Big Policy Canvas

D2.2 Stakeholders engagement

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Lead Participant	ATOS	**Lead Author**	Esther Garrido (ATOS)
Contributors		**Reviewers**	Panagiotis Kokkinakos (NTUA)

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Document Information

List of Contributors	
Name	Partner
Esther Garrido Gamazo	ATOS

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List of Acronyms

Abbreviation / acronym	Description
BDVA	Big Data Value Association
BPC	Big Policy Canvas
CP	Community Collaboration Portal
DoA	Description of Action
Dx.y	Deliverable number and belonging to WP x
EBDVF	European Big Data Value Forum
EC	European Commission
KB	Knowledge Base
SM	Social Media
WP	Work Package

Executive Summary

The engagement of relevant stakeholders and, consequently, their participation in Big Policy Canvas (BPC) activities, is one of the pillars of the project. Being involved in the project means that they can contribute to validate, enrich and refine BPC results according to their needs, which will result in a natural assimilation of such information.

This document offers an updated strategy and implementation plan for engaging stakeholders in BPC Community, building on the initial plan outlined in D2.1: "Identified Stakeholders & Networking Activities Planning"[1] and the reflection on the impact that this plan has achieved so far. At the beginning of the project, there are strategic and operational aspects which evolve as the project progresses and as results are being produced, so the review of the plan is considered necessary to achieve the targets, in terms of stakeholders' engagement, that were set out in the DoA.

The new plan is depicted at the end of the document with activities, time scope and responsibilities of the partners. The activities that pursue the involvement of the stakeholders are mainly related with the personal communication of relevant milestones and achievements to the community, workshops organization in which stakeholders can participate and interact with each other, redesign and continuos monitoring of the website and Collaboration Portal to facilitate this interaction, etc. However, the highlight of the new strategy is the decision to approach a bigger community, already established and working actively, and the efforts the Consortium is making towards joining forces with the Big Data Value Association (BDVA)[1].

The Consortium has observed that the application of big data technologies for a more effective, efficient, precise and evidence-based Public Sector was a topic of interest for BDVA members and that this perspective was not yet provided in the association. For this reason, BPC partners saw the opportunity to address the BDVA Community, offering its members a space for discussion that will enhance, at the same time, the quality of BPC results.

This deliverable explains also how the Consortium is managing the relations with the stakeholders, that are being closely monitored by means of an excel file and following the 10 rules the Consortium has laid down for itself. The information contained in the different fields of the excel file enables the tracking of the interactions and the measurement of the impact of the engagement activities. Finally, as partners are continuously incorporating new potential stakeholders to the excel file, an update of the stakeholders list with respect to the one presented in D2.1 is given, showing the different categories of stakeholders (Civil society organisations/associations, European institutions, International organizations, Private business, Representatives of public authorities and Scientific research), the institutions they belong to and their geographical distribution.

[1] http://www.bdva.eu/

1 Introduction

1.1 Purpose of the document

The purpose of the document at hand is to monitor the initial strategy set up in D2.1 and offer a revised version of the plan for engaging stakeholders in the BPC network, according to the conclusions drawn. Besides, this deliverable presents an outline of the updated list of stakeholders, building on the initial one included as Annex I in D2.1 (list of identified stakeholders). The current list contains new entries and the evolution of some of the contacts from being potential stakeholders (in D2.1) to be engaged ones as a result of the implementation of the engagement activities.

1.2 Relation to other project work

This is the second deliverable of Work Package 2: "Project Community Establishment, Networking Support and Project's Engagement Activities". The aim of this work package through its four tasks, as established in the DoA, is to "involve key stakeholders in co-creating the different activities of the project, through a systematic crosscutting strategy. The goal is to ensure stakeholders buy-in in order to exploit collective knowledge and intelligence in the design and execution of the project". This deliverable covers work of T2.1, T2.2 and T2.3, offering an update of the stakeholders' list and the revised strategic plan for engaging them that was first presented in D2.1. The upcoming two deliverables of the WP (D2.3: "Project-dedicated Events and Validation Activities Report First version" and D2.4: "Project-dedicated Events and Validation Activities Report Last version") will refer to the present deliverable in the sense that they will offer the results of the implementation of the engaging activities planned in D2.2.

Oher related activities of the project are described in T6.2: "Project Website, Community Collaboration Portal and Online Communication Channels", as these tools and channels will follow the overall engagement strategy. The knowledge that is being collectively produced in the context of WP3, WP4 and WP5 (T3.1: "Needs and Trends Identification", T4.2: "Methods, Tools, Technologies and Applications Panorama" and T5.1: "Gap Analysis and Identification of Research Needs") is used as a way to attract and engage stakeholders to participate in the project activities, so these work packages are also related with this deliverable. Finally, as the community building strategy is designed aligned with the dissemination strategy, this deliverable is obviously related with WP6 tasks and activities.

1.3 Structure of the document

In addition to this introduction, the document is structured in 3 major chapters:

- **Chapter 2** presents the process of enlarging the initial list of Stakeholders, the tool for managing the project's contacts and the way partners are using it. It also refers to the current list of stakeholders, that is outlined in Annex I;
- **Chapter 3** presents the assessment of the networking activities conducted so far and the revised strategy the project will follow to engage stakeholders around BPC results. It concludes with the updated plan of activities for building the BPC Community;

- **Chapter 4** concludes and discusses the future activity of the work package.

As for the annexes:

- **Annex I** presents the current number of stakeholders, classified per typology (i.e. public authorities, private business, scientific research or civil society organisation), country and the list of institutions they belong to. Due to data protection issues, sensitive data are kept private in the project's contacts base.
- **Annex II** refers to an example of the model emails sent to identified stakeholders and to BDVA members, as explained in sections 3.1.1 and 3.2

2 BPC Stakeholder's Network

As stated in D2.1 [1], the purpose of creating the project's community is to "*have a wide network of experts and stakeholders in all phases of the project to participate in the production of the results*". This way, "*the results will not only be enhanced in terms of quality and credibility but also oriented towards the real needs of stakeholders, who, ultimately, will be the best positioned to endorse this knowledge, promote its adoption and then, its further enhancement*".

With this goal in mind, the Consortium defined the community building strategy at the initial stages of the project acknowledging that the engagement process should start with the identification of the stakeholders that could reap the value of the project's results, these stakeholders being informed about these results and being invited to participate in the different activities of the project and, finally, these stakeholders becoming engaged after their involvement in the project's activities, together with other members, around the project's results.

2.1 Initial list of Stakeholders

The list of identified stakeholders was first presented in D2.1 in Annex I. This list consisted of individuals, related projects and communities identified during the implementation of Lisbon Council's past relevant projects, as well as contacts found by means of a search per category, technology and domain of expertise through the Internet.

The initial list was an excel file with three different sheets, namely "Contacts", "Communities" and "Projects". The sheet "Contacts", in turn, included the fields "Name", "Surname", "Role", "Institution" and "Category". According to the field "Category", there were 900 individuals grouped with the following numbers: 253 representatives of public authorities, 274 representatives of private businesses, 238 individuals engaged in scientific research, 45 members of international organisations, 43 representatives of European Institutions, and 46 individuals engaged in civil society organisations/associations. Besides, the excel file comprised also a list of 51 relevant communities and 27 related projects.

2.2 Population of the initial list

Population of the stakeholders list is a continuous and collaborative process that involves all the partners. Each member of the Consortium, being aware that the community building is a key pillar for the success of the project, has been enlarging the list, from the very beginning, following an approach aligned with the strategy described in D2.1. And so, new contacts for the project are continuously being identified and incorporated to the list in view of a potential collaboration and interest, starting from the partners' own solid and vast network of contacts, trying to cover different target users and geographical areas.

The list is not only populated with stakeholders **identified** by the partners who might be interested in the project, partners also consider for the list those people they **meet** in the events they attend for dissemination purposes and the ones that **approach** BPC through the website or BPC Social Media, thereby revealing the strong connection with WP6 dissemination activities. In this latter case, the

information to be added to the excel file is different, as described in the following section (2.3, see Table1).

In the sequel, the various ways partners are enlarging the excel file with more entries are listed:

- People that partners (or partners' colleagues) work or have worked with in other related projects and initiatives that belong to the stakeholders' groups identified or that can facilitate reaching these target groups. Especially relevant has been the former project SONNETS[2] community, in which three partners form BPC took part and from where several contacts have been adopted. Equally noteworthy, are the BigDataOcean[3], PoliVisu[4] and AEGIS[5] projects, with which the project has managed to collaborate in the organisation of the first BPC Workshop, making it more attractive and getting to know people working in related domains with similar interests.
- People that partners have collaborated with in proposals under the same objective "CO-CREATION-06-2017: Policy-development in the age of big data: data-driven policy-making, policy-modelling and policy-implementation".
- Relevant profiles that partners find in the internet during their daily activities (reading an article, in LinkedIn or in other communities, related blogs). In this respect, some profiles found in Futurium[6] or in Policy Making 2.0 LinkedIn group[7] have also been added to the list.
- Other people have been incorporated to the list through the suggestions of already engaged stakeholders and through the BPC Experts[8], that have also proposed new contacts from their own network to be added to the list. In this regard, Mr Gianluca Misuraca proposed to contact IESI[9] mailing list, which contains more than 3000 people interested in modelling, policy making and social innovation, and, so far, 32 of them have expressed their willingness to be part of BPC network.

Atos, as leader of WP2 and community manager, is monitoring the stakeholders list and performing the necessary consolidation adjustments and refinements to eliminate duplication of values and to provide unity to the format and description of the different categories.

