inDICEs

Measuring the Impact of Digital Culture

Deliverable 5.6

inDICEs model for digital community participation

D5.6 inDICEs model for digital community participation

Final Version

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Table of Contents

Glossary

Assembly	An assembly is a type of digital space for engagement on inDICEs Participatory Space. Assemblies can support multiple types of participatory activities. However, they are more akin to ongoing discussions around a thematic topic and do not have marked phases. Assemblies roughly translated to the InDICEs context can be described as working groups.
Decidim	A free open source participatory platform used to build InDICEs Participatory Space. https://decidim.org/
Hypothesis	A proposal that explains or provides solutions or scenarios to broad issues and obstacles faced when working within the CHI sector. The use of a hypothesis has been applied when envisioning digital or platform based solutions for future users as well as to create research scenarios where the platform can be used as a pragmatic and convenient tool. In the latter a hypothesis was used as an exercise with participants various times to determine the direction of the functionality of the Open Observatory Platform.
Persona	Personas are means to better understand users and are created to understand behavior especially as it pertains to a user's emotional fluctuations when using a product. Personas are a description of characteristics, needs, pains, and rewards of a unique user that should enable designers to empathize with those they are designing for or to better predict their reactions to design that is tailored to them. Personas are a powerful tool that can be used throughout the design process that summarizes research done through surveys and workshops conducted.
Process	A process is a sequence of participatory activities (e.g. first filling out a survey, then making proposals, discussing them in face-to-face or virtual meetings, and finally prioritizing them) with the aim of defining and making a decision on a specific topic. This process is then defined by a number of phases.
User Journey	Or often called a 'user flow' is a diagram that shows the different stages of a user's journey. A user journey can detail how a user behaves during each of these stages as they move towards completing a task. Using the scenarios from each of the personas various user journeys were made to then define what important functionalities, buttons, options etc. would be necessary to include within the platform's design.

User Scenario	They are an in depth dive into a scenario a persona may experience in context of their interaction with a product. This provides a rich description that captures research and insights into user behavior that can be thought out from some different perspectives. It should detail how the user feels, channels the use, and who or what is important to them at each stage to facilitate design decisions.
Open Observatory	This term refers to the effort of establishing a permanent participatory and monitoring platform to aggregate, manage and retrieve the collected open data and methodological tools, and to make them available to different networks and stakeholders. It will serve third-party interests through a REST API framework and a portfolio of embeddable data visualisation modules.
Participatory Space	Thi is the inDICEs Decidim platform that hosts participation, engagement and community creation ranging from workshops to surveys

1 Executive Summary

This deliverable describes the activities carried out during the first year of the inDICEs project within Work Package 4 (WP4) and Work Package 5 (WP5) by the different partners and describes the results achieved by these work packages.

This deliverable outlines the work explicitly in connection to creating a sustainable participatory platform. Sustainable in this deliverable refers to the facet of management, community engagement, as well as user experience. Since the inception of the project the end goal has been to create a digital space for cultural heritage institutions, organizations, and actors around Europe where they can connect, share information, and collaborate together using a host of tools, resources, and data generated by the consortium partners.

The inDICEs Open Observatory aims to be a digital space for innovation with diverse participation across Europe. To create an environment where participants from various backgrounds, knowledge, and capacities can connect, share, and collaborate paramount is developing an ethical compass and praxis to follow. An ethical compass along with actions that follow ensure that there is a space to consistently maintain the health of the platform as a safe public space for digital community engagement freer of discriminatory attitudes and obstacles. This deliverable captures the work that has been done thus far to create ethical pillars for the platform and the progress to establish how those ethical pillars might also work in tandem with governance and incorporated into the platform's modules. Whether this might lead to the development of governance policy such as community guidelines or a code of conduct is still undecided.

As in deliverable 4.1, this deliverable researched various case studies such as Wikimedia and Creative Commons to inform the governance of the platform. The case studies also focused on existing platforms and digital communities. However, rather than focus on technical functions, this deliverable focused on digital governance, community engagement, and ethical standards. The case studies were selected according to their capacity and commitment to safer, more equitable digital spaces. Technology in itself does not resolve issues around accessibility and participation. Active governance and measures to ensure 'friendly' or safer spaces from harassment ensure that all participants can engage and collaborate with greater freedom of discriminatory attitudes and behavior. The cases outlined take inspiration from existing communities such as Wikimedia, Decidim, and Creative Commons.

Next to focus on prospective participants on the platform, user experience research that tests and iterates previous user experience research was also conducted. Research to improve user experience has been conducted by continuing and iterating through various personas detailed in deliverable 4.1. Since their initial creation, journeys improvements have been created to define and analyse more specific categories around the initial segmentation of personas (i.e. researchers, cultural heritage practitioners, policy makers, etc.). This is to allow for greater detail around how different participants who work at local, national or international scales might differ, and locate specific insights that may apply to a smaller category of users within a larger segment[1]. Moreover, personas have also been used to develop use cases that outline what necessary developments should be in place for active use of the platform.

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[1] Segment refers to the subgroups within the target audience of participants for the inDICEs platform

Additionally, taking into account that the project is maturing, the inDICEs platform is going through an important transition from inward to outward facing. Initially the platform was launched to support the internal work in the different work packages and the co-creation process around the Open observatory. The platform started with an inward focus also as a means to cope with the start of the Covid-19 pandemia and create a space for partners to work together in absence of being able to meet in person for planned meetings and events. At this juncture in the platform's maturity, Platoniq has combined the various assemblies focused on different facets of the co-creation process into one holistic assembly. The holistic assembly's aim is to streamline and create an information architecture for the various tools, resources, researches, and digital spaces being created for participants. The first holistic assembly within the consortium conducted a card sorting activity that has led to a first draft for the site map of the platform. Rather than aimed at partners and their use of the platform, the site map is oriented around newcomers and creating a more accessible journey for them to reach different resources.

Finally, as part of the opening of the platform to outward facing activities and initiatives, we launched the Impact Lite Crash Course Assembly. This assembly was created in partnership with the Europeana Impact Lite Task Force that sought to operationalise their Impact Playbook into a course. The incorporation of the assembly has led to learning about how new communities and groups can co-exist on the platform and administer their own assemblies and processes. Moreover, the assembly has influenced the co-creation of the participatory platform through sharing ideas around designing for impact with specific stakeholders in mind. This "hosted" assembly is a first step towards learning best practices and moving forward to incorporating more cultural heritage communities and groups on the platform.

2 Introduction and Objectives

Introduction to deliverable and the objectives of the work

This Deliverable builds on Task T5.3 Designing a model for digital community participation as a driver of impact (M6-M18)
This task consisted of investigating and proposing a model of community digital participation for the definition of the Observatory, contributing to the Model making phase in the methodology adopted by the project.

Therefore, this deliverable includes previous experiences of participation and engagement strategies and will allow integrating the outputs of the co-design phase (T4.1) in close collaboration with WP1, WP2 and WP3. The main task was to research and showcase the progress to improve the platform in terms of user experience and research around digital communities allowing us to reach conclusions that will help inDICEs define in which modules of the Open Observatory and in what way the communities or involved agents can participate in the research and analysis collected by WP1 and WP2.

This perspective aims for communities to contribute value/validation and provide legitimacy to the processes and information generated on the Open Observatory. It defines to what degree or at what stage communities or involved agents can participate in raising problems, needs, proposals or activities and participate in the evaluations or assessments gathered in the observatory.

The activities were formed around the objectives of:

- Developing a foundation for the governance and sustainability of the Open Observatory
- Building off of previous user experience research to inform the accessibility and usability of the Open Observatory
- Transitioning from an inward digital community focused on the development of the Open Observatory to an outward facing digital space that can incorporate outside CHI communities and provide resources, tools, and facilitate discussion

As such the central activities involved define the ethical framework, i.e. inDICEs core values, research around existing mature digital communities, user experience research, and strategies, for the involvement of new CHI and GLAM communities and institutions in the participatory activities.

Platoniq was responsible for designing and facilitating an Early Ignition workshop to establish a shared language (indicators, tone, glossary) and governance of the Open Observatory involving all partners. As stated in D4.1 – User scenarios and wireframes report, when Covid-19 initiated a broad state of alarm across the EU in March 2020, the project had to swiftly adjust and create online spaces for meetings that were to take place in person. Thus, the online co-creation workshop was initiated as an agile response to create collaborative spaces online that would begin the work of co-creating the Open Observatory Platform and later integrate the Early Ignition workshop activities in an organic manner.

3 Co-Designing a Model for Community Participation and Developing the Platform's Information Architecture.

3.1 Co-designing the model for community participation

In April of 2020 the Participatory Space was launched eight months ahead of the scheduled data as a resource and work space for partners to conduct co-creation activities originally planned as in person meetings. As such the Participatory Space and its framework has been directed inward at the InDICEs project and consortium. The assemblies and process were directed at co-designing the InDICEs Open Observatory and integrating the various partners' resources, outputs, and technologies as mentioned in the previous deliverable.

