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Abstract

This is the Project Handbook of the CitizenScape project, providing management guidelines and practices to help the Consortium Partners achieve the project objectives, while delivering on their Grant Agreement commitments and responsibilities within the project in an efficient and effective manner. This Handbook elaborates on and must be used in conjunction with (a) CitizenScape Grant Agreement (No: EP-08-01-016), including all of its Annexes, (b) CitizenScape Grant Agreement Annex I – Description of Work, (c) CitizenScape Consortium Agreement and (d) eParticipation Project Management Guidelines.

Document History

Version	Status	Date	Author
1.0	Final Version for submission based on the inputs and feedback from Partners.	19/03/08	O'Flaherty
0.2	Update based on Kickoff Meeting discussions for distribution to all Partners.	11/02/08	O'Flaherty
0.1	Initial Draft based on DOW	14/01/08	O'Flaherty

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Executive Summary

CitizenScape is a 2 year eParticipation Programme Trial Project that will integrate and test 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.-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 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.

This document is a quick and easy reference Working Handbook of project management guidelines and practices to help the Consortium Partners achieve the CitizenScape project objectives, while delivering on their Grant Agreement commitments and responsibilities within the project in an efficient and effective manner.

This document elaborates on, and must be read in conjunction with, the following documents:

1. CitizenScape Grant Agreement (No: EP-08-01-016), including all of its Annexes, Jan 2008.
2. CitizenScape Grant Agreement Annex I – Description of Work, Jan 2008
3. CitizenScape Consortium Agreement, Jan 2008.
4. eParticipation Project Management Guidelines, version 08/06/2007¹

¹ At http://ec.europa.eu/information_society/activities/egovernment_research/doc/pdf/epart_project_mgmt.pdf

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 will integrate and test 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.-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 eParticipate and LEGESE 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.

CitizenScope 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. CitizenScope 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 CitizenScope 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 & 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 document is intended as a quick reference Working Handbook of project management guidelines and practices to help the CitizenScope Consortium Partners achieve the project objectives, while delivering on their Grant Agreement commitments and responsibilities within the project in an efficient and effective manner.

This document elaborates on, and must be read in conjunction with, the following documents:

1. CitizenScope Grant Agreement (No: EP-08-01-016), including all of its Annexes, Jan 2008 (*Grant Agreement*)
2. CitizenScope Grant Agreement Annex I – Description of Work, Jan 2008 (*DOW*)
3. CitizenScope Consortium Agreement, Jan 2008. (*Consortium Agreement*)
4. eParticipation Project Management Guidelines, version 08/06/2007 (*Guidelines*)²

The various procedures and templates used in the Project Management of CitizenScope, are based on these documents and the Commission’s eTEN “Running a Project Documents”³ (*eTEN Documents*), and other information available at the eParticipation web site⁴

² Available at http://ec.europa.eu/information_society/activities/egovernment_research/doc/pdf/epart_project_mgmt.pdf

³ Available at http://europa.eu.int/information_society/activities/eten/library/index_en.htm#executing_project

⁴ http://http://ec.europa.eu/information_society/activities/egovernment_research/eparticipation

1.1 Project Contacts

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3. CitizenScape Project

3.1 CitizenScape Project Objectives & Goals

All phases of European legislation tends to be very remote from most EU citizens. CitizenScape will focus its work and trials on specific 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 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 multimedia web-based service, CitizenScape will complement and enhance at a regional level the vast amount of EU legislative online information and the European Parliament's own EPLive webcasting and EPTV web channel, and provide future potential functional and citizen e-participation enhancements to that service.

The CitizenScape project will focus on this regional and local level, and addresses the legislation/legislative process at implementation (stage 3) of the four stages of European legislation:

1. the legislation proposal formation stage (e.g. by Regional Authorities and relevant institutions),
2. the debate on draft legislation (e.g. in Councils and with citizens, businesses, NGOs and other socio-economic groups),
- 3. the implementation level,**
4. the follow-up/monitoring of the legislation life cycle (e.g. amendments, impacts, etc).

Bristol's experience with their ePetitions service found that citizens generate most petitions on issues related to the environment (as well as transport and its impact on the environment). For instance the Sustainability Charter example on ePetitions. The petition that received the most signatures on the service was on waste recycling. BCC recently used this example in a promotion campaign for the service. The environment issues range from issues around parks and allotments to waste recycling and incinerators. Other issues raised include waste packaging, climate change, airport expansion, greenhouse gas cuts and developing a sustainability charter.

So the CitizenScape project will focus on the implementation of EU Environmental legislation by Local Authorities as this is an important and tangible area of work for the Local Authority partners. The CitizenScape project will give decision makers formal comment and feedback via statutory instruments such as petitions as well as access to informal comment and discussion which should lead to a more informed debate and decision making process. Once proven during the project with environmental legislation, the CitizenScape service will be subsequently deployed to further EU legislation and policies.

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

Objective		Target
1.	Increased Citizen Participation in their Regional Legislative Processes.	(a) 25% increase in citizen participation in their regional legislative processes. (b) in 4 very different legislative regions across the EU during the project.
2.	Demonstration of a viable citizen led social networking site with re-useable recruitment and moderation methodology.	(a) Operation of a localised CitizenScape service in each of 4 Trial Regions. (b) Demonstration of the service scale-up potential to National and EU levels
3.	Sustainable operation of the CitizenScape Service	(a) Viability Plan for subsequent sustainable operation of the service across Europe.

A 25% increase in participation – most generally in the area of consultations - is set as an initial target over the 12 months pilot trials in the 4 very different legislative regions across Europe. This increase needs to be looked at with reference to increases in informal participation as well as participation in the formal democratic process.

At the start of the project a baseline will be established by examining current participation in any of the formal democratic activities which will be connected with the project such as:

- Attendance at meetings or events which will be webcast
- Numbers of petitions and a count of signatories as compared to the online petition experience
- Volume of feedback to Citizens on questions raised to the council

The baseline for informal participation will look at:

- Signatories to newsletters and other information tools
- Participation in community groups

Establishment of these baselines will be an important first task in the evaluation of the project.

