in terms of transparency, engagement 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.

The eParticipate Market Validation project found that the main benefits are:

- | | |
|-------------------------|--|
| 1. Strategic impacts | Often intangible benefits due to increased engagement – usually in the area of strengthened democracy or citizen perception. |
| 2. Service improvements | Changes to the way in which the Local Authority is able to do business. Better decision making and more acceptable decisions. |
| 3. Cost benefits | Actual financial benefits which can be seen as freeing up resources – either people or actual cash, split into <ul style="list-style-type: none">• Time/Resource saving• Actual Cash savings• Cash equivalent benefits |

An UK report³⁵ 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 online viewing (interestingly this is much higher than the perceived

³⁴ Reported in “Trans-European Dimension of Service and eGov Situation”, eParticipate deliverable D2.1, July 2005

³⁵ “Business Case for Webcasting as a Communication Tool for Local Authorities” RSe Consulting, August 2004.

level of available technology – only 60% of IT Managers think their desktops are sufficiently equipped)

- 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 (as are included in the CitizenScape project plan).
- All Councils that have commenced online citizen engagement and 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 providing such services have also experienced significant enhancements to their internal communication abilities
- Anecdotal evidence and informal feedback from users indicate the following reasons for using such online services:
 - Convenience:
 - Contribution to and involvement in decision making.
 - You can participate at any time to suit
 - The availability of archived meetings ‘on-demand’ removes time restrictions from accessing meeting proceedings
 - Accessibility:
 - No need to travel to a meeting, access from any internet connection.
 - 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
 - Anonymity. A resident can participate and contribute to a decision making process without the pressures of appearing in public.
 - Transparency
 - 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 citizen engagement, democracy and 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)
- 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, decision processes and background legislative documents reducing storage costs of meeting papers

5.1 Impact of the service

It is anticipated that the impact of CitizenScape will be to establish the critical importance of eParticipation in the success of all eGovernment initiatives and service delivery, and provide a trans-European network that will enable any EU Local Authorities to readily implement this solution as part of their strategies for proactive citizen engagement. It is envisaged that Market Deployment to all Member States will be mainly driven by PI, using a suitable commercial structure, and will involve further localisation and adoption of the platform in the light of the WP2.1 Pilot Trials' recommendations, and the network of local Business Partners to promote, provide and support CitizenScape on a pan-European basis.

The open CitizenScape service platform has at its core the Public-i platform that has been proven to be commercially viable in the UK with installations running in 40 Local Authorities³⁶. From this viable base CitizenScape will provide an open web-based service and gateway of proven existing-technology, components and applications to enable Local Authorities to implement and benefit from a full range of proven eParticipation tools that broaden the participation of citizens in the democratic decision making process of the local implementation of European-initiated legislation.

5.2 Awareness Creation and Dissemination

In WP2.2, as described in the CitizenScape Dissemination Strategy³⁷, the aim is to increase awareness of eParticipation and the CitizenScape Service in particular. The work aims to both increase general awareness amongst the public, Local Authorities and European Parliament, but also (and more specifically) to attract Business Partners to deploy and enrich the service subsequently.

The CitizenScape dissemination has the following objectives

- Increased eParticipation awareness and the central importance of engaging citizens in the process of the local implementation of EU-initiated legislation.
- CitizenScape service awareness, particularly by the European Parliament and in the 4 pilot trials countries (IE, IT, SK and UK)
- Promotional materials, website (www.citizenscape.org)

The main target of the dissemination will be the European Parliament (working closely with MOMENTUM³⁸ and the other eParticipation Action projects), further Local and National Authorities and Agencies, potential Business Partners, and others relevant to the deployment of the CitizenScape service, in the chosen regions.

5.3 Sales Strategy

CitizenScape will target and address the European Parliament, National Agencies and Local Authority potential customers in selected high-potential territories, through local Business Partners, supported and coordinated centrally by PI.

³⁶ www.Public-i.info

³⁷ CitizenScape Dissemination Strategy, deliverables D2.2.1, March 2007.

³⁸ www.ep-momentum.eu

A regional Business Partner will be selected in each targeted territory and will be appointed licensed representatives for CitizenScope in that territory, and will be responsible for:

- (a) Recruiting Local Authorities to operate the CitizenScope service on their Public-i system
- (b) Installation, training and launch of the service
- (c) Monitoring and day to day CitizenScope support
- (d) Ongoing customer support and management
- (e) Implementation of CitizenScope upgrades as provided by PI and S602.

To ensure the successful market deployment and ongoing provision of the CitizenScope services, PI will use its proven approach (already proven in the eParticipate Initial Deployment project³⁹) to identify and appoint a suitable Business Partner representative company to provide local knowledge, implementation and support within each participating territory. This approach involves PI providing:

- (a) All the necessary training, support, information about the Public-i software (localised for each region), network, bandwidth and ongoing development/upgrades through its established development team.
- (b) A localised version of the already established CitizenScope specifications, installation guide, training and operating manuals and marketing source materials for each appointed representative.