However, as the project matures the tools and resources collected and available need to be transitioned outward to other cultural heritage organizations and communities outside of the consortium. The beginning of transitioning outward had already begun without a formal process with the ongoing workshops series hosted by WP2[2] and the incorporation of Europeana Impact Lite[3] to carry out activities and meetings on the platform.

To transition the platform outward there are multiple parallel lines of work that need to be conducted:

- Reorienting the user experience of the platform towards newcomers which may involve rethinking different platform spaces such as redesigning the landing page
- Creating a governance structure and outlining the initial governance bodies
- Developing community guidelines and standards for participant behaviour and interaction
- Creating an information architecture that takes into account the development of the outputs and the prospective needs of future participants

3.1.1 Use Cases

To develop the inDICEs Open Observatory, personas were created to reflect the needs, pain points, and goals of the prospective participants. To begin the process of approaching the visual redesign and information architecture of the platform several use cases were developed with scenarios where participants access various tools and resources on the platform. Use cases were strongly suggested from the consortium and WP1 for the technical development of the platform.

A use case is a scenario built around a user's goal. Several key use cases have been written out to envision the platform's design and limitations. The use cases created help imagine technical and information architecture requirements for the personas to smoothly navigate the platform.

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[2] Workshops with WP2 were held to address value chains and IPR in CHIs last September 2020, and digital practice and cultural heritage reuse in April 2021

[3] The impact lite assembly comes from the Impact Lite Task Force in Europeana to develop a supplementary course for the Europeana Impact Playbook

Ideally the participant would be able to perform a desired action within six steps. The use cases were valuable in giving an initial idea of what the accessibility on the platform might look like and fed development of the first blueprints for a new site map for the platform.

Initially the main idea for organising the information architecture of the platform was to categorise the different tools and resources by theme or audience. However, the use cases made it clear that tools such as the self assessment or analytics dashboard should be given a degree of priority in the navigation for easier access and to address needs of future participants.

 This report will go into greater detail about the personas in chapter five.

3.2 Envisioning the Open Observatory platform's Ethics Principles

A cornerstone facet of transitioning to a wider audience and opening up to communities is developing an ethos for the governance of the platform. Should issues arise or decisions around governance need to be made, it will be necessary to have a reference to the ethos and agenda of the platform. The partners have been working on the ethics and principles of the platform for the past year.

3.2.1 Co-designing inDICEs ethical Pillars

As explained in the previous deliverable *D4.1 User scenarios and wireframes report*, the ethical pillars of the participatory space were initially co-created and voted on by partners involved in the **Platform Model and Ethics assembly (PME).** The PME assembly investigates ethics and digital participation to create a model of a participatory online community for inDICEs to define an ethical compass for future steps and the governance of the Open Observatory Platform.

Partners were able to propose ideas for the ethical pillars by creating a proposal on the platform and through asynchronous activities and voting in assemblies nine different ethical pillars were chosen. After choosing them, the ethical pillars were analysed and placed into four different categories.

The ethical pillars that were chosen are as follows:

Impact & Engagement

- Help CHIs open to digital participation
- Impact through a critical lens

Accessibility & Diversity

- Ensure diversity on the participatory platform
- Safer digital spaces
- Interdisciplinary Approach

Voice & Narrative

- Access through narratives
- A voice for cultural heritage institutions

Policy & digitisation

- Help CHIs adapt to the digital transformation
- Green deal. Environmental Impact of Digitization.

Partners were then given the task to asynchronously develop the following criteria for each ethical pillar:

- Principle Definition: what does this ethical pillar concretely mean for the InDICEs community
- The values embodied by the ethical pillar in relation to the impact areas created by WP1
- A principle statement: We commit to [x] through [actions]
- Future actions to be taken inspired by the ethical pillar
- Indicators to measure the progress of the actions
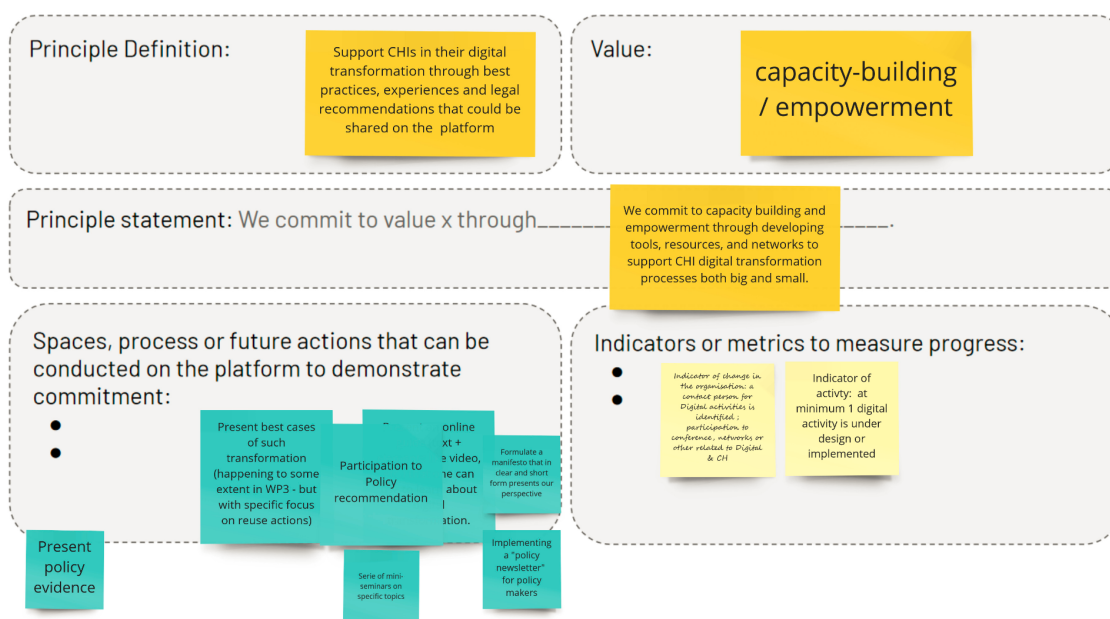
Figure 1 MIRO canvas for ethical pillars

The initial inspiration to create a series of ethical pillars with respective action points and practices came from the OECD Digital Governance Toolkit[4]. Additionally, the OECD Digital Governance Toolkit also provides data that will also form the basis of each ethical pillar through the accountability module.

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[4] https://www.oecd.org/governance/digital-government/toolkit/12principles/
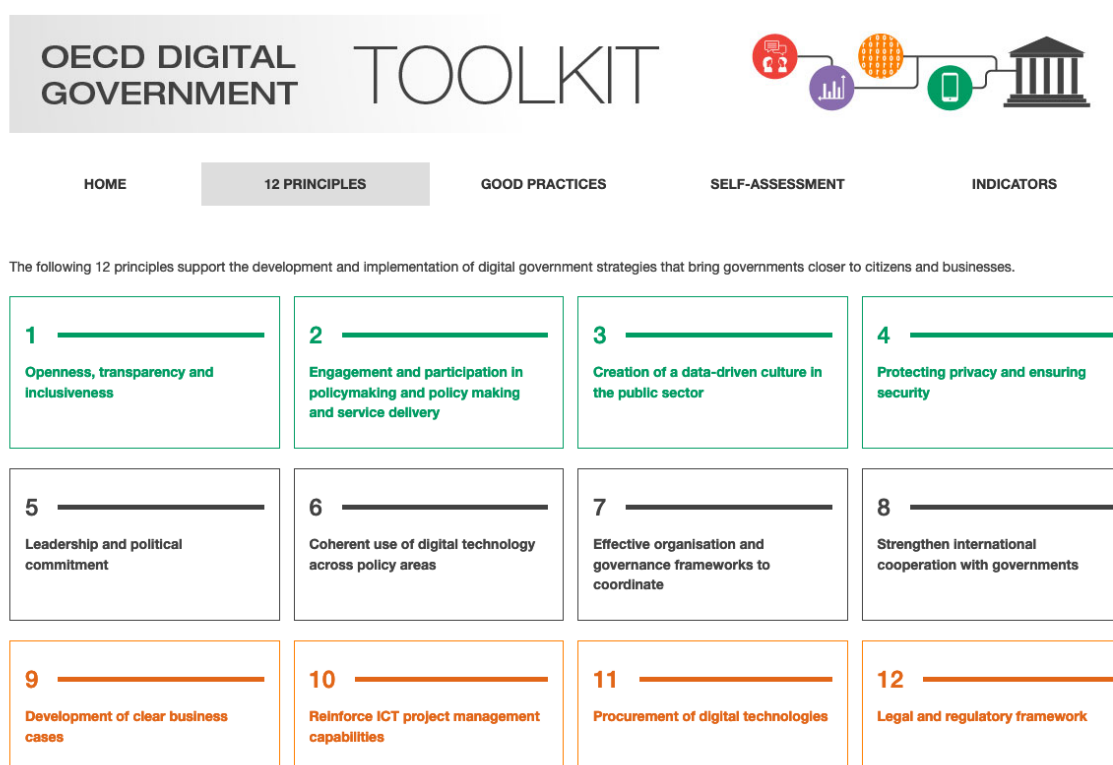
Figure 2 Screenshot of the OECD Digital Toolkit

The criteria are meant to ground the ethical pillars into the governance and development of the InDICEs Open Observatory as actionable items whose impact could be measured. To fully develop the idea of the ethical pillars as actionable, partners in the participation model and ethics assembly were asked to further detail the actions, indicators, and add outcomes. The idea to add outcomes came from the Europeana Impact Playbook[5] with the diagram of the change pathway. The change pathway is a tool that encourages designers to design for impact by thinking about their specific stakeholders and the impact that an activity or event may have along with indicators to measure their impact.