The following table, details and expands these objectives, to the specific project objectives and targets, and the project deliverables that will address them:

Project Objective		Target	Relevant Deliverables
1.	Increased Citizen Participation in their Regional Legislative Processes.	(a) 25% increase in citizen participation in their regional legislative processes. (b) in 4 very different legislative authority regions across the EU during the project..	D2.1.1-Evaluation Criteria & Pilot Trials Monitoring Plan D2.1.2-CitizenScape Pilot Trials Monitoring & Evaluation Report
3.	Demonstration of a viable on-line Service to provide easy participation in Legislative Processes	(a) Operation of a localised CitizenScape service in each Pilot Trial Regions. (b) Demonstration of the service scale-up potential to National and EU levels	D1.1.1-CitizenScape User & Tech Requirements for all sites D1.2.1-CitizenScape System Technical Specification. D1.2.2-CitizenScape System running. D1.3.1-CitizenScape System Operational in all 3 Trial Regions.
4.	Sustainable operation of the CitizenScape Service	(a) Viability Plan for sustainable operation of the service across Europe.	D2.3.1-Initial Viability Plan for Sustainable Operation D2.3.2-Final CitizenScape Viability Plan for Sustainable Operation
5.	Increase CitizenScape Platform awareness	Promotional materials, website & a dissemination workshops.	D2.2.1-CitizenScape Dissemination Strategy D2.2.2-CitizenScape Interim Dissemination Event D2.2.3-CitizenScape Final Dissemination Workshop
6.	An efficient & effective Project.	All Grant Agreement deliverables and progress reports delivered on time.	D3.1-Project Handbook, Logo & www.CitizenScape.org project website D3.2.1-4-Halfyearly Progress Reports D3.3-Project Interim Progress Report D3.4-Final Report

Given the pilot trial nature of CitizenScape a supplementary objective is to explore the possibilities/conditions for scaling up these efforts towards a mature and sustained implementation of the CitizenScape Service across Europe and at National and European levels, particularly in the context of the future development of the European Parliament's EPLive and other interactive online services. This will be specifically factored into the project's evaluation plan (D2.1.1).

3.2 Project Workplan

The work of CitizenScope, as described in the DOW, will be undertaken in 7 WPs, over the 24 month period starting from 1st January 2008 with the following WP Leaders, effort and deliverables.

Del. No. ⁵	Deliverable title	Lead beneficiary	Estimated indicative person-months	Nature ⁶	Dissemination level ⁷	Delivery date ⁸
D2.1.1	Evaluation Criteria & Pilot Trials Monitoring Plan	PI	2.2	R	PU	Mar08
D2.2.1	CitizenScope Dissemination Strategy	PI	2.2	R	PP	Mar08
D3.1	Project Handbook & www.citizenscope.org website	MAC	1.0	R	PU	Mar08
D1.1.1	CitizenScope User & Tech Requirements for all sites	MAC	10.6	R	PU	Apr08
D1.2.1	CitizenScope First Prototype & System Technical Specification.	PI	6.1	R	PU	Jun08
D2.3.1	Initial Viability Plan for Sustainable Operation	MAC	1.7	R	PP	Jun08
D3.2.1	Half-yearly Monitoring Report 1	MAC	5.6	R	CO	Jun08
D1.2.2	CitizenScope System running.	PI	14.2	P	PP	Sep08
D1.3.1	CitizenScope System Operational in all 4 Trial Regions.	PI	16.0	D	PU	Dec08
D3.3	Interim Project Progress Report	MAC	1.5	R	CO	Dec08
D2.2.2	CitizenScope Interim Dissemination Event	PI	3.8	O	PU	Dec08
D3.2.2	Half-yearly Monitoring Report 2	MAC	5.6	R	CO	Dec08
D3.2.3	Half-yearly Monitoring Report 3	MAC	5.6	R	CO	Jun09
D2.1.2	CitizenScope Monitoring & Evaluation Report	PI	29.0	R	PU	Dec09
D2.2.3	CitizenScope Final Dissemination Workshop	PI	4.9	O	PU	Dec09
D2.3.2	Final CitizenScope Viability Plan for Sustainable Operation.	MAC	4.0	R	PP	Dec09
D3.2.4	Half-yearly Monitoring Report 4	MAC	5.6	R	CO	Dec09
D3.4	Final Report	MAC	2.0	R	CO	Dec08
			104.8			

⁵ Deliverable numbers in order of delivery dates

⁶ Please indicate the nature of the deliverable using one of the following codes:

R = Report, **P** = Prototype, **D** = Demonstrator, **O** = Other

⁷ Please indicate the dissemination level using one of the following codes:

PU = Public

PP = Restricted to other participants in the eParticipation preparatory action (including the Commission Services).

RE = Restricted to a group specified by the consortium (including the Commission Services).

CO = Confidential, only for members of the consortium (including the Commission Services).

⁸ Month in which the deliverables will be available. Month 1 marking the start date of the project, and all delivery dates being relative to this start date.

3.2.1 Project Resource Matrix

The distribution of effort in Person Days (PDs) is shown in the following Resource Matrix, with the WP Leaders highlighted, and distributions of effort shown.

Person Days								PDs		Act
	MAC	PI	BCC	CDG	DCC	RDA	Total			
WP1	1. Implementation									
WP1.1	40	35	34	35	18	24	186	10%		
WP1.2	55	120	32	35	37	75	354	19%		
WP1.3	60	90	15	30	35	50	280	15%		
WP2	2. Results Viability & Dissemination									
WP2.1	65	110	55	95	95	125	545	30%		
WP2.2	50	50	30	15	15	30	190	10%		
WP2.3	30	20	10	10	10	20	100	5%		
WP3	3. Project Management									
WP3.1	115	20	10	10	10	14	178	10%		
Total PDs	415	445	186	230	220	338	1,833	100%		
	23%	24%	10%	13%	12%	18%	100%			

