CITADEL
Empowering Citizens to Transform European Public Administrations
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CITADEL at a Glance

1st October 2016
30th September 2019

3,591,431 €

RIA – CULT-COOP-11

11 Partners from 4 European Countries

Belgium
Latvia
Italy
Spain
Motivation and Context

By 2020, public administrations and public institutions in the European Union should be open, efficient and inclusive, providing borderless, personalised, user-friendly, end-to-end digital public services to all citizens and businesses in the EU.

Innovative approaches are used to design and deliver better services in line with the needs and demands of citizens and businesses. Public administrations use the opportunities offered by the new digital environment to facilitate their interactions with stakeholders and with each other.

eGovernment Action Plan 2016 – 2020 and Tallinn declaration

7 principles

- Digital by default and user centricity
- Only once principle
- Interoperability by default
- Inclusiveness and accessibility
- Trustworthiness and security
- Cross-border by default
- Openness and transparency


Project Goal

Explore, Monitor and Analyse the drivers, enablers, impact, risks and barriers of open, innovative and collaborative government across a diverse terrain of PAs through an open and scalable platform based on innovative ICTs in order to understand, transform and improve by proposing recommendations to enhance the PAs policies and processes with a view to deliver effective, inclusive and high quality public services across Europe.
Project Objectives

To analyse information to improve the effectiveness and efficiency of PAs and providing a set of recommendations

To incentivize the co-creation of digital public services

To increase the participation of Citizens by improving their experience with digital public services.

To facilitate the use of the digital public services

To validate CITADEL ecosystem in local, regional and national environments
Main Research Challenges

Why e-services are not used, or no longer used, or continuously used?

More citizen-centric, personalized and more efficient digital public services?

Attitude of civil servants to engage with stakeholders?

Co-creation = one-size-fits all?

Engagement of Stakeholders and PAs as a whole?

Sustainability for KRs and e-services?

Interdisciplinarity
CITADEL Concept

CITADEL project takes the ideas expressed by Hirschmann and Rokkan in the Entry-Voice-Loyalty-Exit (EVLE) model and implement this model in a Public Sector Context with the objective of provide a high value Public Administration.
CITADEL Approach

Understand to transform

Co-Create to transform

ICT – Enablers to transform
UNDERSTAND-TO-TRANSFORM is the process to collect the available information coming from the citizens, and other stakeholders in order to analyze and understand which are required transformations needed to be performed in order to deliver services with higher added-value, more effective and more efficiently.

COCREATE-TO-TRANSFORM is the process to increase the participation of citizens and other stakeholders in the PA system by means of facilitating their involvement in the creation or modification of the public services.

EMBEDDING ICT ENABLERS TO TRANSFORM represents the implementation of above described two processes that will be enabled by ICT technologies through the ICT enablers, which will be integrated in the CITADEL Ecosystem.
Expected Results

CITADEL Recommendations and guidelines to transform the PAs.

CITADEL Information monitoring service: This service monitors and analyses all available citizens’ (user and non-users) data (e.g. feedback, open data, demographic statistics, preferences and so on, to extract, information required for the formulation of the recommendations.

CITADEL tool-supported methodology for the co-creation of services: to guide and support PAs in the co-creation process which will be customized taking into account the characteristics of each PA.

CITADEL Co-creation collaborative tool that allows PAs, Private Sector and citizens to co-create new public services at a conceptual level.
CITADEL Discovery service, that allows discovering digital public services based on the citizen’s profile and data such as preferences, utilization, opinions and so on.

CITADEL Assessment service, which allows citizens that use digital public services to evaluate them so as to provide useful information to improve them.

CITADEL Security toolkit: including a dedicated asset for the integration of privacy regulations, an implementation of cloud- and device-based personal data privacy features as well as Privacy-by-Default features.

CITADEL Ecosystem, aggregating both the social and technical aspects.
What is the tool for?
This tool performs an assessment on the maturity of a Public Administration with respect to the provision of Digital Services. It captures information through online questionnaires, analyses it and provides a report including numerical and graphical data with recommendations for improvement.

Which stakeholders is the tool addressed to?
Public Administrations

What is the added value for the stakeholders (PA, citizen, SMEs) in the use of the tool?
To know the digital maturity of the PA and obtain the recommendations to improve this level.

What are the use cases involved in experimentation?
All the use cases have tested the model and recommend improvements in the questionnaire and also in the definition of the way to calculate the level.

What are the most significant results?
The recommendations for the PA, derived from the level achieved and the answers provided to the questionnaires.
Co-creation Methodology and Tool

➢ What is the tool for?

The tool provides a way to be driven across all the different phases and steps envisaged as part of the methodology, keeping track of all the findings along the way.

➢ Which stakeholders is the tool addressed to?

The PA staff in charge of establishing a co-creation process that follows the CITADEL methodology.

➢ What is the added value for the stakeholders (PA, citizen, SMEs) in the use of the tool?

PA can rely on the tool to establish services designed and operated according to the co-creation methodology defined and, thus, as close as possible to the users’ expectations.

➢ What are the use cases involved in experimentation?

All the use cases.

➢ What are the most significant results?

Civil servants are getting used to the practices indicated as part of the CITADEL co-creation methodology.
Security Tools

➢ What is the tool for?
The tool provides the access and authorization management mechanisms for the entire ecosystem as well as other security functionalities such as anonymization, encryption to preserve sensitive and confidential data in the information flows.

➢ Which stakeholders is the tool addressed to?
To civil servants responsible to make the PA’s digital services compliant with the GDPR and the IT security directives.