While developing the outcomes, they were prioritized starting with the most important and urgent, as advised by the Europeana Impact Playbook. Together with adding and prioritizing outcomes, participants paired the actions and outcomes with corresponding KPIs of the project. This activity was meant to create the beginnings of what would compose the governance and participation model of the platform into practical, doable items that the platform can begin developing the infrastructure for.

The following is an example of the actions, indicators and outcomes that were developed during the participation model and ethics assembly to co-create the ethical pillars:

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[5] https://pro.europeana.eu/page/europeana-impact-playbook
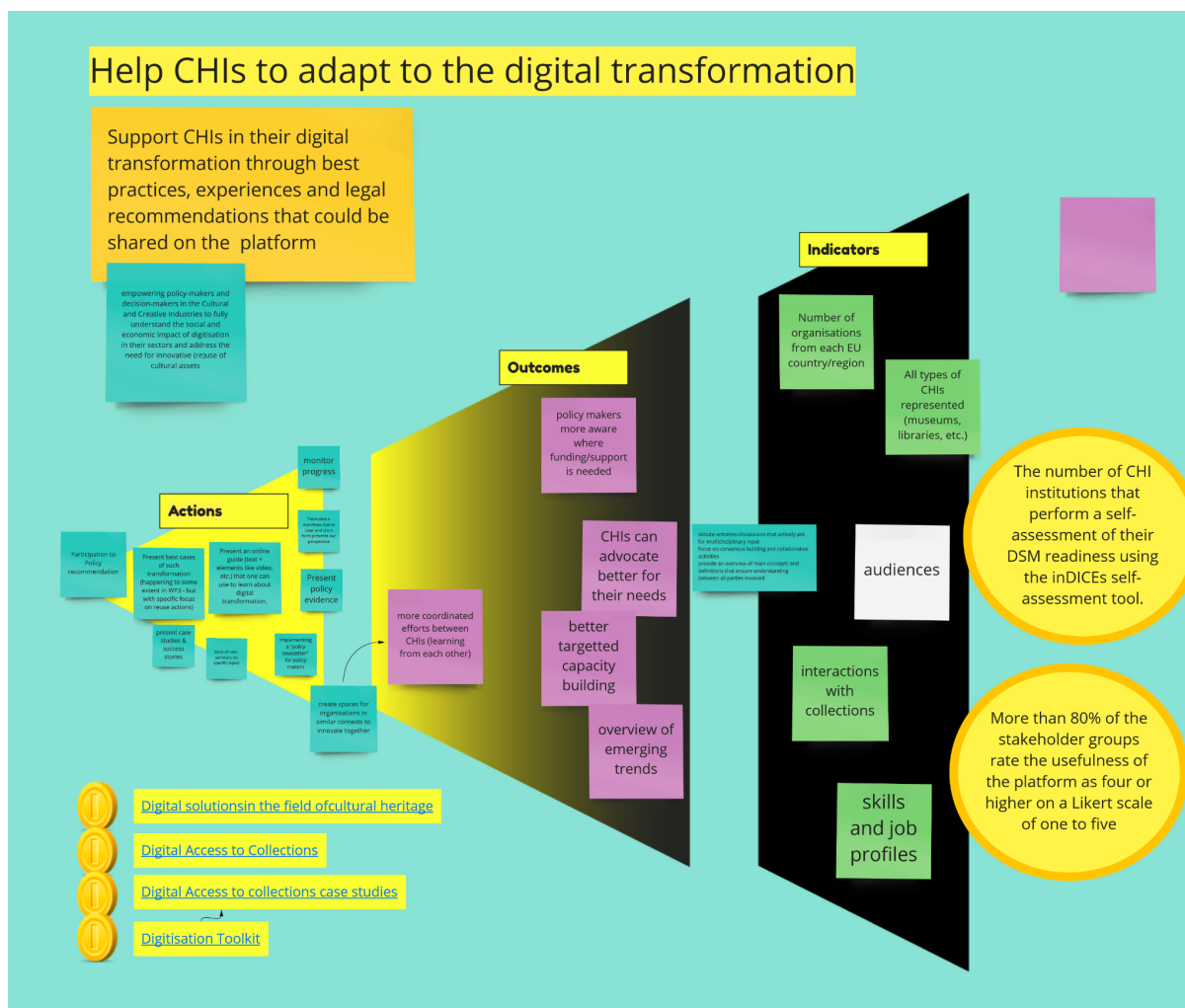
Figure 3 MIRO canvas for the ethical pillars based on change pathway to incorporate prioritised outcomes

3.2.2 The inDICES accountability Model

The action items and indicators attached to the ethical pillars can be implemented on the platform through the accountability component. The accountability component is a module that can be added to a process or assembly. The accountability module allows for participants to track their progress within a process and show what actions they have done to achieve a certain goal.

For the InDICEs platform, Platoniq intends to customise this module to include data and resources around the theme of the ethical pillar. The aim of including data and resources is to provide a narrative context. Narrative context allows for other ways of knowing whether through visuals, audio etc. that creates greater accessibility to what the data is, why it exists, and how it relates to the overall inDICEs project.
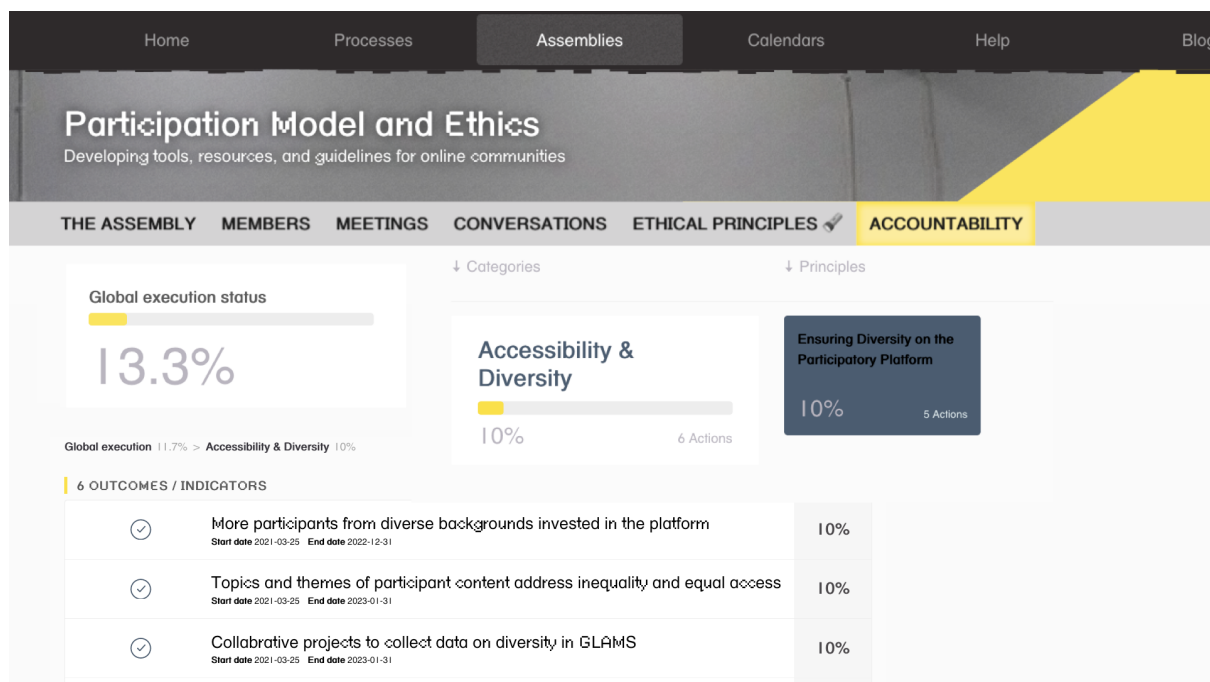
Figure 4 Screenshot of accountability module