2.3 Managing the list of Stakeholders

The stakeholders' list is the reference for direct communication of the project's milestones and for planning the BPC offline events and other engagement activities. As the project initiated the community activities and the entries in the list became larger in number, the partners acknowledged that new fields in the excel file were needed for the correct treatment of personal data and for an efficient management of all the contacts. To the already existing columns, these additional ones were added:

- "Country" to be aware of the different geographical areas reached.

[2] http://www.sonnets-project.eu/
[3] http://www.bigdataocean.eu/site/
[4] https://www.polivisu.eu/
[5] https://www.aegis-bigdata.eu/
[6] https://ec.europa.eu/futurium/en
[7] https://www.linkedin.com/groups/4165795/
[8] Ms Nuria de Lama, Mr Giuseppe Veltri, Mr Vittorio Loretto, Mr Peter Parycek and Mr Gianluca Misuraca (see D2.1 [1] section 2.4)
[9] https://ec.europa.eu/jrc/en/iesi

- "Partner/Public" to indicate the partner proposing the contact (hereafter, the "owner") or if the contact is published on the Internet.
- "Contact" to add the email only if the person agreed to share contact details for the project's purposes or if the contact address is published on the Internet.
- "Contribution" what, in the partners' understanding according to their profile, the person could most likely contribute to.
- "Member since" indicates the date the contact becomes member of the online community by registering in the Collaboration Portal.
- "Follow up activities" to register for which activity or activities the person has been contacted and the result of them, when relevant.
- "Comments" any comment that can be valuable for the management of the contact.

Clear rules were given to the partners by WP2 leader to preserve the integrity of the list and to coordinate the engagement efforts.

1- Before updating the list, make sure that it is not being updated by another partner

2- Before including a new contact in the list, make sure this contact is not already in the list

3- People you identify from any of your projects / activities and who you think could be interested in BPC, or in participating in a BPC's activity, should be added to the list, prior to the contact, with no contact details. You should keep this sensible information private indicating in "**Partner/Public**" that you have this information.

4- Similarly, when you identify a profile interesting for the project's purpose whose contact details are public, you should add the information to the excel file including the contact data in "**Contact**" and "Public" in "**Partner/Public**"

5- When including a new contact, try to inform in "**Contribution**" in which activity the contact is likely to participate and any other relevant information that you consider in "**Comments**"

6- If a contact is public ("Public" in "**Partner/Public**"), can be contacted by any partner. If a contact is not public, the first communication that he or she receives from the project should come from the contact owner (the partner specified in "**Partner/Public**"). In this first contact, the contact owner should seek his or her consent to be contacted by the project and be part of the BPC network

- If he or she agrees on being contacted for further activities, you should include the contact details in "**Contact**" and, from this moment on, he or she can be contacted by any partner
- If the person expressly mentions not to be contacted again, write this information down in "**Follow-up**"
- If you do not receive a response in either way, this field should remain empty, so the contact can be only further managed by you

7-	You may also establish direct contact with interested people in an event (a BPC event or not). In the case of a BPC event, as they are organised inside bigger ones open to all interested, uninvited guests are welcomed to participate. Encourage them to be part of the BPC network by giving their contact details so that they can be contacted if a possible collaboration is foreseen. If the person agrees, include this information in the list and the contact details in "**Contact**"
8-	Include in the list those people that contact BPC through the website or through BPC Social Media channels and those who request to be a registered user in BPC online Community
9-	Before planning an engagement activity (invitation to participate in an interview, email to invite to the Community Collaboration Portal, invitation to a workshop, etc.) with a selected contact from the list, read carefully the informative fields of the excel file to know if and for what that person has been contacted before. Read the "**Follow-up**" field to find out if he or she has stated expressly not to be contacted again from the project. Design your communication messages accordingly or avoid contacting again. Inform about the engagement activity that you initiate in the "**Follow-up**" field of the excel file
10-	After the engagement activity indicate the results in "**Follow-up**"

Table 1: The 10 Rules for managing the Stakeholders' excel file

2.4 Updated list of Stakeholders

The information about the updated list of stakeholders is provided in this deliverable in Annex I. Some of the initial contacts have been deleted since, after trying to reach them by email, a wrong delivery notification or a response saying that they had radically changed professional activity was received. On the other hand, new contacts have been added, following the approach described in section 2.1. The current number of BPC stakeholders is 1030. So far, the Consortium has interacted with 263 of them, counting among the main activities: the surveys, interviews and focus groups of WP3 and WP4, the attendance to the first BPC Workshop and the online personal communication.

In the following months, the Consortium will work further in the population of the list, will initiate contact with new stakeholders depending on the needs of future activities and will build on the relationships that have already been established, following the updated strategy described in the chapter below.

3 Revision of the Engagement Plan

The community building strategy devised in D2.1 is based on three pillars: **approach**, **engage** and **maintain,** with the goal of bringing people together for the generation and transfer of the project's knowledge in respect of policy and decision making among the different fields of the Public Sector.

The **approach** phase is the first step of this strategy and is being mainly implemented by the dissemination activities. Dissemination messages use the dissemination channels and are both adapted to the specific audience to ensure broad visibility of the project to all target stakeholders, maximising the impact of the project. Dissemination activities help in the awareness creation and stimulation of acceptance while facilitating the understanding, which is crucial for future engagement.

The **engagement and maintenance** of the stakeholders have to do with being able to convey the value of joining the BPC Community and participating in project activities:

1-	Members of the community collaborate in the knowledge generation and its validation (Public Administration needs and trends; methods, tools, technologies and applications Knowledge Base, as well as the Roadmap and research directions), therefore, you will have an influence in orienting the future research and funding to support Public Sector transformation to an effective and evidence-based policy making structure
2-	You can receive the project's support for the knowledge enhancement and its further use
3-	You can make professional contact with BPC experts and other peers with similar interests, either online as well as personally in the BPC events

Table 2: Value of joining BPC Community

After the first year of the Project, the Consortium believes that the strategy for building BPC Community should be based in the same three pillars. In the Consortium's view, the engagement will be achieved thanks to a comprehensive plan, in line with the overall project goals, and boosted by a rich set of dissemination tools and activities.

The first stage of the engagement process has then concluded with all major dissemination channels established and growing. For the concrete evaluation of the dissemination activities and how these have helped expand the community, please refer to D6.4: "Dissemination and Communication Report – Year 1". In the following sections, for each of the tools and methods described in D2.1 initial engagement plan, the Consortium presents the lessons learnt and impact of the engagement activities conducted so far and the update of the plan with improvements for the achievement of all BPC objectives. The updated plan will be depicted in the last section (3.3) of the chapter as a summary of the reflections conducted in the previous sections (3.1 and 3.2).

3.1 Evaluation of the tools and methods to foster Community Building

3.1.1 Promotion of the Project and of the engagement activities

Apart from the dissemination messages (LinkedIn, Futurium, BDVA and other organisations) and Social Media[10], that target a broad audience, partners have started to work with the Stakeholders' excel file for a more oriented promotion and follow up, as well as a more precise measurement of the impact, that has helped further orient the engagement activities. This individual promotion has, of course, been coordinated with the dissemination activities, that have been more active during the promotion of each project activity.

The initial identification process gave as a result a long list of relevant groups, organisations, and people, that was presented in D2.1. Engaging stakeholders in concrete activities targeting all these contacts without any discretion was not an option, therefore, after an initial mass mailing to confirm contact data and observe the initial reaction, the partners have made the exercise of understanding stakeholders perspectives through the "**Role**", "**Institution**" and "**Category**" fields of the excel file, visualising the relations with the objectives and making a prioritisation of the stakeholders' relevance with respect to the engagement activity being conducted.

Activities

Description	Targeted to	Particularities
Email to inform about the project and ask for interest. Email to inform about the Knowledge Base (KB), encouraging to comment on the items. Email to communicate the online community, encouraging to register.	-All stakeholders	WP2 partners have filtered the initial list of stakeholders with a general email (see Annex II) asking for permission to be contacted for further activities. When a wrong delivery notification or a response saying that they had radically changed professional activity was received, the contact has been deleted from the list. The ones that have respond, have been carefully flagged in the excel file to get back to them in a more personalised way. A reminder will be sent to those who have not given a reply. Emails written to people that partners know personally have been formulated with concrete content, like emails written to

[10] See D6.4

Description	Targeted to	Particularities
		previous project SONNETS community members, where the partners stressed the possibility to continue the SONNETS debates in the context of BPC.
Email to send invitation to the first BPC Workshop, held in the framework of the Conference for E-Democracy and Open Government 2018 in Krems[11]	-Public Sector representatives -Participants in other engagement activities conducted before, like interviews and focus groups -Speakers in other slots of the Conference known by the partners (found in the Conference program)	Project partners have targeted primarily the Austrian members of the community, as it was not possible for the Consortium to reimburse the travel costs. BPC partners have sent the invitation to the participants of other engagement activities like the interviews and focus groups, although they were not likely to participate because of the travel costs, as a way of maintaining their interest in the project and made them feel very relevant members of the community. Through the BPC Expert Mr Peter Parycek (member of the organising committee), invitation emails, addressed directly to the people registered in the Conference, were sent on behalf of the project. Similarly, a text was prepared with the goal of thanking the conference participants and encouraging them to take a look at the presentation showed in the workshop, and at the project's website in general, to keep the discussion alive. This text has been included in the newsletter of the Danube University

[11] http://depts.washington.edu/egcdep18/documents/EGOV-CeDEM-ePART_2018_full_program_20180831.pdf

Description	Targeted to	Particularities
		Krems, organiser of the Conference.
Printed invitation of the first BPC Workshop	-Attendants to the Conference	The Consortium printed an invitation for the workshop with the agenda, exact date and time, with a picture of the experts, as they are very well known in the e-government and big data arena. Project partners distributed the printed invitation on the day before among the Conference participants, informing them first-hand about BPC and left some in the coffee tables for the public in general to take a look.