3.2.2 Project Gantt Chart Schedule

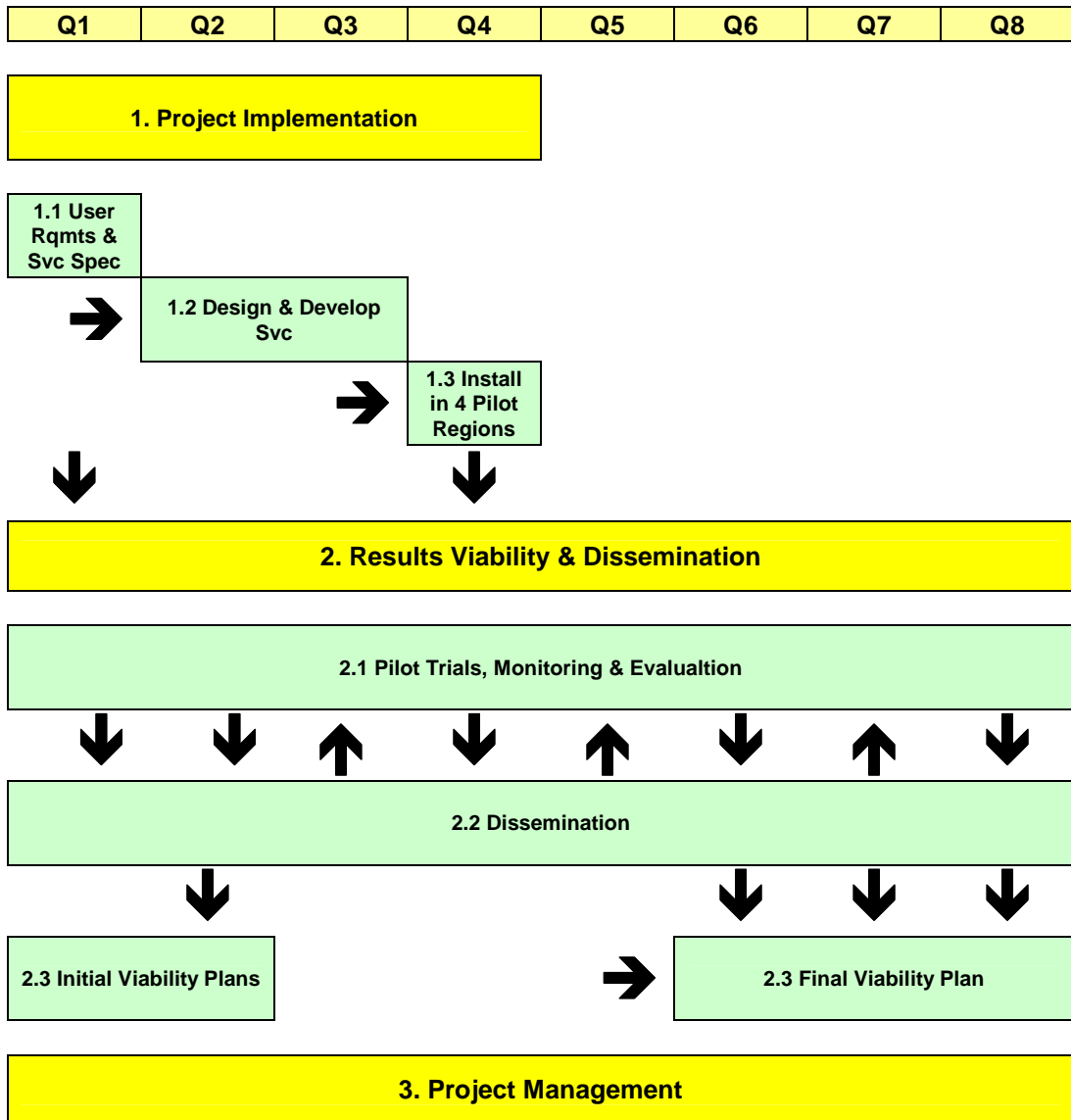
The following is the Project Schedule over the two 12 month Periods during 2008 and 2009:

WP No.	CitizenSpace - Workplan at 7 Feb 08 WP/Task Name	Mths	Period 1												Period 2												Output
			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 Implementation																										
1.1	1.1 User Requirements & Service	MAC																									
	Legislative Processes & Systems of all 4 Sites	MAC	☐	☐	☐																						
	Document CitizenSpace Service Specification	MAC				☐																					D1.1.1
1.2	1.2 Design & Develop CitizenSpace System	PI																									
	Specify Public-I & ePetitioner reqd adaptations.	PI	☐	☐																							
	Design & Develop CitizenSpace System	PI				☐	☐																				D1.2.1
	Integrate into Public-I & ePetitioner Systems	PI						☐	☐																		
	Test & Debug 1st Proto CitizenSpace System	PI								☐																	D1.2.2
1.3	1.3 Installation in the 4 User Regions.	PI																									
	Commission & install System in Bristol	PI								☐	☐																
	Customise & Commission Sys in Genoa	PI									☐	☐															
	Customise & Commission Sys in Donegal	PI										☐	☐														
	Customise & Commission System in Zilina	PI											☐	☐													D1.3.1
	<i>MS1: CitizenSpace Operational in 4 Regions</i>												◆														
2	Results Viability & Dissemination																										
2.1	2.1 Pilot Trials, Monitoring & Evaluation	PI																									
	Pilot Trials Evaluation Plan	PI	☐	☐	☐																						D2.1.1
	Operation & Monitoring of 4 Regional Pilot	PI																								☐	D2.1.2
2.2	2.2 Dissemination	PI																									
	External coordination & dissemination	PI	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	D2.2.1
	Dissemination Events & Workshops	PI											☐												☐		D2.2.2
																											D2.2.3
2.3	2.3 Plans for Sustainable Operation.	MAC																									
	Initial Viability Plan	MAC	☐	☐	☐	☐	☐																				D2.3.1
	Preparation of final Viability Plan	MAC																							☐		D2.3.2
	<i>MS2: CitizenSpace Viability Plan</i>																										◆
3	Project Management																										
	Setup Mgt structures, procedures & website	MAC	☐	☐	☐																						D3.1
	Project Board Meetings	MAC	☐	☐																					☐		
	Admin, project coordination & EU Liaison	MAC	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	D3.2-5
			Period 1												Period 2												

Note:

☐	Report
☐	System
☐	Meeting
☐	Original date
◆	Milestone

3.3 Relationship between the Work Packages



3.4 Deliverables list

The following table lists the 18 Deliverable by due date of delivery and Partner responsible for their delivery. All Deliverables are in English (as per Article 4 of the Grant Agreement).