Each appointed Business Partner company will have an exclusive right to market the CitizenScope services within each region. The basis of this structure is already in place within the eParticipate project where marketing and support agreements have been signed appointing Business Partners as providers of the services in the Czech Republic, Denmark, France, Ireland, Italy, Poland, Slovakia, Spain and the UK. However these arrangements may require minor modification and customisation for the CitizenScope service in the light of the WP2.1 Pilot Trials evaluation and results..

The CitizenScope sales cycle/ market introduction time span is in the order of one to two years, so the pilot trials in 2009 in IE, IT, SK and UK will provide the reference sites for the planned 3 additional Local Authority sites for initial market roll-out in 2010 which in turn will provide the references for the extra 13 in 2011 and 16 in 2012.

The steps planned for the market deployment launch of CitizenScope are as follows:

- (a) Initial market deployment of the CitizenScope Service will focus on the high-potential Member States in addition to those represented in the project (IE, IT, SK, UK). These markets are now well known and characterised in detail, have a presence with reference installations, and business partners on the ground.
- (b) The current project will identify and sign representation agreements with local Business Partners in each of the targeted Regions⁴⁰.
- (c) The initial market deployment launch of CitizenScope, will focus on 7 Member States (CZ, DK, IE, IT, ES, SK, UK) with 7 local Business Partners to sign up a further Local Authorities from 2010/11, in its initial market deployment. It is planned that the key

³⁹ www.eparticipate.eu and www.public-i.info/partners.php

⁴⁰ This is described in detail in the eParticipate Market Validation project, "Agreed Business Partners for Deployment", August 2006.

potential users will be Local Authorities working with their local Business Partners, as well as the European Parliament in collaboration with its EPLive and EPTV services.

5.4 Pricing Policy

The eParticipate Market Validation project investigated if a possible pricing policy for the Public-i service could be based directly on the current UK pricing model of flat fees per month for basic use, and then incremental costs based on increased usage above a baseline. The trials found that generally this is acceptable in all regions with some contextualisation, though the source of the funding may be from the internal budgets of larger Local Authorities, or public subvention for smaller and/or less wealthy regions⁴¹.

As CitizenScape will be an added-value extension of the Public-i platform then its pricing will be dealt with in a similar way.

The eParticipate project found that overall the pricing for the Public-i service was seen as fair and appropriate. The pricing models which are already in place are seen as useable. The price point and format for the product is correct but will need to be constantly evaluated as other eDemocracy products and projects become mainstream and the pricing for these normalises.

While the pricing formats were validated in the eParticipate project it is clear that the complexity of the CitizenScape/Public-i offering, which encompasses software, hardware, service and support, is something which will need careful communication in order to ensure that the sales process for new Local Authorities is as straightforward as possible. Transparent and understandable pricing information will need to be developed for each region which takes into account the need to communicate these complexities. This will be explored in the WP2.1 evaluation of the pilot trials of the operational services.

Based on the results of that evaluation, suitable pricing models, possibly tailored to each regional context will be clarified and included in the D2.3.2 final deployment plans.

5.5 Distribution Channels

The distribution channels by which the CitizenScape service will arrive to the Local Authority customers are through their local Business Partner (as described below) and using normal commercially available infrastructure.

The technical network for the provision and distribution of CitizenScape and the Public-i platform (of which it is an extension) have streaming services currently in place to host any additional territories within the EU. The service is hosted with Groovy Gecko⁴² on the Akamai network⁴³. 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 pan-European market rollout.

⁴¹ eParticipate Market Validation project ,“e-Participate Validation and Evaluation Report”, September 2006.

⁴² www.groovygecko.com

⁴³ www.akamai.com

5.6 CitizenScape Local Business Partners

The concept of using the CitizenScape extension to the Public-i web-based multimedia service to increase the quality and efficiency of communications whilst improving the accessibility, proactive engagement, transparency and integrity into the legislative decision making and implementation process has applicability in any democratic country. Most countries are currently implementing eGovernment strategies and most are looking at ways to use technology to assist in the re-engagement of the public in local democracy. Increasingly authorities are looking to harness the power of technology to transform the way they relate to voters and customers. There is widespread lack of awareness and interest in the European Parliament's legislative and other activities.

Based on the success of the Public-i services in the UK there are opportunities to provide a similar facility or service within other countries in Europe. Public-i is currently being established in 8 EU Member States (CZ, DK, ES, FR, IE, IT, SK, UK) as part of the eParticipate Initial Deployment eTEN project⁴⁴. For these CitizenScape will be provided as a value-added extension services in the IE, IT, SK and UK, during the current project period, and thereafter in all EU Member States based on the output of this project. The CitizenScape project is therefore actively looking to identify organisations with access to or knowledge of the public sector and legislative processes in other democratic countries to operate on a business partner basis of the CitizenScape service.