Lessons Learnt

Although social media messages help a lot in creating awareness, it has been deduced that direct email communication with personalised content, although time-consuming, is much more effective. More specifically, it has been observed that after sending personalised emails for the invitation to participate in the first BPC Workshop, there has been a steep increase in applications for community membership and expressions of interest in the workshop's results.

On the other hand, the workshop printed invitations strategically distributed in the days of the conference have surely contributed to the very good reception of the event, not to mention the good excuse to engage in meaningful conversations with peers.

Regarding the promotion of the workshop that the experts have made among their contacts, apart from mass promotion in BDVA website by Nuria de Lama, it is worth mentioning that Peter Parycek sent personal invitations from his email account to Austrian decision makers from Industry and Public Administration, which has made approximately 1000 people be aware of the project and 10 people effectively join the workshop. Besides, the free tickets for the Conference that he offered to selected representatives of Austrian Public Sector have surely eased their participation in the first BPC Workshop.

Improvements

As a conclusion, the success of this engaging activity entails finding a balance between the time invested in writing personalised emails and the number of people that react.

For the next year's activities, a document will be produced with text templates according to the type of stakeholder so that partners do not invest much time in this activity and dedicate more efforts to the follow up of those contacts that respond to our invitations.

Aligned with the dissemination activities it has been decided to place a subscription to the newsletter in a prominent way of the website, as stakeholders are not expected to download the newsletter form the website and it is true, nevertheless, that the newsletter is a very nice way to engage contacts in BPC activities. This invitation to subscribe to the BPC newsletter will also be included in the signature of the emails sent to the stakeholders.

Acknowledging the effectiveness of further engaging the experts in the newcomers' attraction, the Consortium will try to stress, in each of the teleconferences with them, the value of engaging in BPD (see table 2) and will support the message with visual material, as we are aware of their many duties and responsibilities that can cause them lose focus.

3.1.2 Online place, overview and content

The strategy for engaging stakeholders described in D2.1 read: *if we want to motivate, inspire, and encourage people to join BPC Community and then keep them involved, the first step is to promote the community, but once people approach the community, they should find an online place containing a great overview, great contents related with great opportunities to contribute and a clear value for doing so*.

So, following the strategy described in D2.1, WP2 activities have gone in parallel with WP6 activities to design a web site that makes visitors curious about the project and its activities. The Collaboration Portal (CP) has been set up, accessible from the website, so that the interested people targeted by the dissemination and engagement activities could go a step further and register in the BPC Community to get more involved, together with other stakeholders, around the project's activities and results.

With respect to the overview and content of the CP, several discussions among the project partners have taken place online and in the two Consortium Meetings celebrated in Athens and Berlin to reach the best way to present BPC Community and results and make them attractive for the visitors and members of the community.

Activities

Description	Particularities
Set up the Collaboration Portal	The CP has gone online with just two sections: Members and Knowledge Base
Highlight the results and the Expert Committee in the front page of the website	Apart from making the results accessible from the CP (for the moment, the KB), these results have been highlighted in the front page of the website to make them more visible, as a way to encourage visitors to ask for registration
Video showing how to register	Despite not being initially planned, the Consortium decided to record a short video with very easy instructions for the registration in the CP, as we thought visitors would appreciate it
Moving banner to get the attention of the visitors	This resource was intended to announce in a very dynamic and eye-catching way the relevant headlines at each time

Description	Particularities
Code of conduct accessible from the CP	To regulate the interactions we expect in the portal, giving a sense of professionality

Lessons Learnt

During its first months of activity, the CP has achieved more than 65 registered members, it has been filled with almost 30 needs, more than 30 trends and over 140 assets in its Knowledge Base section and is, at the moment, getting online input from the community members.

Following D2.1 plan, the first members of the community were partners' own colleagues to overcome the barrier of low participation for newcomers.

At the initial stages, and following the plan in D2.1, the CP started with a Forum section for which, the partners generated some content and initiated several discussions hoping others will follow. The truth was that, although there were already registered members, none of them engaged in the threads, so we decided, better than showing a poor interaction between members, to remove this section and wait for the appropriate time when a critical mass of active contributors is reached. The content initially generated for the Forum section was then moved to the LinkedIn group.

There are other sections of the CP already presented in D2.1, like the section for documentation and the one for co-creation of deliverables, that are still not implemented but continue to be essential and considered for the enhancement of the plan.

The Consortium expects that the CP figures grow as more content is generated tailored to the interests of the different stakeholders. This is especially relevant for the Roadmap, of which we have already collected several expressions of interest from our stakeholders.

The possibility, mentioned in the initial engagement plan, of log in using user and password from other accounts in popular communities (e.g. Facebook, Twitter, LinkedIn) has been not implemented and will be assessed again in the new version of the plan. Other ideas from the initial plan, like introducing gamification technics are being postponed until we see how the community evolves.

Improvements

To try to get an active community around BPC results, the Consortium has brainstormed and studied the feedback received from some of the members on how to improve the website and the CP.

Keywords will be defined so that people that are looking for content related with decision making and big data can easily find BPC website.

A video will be produced to show the content of the KB and how to move around and comment on the different items. Besides, as we have perceived interest from some members that would like to suggest more items to be added to the KB, we will think about this possibility as a way to recognise their contribution and attract other members who may also appreciate this recognition. The items will not be uploaded by the members, but by the partners after their assessment. If the item suggested is selected to be part of the KB, the member will be informed and the item uploaded, together with the name of the member who made the proposal.

For other interesting results like the documentation about the Framework, Roadmap or Research Directions, a new section in the CP will be created. In this section, we will produce a one-minute video to awake the curiosity of the visitors, who will be prompted to download the entire documentation. In

the case of the Roadmap, the preliminary version will be available for downloading but, to retrieve the final version, interested stakeholders will have to be registered, as the Consortium holds the opinion that this will be a very demanded document. Partners will try to fill this section not only with documentation but also with interview videos and other interesting material for the community.

The Consortium is also considering having "trending topics in BPC Community" or "lighthouse comments regarding a key output of the project in the BPC Community" in the moving banner of the website, presenting the latest topics/user comments, similar to "customers are saying for us" of commercial websites.

3.1.3 Engagement activities (online and offline)

The promotion, and the online place for the members of the community to gather (the CP), pave the way for the engagement activities, that are the core of the engagement strategy. Besides, the engagement activities close the circle of the engagement strategy by encouraging participants to keep the discussions in the CP and having these participants promoting the community and attracting new members.

For these activities, the Stakeholders' excel file is a key resource, as it offers a perspective on which stakeholders are more likely to participate in each activity, how and when. Also, because it includes all the information related to the progress of the activities conducted with each member, making it easier to engage the members in further activities because of the personalisation of the communication.

Activities

Description	Particularities
Surveys	This is an effective way to engage new stakeholders, so the Consortium has considered the translation of the surveys to the partners' languages (Spanish, Greek and German), to reach a broader audience. Before completing the survey, a text has been included to describe the purpose and how BPC will use the feedback received. A link to the KB has been also provided with a view to making participants curious to browse the CP. The surveys were promoted in the BPC Social Media and in the moving banner of the front page.
Interviews and Focus Groups	The partners have conducted 10 interviews and 3 focus groups with up to 10 participants whose focus were the needs of public administrations, as well as the trends and assets to meet these needs (WP3 and WP4). The partners have asked the participants if their contact data could be kept for further activities, writing down this possibility in the excel file, if it was the case. When the community was opened, partners wrote a personal email to these interested people inviting them to be part of the community and to follow the project in SM.

Description	Particularities
Kick off meeting with the Experts Committee and successive meetings	In this meeting, that took place on the 20th March 2018 from 12:00 to 13:30, we formally kicked off their activities, encouraging them to make the project a success. They were asked to think about which of their contacts could be interested in the topic, to be added to the stakeholders list. Additionally, they were asked if they could think of any organisation with which we could explore synergies. After the kick off meeting another two meetings were arranged with them: (1) on the 14th of June 2018 from 12:00 to 13:00 for follow up of their activities and first BPC Workshop preparation and (2) on the 27th August 2018 from 10:00 to 11:30 for the workshop rehearsal.
First BPC Workshop	It was celebrated in the framework of the EGOV-CeDEM-ePart 2018 Conference, held in Krems (Austria) on the 4th of September 2018. Intense work has been done before and after the first BPC Workshop in terms of promotion in the website, newsletter, social media and direct communication to invite potentially interested stakeholders from the Stakeholders' excel file. As the workshop was open for all the Conference participants, the Consortium prepared an attendance sheet to collect name and email address of the workshop participants, that largely reached the target defined in the DoA (>25). A game-storming session was prepared to motivate the participants and encourage creative thought. This session served for engaging purposes as it facilitated conversation among stakeholders. More detailed information will be given in D2.3: "Project-dedicated Events and Validation Activities Report First version"
Second BPC Workshop	After working in the submission of the proposal, it was confirmed that it will take place on the 14th of November in the framework of the European Big Data Value Forum[12] (EBDVF) in Vienna (Transforming Decision and Policy Making through Big Data). Partners are already working in its organisation and promotion. The agenda will comprise a co-creation and validation section on the Roadmap.
Engagement with other projects	Although sometimes challenging, because of the few resources planned for cooperation activities, fostering synergies between projects results very effective. BPC has prioritised the projects from the Stakeholders' excel file that share a core objective and

[12] https://www.european-big-data-value-forum.eu/program/

Description	Particularities
	cooperation activities have been organised to have direct impact in all the parts' objectives. BPC has directly worked with three other projects from the excel file in the organisation of the first BPC Workshop: PoliVisu, Big Data Ocean and AEGIS. For the second BPC Workshop, BPC foresees collaboration with projects from the Big Data Value Public-Private Partnership[13], like TheyBuyForYou and Synchronicity, from the IoT Large Scale Pilots Program. These synergies give BPC activities even more value and a very good promotion in other communities.