The accountability module in combination with the ethical pillars will include the criteria developed thus far:

- Principle Definition: what does this ethical pillar concretely mean for the InDICEs community
- The values embodied by the ethical pillar in relation to the impact areas created by WP1
- A principle statement: We commit to [x] through [actions]
- Future actions to be taken inspired by the ethical pillar
- Indicators to measure the progress of the actions
- Outcomes
- KPIs

But it would also include:

- A bullet point summary of key issues around the ethical pillar to contextualise it
- Data from the platform or the broader CHI community
- References to good practices
- Reference to the category it belongs to:
  - Impact & Engagement
  - Accessibility & Diversity
  - Policy & digitisation
  - Voice & Narrative

The image below is the canvas used to represent all of the new information.
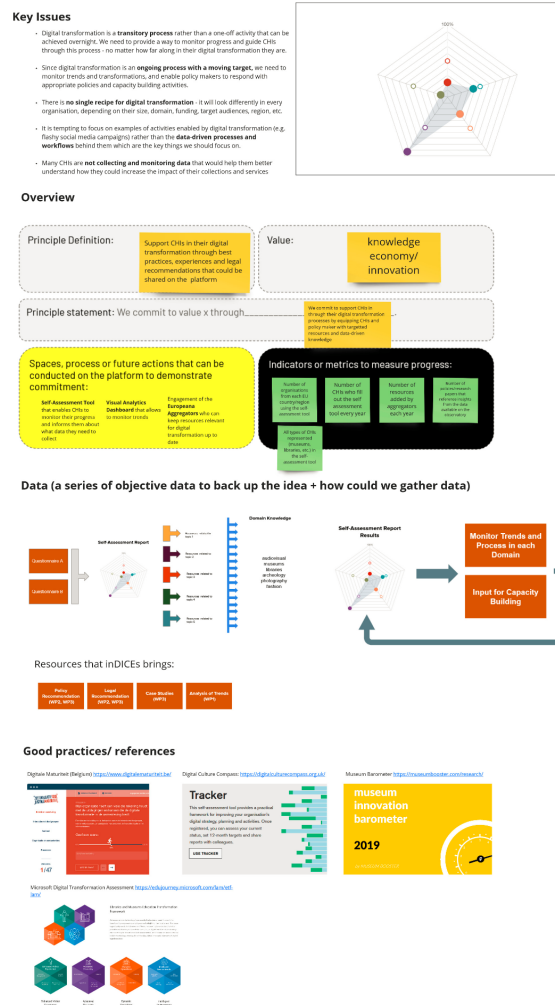
Figure 5 MIRO canvas for ethical pillar with data narrative

The following table is the text version of the canvas above however it does not include the sample references and examples of data from other sources. The table outlines the various criteria for each ethical principle that relate directly to the inDICEs platform.

Ethical Pillar Help CHI's open to citizen participation	
Definition: Support CHIs in their digital transformation through best practices, experiences and legal recommendations that could be shared on the platform	**Value**: Social cohesion
Statement: We commit to capacity building and empowerment through developing tools, resources, and networks to support CHI digital transformation processes both big and small	
Actions:	

- "Success stories" showing that it works
- Targeting et inviting the most "innovative" person and the most influent one of each institution
- Identifying on social network active citizens that can impulse project with their local institution

Indicators:	Outcomes
- Number of actions around culture digitization self-organized by participants - Number of new digitized contents on cultural commons by the local community	- Connect and engage local communities with their cultural heritage and their CHIs - Strengthen participation of citizens in the shared definition of cultural heritage and its narratives - Support CHIs in connecting with new audiences - Democratise the creation of what is cultural heritage (from Culture 1.0 to 3.0) - Strengthen participation of citizens in online events

KPI Outcomes
- The number of initiatives that make use of the datasets

Completed tables of each of the principles with each of the criteria is available in **Annex 2: Ethical Pillar Tables with Completed Criteria** at the end of this deliverable.

3.3 The Holistic Approach, rethinking the information architecture of the platform

Thus far the development of the InDICEs Open Observatory has been done under the following thematic working groups or assemblies:

- Hypothesis
- Participation Model and Ethics
- Tech Integration

However, as the platform evolves, so must the assemblies to reflect the gradual transformation to an outward facing platform from an inward facing platform. Inward refers to the relationships, work, and outputs within the consortium. To begin integrating the working groups and reorganizing the outputs to be outward facing, a holistic assembly was held to rethink the information architecture of the platform. Before the assembly, partners were asked to participate in a simple content inventory to catalogue the different outputs of each work package. The cataloging was the first step towards information architecture that intends to say something to the audience about the resources being produced by the partners.

Using the catalogue of outputs created by the partners, a card sorting activity was made. A card sorting activity is where participants look at the various elements or cards to organise them in categories that make sense to them. In this case the cards are outputs. The card sorting activity was a 'closed' card sorting. Closed card sorting refers to the fact that partners were organising the cards into predetermined categories. The categories were suggested by an external expert commissioned by the PMB to provide advice to the inDICEs project, Eelco Bruinsma. The categories were then refined through discussions with partners to be the following:

- Theoretical
- Digital Praxis
- Policy Guidance

However, in the card sorting partners were given extra space to develop their own extra category as they saw fit. The reason card sorting was performed was to generate the overall structure for the resources, tools, and outputs produced by each of the work packages. Though Eelco Bruinsma provided some idea into how the categories might work, it was up to the partners to give them meaning and ground them in the work of the InDICEs project. The card sorting would categorise the materials, provide greater clarity around how information should be grouped i.e. by theme or topic of the work, specific user interests etc.. The latter has especially informed the creation of the creation of persona subgroups to better imagine points of access and content for the Open Observatory.

The card sorting revealed initial ideas that the partners have about creating accessible navigation for new participants:

- Users have very similar needs i.e. to find information and tools so to make things easier to access. Perhaps separating the information by subject rather than information type, at least on a very high level of organization, is the first iteration to develop the information architecture.
- There are many potential main categories depending on the user group or segment i.e. a policy maker versus a cultural practitioner. However, the idea is that multiple user groups can each find a use for certain tools and resources or vice versa. One example is that aggregators could be both digital praxis and policy guidance.
- Tools such as the self assessment tool and the analytics dashboard are high priority.
- It might be useful to gamify the platform and allow participants to take a simple quiz that ends with recommendations for resources or online assemblies for them.
- Data sets or repositories were understood as a resource for people doing research and could be categorized as theoretical.
- Digital praxis was linked to CHI practitioners.
- The extra category allotted could be for the sustainability of the project that includes governance and regular upkeep
- Policy guidance refers to the outputs that dealt with copyright frameworks, case studies of value chains etc.

Partners were divided into three groups to do the card sorting and at the end the groups would be compared for similarities and differences. The image below shows one group's work to organise the outputs.
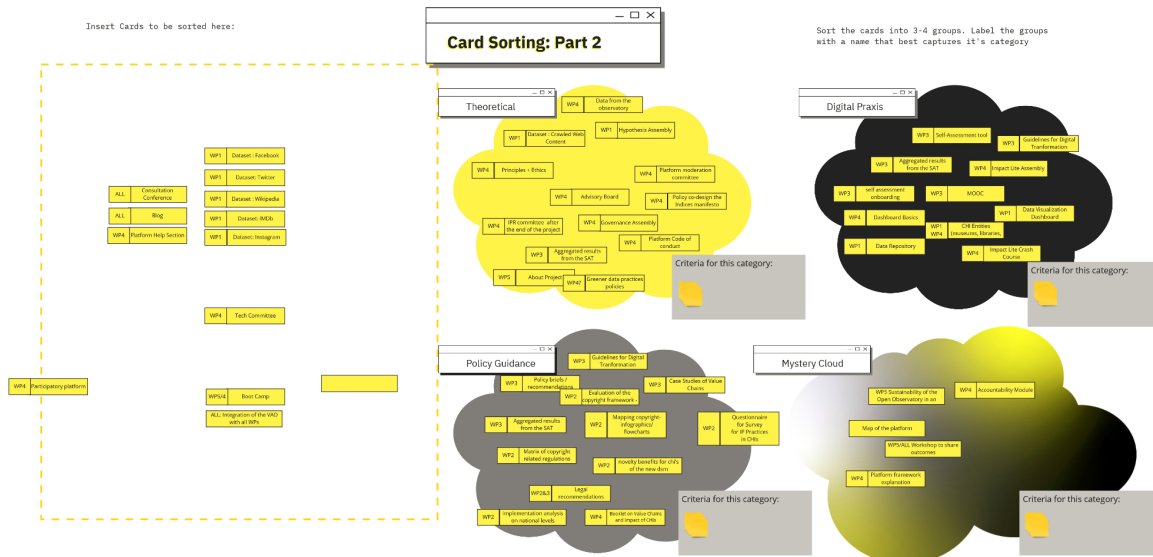
Figure 6 Card sorting exercise for holistic assembly