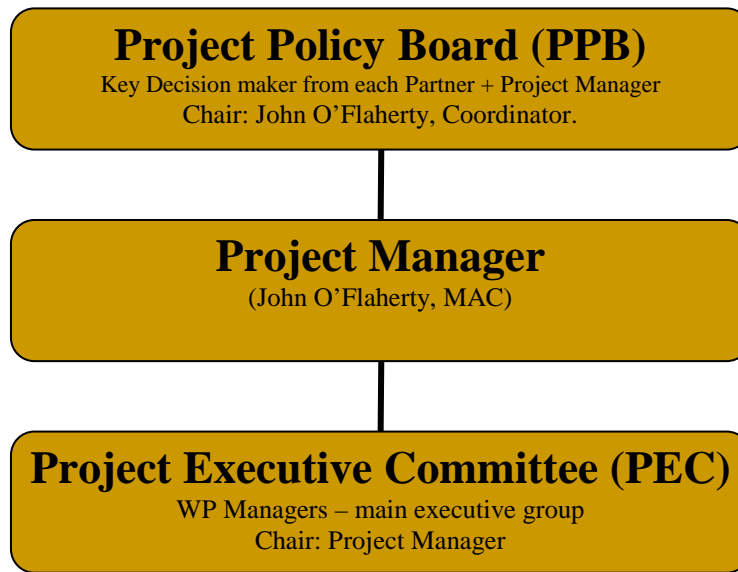
Due date	Del	Title	Resp
Mar-08	D3.1	Project Handbook & www.citizenscape.org website	MAC
Mar08	D2.1.1	Evaluation Criteria & Pilot Trials Monitoring Plan	PI
Mar08	D2.2.1	CitizenScape Dissemination Strategy	PI
Apr08	D1.1.1	CitizenScape User & Tech Requirements for all sites	MAC
Jun08	D1.2.1	CitizenScape First Prototype & System Tech.Specification.	PI
Jun08	D2.3.1	Initial Viability Plan for Sustainable Operation	MAC
Jun08	D3.2.1	Half-yearly Monitoring Report 1 – HMR1 (Jan-Jun08)	MAC
Sep08	D1.2.2	CitizenScape System running.	PI
Dec08	D1.3.1	CitizenScape System Operational in all 4 Trial Regions.	PI
Dec08	D2.2.2	CitizenScape Interim Dissemination Event	PI
Dec08	D3.2.2	Half-yearly Monitoring Report 2 – HMR1 (Jul-Dec08)	MAC
Dec08	D3.3	Interim Project Progress Report	MAC
Jun09	D3.2.3	Half-yearly Monitoring Report 3 – HMR1 (Jan-Jun09)	MAC
Dec09	D2.1.2	CitizenScape Monitoring & Evaluation Report	PI
Dec09	D2.2.3	CitizenScape Final Dissemination Workshop	PI
Dec09	D2.3.2	Final CitizenScape Viability Plan for Sustainable Operation	MAC
Dec09	D3.2.4	Half-yearly Monitoring Report 4 – HMR1 (Jul-Dec09)	MAC
Dec09	D3.4	Final Report	MAC

4. Project Administration

4.1 Project Management

CitizenScape has a strong and clear management to co-ordinate efficiently all activities to be developed and the participants' contributions to achieve the proposed objectives. Although project management is the responsibility of the Coordinator, they are supported by the other Partners through the Project Policy Board (PPB) and Work Package Leaders.

4.1.1 Project Administration Structure



The internal CitizenScape Project Management structure comprises two levels of management: a **Project Policy Board (PPB)** and a **Project Executive Committee (PEC)**.

4.1.2 Project Policy Board (PPB)

The PPB comprises senior representatives (with decision making authority) from each Partner. It is Chaired by the Project Manager (PM) John O'Flaherty, who is 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 set down in the Consortium Agreement.

The Members of the PPB are as follows:

Partner	PPB Member	Deputy
MAC	John O'Flaherty	Connor O'Reilly
PI	Catherine Howe	Keith Young
BCC	Carol Hayward	Anna McDermott
CDG	Giorgio Da Bormida	Alessandra Risso
DCC	Daragh McDonough	Jim Doherty
RDA	Branislav Zacharides	Laktiš Michal

4.1.3 Project Executive Committee (PEC)

The PEC co-ordinates the project work, exercises daily management responsibility on behalf of the PPB, and is responsible for the regular supervision of the conduct of the Project at a executive level, and for taking necessary decisions in between the meetings of the PPB.

The PEC is also chaired by the Project Manager and consists of the Workpackage Leaders and all PPB Members. All partners are informed of the PEC meetings, but for Partners who are not also WP Leaders attendance is optional. .

4.1.4 Project Manager (PM)

The Project Manager, .John O’Flaherty, is responsible for ensuring that the project runs to the satisfaction of the PPB, PEC, and the Commission.. This includes on-going project monitoring, cost-claims, Grant Agreement reporting, milestone achievement, administration, funding distribution, CEC liaison etc.

The Project Manager is responsible for the overall project co-ordination. This includes the administrative and financial procedures, reporting to the Commission, submitting deliverables to the Commission, monitoring overall performance, administering project resources, promoting project visibility and dissemination of results. Management is based on the workplan shown in section 2.2 and is maintained by the Project Manager.

4.1.5 Work Package Leaders

The CitizenScape Work Package Leaders are as follows (see section 2.2):

WP1.1	John O’Flaherty	MAC
WP1.2	Catherine Howe	PI
WP1.3	Catherine Howe	PI
WP2.1	Catherine Howe	PI
WP2.2	Keith Young	PI
WP2.3	John O’Flaherty	MAC
WP3	John O’Flaherty	MAC

These WP Leaders report to the Project Manager and are 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.