Lessons Learnt

Although online engagement activities are also considered as an important part of the engagement strategy (direct communication by email or other online interaction), offline activities have resulted to be much more effective, (i.e. with a higher success rate), to stimulate and engage relevant stakeholders for participation.

And so, a great part of the new stakeholders has been identified during the organisation process of the BPC offline events. All the people that have been interviewed or have participated in the focus groups, organised in the context of WP3 and WP4, have expressed their interest to become part of the stakeholders list. Besides, the first BPC Workshop, that has been held in the context of a big conference, has supposed a very good way to gather new interested people around our results and activities.

On the other hand, the Consortium holds the opinion that writing a news item after each offline engagement activity, and reaching the participants on the days after, has provided them with a sense of community, as a substantial increase in registration requests were noted after relevant events.

From the feedback gathered, people that have participated in BPC offline events are likely to participate in further activities, and so, partners are reflecting this in the Stakeholders' excel file.

Improvements

Next BPC workshop will take place on the 14th of November in the framework of the EBDVF in Vienna. From the experience learned in the previous workshop, the Consortium will give more room for engagement activities and not so much for static presentations. The fact that, this time, BPC is the only project for the whole slot will, in this respect, work out to our advantage.

This second workshop, apart from the co-creation session on the Roadmap, will be more oriented in the direction of engaging the BDVA Community and making the members aware of BPC results and their value (see section 3.2). Consequently, as this second workshop is also open to every participant of the conference and registration is not needed, some of the project's partners will be exclusively in charge of explaining the value of joining the BPC stakeholders network to the participants, encouraging them to give their contact details in the attendance sheet, so they can be informed about the project's progress.

[13] http://www.bdva.eu/PPP

One meeting with the experts for initial validation and co-creation of the Roadmap is also planned for the following months (ideally in December 2018 in IPTS[14]), and so are online activities, like webinars and videos, that will be produced to serve the engagement purpose.

Regarding the surveys about needs, trends and assets, they will be removed from the front page when this feedback is no longer relevant for our research and we need to focus on other type of feedback. When that time comes, we will close these surveys with this text in the box: "Share your knowledge - The **first round** of surveys is completed, thank you to all the participants. In short, we will be publishing the results and opening the **new topic**, stay tuned!" and then a small paragraph with the main findings will be written for the news section. The same approach will be used for the rest of the engagement activities, being the goal to convey the feeling of a living project with different activities going on. Our aim is implicitly say to the web visitor: "You have missed the surveys but, don't worry, there will be more opportunities to participate soon".

In future surveys, the Consortium will ask participants for their contact details, explaining that these contact data will be kept inside the project and will be used to contact them with further information and activities. This is a way to receive better quality feedback and also to enlarge BPC Stakeholders list.

3.2 Complementary strategy

In the section above, the engagement plan activities conducted during the first year have been presented, along with the plan improvements inspired by the assessment of the results obtained so far.

Despite the efforts of the Consortium to pursue the engagement activities, produce an attractive content and make it available in a nice and straightforward way (as the initial strategy in D2.1 described), and being true that the number of members is quite acceptable for the time being, the Consortium reckons it is difficult to get online interactions from them.

The Consortium has reflected about the fact that online interactions from BPC members will boost the community since they are indeed appealing for newcomers. Therefore, besides the plan improvements, BPC Community needs a strong lift to bring members together to collaborate in the generation of content, as well as in its validation, in an active and continuous way.

This big push could be pursued, indeed, by approaching a bigger and active community. After analysing the related initiatives in the Stakeholders' excel file in order to assess their concrete relevance to BPC, the partners concluded that instead trying to create a parallel community around Public Sector and big data, it would be much more effective to join forces with the Big Data Value Association[15], a fast-growing big data community that lacks from the Public Sector perspective at this moment.

Together with BPC Expert Ms Nuria de Lama, Vice-Secretary General of the BDVA, WP2 leader has been working in the last months to materialise this objective.

[14] https://ec.europa.eu/jrc/en/about/jrc-site/seville
[15] http://bdva.eu/

3.2.1 Big Data Value Association and Task Forces

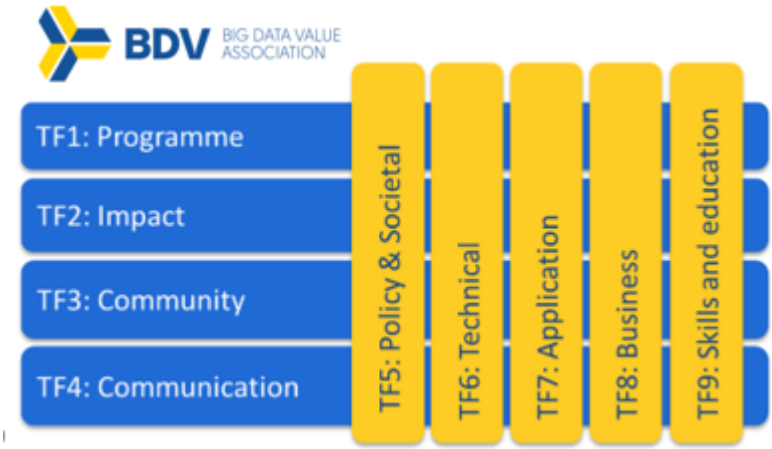

Figure 1: BDVA Task Forces[16]

The Task Forces are the main instrument to develop BDVA activities and are established to take care of specific matters within the objectives of the Association. Concretely, TF7 aims to identify applications in which big data technologies can create the biggest impact in Europe. The key focus of this group is to identify and act on the needs (technology, skills, etc.) as well as the areas of interest applicable to different industrial sectors [2]. These industrial sectors include different sub-groups (Telecom, Healthcare, Media, Smart Manufacturing Industry, etc.), but the concrete vision of the Public Sector is missing.

Consequently, Nuria de Lama and WP2 leader started to think about two possibilities to join forces with BDVA:

- to explore the mandate of the Smart Cities sub-group to find out if synergies existed with BPC objectives, or

- to create a new sub-group under TF7 dedicated to big data in Public Sector

In the Consortium's view, either way to proceed would benefit the two parts. On the one hand, for BDVA, counting with BPC results and members would fill the gap that exists in terms of Public Sector, generating an innovation ecosystem that includes industry, academia and Public Sector representatives. On the other hand, BPC would get access to a relevant big data community and all BDVA marketing tools (web, newsletter..) and would benefit from the links between BDVA and other associations (OASC, AIOTI) or projects (the large scale pilot Synchronicity in the Policy Making services area, TheyBuyForYou, "Enabling procurement data value chains for economic development, demand management, competitive markets and vendor intelligence" and others). The audience for BPC results will increase exponentially, so more stakeholders would likely interact with the project and participate in BPC engagement activities, not to mention, what this would suppose for the sustainability of BPC results and community.

[16] http://bdva.eu/task-force-overview

3.2.2 Actions and measures undertaken

Through Nuria de Lama, BPC was presented on the 25th of May 2018 to BDVA Secretary General, Ms Ana García Robles, who advised us to present the project to the Board of Directors to get feedback about their interest for the creation of the sub-group under TF7.

The way we decided to proceed was to make a formal proposal supported by the endorsement of BDVA members. On the 19th of June 2018, Nuria de Lama made a brief introduction of the topic and our motivation to the Board of Directors and to the Activity Group meeting on the day after, who considered the proposal very well. After that, on the 26th of June 2018, she sent an email, whose content can be consulted in Annex II, accompanied a simple survey to respond "Yes" or "No" to the creation of the TF7 sub-group "Application for Public Sector", as a way to understand the potential interest and acceptance of such activity.

The idea of introducing the Public Sector perspective in BDVA activities, either by creating a new sub-group or by redesigning the Smart Cities one, attracted several reactions from the TF7 leader, the Smart Cities sub-group leader and the Secretary General on the best way to proceed, confirming that big data applied for Public Sector is a hot topic that needs to be addressed.

The email with the survey was not able to attract much attention, so the final decision was to celebrate a workshop in the framework of the BDVA activities and let the level of attendance show the commitment and real interest of the members. This workshop could also help co-create some objectives of the sub-group considering the input from several people.

After studying the situation, the Consortium decided to apply for a workshop slot in the European Big Data Value Forum as part of the BPC engagement activities, that could be also used to put the finger on the audience's pulse and plan the way forward. As reads the presentation of the event, "*the European Big Data Value Forum is a key European event for industry professionals, business developers, researchers, and policy makers to discuss the challenges and opportunities of the European data economy and data-driven innovation in Europe*"[3], so the partners thought this was a good place to present and validate further results of the project taking advantage of a community that already exists.