The insights gained from the card sorting were used to sketch a preliminary site map shown below:
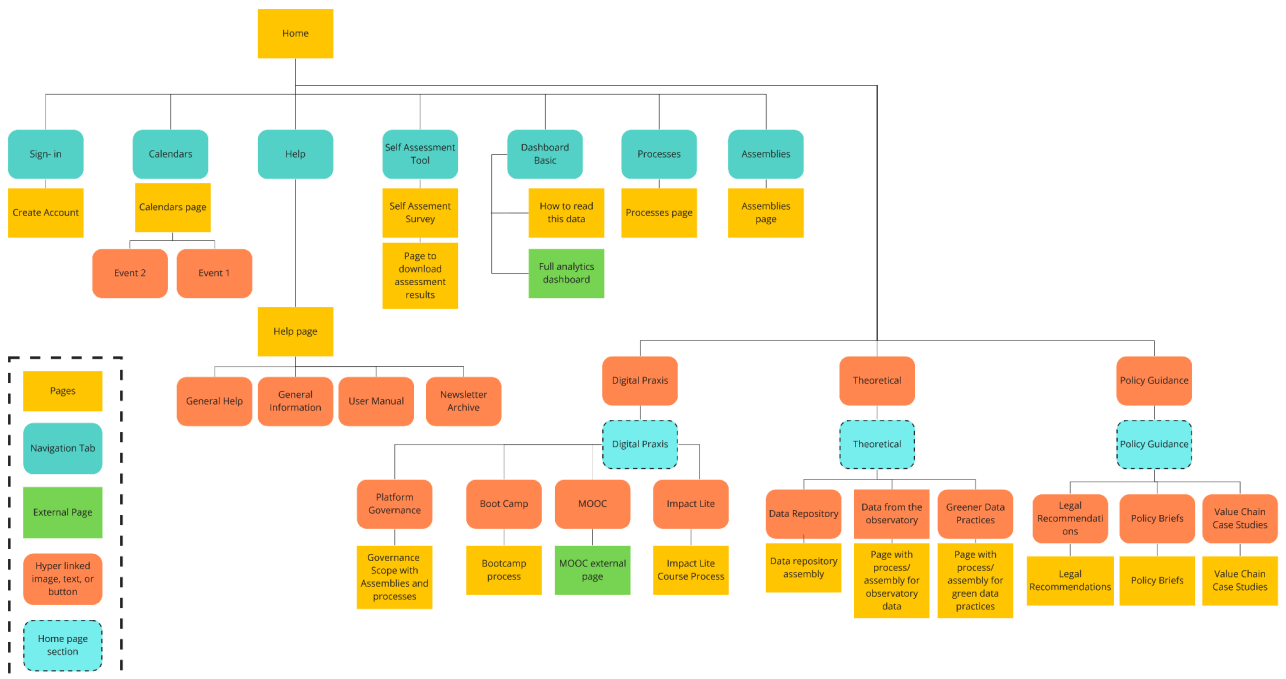
Figure 7 First site map iteration

A larger site map can be found in Annex 3.

The site map was informed by the card sorting and use cases detailed in chapter five. The site map will be used to iterate through user flows and see what differences from the initial design to now have changed and are used to develop the mock-ups for the various tools and resources.

The site map prioritises tools such as the self assessment tool and the data analytics dashboard lifting it out of the larger categories and in theory giving users more immediate access to them. Then the homepage design is envisioned as encompassing the three categories proposed by the external expert, Eelco Bruinsma, and revised by the InDICEs consortium.

However, when creating the mock-ups and iterating through the governance structure envisioned by the consortium, it was clear there needed to be some changes. During the card sorting, each group of consortium partners (three in total) created a new category for governance or sustainability of the project. When discussing the governance facet of the platform, it was clear that it would need to be a prioritized category in and of itself. Also it was clear that for the design to be clarified the distinct navigation spaces on the sitemap also should be clarified.

The second iteration taking into account these edits and changes is the site map below:
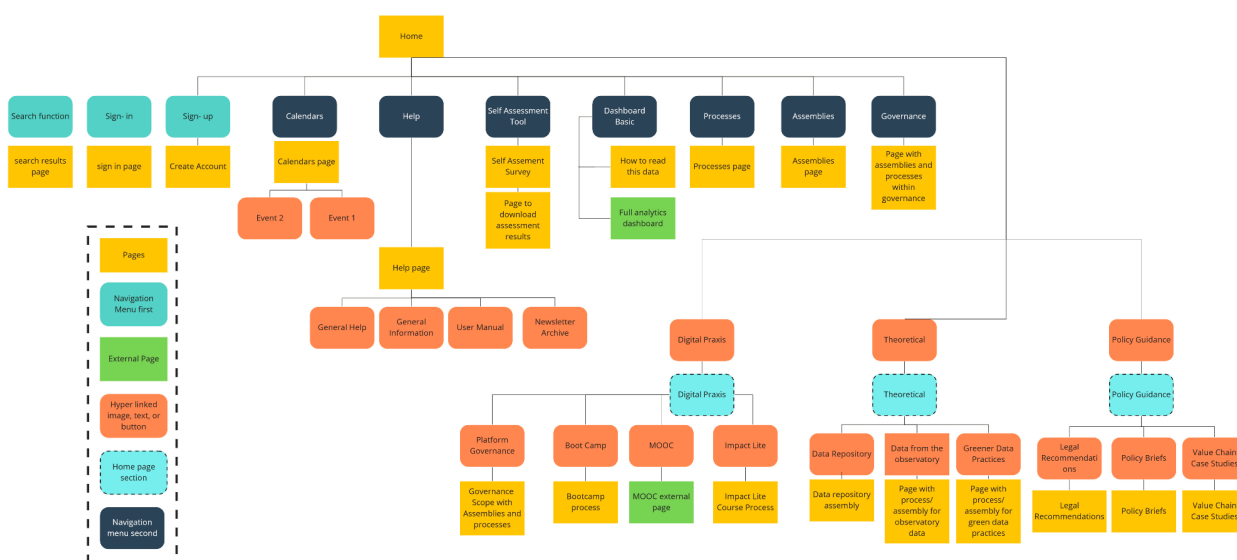
Figure 8 Second site map iteration

A larger site map can be found in Annex 4.

3.3.1 Findings and Mockup

The site map was translated into the following mock-ups for the landing page for the InDICEs participatory platform:
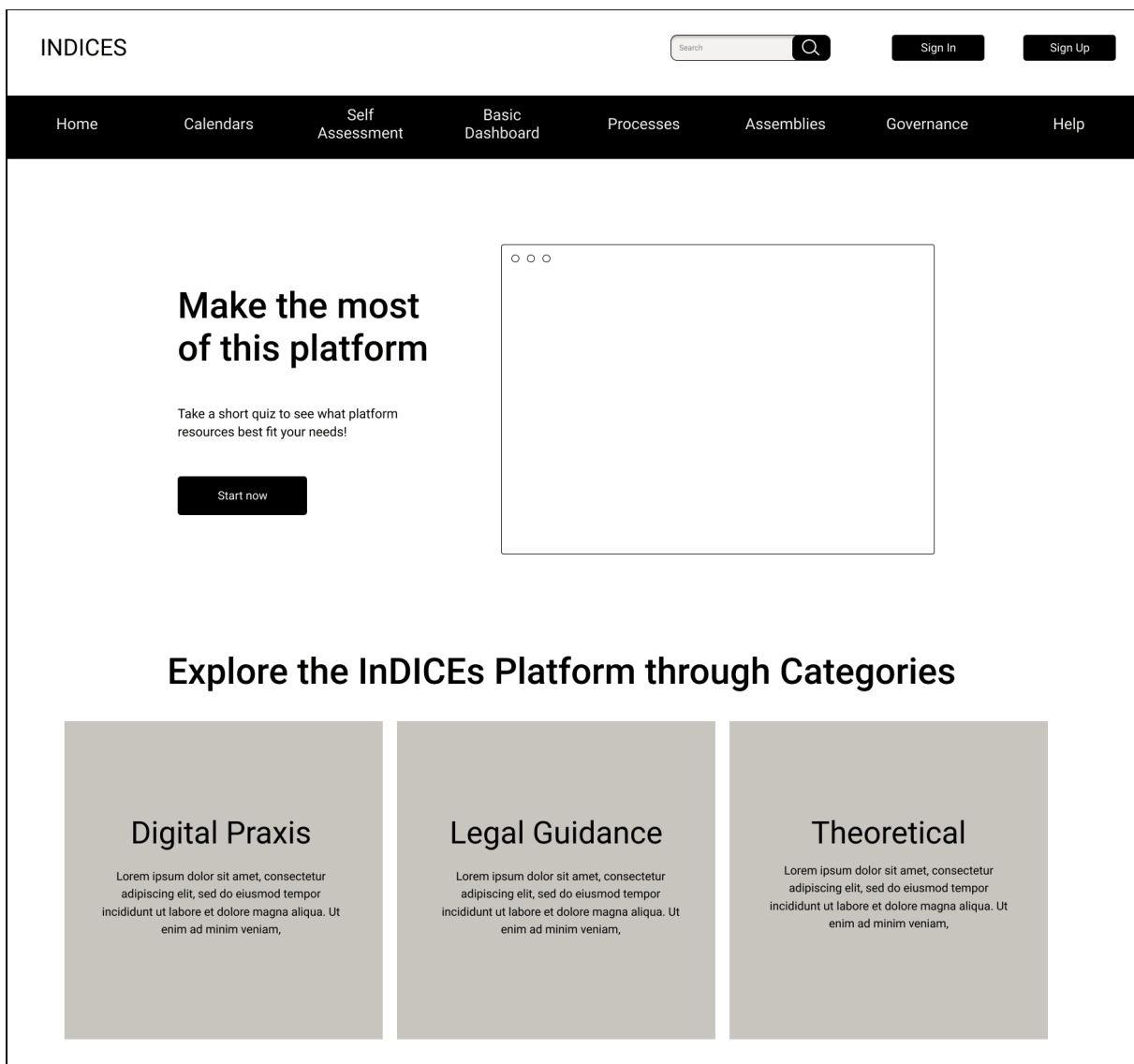
Figure 9 Open Observatory landing mock-up