4.2 Planning & Reporting

Procedures and tools for the eParticipate project are the following:

- All formal meetings (PPB, PEC, etc.) are notified at least 3 weeks in advance. Agenda, proposed resolutions, decisions and supporting documentation are available to all attendees at least 1 week before the meeting. Issuing of all documents is via the chairman who is responsible for compiling all submissions from partners.
- All meetings are formally minuted and minutes are issued within 10 working days of the completion of the meeting..

4.3 Conflict Resolution

In the course of the project the consortium will agree on and develop technical, scientific and commercial ideas and specifications. Usually, agreement will be achieved first by informal contact, followed by official confirmation via electronic mail, letter or agreed written minutes.

In the event of a conflict arising between any of the partners or between a participant and the work programme, the parties will first endeavour to settle it amicably. Failing an amicable settlement the Project Manager will negotiate a resolution within the limits imposed by the Grant Agreement and Consortium Agreement.

5. Quality of Project Work

All work in the CitizenScape project will be carried out in accordance with the Project DOW, the quality system of the relevant Partner, and this Project Management Handbook.

The work will be performed by qualified personnel and in a professionally correct way. This means that:

- Necessary and available input is obtained and taken into account
- Relevant methods, techniques and tools are employed
- Measurements, tests and analyses are performed in accordance with standards, rules, specifications and/or good practice
- Interpretations and conclusions are technically sound and logically correct
- Checking of the work performed and its results is carried out, including self-checking and internal verification
- Non-conformities and errors are reported to the appropriate personnel unless satisfactory corrections can be made on the spot.

All reports and deliverables will be delivered on time (according to the EU Grant Agreement deadlines) and will document the work done and its results. The documentation will be correct and sufficiently detailed. This means that:

- The scope of work is covered
- Premises for the work are stated as well as any limitations
- The results are described and documented in sufficient detail
- Uncertainties in the results are reported or at least indicated
- Interpretations and conclusions are clearly and unambiguously identified and stated figures, illustrations and tables are relevant and of sufficient standard
- The text is written in a clear and understandable language to avoid misinterpretations and misuse of data and results
- Delivered documentation is identified by report number and date and contains the appropriate signatures (for execution, verification and approval of the work)
- Delivered documentation is orderly and logically structured and contains references to relevant supporting documents.

Those preparing technical reports, and especially ones which constitute Deliverables, are strongly encouraged to discuss the contents with all contributors and other participants in the task concerned, and to incorporate their comments.

Circulation of a draft for comment to the WP Representatives is recommended where feasible.

5.1 Quality Control

Quality control is ensured through a rigorous and standardised approach to both internal and external deliverables. The approach of the co-ordinator is to be proactive with a high level of interaction with Project Partners and the Commission's Project Officer.

The Project Manager will maintain a computer-based top level project management system, based on the Gantt chart work-schedule model, shown in section 2. This will be updated by inputs from the WP Leaders, PPB Members and the Project Manager's own judgment. Formal reporting of progress is based on the model. Work Package Leaders are 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 workplan.

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

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

Project Handbook: This report, which defines the activities necessary to ensure that the quality requirements, specified in the Project Plan are met. This report will be continuously updated and refined in the light of experience and utility as the project progresses.

To ensure Quality Control, this Project Handbook defines the roles and functions of groups and individuals contained in the management structure and is the reference point for the Project in carrying out the work effectively and in ensuring quality deliverables. This builds on the procedures defined in the DOW, Consortium Agreement, and Grant Agreement.

Above all, the aim of the project management and quality control process is to accommodate the formation and effective working of "virtual teams" to tackle the technical activities of the CitizenScope work. This is necessary to encourage and support co-operative working that transcends organisation, status, location and distance, given the trans-European nature of the project. So the approach to Quality Control is based on "common sense and best practice" rather than a rigid bureaucratic approach. However, particular attention is being given to the documentation supporting application and adaptation software, and integration tools, as these are the basis for future Market Deployment of the CitizenScope system.

5.2 Risk Analysis and Mitigation Plans

As identified in the SWOT analysis in section F.4 of the DOW, the key risks to the CitizenScope service are currently (at the start of the project) felt to be:

- 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 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 marketplace

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 Trans-European network in WP2.1. The Pilot operational use of the service will determine:

- That the platform does address the Legislative Process 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 F of the DoW, followed by a mitigation plan (e.g. how risks will be minimized and problems resolved).

Task		Risk	Mitigation plan
1	Project Implementation		
1.1	User Requirements & Service Specification	Findings come back negative for a Legislative Web 2.0 eParticipation service	This is unlikely given the UK experience, but the situation will be analysed to understand why and the Legislative eParticipation platform will be appropriately refocused in WP3.
1.2	Design & Develop CitizenScape System	Better existing systems may be found.	The CitizenScape platform is made up of "best of breed" applications and components, so if better solutions are found, they will be incorporated into the system.
		Scope of requested customisation may be much larger than expected and beyond the scope of the project.	Customisation will be focused on the core Legislative eParticipation needs to keep the system simple and stay within budget and scope of the project
		CitizenScape System may not operate reliably.	Only proven components and applications will be integrated in CitizenScape to mitigate against this.
1.3	Installation in the 4 User Regions.	It may not be possible to install the Legislative eParticipation system in all 4 Pilot Sites.	There will be close liaison between the partners, prior and during this task to resolve any issues that might arise to delay or preclude installation in a specific site.
2	Results Viability & Dissemination		
2.1	Pilot Trials, Monitoring & Evaluation	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 initial assumptions that underlie it are valid. So only useful evaluation in that context will be undertaken. Agreement and ongoing liaison

2.2	Dissemination	Ongoing dissemination may take more effort and resources than planned.	Continuous on-line liaison between the partners and with the Commission will ensure that this does not occur.
2.3	Plans for Sustainable Operation.	The WP2.1 analysis may indicate that a viable CitizenScape business model is unlikely.	Intense discussions will be undertaken amongst the partners to come up with a viable and sustainable model. The WP2.1 Trials and evaluation will be refocused to address this and test its assumptions.
		The results from the trials may indicate that the Final Viability Plan assumptions are not valid or the system is not viable.	The evaluation will focus on validating the assumptions for Sustainable operation. If these prove that panEuropean deployment of the system is not viable, then partners will work with the partner local authorities to ensure that their needs are met within this Trial Project.
3 Project Management			
3.1	Setup Mgt structures, procedures & website		
3.2	Project Board Meetings		
3.3	Admin, 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 and resolved before significant new IPR is created.