There was an issue, of course, with the fact that the second BPC Workshop would be taking place shortly after the first one. But this was a minor consideration compared with the exceptional chance this second workshop would represent in terms of community building. The timing was also good (considering that the first BPC Workshop was celebrated later than planned) and, above all, the celebration of the second BPC Workshop inside a big data community event could complement perfectly, in the Consortium's view, the Public Sector perspective that BPC gathered at the first BPC Workshop celebrated in Krems.

On the 10th of July 2018, the BPC proposal for a workshop in EBDVF was submitted and on the 10th of August 2018 an email with the acceptance of our proposal was received from the organising committee, together with some guidelines and next activities to be carried out in preparation of the workshop.

In parallel, WP2 leader started working with the leader of the Smart Cities sub-group, Mr Roberto di Bernardo. On the 17th of September 2018, a call took place where they decided to review the Smart Cites sub-group mandate to see if BPC could adapt its objectives to this sub-group. If our objectives are aligned enough, Roberto di Bernardo and Nuria de Lama (in person) and BPC coordinator Ms Nuria Rodriguez (remotely) will present the mandate to the Activity Group on the 10th of October, together with BPC results and perspectives for next year, to receive the necessary support from the members to

widen the scope of the sub-group, creating the necessary awareness in view of the celebration of the second BPC Workshop in the EBDVF.

3.3 Updated version of the Community Building Plan

The plan below builds on the initial plan presented in D2.1 and is designed in accordance with BPC objectives and the new strategy to meet these objectives. Consequently, this is a summary of the previous sections, detailing the activities, time scope and responsibilities to bring a clear understanding on how to effectively reach and engage BPC stakeholders.

Activity	Responsible	When
Stakeholders' excel file		
Add new contacts following the 10 Rules	All	Constantly
Propose new contacts	Experts	Follow up teleconferences
Add the result of the engagement activities conducted with each contact	All	After the activity
Review the excel file and maintain its purpose	ATOS	Once a month
Include people subscribed to the newsletter list and people asking for registration in the CP through the website	ATOS	Constantly
Promotion		
Write emails to stakeholders	-Contacts' owners -ATOS if contact has agreed to be contacted	With relevant milestones of the project and invitation to BPC events
Website and Collaboration Portal		
Update specific texts and slides of the moving banner	-LC -Content to be provided by the partners	When needed
Insert comments where possible	All, Experts	Constantly
Follow the online comments of the members of the community	ATOS	Constantly
New sections in the CP (Material, Co-Creation)	LC	December 2018

Activity	Responsible	When
Video showing how to navigate through the content of the CP and collaborate	ATOS	November 2018
Short videos accompanying the results	Partner producing the result	When the result is ready to be in the CP
Second BPC Workshop		
Organisation (work with BDVA, design agenda and activities)	ATOS Partners to collaborate in the design of the activities	October-November 2018
Print invitations	ATOS	End October
Workshop rehearsal	All, Experts	TBD, approx. a week before
Participation	All, Experts	14th November 2018
Other engagement activities		
Prepare webinar for final validation of the Roadmap and Research directions	LC	
Prepare final event	All, led by ATOS	January – September 2019
BDVA Engagement		
Presentation of BPC to the BDVA Activity Group	ATOS	10th October
Make BPC results available for the TF7 sub-group	ATOS	When results are ready
Prepare slot in the second BPC Workshop dedicated to the BDVA Community engagement	All partners, led by ATOS	October – November 2018
Follow up of the interactions with BDVA members	ATOS	Constantly
Monitor the effectiveness of the plan		
Check the number of new members, compare with final target and take corrective measures if necessary	Atos	Once a month
Check the number of contributions, compare with final target and take corrective measures if necessary	Atos	Once a month

Activity	Responsible	When
Organise follow up meetings to inform all the partners about the progress of the community	Atos	Once a month

4 Conclusions

With the revision of the engagement plan and the design of the activities following the strategy set, the Consortium expects not only to enlarge BPC Community in terms of number of members, but also in terms of supporting quality debate among them. The overall goal lies in the sustainability of BPC results (especially the roadmap and research directions) and of the discussions that are taking place around these resuts. In the end, the Consortium's final aim is to contribute with BPC results and community to orient the future research and funding to support Public Sector transformation to an effective and evidence-based policy making structure.

In the second year of the project, the plan depicted in this deliverable will be followed by the Consortium taking into consideration that the plan itseft and its activities will be adapted, if necessary, according to the progress of the project and as other needs and opportunities arise. In any case, D2.3: "Project-dedicated Events and Validation Activities Report First version" will report on the engagement activities taking place until M16 (January 2019) and D2.4: "Project-dedicated Events and Validation Activities Report Final version" on the activities until M24 (September 2019).

Among the engaging activities for this second year, it is worth noticing the second BPC Workshop, that will take place in the context of the EBDVF[17]. With this activity, apart from the input that will be collected in the roadmap co-creation session from all the participants and BPC experts, partners will strive to receive the support of BDVA members and the endorsement of the materials being produced in the context of the project. In this respect, the second BPC Workshop is considered strategical by the Consortium in order to consolidate BPC Community in the big data and Public Sector fora.

[17] https://www.european-big-data-value-forum.eu/program/

References

[1] Deliverable of the project Big Policy Canvas. D2.1- Identified Stakeholders & Networking Activities Planning. Mureddu, Francesco. 2017.

[2] Big Data Value Association. http://bdva.eu/, retrieved date 2018/09/15

[3] European Big Data Value Forum. https://www.european-big-data-value-forum.eu/, retrieved date 2018/09/15

Annex I – Overview of the Stakeholders' excel file

In this Annex, a visual representation of BPC Stakeholders classified per typology, country and the list of institutions they belong to.