➢ What is the added value for the stakeholders (PA, citizen, SMEs) in the use of the tool?
PA can rely on the toolkit to ensure that the digital services they operate conform to the IT security and GDPR directives. Other subjects have to be made aware that the confidentiality of the info they provide is ensured.

➢ What are the use cases involved in experimentation?
Smart working for the Municipality of Bari makes use of the encryption features as well as on the features for securing transactions based on Distributed Ledger Technology supported by the toolkit.

➢ What are the most significant results?
Secure management of the information flows managed and confidentiality of the information carried.
**KPIs Report Generator**

➢ **What is the tool for?**
   The tool allows generating recommendations and enables Public Administrations to publish data in a reusable format; to convert data to Linked Data, and to calculate Key Performance Indicators (KPIs) using the Linked Data.

➢ **Which stakeholders is the tool addressed to?**
   Current version is intended for public administrators to get insights from e-government service data, however future versions may target citizens as well.

➢ **What is the added value for the stakeholders (PA, citizen, SMEs) in the use of the tool?**
   The tool affords PAs to find out why citizens stop using public services and helps them to use this information to re-adjust service provision to bring these citizens back in. It also helps to identify why citizens are not using a given public service.

➢ **What are the use cases involved in experimentation?**
   City of Antwerp and Latvian use cases showed interest in the toolbox, however they do not currently tested it.

➢ **What are the most significant results?**
   An architectural model and a corresponding toolbox that allows harvesting data from various sources and merge them into semantically enhanced datasets that contain KPIs on e-Government services. The output is processed by an analytics and/or recommender engine to provide insights and suggestions.
What is the tool for?
The tool manages the digital public service discovery in the PAs. The discovered services are the most suitable ones for a concrete citizen based on the information available in each moment from him/her.

Which stakeholders is the tool addressed to?
The PAs and the citizens.

What is the added value for the stakeholders (PA, citizen, SMEs) in the use of the tool?
For PAs, this tool facilitates the interoperability between other PAs because it is based on the CORE vocabulary promoted by EC.
For the citizens, this tool enables to find the most suitable services for each citizen.

What are the use cases involved in experimentation?
The Latvian use case is the one that is testing this tool.

What are the most significant results?
The process to discover the more suitable services for each citizen according to the information available in each moment (profile, cookies, language...).
User Assessment

➢ What is the tool for?
The tool provides the means to assess a used service (through a ranking) and a free text comment, answering an evaluation questionnaire. It analyses the assessment of the different services by the users, for this, it provides a GUI to check the punctuation received by each service and the analysis of the comments.

➢ Which stakeholders is the tool addressed to?
The PA that wants to know the feedback of the citizens about its services and the citizens that are used the services.

➢ What is the added value for the stakeholders (PA, citizen, SMEs) in the use of the tool?
For the citizens, this tool allows to provide their comments and for the PAs the added value is to be able to know and analyse the feedback of the citizens in a centralised way.

➢ What are the use cases involved in experimentation?
Two use cases have tested this tool: Latvia and Antwerp.

➢ What are the most significant results?
The management by the PAs of the assessment of the services and the analysis of these comments in a centralized way.
CITADEL Value Chain

Understand to transform

Entry

Exit

Co-create to transform

Loyalty

Voice

CITADEL Monitoring Service

CITADEL Recommendations

CITADEL Co-creation methodology and tool

CITADEL Security toolkit

CITADEL Discovery service

CITADEL Assessment service
Who will use CITADEL

Public Sector

Who will ultimately benefit

Private Sector  Public Sector  Citizens

www.citadel-h2020.eu
**Expected Impact**

Understand the **context of the PA** and the **willingness** of public servants to provide a set of recommendations deliver:

- **More effective and efficient** digital public services
- **More personalized** digital public services
- **Increasing the citizens’ participation** in co-creation
...the impact by EVLE model point of view...

Understand why services are not used and making them more accessible and inclusive. Understand the position of civil servants and the PA as a whole.

Make public services more attractive and personalized understanding why citizens stop using a service.

Readjust the provisioning of public services, making them more user-centric and efficient.

Improve effectiveness of services with the feedback of users, who also in turn receive more personalized services.

www.citadel-h2020.eu
The choice of the use cases was made on a demographic basis including a municipal entity represented by the City of Antwerp in Belgium, a regional entity through Regione Puglia in Italy and a national entity interpreted by the Ministry of Environmental Protection and Regional Development Republic of Latvia (VARAM). Two additional use case have been introduced in order to assess the achievements not totally assessed in the initial use cases: Municipality of Bari and Distretto Urbano del Commercio (DUCs) of Brindisi Province.
City of Antwerp

• **Target** – contribute to the improvement of the A-STAD platform's reach by enforcing 'loyalty' (keeping current users active) and enhancing 'entry' (attracting non-users to start using the platform)

• **Focus** – KPIs monitoring and Co-creation

Puglia Region

• **Target** – co-design of public digital services concerning security, quality and open data and digital maturity assessment of Apulian Public Administration

• **Focus** – PA Recommendations and Co-creation

Latvia

• **Target** – improve public service delivery channels and public administration’s knowledge and mind-set regarding end-users involvement and providing services in user-centric manner.

• **Focus** – Digital Maturity and Co-creation
Municipality of Bari

• **Target** – implementation of a prototype of a technical solution supporting the Smart Working initiative, currently under experimentation in the Municipality of Bari following the Italian government directives to promote the Smart Work in the PAs.

• **Focus** – Security Tools

DUCs of Brindisi province

• **Target** – to enhance the commercial, touristic and cultural attractiveness of cities, or homogeneous urban areas, foster the revival of consumption in urban centers and improve services to citizens.

• **Focus** – Co-creation
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