This risk analysis and mitigation planning process will be continuously reviewed, maintained and updated throughout the project by the Project Manager.

6. Project Procedures

Effective project management is an integral part of achieving quality in a project such as CitizenScape, 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.

6.1 Project Meetings

All project meetings should be minuted by the organiser of the meeting, preferably using the standard Template shown in Annex A.

These minutes should

- Indicate the time, place and purpose of the meeting.
- List the Attendees.
- Document all significant agreements and actions, with responsibilities and due dates, where feasible.
- Be produced in a timely fashion to be useful to the work all Partners. As long as they are useful, they do not need to be perfect publishable English.

All such minutes should be circulated as a minimum to the Project Manager and WP Leaders, and be included in section 5 of the appropriate Half-yearly Monitoring Report (HMR).

6.2 Document Management

Documents will be identified with the CitizenScape acronym and logo, grant agreement number, date, unique document name and number, as indicated in the standard Template shown in Annex B.

All CitizenScape project documents (and presentations), both formal and informal will:

- Use the standard CitizenScape Template (shown in Annex A & B).
- Be written in English for use amongst the Partners. Documents for public dissemination will be in their appropriate language.
- Include sufficient identification in line with the DOW & Standard Template to ensure that there cannot be any confusion on what they are.
- Include versioning and a sufficient Document History to unambiguously identify their status and state of completion or change.
- Use standard formats, such as Microsoft Office or PDF, or other standard formats agreed and accessible by all Partners.
- Use the CitizenScape logo, but only as indicated and agreed by the CitizenScape PPB from time to time.
- Use the Commission Logo's only as indicated in the Grant Agreement and eParticipation Guidelines.
- Indicate their status as Draft or Final documents. Final documents will be appropriately stored on www.citizenscape.org.

6.2.1 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.CitizenScape.org) where a project Private Area will be set up by MAC for public information sharing and private partners collaboration. (see section 6).

6.3 Deliverable Submission

All CitizenScape Deliverables must be delivered to the Commission on or before the Delivery Date as indicated in the DOW.

To achieved this

1. The **Responsible Partner** (as indicated in section 2.4) emails a complete draft of the deliverable to all members of the PEC & PPB, at the latest 2 weeks prior to the Delivery Date.
2. The **Responsible Partner** finalises the text based on the feedback from all Partners, and emails the final complete text to the Project Manager, at the latest 1 week before the Deliverable Date.
3. The **Project Manager** finalises the Deliverable Text and formally submits it to the Commission (as per Article 4 of the Grant Agreement), as follows:
 - a. Sends 2 complete paper copies of the Deliverable to the Project Officer,
 - b. Emails the electronic version of the Deliverable (normally in PDF format) to the Project Officer.
4. The **Project Manager** informs all Partners, and ensures that the Deliverable is copied to the appropriate location on www.citizenscape.org.
5. The **Project Manager** retains the electronic versions of ALL documents (deliverables, reports, etc...) as more copies may be subsequently requested by the Commission - such as for reviews.

6.4 Progress Reporting

The PEC and PPB will be updated by e-mail with actual progress against plan. Reports to the Commission will be as per the Grant Agreement and its annexes, with acceptance by positive notification from Commission to the Project Manager.

Progress Reporting will be based on

- | | |
|--|--|
| 1. Project outputs and objectives achieved | (as per section 2.4) |
| 2. Reported work done by each Partner | (in their HMR, see next section) |
| 3. Time Sheets of effort incurred | (Individuals and Person Days used on the project, recorded and certified as per each Partner's internal management procedures) |
| 4. Invoices for project | (formally recorded and certified as per each Partner's internal accounting procedures) |

6.4.1 Half-yearly Monitoring Report (HMR)

As per Deliverable D3.2.1-4 in the DOW and the Grant Agreement, a Half-yearly Monitoring Report (HMR) will be issued for each 6 month period of the Project, beginning with HMR1 for the period January to June 2008.

Each HMR will be generated as follows:

1. Every Partner will complete their own HMR at the end of each 6 month period using the standard Template shown in Annex C. This will be based on their work, project timesheets and invoices for the period.
2. These and all relevant inputs will be sent to the Project Manger by the 15th day of the Month following the period being reported.
3. The Project Manager will amalgamate & deliver the HMR to the Commission by the end of the month following the period under review.

6.4.2 Project Progress, Final and Public Reports

Project Progress, Final and Public Reports will be produced by the Project Manager as deliverables

- D3.3 – Interim Report – MAC – due Dec08
 - Will be built up from the HMRs & Deliverables.
- D3.4 – Final Report – MAC – due Dec09

as described in the Grant Agreement and CitizenScape Consortium Agreement.

6.4.3 Cost Claims

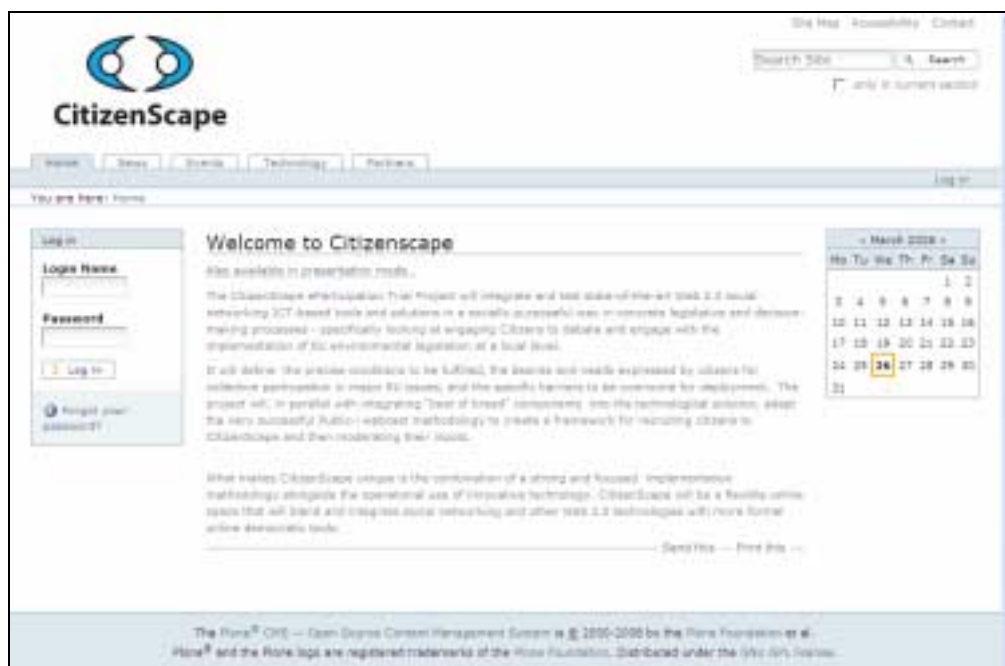
Cost Claims will be based on the HMR personnel figures, and will be assembled and delivered to the Commission strictly as described in the Grant Agreement and CitizenScape Consortium Agreement.