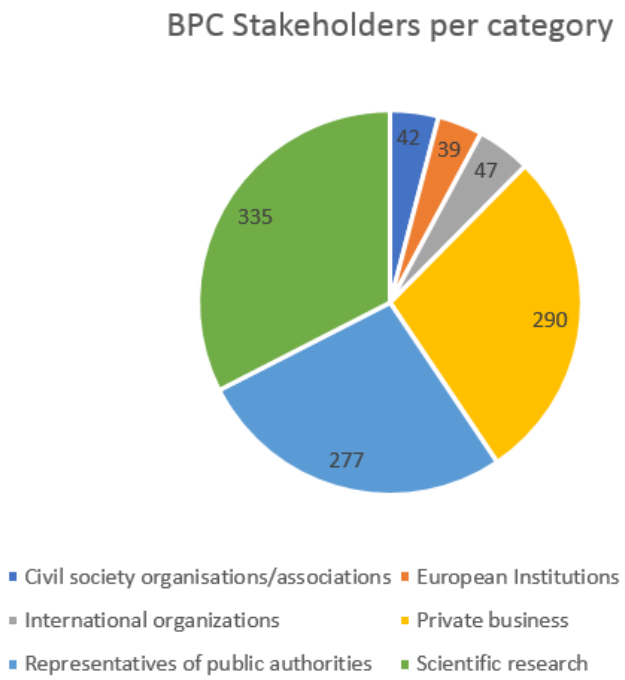

Figure 2: BPC Stakeholders per Category

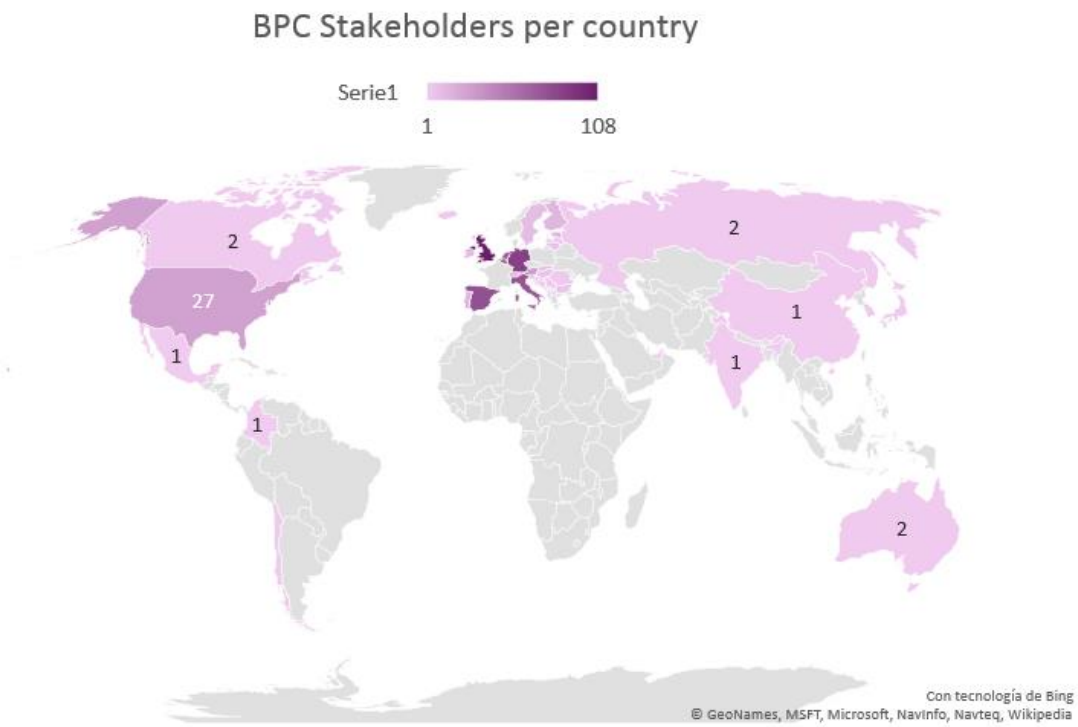

Figure 3: BPC Stakeholders per Country

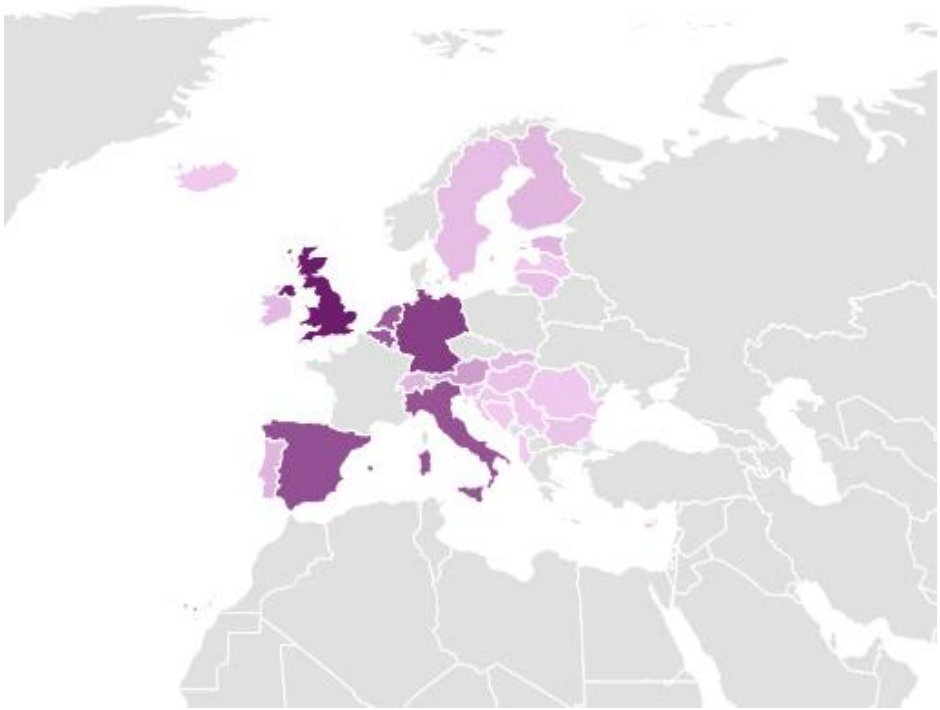

Figure 4: Distribution in Europe

21c Consultancy
A/I/M bv
Aarhus University
Accenture Digital
Access EU! - EEIG
Administrative Data Research Network
Administrative Reform and e-Governance
AEGIS IT Research
AENEAS
Agathis consulting
Agder
Agence du Numérique (AdN)
Agence pour la simplification administrative
Agence Wallonne des Télécommunications (AWT)
Agency for Administrative Modernisation
Agency for Public Management and eGovernment
Agency for Public Services Reform (AMA), Presidency of the Council of Ministers
Agency of Public Management and eGovernment
Agenzia per l'Italia Digitale
AGID
Agile Actors
Agoria
Airbus Defence
Alcatel-Lucent
All Digital
All Ireland Research Observatory
Alliance Active Data
Allied for Startups
Amazon Web Services
Amsterdam Data Science
ANFR
App informatics zt gmbh
Aragon Regional Representation

Arduino/Maker Movement
Area Science Park
ARTEMIS Industry Association
Asedie Asociación Multisectorial de la Información
Assinter Italia
Associaçao Portuguesa dos Gestores e Tecnicos dos Recursos Humanos
Association INFOBALT
Association of Finnish Local and Regional Authorities (AFLRA)
Association of Netherlands Municipalities (VNG)
AT&T
Athens Technology Centre International
Atos
Australian Government Information Management Office (AGIMO), Department of Finance.
Australian National University
Austrian Federal Chamber of Labour/Arbeiterkammer Wien
Austrian Institute of Technology
AustrianStartups
Autonomous University of Madrid, Department of Political Science and International Relations
Ayuntamiento de Santander
Baltic Development Forum
Baltic Institute of Finland
Basque Government
Belgian Ministry of Economy
Berlin Big Data Center
Berlin District Authority Pankow
Berlin District Authority Pankow for Social Affairs
Berlin District Authority Pankow, Department for Business Process Optimization
Berlin District Authority Pankow, Department for Performance Accounting
Berlin District Authority Steglitz-Zehlendorf for Social Affairs
Berlin District Authority Treptow-Köpenick for Social Affairs
Berlin Partner für Wirtschaft und Technologie
Berlin School of Economics and Law
Berlin Senate Administration for Education, Youth and Family

Berlin Senate Administration for Integration, Employment and Social Affairs
Bern University of Applied Sciences
BETA – University of Strasbourg
Beta-i
Between SpA
Big Data @ TUM
Big Data CoE Barcelona
Big Data DTU
Big Data Value Center
Blockchain News
Bluenove
Bottom Line Ltd.
Bradford University/Brunel University London
Brainport Development
Brainport Eindhoven Region
Bridge Budapest
Brunel University London
BUNDESKANZLERAMT DER REPUBLIK OESTERREICH
Bundesministerium für Wirtschaft und Technologie (BMWi)
Bundesministerium für Wirtschaft, Familie und Jugend (Federal Ministry of Economy, Family and Youth)
Bundesrechenzentrum-BRZ
Cablel Hellenic Cables Group - Fulgor SA
Cambridgeshire County Council
Camerino University
Canon Research Center - France
Capgemini
CARICAD
Carrington Gallery
cBrain A/S
CCIA
CEIA
Center for Policy on Emerging Technologies Washington DC

Center for Research in Advanced Computing Systems (CRACS-INESC Porto)
Center for Technology in Government, University at Albany, SUNY
Center of Excellence in Data Science
Centre for Democracy and Technology
Centre for Enterprise
Centre for Modern Education
Centre for Research & Technology - Hellas (CERTH)
Centre of social innovation
Centric
CEPA
CEPS
CERN
CETIC
Chef de projet, Agence du patrimoine immatériel de l'État
Chief Specialist of Information Resources Division of Information Society development Committee under the Ministry of Transport and Communications
CiroStratus Group LTD
Citizenship and Information Policy, Ministry of the Interior and Kingdom Relations
CivicaMente srl
COFACE (Confederation of Family Organisations in the EU)
Cognizone
Collibra
Columbia University
Commonwealth Centre for e-Governance India
Compagniadisanpaolo
Complexity Science Hub Vienna
Computer Laboratory of the University of Cambridge
Computer Science and Artificial Intelligence Laboratory at the Massachusetts Institute of Technology (MIT)
Confederation of Danish Industry (DI)
Confindustria
Consorzio Per Il Sistema Informativo (CSI Piemonte – IT)
Constelex Technology Enablers Ltd
Consulintel, S.L.

Copenhagen Business School, Department of IT Management
Copenhagen Economics
Copenhagen EU Office
CoreMedia
Corvinus University of Budapest
Council of European Municipalities and Regions
Council of European Professional Informatics Societies (CEPIS)
Council of the European Union
Council Think Tank
Covata
Covington & Burling LLP
CSI Piemonte
Cybernetica
CYPRUS CHAMBER OF COMMERCE AND INDUSTRY
DAEM (City of Athens IT Department)
DAKA Advisory
Danish Agency for Digitisation, Ministry of Finance, Head of section
Danish Technological Institute
Dansk forfatterforening
Danub University Krems
Danube University, Department for E-Governance and Administration. Fraunhofer FOKUS
Data and Web Science Group, University of Mannheim
Data Protection Authority, Greece
Data Science Campus, Office for National Statistics
Data Science Centre Eindhoven
Debategraph
Delegation of Auvergne-Rohne-Alpes
Delft Data Science (DDS)
Delft University of Technology
Deloitte
Democratic Society
Denmark Digitization Agency

Department for Digitisation of Public Administration and Technological Innovation of the Presidency of the Council of Ministers
Department for Public Administration and Development Management UN
Department of Information Technology
Department of Information Technology Services
Department of Management and Information Technology at St. Francis College
Deputy Director in the Dpt for Information Society, Ministry of Administration and Digital Agenda
Development Management Branch - UN
DG CONNECT
DG European Regional Policy of the Italian Ministry of Economic Development
DG for Communications Networks, Content and Technology
Digital Business Consulting Group
Digital Government Unit, Mexican Public Administration Ministry
Digitrust.EU
Diputacion de Huesca
Director of eGovernment Division, Ministry of Economic Affairs and Communications
Director of e-Government Policy Division, e-Government Bureau, Ministry of Security and Public Administration
Directorate - General for Enterprise and Industry Directorate B – Sustainable Growth and EU 2020, Unit B3 – Innovation Policy for Growth, EU Commission
Directorate for e-Government and Administrative Processes - Ministry of Public Administration
Division International E-government Issues - Federal Chancellery
Dublin City Council
Dublin City University
Dutch Employers Organisation
Dutch ministry of the interior
Duuoo
East of England European Partnership
EBAN - The European Trade Association for Business Angels, Seed Funds, and other Early Stage Market Players
EBU
ECTA (European Competitive Telecommunications Association)
Edgeryders, Social Enterprise
e-Enfance NGO