Once a Business Partner is identified a formal agreement for the provision on services supported by a Service Level Agreement (SLA) will be adopted.⁴⁵

5.6.1 Business Partner Responsibilities

Each identified business partner will be responsible for:

- Marketing and promotion to both central and local governmental of the benefits of the CitizenScape tools and services
- Recruitment of Local Authorities to operate the CitizenScape tools and services
- Management of the installation, training and launch process
- Monitoring and day to day support of all CitizenScape services.
- During the project PI will provide the Public-i web streaming and CitizenScape storage requirements. Amendments to this structure can be evaluated based on the output of the project.
- Ongoing Local Authority support and customer management. Partners would be expected to use a structured approach to client management based on that successfully implemented in the UK however adapted to suit the needs to each region.
- Implementation and training of upgrades as provided by PI.

5.6.2 CitizenScape Responsibilities

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

- a 'productised' version of the software – including where relevant third party licences⁴⁶.
The business partner will be responsible for installing this software on the specified

⁴⁴ www.eparticipate.eu

⁴⁵ Starting with those already in the current project and in the eTEN eParticipate Initial Deployment project.

hardware. Detailed instructions will be provided as to how to do this. Partners will also be responsible for applying all software upgrades to the software.

- during the project the hosting services will be provided by PI. However thereafter should local hosting prove more effective a detailed configuration of the required server and network set-up will be provided
- operating and training manuals for 'localisation/translation' as required
- marketing materials / presentation for 'localisation/translation' as required
- Full training of the sales, support and monitoring teams in the operation and configuration of the Public-i service to accommodate CitizenScape.
- Ongoing upgrades and improvements to the CitizenScape service and software

⁴⁶ For instance Real Encoder licenses

6. Financial Plan

Once the existence of a viable and validated market for the CitizenScape service has been established by this pilot project then a network of regionally based partner companies will be identified and introduced to market, install, support and manage the rollout of the CitizenScape service. With the exception of certain localisation, the existing Public-i software platform requires no additional development.

To ensure a critical mass to secure pan-European deployment of the CitizenScape service, PI as the main commercial supplier organisation in the consortium proposes to provide the service jointly with local partners within targeted specific territories on a pan-European basis, based on PI's proven business model that has already operated in Ireland and Spain. In addition, PI and MAC will target the service for support from the European Parliament to complement their EPLive and EIPTV services, and provide pan-European awareness and participation in the European Parliament's legislative and other activities that are relevant to the lives of citizens in their local regions. Much of this targeting will be through the project's dissemination events, the MOMENTUM Support Action and the eParticipation Action Programme activities.

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

- (a) All the necessary training, support, information on the Public-i/ CitizenScape platform (localised for each region), network, bandwidth and ongoing development/upgrades through its established development team on an ASP model.
- (b) A localised version of the already established CitizenScape specifications, installation guide, training and operating manuals and marketing source materials for each appointed representative. The current team is already resourced to fulfil 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 to market deployment the service.

6.1 Financing Plan

This section provides the initial plans to finance the CitizenScape market rollout in a sustainable way. As the assumptions and opportunities become clearer from the WP2.1 Trials, this section will be expanded and detailed to provide the core of the CitizenScape Final Deployment Plan (D2.3.2) in June 2008.

From the CitizenScape Contract Annex II budget table and initial roll-out figures in section 3, the total CitizenScape financing is summarised as follows:

Financing requirements	€
Cost of the Pilot Project	€760,000
Estimated cost of the initial market roll-out phase	€ 82,000
Total Investment	€842,000
eParticipation Action Funding	€570,000
Partners Contribution	€272,000

The Partners' financing of their contribution to the investment plan during this pilot project and in the subsequent initial market roll-out 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) sub-vented groupings of smaller Municipalities in less favoured regions across Europe. These will be explored in WP2.1. The current project will provide them with a focused and sub-vented period to set-up, 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 eParticipate Market Validation project found that for Local Authority Users, the CitizenScape/Public-i service would provide the following benefits.:

- | | |
|-------------------------|--|
| 1. Strategic impacts | Often intangible benefits from the use of online engagement and webcasting – usually in the area of strengthened democracy, better decision making and citizen perception. |
| 2. Service improvements | Changes to the way in which the Local Authority is able to do business, and better decisions. |
| 3. 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 CitizenScape services, it was found that for Local Authorities the 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 this pilot project period to set-up reference sites, collaborate with similar companies in other countries and explore CitizenScape as a commercial business opportunity for them. This project provides a focus, direction and some funding to allow and encourage them to explore this. Their continued funding plans will be documented in the D2.3.2 Final Deployment Plans.
- As a web-based proactive engagement service, CitizenScape will complement and enhance at a regional level the **European Parliament's** own EPLive webcasting service⁴⁷ and EPTV web television channel⁴⁸, and provide awareness of the EP and future potential functional and citizen-centered e-participation enhancements to, and engagement in, those services. Such agreed collaboration and some financial support would help ensure the long-term viability of the CitizenScape service, as illustrated in section 3.2. This will be explored in the preparation of the D2.3.2 Final Deployment Plans in WP2.3, when the CitizenScape service pilot trials are operational.
- For **PI** this pilot project enables them to explore the reality of extending the Public-i platform using open Web 2.0 tools and services with the CitizenScape proactive engagement in EU-initiated legislation implementation value-add service across Europe.

The WP2.1 trials will enable the service to establish its sustainable viability and attract finance from investors, support from the European Parliament, and/or the project profile may encourage major players already providing eGovernment services in Europe and world wide to participate. On offer as a return to these potential investors, will be part ownership of a trans-European Web 2.0 service with projected revenue margins over 15% and targeting all local and regional government authorities (blue chip customers) across all of the EU27 and huge market growth potential in further eParticipation and EP-related services.

⁴⁷ www.europarl.europa.eu/eplive/public/freetext_page_direct/20061020FTX11892-2101/default_en.htm

⁴⁸ www.europarl.europa.eu/meetdocs/2004_2009/documents/cm/622/622247/622815en.pdf

7. Opportunities and Threats

The main benefits of the CitizenScape eParticipation service pilot trials for the consortium partners is the use of the ICT platform and services to grow democratic renewal, legislation involvement and proactive citizen engagement both in the public sector partners' local regions, and generally across Europe, and to provide a commercial return for the partners' investment and contribution to the project.

At this stage the possible risks to the CitizenScape service are:

- Lack of a credible viability plan for sustainable operation of the service across Europe.
- Reliance on 3rd party suppliers e.g. hosting service, communications network providers, Web 2.0 services, etc.
- Substitute technology/ products may be developed
- Big difference in detailed legislative and 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 the marketplace
- Lack of awareness and interest by citizens and their Local Authorities in the European Parliament and its legislative activities.

These risks are addressed in this Pilot Project (and hence the need for eParticipation 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 pan-European network in WP2.1.

The WP2.1 pilot trials operational use of the service will determine:

- That the platform does address the proactive engagement legislative process eParticipation needs of local government in various contexts.
- That a viable revenue model can be established to sustain the service in different 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.

How these risks could affect budgeted figures (worst case and best case scenario), will be explored in WP2.3 and documented in the D2.3.2 Final Deployment plan based on the WP2.1 Trials' experience and WP2.2 Dissemination feedback.

7.1 SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Provision of a range of eParticipation Web 2.0 legislative process 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 European customer base for Public-i platform • Customers' praise of the Public-i technologies in their marketing and PR materials⁴⁹ • Multi-lingual options are available • Public-i platform system 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 and new Web 2.0 services. • 100% renewal on existing client base • Quantified European market knowledge • Market presence of the Public-i Business Partners network 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Reliance on Citizens having access to ICT • Reliance on Local Authority already running Public-i platform • Lack of access to local distribution networks • Support in local languages
<p>Opportunities</p> <ul style="list-style-type: none"> • Deployment of service to all 27 EU Member States who have a common eParticipation requirements • The pan-European network of Public-i Local Authority users and local Business Partners. • Collaboration with the European Parliament and its EPLive and EPTV services. • Growth in the importance of EU legislation in the lives of all EU citizens. • Growth of the Internet, Web 2.0 and its use for provision of information and online engagement. • 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 platform and XML engine. • 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 awareness and interest by citizens in EU-initiated legislation and the European Parliament's activities in general. • Reliance on 3rd party suppliers e.g. hosting service, communications network providers etc, and Web 2.0 tools and sources. • Substitute technology/ products may be developed • Big difference in detailed legislative processes make localisation more demanding • A rise in costs of hosting services or network provision • Lack of funding in identified marketplace

⁴⁹ www.ukcouncil.net/index.cfm?tabnum=2

This SWOT Analysis of the pan-European deployment opportunities for the CitizenScape service indicates that there are more strengths than weaknesses and more opportunities than threats. This in itself indicates that there is a case for piloting this service. It also indicates that there does not appear to be any major barriers to a pan-European roll out as the CitizenScape service and business model is both simple and scalable. What CitizenScape 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 – CitizenScape will also look to use EU (such as the eParticipation Action Programme, MOMENTUM Support Action, European Parliament and other projects) and National government resources (such as the British Council system) to achieve the breadth of contacts required. The endorsement of this eParticipation Preparatory Action project is particularly important in this.

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