As required by the terms of the Grant Agreement, all partners will retain their project timesheets and invoices for a period of 5 years after the project ends.

7. Project Website - www.citizenscape.org

The CitizenScape website at www.citizenscape.org is a focal point of the project’s dissemination, collaboration, and subsequent market rollout activities. The content and structure of the website is described in deliverable D2.2.1 (Dissemination Strategy).

The project website is available at www.citizenscape.org. It is also available at www.citizenscape.eu which will be used in the subsequent commercial Market Deployment, after the current project ends, (as .org cannot be used for commercial purposes).



For the moment, at the start of the project, www.citizenscape.org just provides basic information about the project. However this will be enhanced as all Partners add content, upload files, links to local webcasts, modify pages and run discussions in relation to particular WPs using the site’s powerful Plone⁹ Content Management System (CMS).

www.citizenscape.org has been designed around an interactive Web 2.0-like home page to provide:

1. An open and attractive **Public Area**, that will be central to the project’s dissemination, and include information on the project, links to the Webcast meetings of the Partners, links to the eParticipate Preparatory Action, the MOMENTUM support action site, other projects, and information on eParticipation in general.
2. A closed **Private Area** to provide the consortium Partners with direct read/write access to the CMS behind the website, to input and edit content and links, and allow effective and efficient collaboration and discussion, as well as access to all private deliverables and

⁹ See <http://plone.org/>

reports during this project and subsequently.

To begin with, this private area is structured as follows:

- WP1.1-User Requirements & Service Specificaiton
- WP1.2-Design & Develop CitizenScape System
- WP1.3-Installation in the 3 User Regions.
- WP2.1-Pilot Trials, Monitoring & Evaluation
- WP2.2-Dissemination
- WP2.3-Plans for Sustainable Operation.
- WP3.3-Project Management, Coordination & Liaison with EU
 - Deliverables
 - Half-yearly Monitoring Reports
 - Contract Documents
- Meetings
 - PEC/PPB1
 - PEC/PPB2
 - PEC/PPB3
 - PEC/PPB4

Partners will be able to restructure this to meet their evolving needs as the project progresses.

Each of the participants listed in section 1.1, will be entitled to full Partner access on the CitizenScape Private Area by registering themselves at the website and requesting the Project Manager that they be granted full Partner access read/write rights.

Consortium Partners may develop local websites if they feel they are helpful to achieve the project objectives. However those sites should be linked to and from www.citizenscape.org with the agreed CitizenScape logo and look & feel.

ANNEXES

A. Project Presentation Template

The following are the Title and Content Presentation formats, respectively. These include the project logo and look & feel that will be agreed by the Partners in D2.2.1 (Dissemination Strategy) in Mar 2008.



B. CitizenScape Deliverable Template

In line with the eTEN Forms¹⁰ the CitizenScape Deliverable Template is shown on the next page:

¹⁰ Available at: http://europa.eu.int/information_society/activities/eten/library/index_en.htm#executing_project

Project Acronym:	CitizenScape
Project Title:	eParticipation in Legislation Implementation
Grant agreement Number:	EP-08-01-016
Starting date: 1/01/2008	Ending date: 31/12/2009

Deliverable Number:	Deliverable Contractual Number + version number or Final
Title of the Deliverable:	
Task/WP related to the Deliverable:	
Type (Internal or Restricted or Public) :	
Author(s):	
Partner(s) Contributing:	

Contractual Date of Delivery to the CEC:

Actual Date of Delivery to the CEC:
--

Project Co-ordinator

<i>Company name</i>	: <i>The National Microelectronics Applications Centre Ltd</i>
<i>Name of representative</i>	: <i>John J O'Flaherty</i>
<i>Address</i>	: <i>Lonsdale Road, National Technology Park, Limerick, Ireland</i>
<i>Phone number</i>	: <i>+353-61-334699</i>
<i>Fax number</i>	: <i>+353-61-338500</i>
<i>E-mail</i>	: j.oflaherty@mac.ie
<i>Project WEB site address</i>	: www.citizenscape.org

1. Background

The usefulness of the deliverables is not only to demonstrate the work achieved so far, but also they should mainly provide to all the partners involved in the project, useful information and guidelines for the operation of the services that could be deployed after the present project. Therefore each of the deliverables should describe the findings of the relevant work package as a contribution to the final business plan and service exploitation.

2. Structure of the deliverable

A deliverable will comprise five parts as follows:

Part I (see Front page)

Projects are requested to fill in the front page ensuring that all the information are correctly provided, particularly those appearing in the Grant Agreement.

Part II (Table of contents)

An index of the deliverable contents should be provided.

Part III (Executive Summary)

One or two pages executive summary of the deliverable should be provided. This should include a summary description of the results of the work carried out and conclusions giving recommendations and highlighting the contribution of the results of the deliverable for the deployment of the proposed services.