EETT
eGovernance Academy
E-Government Branch - UN
e-Government Bureau, Ministry of Safety and Public Administration
E-government policy division, Ministry of Interior
E-government research center, Waseda University
ELGI consulting
Emeritus Professor of Management Studies (Information Systems) at Judge Business School, University of Cambridge, UK
Emilia Romagna Region
Energy Cities
Engineering Ingegneria Informatica S.p.A
ENISA
eNovation
Enterprise Ireland
Enterprise Lithuania
Entrepreneurial leadership, social organizational change University of Twente
Entrepreneurs Association of Slovakia
EOLAS S.L.
EPA ATTIKI
EPFL
EPFL - École polytechnique fédérale de Lausanne
EPLO
EPMA
Erasmus School of Social and Behavourial Sciences
Erasmus University of Rotterdam / Global Scientific Business Innovations
Ericsson
ESIA-European Semiconductor Industry Association
ESOMAR
ESTBarreiro/IPS
Estonian Government
Estonian Ministry of Economic Affairs and Communications
Eta2U

Etalab (data.gouv.fr), General Secretariat for the Modernisation of the Public Sector (SGMAP), Prime Minister's Office.
ETH Zurich
ETSI
EU GCC Clean Energy Technology Network
EurActiv
Eurocentrique.com
Eurochambres
Eurocities
Eurocloud
Eurocommerce
Eurofound
EUROGEO
EuroGeoSurveys
Europa Insights
Europe Analytica
European Association for International Education
European Centre for Social Welfare Policy and Research
European Commission - DG CONNECT
European Commission – Unit DIGIT
European Commission – Unit ISA
European Digital Media Association (EDiMA)
European dynamics - the information society integrator
European Grid Foundation
European Health Telematics Association (EHTEL)
European Internet Foundation
European Internet Society chapter
European Network of Living Labs - ENoLL
European Observer
European Ombudsman
European Parliament
European Publich Health Alliance
European Publishers Council

European Regions Research and Innovation Network (ERRIN)
European Schoolnet
European Space Agency
European Young innovators forum
Europeana Foundation
EUROPOLARIS
europrotection
Eurostat
Eurostati
Eurotux Informatica, SA
EXUS S.A.
EY
Facebook
Faculty of Informatics and Statistics, University of Economics Prague
Fair Dynamics
Fair Dynamics Consulting
Federal Chancellory
Federal IT Steering Unit FITSU
Federal Ministry of Interior, Office of the CIO
Federal Ministry of Transport, Innovation and Technology
Federation of EUROPEAN PUBLISHERS
Fedict
Fedict - Federal Public Service for Information and Communication Technology
FinanceCoach24.com
FInnish Ministry of Telecommunications
Flanders Information Agency
FLOWING CONTENT
Formez PA
Forum Virium Helsinki
Foundation for Information Society Policy
France Telecom - Orange
Frankfurt Big Data Lab
Fraunhofer

Fraunhofer FOKUS
Fraunhofer Institute for Open Communication Systems
Freshfields Bruckhaus Deringer LLP
From Over Here
Fundació Bit
Future Cities Catapult
Future Internet Public Private Partnership
futuretext
GE Healthcare
Geeksphone
Gemalto
General Directorate for the Development and Operation of Information Systems – General Secretariat of Information Systems for the Ministry of Finance
General Secretariat of Coordination
Generalitat Catalunya
Generalitat de Catalunya
German American Business Association and German Silicon Valley Accelerator
Germany Association for the Digital Economy
GFS GoForeSight Institute
GIZ Deutsche Gesellschaft für Internationale Zusammenarbeit
Global Government Innovation Networks, GSA Office of Citizen Services and Innovative Technologies
Gov2u
Government Adviser Hungarian Prime Minister's Office Electronic Government Centre Department for e-Public Administration
Government Information Systems Planning Division, Administrative Management Bureau, Ministry of Internal Affairs and Communications
Government of Chile
Government of Estonia
Government of Flanders
GovLab
Grandezza
Greenlight for Girls
Grupo Maggioli

GSMA
Guadalinfo
Guardian News and Media
HardGamma Ventures / Gamma Rebels
Harokopio Univeristy
Harvard University
Haute Ecole de la Province de Liège
HCP and Partners Ltd
Head & Heart Economics
Head of sector e-Government Swiss Federal Strategy Unit for Information Technology
HealthAccess
Heidelberg Center for Social Investment and Innovation
HL7 Hellas / Gnomon Informatics
Hochschule Luzern
Humboldt-University of Berlin
IBBT SMIT Vrije Universiteit Brussel
IBM
ICT Cluster, Bulgaria
ICT Project Center, Ministry of Administrationa and Digitalization
ICT Recht
ICTlogy
IDC Italia
IDC Nordic
IdexLab
IES Solutions
IESE business School
IFAAR (Institute for Applied Argumentation Research)
IFPI
IKT-Norge
Independent
Informatics, University of Ferrara
Information Catalyst
Information Society Observatory

Information Society Policy Expert- Information Technology Directorate, Ministry of Transport, IT& Communications
Information Technology Industry Council (ITI)
Ingenieria e Integración Avanzadas (Ingenia) S.A.
Inha University
INMARK Europa
INNOBOOSTER
InnoConsult
Innoenergy
Innogage
Innosystems
InnovaPuglia
Insight Centre for Data Analytics
Institut für Theoretische Teilchenphysik
Institute for Work & Technology, University of Applied Sciences Gelsenkirchen
Institute of Analytics and Data Science, University of Essex
Institute of Law and Technology, Masaryk University
Institute of Technology Assessment (ITA) Austrian Academy of Sciences
Instituto Geográfico Nacional
Instituto Tecnológico de Aragón
Internet Society
Intrasoft International
IoT Italy
ISEA
IS-practice
Itainnova
Italia Digitale Team
Italian Government
ITAPA Congress
ITCIP (http://www.itcip.es/) (www.clubdeinnovacion.es)
Items Intl.
ITMO University Russia
izwe

Johannes Gutenberg University Mainz
Johnson & Johnson
Joint Institution for Innovation Policy
Jozef Stefan Institute
JRC-IPTS
Junta de Andalucía
K.H.Kempen/K.U.Leuven
Kammarkollegiet
Karl-Franzens-Universität Graz
KDZ - Centre for Public Administration Research
Kennisnet
Knowledge Center Open Data, TU Delft
Koblenz-landau University
Konnekt-able Technologies Ltd
KU Leuven Public Governance Institute
La Poste, association Innov'Acteurs
Latvian Information and Communications Technology Association (LIKTA)
Leading Edge snc
LeanXcale
Lecturer Graduate School of Tokyo University, Cabinet Secretariat.
Leiden Centre of Data Science (LCDS)
Liberty Global Europe
LILA ASTURIAS
Lindholmen Science Park
Lisbon Council
London Borough of Camden
London School of Economics and Political Science
Loop Foundation
Malta Information Technology Agency
Manchester Business School
Mario Boella Institute (ISMB)
Martel GmbH
McKinsey & Company

Media Clarity
MEF
Metropolregion Hannover
Microsoft Corporation
MicroTEC Südwest c/o Fachverband MST BW
Min. of the Interior, Public Administration and Decentralisation, General Secretary of Public Administration and E-government
Minister of Information and Communication Technology
Ministère d'Etat, attaché présidence
Ministère de l'Education Nationale
Ministero dello Sviluppo Economico
Ministry for Education and Employment, Malta
Ministry for Information Society
Ministry for Social Affairs
Ministry of Administration and Digitization
Ministry of Administration and Reform, Department of IT Policy
Ministry of Administrative Reform and e-Government
Ministry of Communications and Information Technology
Ministry of Development
Ministry of Economic Affairs and Communications
Ministry of Economic Affairs, Agriculture and Innovation
Ministry of Economic Affairs, Estonia
Ministry of Economic Affairs, the Netherlands
Ministry of Employment and the Economy's (MEE)
Ministry of Enterprise, Energy and Communications
Ministry of Enviornmental Protection and Regional Development
Ministry of Environmental Protection and Regional Development
Ministry of Finance
Ministry of Finance and Economic Affairs
Ministry of Finance, Agency for Digitisation
Ministry of Finance, Section of Information Society
Ministry of Foreign Affairs
Ministry of Interior

Ministry of Justice
Ministry of Justice and Public Administration, Ministrstvo za pravosodje in javno upravo
Ministry of Justice and the Police
Ministry of National Development
Ministry of National Development - Dpt of electronic communications, postal services and information society
Ministry of Public Administration
Ministry of Security and Justice, Research and Documentation Centre
Ministry of the Interior
Ministry of the Interior and Kingdom Relations
Ministry of the Interior and Kingdom Relations, Public Sector Innovation and Information Policy Department
Ministry of Transport, IT & Communications, Information Technology Directorate
MIS SA
MITA
MRS
MUFICATA SL RTD-IB engineering
Municipality of Amsterdam
Municipality of Milan
Municipality of Prague
National Agency of Information Society
National Documentation Centre (EKT/NHRF)
National Documentation Centre
National Police Netherlands
National Technical University of Athens
NEC Europe Ltd.
Nesta
Net Research Net
Netherlands House for Education and Research (Neth-ER)
Nexa Center for Internet and Society
NG DATA
Nicolaus Copernicus University
NLnet Foundation
Nolet5 Consulting & Services

Noon Venture
NoTosh Limited
Nowina IT Solutions
Obessu
OCAD University
OECD
Oesterreichische Computer Gesellschaft
OESYNE
Office of Citizen Services, GSA
Office of Public Sector Information
Office of the Commissioner for Electronic Communications and Postal Regulation, Cyprus
Office of the Director Department for Public Administration and Development Management UN
Office of the prime minister
Office of the Principal Permanent Secretary, Auberge de Castille, Office of the Prime Minister
Ogogo Internet Limited
OKYS
Open Evidence
Open Knowledge Belgium
Open Nederland
OpenCorporates
OpenDataSoft
OpenForum Europe
OP-Pohjola Group
Oracle
Ordnance Survey and APPSI member
Orfium
Organisation for Economic Co-operation and Development OECD
Osservatori - Digital Innovation
Outsight
Oxford Internet Institute
P.A.U. Education
Paderborn University
Panteion University