Within this mock, the tools that will likely garner the most attention and use are the categories within the navigation menu above the fold.

Under the navigation menu is where normally one might see the main value proposition of the platform. However, prospective users can access customised recommendations through a quiz to determine what resources might best fit their needs.

The first hero space consists of the three following categories:

- Digital Praxis
- Legal/Policy Guidance
- Theoretical

These categories are clickable and hyperlinked to content blocks on the landing page. Each of the three thematic areas will be given their own content block that displays the top corresponding resources, tools, and online spaces on the platform.

The full mock-up of how this might work is illustrated below:
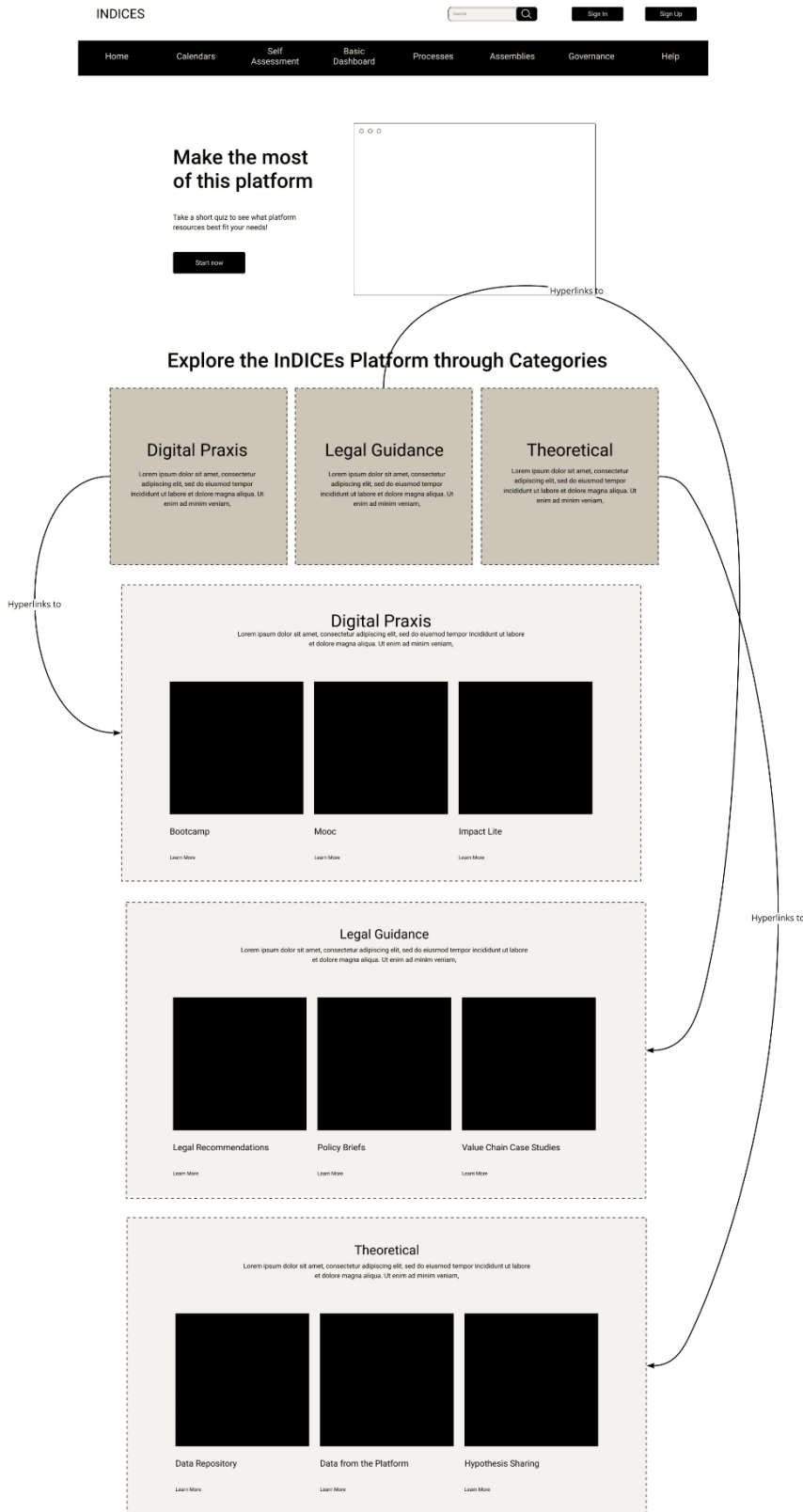
Figure 10 Extended landing mock up
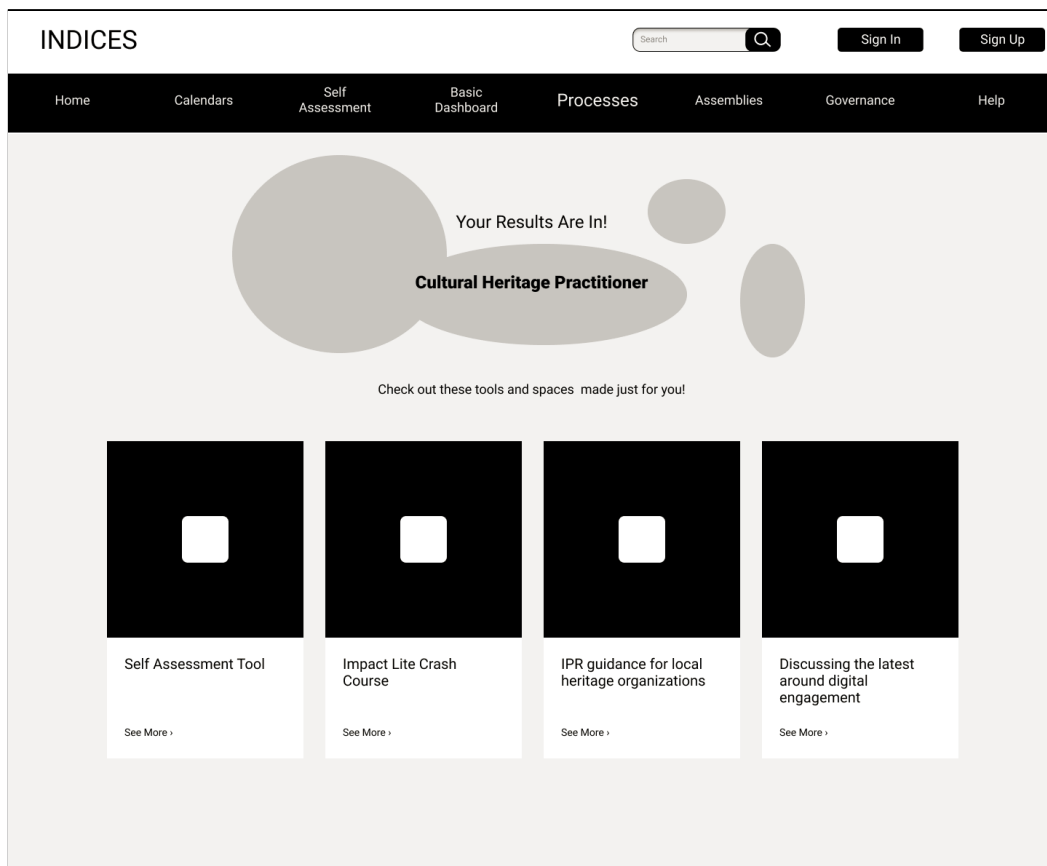
Figure 11 Mock up of quiz results from landing page quiz

These are preliminary wireframes for what would be the minimum viable product for the Open Observatory landing page. However, it will be important to explore and experiment in future alternative options for the three different thematic areas and to aggregate and organize the information architecture for each of these areas.