Part IV (Full description of the deliverable content)

The deliverable body or substance should be provided in max. 20 pages containing a description of the methodology used, the work done to achieve the relevant tasks and the detailed results;

Part V (Bibliography and References)

Here should be provided the following:

- the list of the documents and other key references relevant to the deliverable;
- annexes containing the documents that have been used or produced for the achievement of the tasks

C. CitizenScape Half-Yearly Monitoring Report (HMR) Template

In line with the eTEN Project Reporting Forms¹¹ the CitizenScape HMR Template is shown on the next page:

¹¹ Available at: http://europa.eu.int/information_society/activities/eten/library/index_en.htm#executing_project

Project acronym	CitizenScape
Project title	eParticipation in Legislation Implementation
Grant Agreement Number	EP-08-01-016
Starting date : 1/01/2008	Ending date : 31/12/2009

HALF-YEARLY MONITORING REPORT N° ..

Period covered : dd/mm/yy to dd/mm/yy

Project Co-ordinator

Company name : The National Microelectronics Applications Centre Ltd
Name of representative : John J O'Flaherty
Address : Lonsdale Road, National Technology Park, Limerick, Ireland
Phone number : +353-61-334699
Fax number : +353-61-338500
E-mail : j.oflaherty@mac.ie
Project WEB site address : www.citizenscape.org

Signature

Date of delivery by post :
and by e-mail :

1 – Description of the activities

For each workpackage,

- 1.1 Description of the tasks carried out **by each partner**
- 1.2 Indicate the degree of completion of the physical and/or financial indicators defined in the technical annex I to the Grant Agreement.
- 1.3 Explain to what degree the objectives have been reached in relation to this workpackage.

2 – Progress achieved on the management side

- 2.1 Describe the co-ordination activities that have been carried out to ensure that the different WP are contributing to the same goal.
- 2.2 Describe the management measures that have been taken to ensure convergence and synergy of the partners activities.

3 – Related problems / Actions taken

- 3.1 Indicate problems that might affect achievement of the objectives of the feasibility study or have an impact on the ability to progress towards the objectives of the overall project .
- 3.2 Explain corrective actions taken by the project to overcome the issue.
- 3.3 Indicate whether the problems encountered and the corrective actions taken have led to deviations from the workprogramme :
 - Indicate which deliverables and workpackages are affected.
 - If necessary, justify reassignment of tasks or costs. Prior written approval from the Commission should be requested when necessary (see article 15.1.2 of the contract).

Please note that any deviations to the workprogramme must be requested to the Commission by a separate letter. An amendment to the contract may be needed to include these deviations to the workprogramme.

4 - Others

Report any item of interest, such as name or address changes or other.

5 – Tables

- table 1 : deliverables
- table 2 : meetings and travels
- table 3 : Effort for the reporting period for each partner per workpackage
- table 4 : cumulative effort since the start of the project for each partner per workpackage

Table 1 : Deliverables

Delivery schedule					
Deliverables and Reports defined in the technical annex					
Deliverables			Originally	Current	Actually
			Planned	schedule	Delivered
			(in Contract)	(to be justified)	
Del nr ..	Title	Resp	mmmyy	mmmyy	dd.mm.yy
D2.1.1	Evaluation Criteria & Pilot Trials Monitoring Plan	PI	Mar08	Mar08	
D2.2.1	CitizenScape Dissemination Strategy	PI	Mar08	Mar08	
D3.1	Project Handbook & www.citizenscape.org website	MAC	Mar08	Mar08	
D1.1.1	CitizenScape User & Tech Requirements for all sites	MAC	Apr08	Apr08	
D1.2.1	CitizenScape First Prototype & System Technical Specification.	PI	Jun08	Jun08	
D2.3.1	Initial Viability Plan for Sustainable Operation	MAC	Jun08	Jun08	
D3.2.1	Half yearly Monitoring Rp1 – HMR1 (Jan-Jun08)	MAC	Jun08	Jul08	
D1.2.2	CitizenScape System running.	PI	Sep08	Sep08	
D1.3.1	CitizenScape System Operational in all 4 Trial Regions.	PI	Dec08	Dec08	
D2.2.2	CitizenScape Interim Dissemination Event	PI	Dec08	Dec08	
D3.2.2	Half-yearly Monitoring Rp2 – HMR1 (Jul-Dec08)	MAC	Dec08	Jan09	
D3.3	Interim Project Progress Report	MAC	Dec08	Jan09	
D3.2.3	Half-yearly Monitoring Rp3 – HMR1 (Jan-Jun09)	MAC	Jun08	Jul09	
D2.1.2	CitizenScape Monitoring & Evaluation Report	PI	Dec09	Dec09	
D2.2.3	CitizenScape Final Dissemination Workshop	PI	Dec09	Dec09	
D2.3.2	Final CitizenScape Viability Plan for Sustainable Operation.	MAC	Dec09	Dec09	
D3.2.4	Half-yearly Monitoring Rp4 – HMR1 (Jul-Dec09)	MAC	Dec09	Jan10	
D3.4	Final Report	MAC	Dec09	Jan10	

Table 2 : Meetings and Travels

Project meetings and travels since the start of the project					
DATE	Meeting place (city, country)	Title of the meeting and related WP/task		Name of Partner	Person involved

Table 3 : Effort for the reporting period for each partner per WP

Project Acronym:		CitizenScape						
Effort for the reporting period (in man.days) : from 1/01/08 to 30/06/08								
	WP1.1	WP1.2	WP1.3	WP2.1	WP2.2	WP2.3	WP3	Total
Name of partner	Personnel	Personnel	Personnel	Personnel	Personnel	Personnel	Personnel	Personnel
MAC								
PI								
BCC								
CDG								
DCC								
RDA								
Total								

All the working time charged must be recorded and certified. (see Annex II Article 14.1.a to the contract)

Table 4 : Cumulative effort from start for each Partner per WP

Project Acronym:		CitizenScape						
Cumulative Effort since the start of the project (in man.days): to 30/06/08								
	WP1.1	WP1.2	WP1.3	WP2.1	WP2.2	WP2.3	WP3	Total
Name of partner	Personnel	Personnel	Personnel	Personnel	Personnel	Personnel	Personnel	Personnel
MAC								
PI								
BCC								
CDG								
DCC								
RDA								
Total								
Total planned effort in contract	186	354	280	545	190	100	178	1,833

- see Annex I of the contract (the effort in man-days is indicated in the WP descriptions)