Paris Region
People's Voice Media
Permanent Representation of Austria to the EU
Permanent Representation of Belgium to the EU
Permanent Representation of Croatia to the EU
Permanent Representation of Cyprus to the EU
Permanent Representation of Denmark to the EU
Permanent Representation of Finland to the EU
Permanent Representation of France to the EU
Permanent Representation of Germany to the EU
Permanent Representation of Greece to the EU
Permanent Representation of Hungary to the EU
Permanent Representation of Ireland to the EU
Permanent Representation of Italy to the EU
Permanent Representation of Latvia to the EU
Permanent Representation of Luxembourg to the EU
Permanent Representation of Malta to the EU
Permanent Representation of Poland to the EU
Permanent Representation of Portugal to the EU
Permanent Representation of Romania to the EU
Permanent Representation of Slovakia to the EU
Permanent Representation of Slovenia to the EU
Permanent Representation of Spain to the EU
Permanent Representation of the Czech Re
Permanent Representation of the Czech Republic to the EU
Permanent Representation of the Netherlands to the EU
Permanent Representation of The United Kingdom to the EU
Philips
Piedmont Region
PlusValue
Politecnico di Milano
Politecnico di Torino
Poznan University of Economics

Pražská energetika Holding
Privowny
Process Sphere
Programme Office E-government Switzerland, Federal Department of Finance, Federal IT Steering Unit (FITSU).
Province of Drenthe
Public Administration and Personnel Dept, Ministry of Finance
Public Administration Capacity Branch - UN
Public Administration Select Committee and Deputy Chair of UK Data Service
Public Governance and Territorial Development, OECD
Public Governance Institute, KU Leuven
Public Sector ICT Ministry of Finance
Public Sector Information Policy Department Ministry of the Interior and Kingdom Relations
Public Sector Reform Division, OECD
Public Sector Reform of the Public Governance and Territorial Development Directorate
Public Technology Institute
Purdue University
PwC
Q-PLAN
Qualcomm
Ragnar Nurkse Department of Innovation and Governance
Rapid Miner
Red.es
Region of Smart Factories
Regione Emilia-Romagna
Research Council of Norway
Retired from European Commission
Roskilde University
Roskilde University, Department of Communication, Business & Information Technologies (CBIT)
Rulex Inc.
Salesforce.com
SAP
School of Electronics and Computer Science University of Southampton

Schuman Associates
Scottish Government
SEBIT Education and Information Technologies
Sécrétariat Général pour la Modérnisation de l'Action Publique (SGMAP)
secunet Security Networks AG
seedot Ltd
Semantic Web Company (SWC)
SemLab
SEPE - Federation of Hellenic ICT Enterprises
Service and System Transformation, Department of Internal Affairs
SETICS
SIEMENS AG
SILO
Sintef
SK Consulting
Slovenian Ministry of Public Administration
Social Media Club France
Socialni inovatori
Spanish Ministry of Employment and Social Security
Standortagentur Tirol
Startup Cyprus
Startupbootcamp
startups.be
State Center of Information Technology
State Information Systems Department, Estonian Ministry of Economic Affairs and Communications
Stati Generali dell'Innovazione
Steinbeis-Europa-Zentrum
STERIA
Strategy and Planning, Ordnance Survey
SUITE5
Sunlight Foundation
Supreme Council for Civil Personnel Selection
Sustainable & Secure Society, DG CONNECT

Swedish National Heritage Board
SYSTASI CONSULTING
Systemics Network International
T33
Tactical Technology Collective
TAGES
Talkwalker
Tallinn University of Technology
TCM Educational
Tech.eu
TECHFORCE
Technical University of Kosice, Faculty of Economics
Technical University of Lisbon
Technoeconomics of Energy Systems Laboratory (TEESlab)
Technopolis Group
TechSoup Global
TECNALIA
Tecnalias's ICT-European Software Institute Division
Tekes
TEKNIKER
Telecom Italia S.p.A.
Telecom ParisTech
Telefonica
Teseo sprl
TesTime
Thales Group
The Economist
The hub Brussels
The Institute for Public Information Management
The National Archives
The Next Web
The Swedish eGovernment Delegation
Tilde

TNO
TomTom
TOP-IX Consortium
Treasury Board Canada Secretariat
Trilateral Research
Trinity College, Dublin
Trust-IT Services
TU Delft
TU Dresden
TU Munich
UBITECH ltd
UCD Dynamics Lab- Center for Computational Social Science
UK Embassy to Belgium
UK trade and investment
Ulster University
UN Global Pulse
UNCTAD
Unified Social Security Institution (EFKA)
universalnamespace.com
Universidad de Alcalá
Universidad Politécnica de Madrid
Universidad Politécnica de Valencia
Universidade Nova de Lisboa - Faculdade de Ciências e Tecnologia
Università degli Studi di Roma 'La Sapienza'
Universitat Für Weiterbildung Krems (DUK - AT)
Université de Lorraine
University Albany, NY USA
University College Dublin
University of Aegean
University of Arts
University of Athens, Greece
University of Bordeaux
University of Bradford

University of Bremen
University of Burgundy
University of Coimbra, Portugal
University of Copenhagen
University of Cyprus
University of Cyprus, Advanced Research and Development Laboratory, Computer Science Department
University of Deusto
University of Economics in Katowice Institute of Business Information Systems
University of Edinburg
University of Essex
University of Florida
University of Glasgow
University of Hohenheim
University of Koblenz-Landau
University of Konstanz
University of Ljubljana, Faculty for Social Sciences, Centre for Methodology and Informatics
University of Macedonia
University of Madrid
University of Malta
University of Manchester
University of Maryland College Park, USA
University of Massachusetts Amherst
University of Oslo
University of Oxford
University of Piraeus
University of Porto
University of Potsdam
University of Salerno
University of Southampton
University of Surrey
University of Swansea
University of technology Graz

University of the Aegean
University of Touoluse
University of Trento
University of Twente
UNPAN Management Unit
UNU - Merit
UNU-EGOV
UNU-IIST Center for Electronic Governance
UNU-MERIT
Utrecht School of the Arts
Utrecht University, Utrecht
VAIPS
Valencian Regional Office
VDI/VDE Innovation + Technik GmbH
Verisure Securitas Direct
Vietnamese German University
VINNOVA
Virtuelle Cluster Initiative
Vodafone
Vysočina Regional Authority
Waag Society
Warsaw School of Economics
Warwick University
Wellnes Telecom
Welsh Government
WilmerHale
World Wide Web Foundation
Yes for Europe
Zen Digital Europe
Zentraal
ZTE Corporation

Figure 5: Relation of BPC Stakeholders' Institutions

Annex II – Model mails sent to stakeholders

1- Mail sent to identified stakeholders in the Stakeholders' excel file

Dear Madam/Sir,

The EU funded Coordination and Support Action "Big Policy Canvas - Transforming policy making through Big Data and Open Innovation" is building a community of stakeholder interested in "Next Generation Policy Making". It is our main focus to create a network of people and organizations sharing their expertise and experience in order to further the discussion and actions on the adoption of big data in policy making. The stakeholder community makes up the core of this project and involves all actors affected by and invested in implementing big data in policy making. More specifically, in our community stakeholders and experts discuss about Public Sector needs and trends, emerging methods, tools, technologies and applications with potential to disrupt the way Public Sector operates nowadays, putting particular emphasis on analysing its big data readiness.

In this regard, we would like you to confirm your willingness to be part of this community and to be contacted by project officials to be informed about the project activities by mean of newsletters and invitations to project events.

In case you do not wish to be contacted anymore in relation to Big Policy Canvas project, kindly let me know.

Thank you for your collaboration.

2- Mail sent to BDVA members

Dear members,

We are launching a survey among all BDVA members to find out about your potential interest in the application of big data in the context of Public Sector, generating an innovation ecosystem that includes industry, academia and Public Sector representatives.

There is a lack of Public Sector perspective currently in BDVA, however, it is a fact that big data strategies and techniques can be leveraged for boosting productivity and improve the efficiency and effectiveness of governments – at all levels -, which implies a positive impact on the economy through the transition to the rest of productive sectors.

In Atos Research & Innovation department, we are supporting Public Sector to define the way in which big data can be used to introduce and implement effective policies. Among the many initiatives that we carry out, the EU funded Big Policy Canvas project aims to transform the policy making process through big data and open innovation, building a more evidence-based Public Sector. Elaborating on the results of these initiatives, this TF7 sub-group will outline research and innovation directions to be followed to reach the anticipated vision for making the Public Sector a key player in tackling societal challenges through new data-driven policy-making approaches. The group will take into account aspects such as leadership, regulatory frameworks, data accuracy or data security to ensure higher levels of acceptance for policies and of trust in the authorities, as well as explore the possibility of collaboration in future EC proposals in relation to the use of big data in research and innovation policy making.

Please, express your interest in the creation of this TF7 sub-group "Application for Public Sector" by answering Yes or No in the following survey (DEADLINE: END OF THE WEEK).

If results are positive, we will check the best way to proceed with this activity either in the context of the WG on Smart Cities or a new one.