4   Benchmarking Digital Community Governance models

4.1 Examining and Referencing Case Studies

In order to develop the digital community governance model for the InDICEs platform, several case studies were taken into consideration to develop a vision for the future of the InDICEs platform. Each case study demonstrates a successful implementation of a more horizontal, online governance model. In tandem to a more horizontal governance, the case also demonstrates digital governance that seeks for diverse participation from stakeholders and users which includes measures to be more inclusive with a statement denoting their ethical positioning. While structure of governance bodies is the aim of this section's investigation and insight, it is just as important to keep in mind that the cases revolve around digital spaces with consistent interaction and participation.

The following chapter will outline the practices that inform the design and implementation of the Open Observatory. Information on the structure and notable issues of each case study is available in the annex.

4.1.1   Wikimedia

Background

Wikimedia encompasses organizations, groups, and individuals that manage the various wiki projects such as Wikipedia. Wikimedia was chosen due to the open, participatory, and democractic leanings of the organization along with their open, flat governance model. Wikipedia began in 2001 and since then it has had a consistent global community of contributors writing and editing on the various instances of the Wikipedia platform. In 2012 the total number of edits exceeded 1.7 billion. Wikipedia developed within a specific context in a time when social networks were less prevalent and the early community was made up of enthusiasts with a strong ethos around forum and thread discussions. This audience and history have contributed to the culture of Wikipedians seen today with a continued dedication to discussion, investigation, and strict standards of contributions in what can be described as peer production communities.

Approaches to digital community governance that have informed InDICEs

The case study of Wikipedia seemed salient to reflect on with their inclination towards horizontal, inclusive governance, plurality and autonomy of coordinating bodies, and community oriented around knowledge production and sharing.

Smaller Scales for Bodies of Governance

Wikimedia User Groups

National Chapters

Participation encompasses various levels of engagement and decision making power of participants. The Wikimedia User Groups and National Chapters were noteworthy in terms of rethinking scales of governance in the vision of the InDICEs community as both active and Europe wide. Since the InDICEs platform aims to be able to serve a wide range of actors in terms of policy makers, cultural heritage practitioners, researchers, and art and culture makers, outside of their job description, it would be important to consider their geographical scale and thematic areas of work.

As such 'User Groups' are interesting because they are initiatives by users whose governance is more or less dependent on their autonomous management. Supporting the creation of User Groups would help the platform stay abreast of what's relevant for stakeholders and working areas. Since WebLyzard Tech is primarily engaged in taking in data from websites and webpages, conversations, proposals, and debates that could also fuel creating data about what issues are salient emergent within digital cultural heritage.

National Chapters are salient because they are organised on a country scale. Organising the governance to consider country scale would be interesting because it would open up the possibility of concrete work towards linguistic diversity on the platform. This would create resources, tools, spaces and conversations that might be more relevant to stakeholders working at national and local scales and who are often underrepresented or underserved in Europe wide projects.

Currently, the platform is being translated into Italian. A proposal for the future of the InDICEs governance would be to create a local node or chapter in Italy with the support of the Italian partners.

Community Guidelines and Ethical Compass

Security Toolkit by Art + Feminism

Safe Space Policy by Art + Feminism

Community Hours by Art + Feminism

Friendly Space Policy

Statement on Health Community Culture

Digital platforms are subject to the same discrimination, harassment, and toxicity that occurs in the physical world. Considering the presence of gender based violence online, as the barriers that exist to participation based on various prejudices, a priority has been to take a proactive attitude towards developing a safe(r) platform. The aim is so that ideas, discussions, and projects can progress freer of impediments and behaviours that undermine a digital community's integrity and growth.

Wikimedia and its user groups have been uniquely innovative in the policies, statements, and guidelines they have developed. These have served as an inspiration for the next steps within the InDICEs governance development process.

Wikimedia and InDICEs

Wikimedia is in the process of developing their movement charter, a document that defines the roles and responsibilities of all entities in Wikimedia with a new Governance Council. The process of movement charter includes a basic framework for principles and values as well as establishing criteria for decision making processes.

4.1.2   Decidim

Background

Decidim - 'we decide' in Catalan - is a digital common's infrastructure, a framework, as well as an open source digital platform for citizen participation made with free software. It hosts participatory processes, government strategic planning, citizen initiatives and other governance processes. Decidim.barcelona was launched by Barcelona's City Council in February 2016, to be used in a municipal participatory process in the city. In 2017 the software was entirely rewritten and its first version released, having in mind its potential to be developed as a free and open source framework to be appropriated by other institutions and organizations. Since then, the platform has been used by more than 40 cities and 20 organizations worldwide, and more recently the European Union. Barcelona's Decidim is its most used instance, with more than 30,000 registered participants, more than 1.5 million page views and over 300,000 visitors. Decidim is a role model for inDICEs and has been implemented as the basic digital infrastructure for the inDICEs Open Observatory due to its open, participatory, and democractic principles that inform the design and use of the framework. Moreover, Decidim was chosen for their open and horizontal governance model, strong community behind it, complex ethical compass developed as a social contract, and its modularity and maintainability as a piece of technology. The context that has given birth to Decidim is defined by two interconnected phenomena: the crisis of representative democracy and the rise of new forms of capitalism, which exploit information, knowledge, emotions, and social relations to generate economic value, as opposed to the emergence of free software, knowledge and culture.

Approaches to digital community governance that have informed InDICEs

The case study of Decidim is a relevant inspiration for inDICEs due to its horizontal, decentralized, inclusive self-governance model, the plurality, openness and autonomy of coordinating bodies,

and its community-oriented approach towards participatory knowledge and technology production and sharing. The Metadecidim community is an interesting example of a governance structure to gather community members that promotes engagement, continued development and for the community to meet besides their own Decidim instance governance. The three-layered governance model (legal, code and community) adopted by Decidim is also salient for defining specific roles in the development, particularly for the Product Team, but still maintaining a decentralized, open and community-led development.

Smaller Scales for Bodies of Governance

The Decidim community - Metadecidim - is organized into multiple spaces and channels. Besides the fundamental structure, the Decidim association, the Product Team and the Metadecidim community, in the meta.decidim.org platform, the community holds a support forum and tutorial for beginners. Moreover, the community hosts three types of events: the SOM meetings (operative sessions), the LAB meetings (collaborative research sessions) and the yearly DecidimFEST, the highlight of the community organizing moments. Decidim's governance models was particularly inspiring for inDICEs due to its decentralized and multilayered organization. The community gathers in various spaces and forums that have specific purposes and allow for different levels of engagement. As mentioned before, the InDICEs platform aims to serve a wide range of actors, such as policy makers, cultural heritage practitioners, researchers, and art and culture makers outside of their job description. It would be important to consider their geographical scale and thematic areas of work.

Support Forum

The support Forum is a space for dialogue and exchange of knowledge among the members of the Community. Members can ask questions, share tutorials and interact with other members. The Decidim community offers tutorials and a demo, but the platform does not include a journey scenario methodology, which is an improvement inDICEs brought to the observatory's design from learning with Decidim's case.

LAB Metadecidim

LAB Metadecidim is an open and collaborative research space aimed at addressing key issues for the development of the Decidim platform and of online democracy. The sessions are a noteworthy example of implementing a governance space that promotes the democratization of research as a pillar of the platform's development.

SOM Metadecidim (Community Operative Sessions)

The SOMs are assemblies of the Decidim community - Metadecidim. These are open, reflexive and collaborative spaces of participation about the multiple dimensions of the Decidim project to share experiences of use of Decidim, prioritize development lines, to give support to new features, to solve doubts and to empower citizens to appropriate the tool, to contribute to its development and to be co-participants in its construction. It is considered the most important part of the Decidim Community. The SOM meetings are interesting because they repeatedly engage the

community with the platform and foster an ongoing process of co-creation and innovation, allowing for transnational and cross-scale participation. It is worth saying, though, that the community has been raising issues and debating to expand participation (especially outside of Barcelona) and communication channels.

DecidimFEST

DecidimFEST is the annual meeting of the Decidim project and its community Metadecidim, also considered a summit meeting that highlights major developments with the community. Its objectives are: 1) public presentation of the project, of the last version of the software and of the advances in the development of the platform, 2) celebration of work sessions, hackathons and specialized conferences, 3) promoting a space to share experiences with other cities and organizations to rethink in an open, transparent and collaborative way the future of Decidim.

Covid-19 and Decidim

BCNdesdecasa (Barcelona from home), *Memòries del confinament* (lockdown memories) and hackovid were initiatives promoted by the Decidim.barcelona, which also propelled debates for the Metadecidim community. In the May 2020 SOM meeting, members of the community presented new instances of Decidim that emerged as a result of the covid-19 health crisis. Based on these experiences, they worked on improving Decidim to adapt to the new context and the growing demand for participation. This example shows how the community was able to self-organize through the SOM meetings to give an urgent response to a crisis through rethinking and co-creating in and through Decidim.

Community Guidelines and Ethical Compass

Social Contract

All members and partners of the Decidim project must endorse and follow a social contract that defines a set of guiding principles. In this sense, Decidim has a strong and encompassing ethical compass, with which institutions, organizations and participants must comply. Decidim's social contract does not differentiate among cities, organizations or participants. The social contract can be summarized as follows: 1. Free software and open content: Decidim will always remain free and open to collaboration, allowing for full use, copy and modification. Due to its open code, content and data licenses, Decidim will always remain auditable, collaborable, transparent, 'appropriable' and trustworthy, all of which are fundamental for a democratic infrastructure. 2. Transparency, traceability and integrity: the content of participation will always remain transparent, traceable and integral, so all the content must be accessible and downloadable. It should always be known what happens with each proposal, its origin, where it was incorporated or why it was rejected, and the content needs to be displayed without being manipulated. Any modification (if required) must be registered and be accessible and auditable. 3. Equal opportunities, democratic quality and inclusiveness: the platform must guarantee the democratic quality, the non-discrimination and equal opportunities for each participant and proposals, including objective indicators. The platform must comply with accessibility standards, its use must favour the integration of online and offline participation and organizations must deploy the means for mediation and training of

participants. 4. Privacy with verification: participants must retain privacy of their personal data combined with verification. Personal data should never be displayed, nor sold or transferred to third parties while, at the same time, the unicity and democratic rights of participants must be preserved (meaning there cannot be two verified users corresponding to the same individual with democratic rights and all participants with such rights must be verifiable). 5. Democratic commitment, responsibility and collaboration: institutions using Decidim must commit to respond on time, be accountable for decisions taken through the platform, and to openly collaborate on its improvement. (The principles cited here are described in Decidim's white paper)[6].

Decidim and InDICEs

Decidim has been taken as a basic framework and reused to deploy some of the features needed for the inDICEs Open observatory. In its turn, inDICEs has developed new modules and improved existing components of Decidim, contributing to Decidim's development in return. Platoniq is also a member of the Decidim community, and has been participating in the ongoing development and improvement of the platform. The challenges and issues faced by Decidim informed the participatory process to co-create the observatory.

4.1.3   Creative Commons

Background

Creative Commons is a nonprofit organization that helps overcome legal obstacles to the sharing of knowledge and creativity with free legal tools. Creative Commons was chosen due to the open, participatory, and democractic standards set by the organization along with their open, multi-level and network-shaped governance model. Creative Commons promotes sharing knowledge and creativity by providing Creative Commons licenses and public domain tools to allow users to grant copyright permissions for creative and academic works; ensuring proper attribution; and allowing others to copy, distribute, and make use of those works. They also work closely with institutions and governments to expand open licencing and open license use, but also steward and support the CC Global Network, a community initiative working to increase the volume, breadth, and quality of openly available knowledge worldwide. The Creative Commons organization was founded in 2001. Today over 2 billion works are licensed under the various CC licenses, all Wikipedia content is under CC licenses, CC spans 86 countries, and it continues to expand its reach with annual events like the CC Global Summit.

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[6]https://ajbcn-meta-decidim.s3.amazonaws.com/uploads/decidim/attachment/file/2005/White_Paper.pdf

Approaches to digital community governance that have informed InDICEs

Creative Commons, like Wikimedia, also adopts the **National Chapter** governance structure. In this sense, this model proves again useful to inDICEs as it serves a wide range of actors and takes into account the geographical scope of their work and their local commitments. Nationally-bound governance scales may also foster linguistic diversity and culturally sensitive collaborations.

Moreover, the **Platforms** governance structure is also interesting to promote.

CC Open GLAM Program

The CC Open GLAM Platform is working in providing a space to share resources, foster collaboration and raise awareness on open access to digital cultural heritage, working with GLAM professionals and open advocates. Among the next steps for the program, the CC GLAM Platform plans to create different channels where the community can engage, network and discuss.

Global Commons

Chapters may organize themselves in the way in which they see fit, consistent with the Global Network Charter and CC policies.

Summit

The CC Global Summit gathers those in the open community under the umbrella of learning, sharing, and creating. The CC Global Summit takes place every year, with hundreds of activists, advocates, librarians, educators, lawyers, technologists, and more joining activities such as debates, workshops and planning, talks and community building.

Community Guidelines and Ethical Compass

CCGN has established a policy for CC staff, contractor and Board member involvement in Chapters and the Network, and Chapter Standards and Guidelines, which are: Chapters must be open, country Participants of each Chapter will elect a Global Network Council representative, Country Participants of each Chapter will choose a Chapter Lead or Coordinator, Chapters will work by consensus. Moreover, Chapters have responsibilities to fulfill, which are also described in the Guidelines.

4.1.4   Using the Case Studies as Resources and References

While digital platforms have become almost an indispensable means to connect communities and people, how they are governed and mature is still very much an experimental space especially when

considering platforms whose primary goal is not profit driven. The various case studies mentioned above have provided important reference points in terms of what makes them sustainable, what community guidelines exist, how they are upheld, and then how the participants are engaged and encouraged to create a sense of vivacity and innovation as the platform matures through time. From Wikimedia, it was important to identify their practices around their values along with how they manage to sustain an international community. Wikimedia's 'Friendly Space' policy is a proactive example of establishing rules and guidelines for participant behavior that has only recently become the norm. Additionally, Wikimedia is an interesting case because of the self driven interest of their self governed community and for the Open Observatory it has been an interesting option to consider national chapters and participants that are more than just visitors or commentators but also administrators of their own subgroups. Then with Decidim, it similarly has an ethical agenda however how it manages its community is different and more aligned with the framework of the Open Observatory platform itself, since the Open Observatory is an instance of Decidim. Interestingly, the way in which newcomers are integrated into the Decidim community along with several events held could be a point of reference for the Open Observatory in terms of a plan for engagement and development of the inDICEs community. Finally, Creative Commons was also studied because of how it connects the GLAM sector in terms of programs focused on reuse of cultural heritage and networking for GLAM practitioners. Each case study provides reference materials and tools during various stages of the development of the Open Observatory especially in terms of thinking about what participation means and how engagement could work on platforms more oriented towards a digital public space and good rather than a hub for monetised interactions.

4.2   Envisioning the inDICEs Open Observatory platform's governance

To begin creating a governance framework for the InDICEs Open Observatory Platform, a governance canvas on MIRO was created for partners participating in the Participatory Model and Ethics Assembly. The canvas addressed the following areas of governance:

- Governing Bodies and their goals
- Community Roles and Responsibilities (levels of action)
- Relevant actions from principles to incorporate into the governance (when forming the ethical pillars of the platform partners also developed corresponding actions to fulfill the ethical pillar)
- Actions and activities for community engagement
- Rules and policies to be written and developed

The Participatory Model and Ethics Assembly was held on 14 April 2021 and partners were able to contribute in a synchronous assembly to discuss and collaborate on their contributions. After the assembly a proposal component was created on the InDICEs participatory platform for partners to take the suggestions and further elaborate on them in a proposal.

Concerning the first item 'Governing bodies and their goals', 11 governing bodies were proposed.

Figure 12 Governance model

From there, 9 governing bodies were selected from the existing pool of 11. As mentioned above, partners were given the space to asynchronously participate using the platform as well as the existing MIRO board to make proposals, upvote, and comment on the different governing bodies. The following list of governance bodies and their initial description is a result of the collaborative process of both the Participatory Model and Ethics Assembly and holistic approach including all partners:

Governance Assembly

A regular assembly to coordinate governance activities, production of tools and resources, and monitor community health and progress.

The governance assembly would be responsible for overseeing the management of projects, services, activities, human and material resources for the development and improvement of the inDICEs community platform and other projects and initiatives that may be related to systems of cultural heritage through digital technologies. As well as the extension of these systems of participation in countries or regions to create a Europe wide network.

The Governance Assembly will be responsible for conducting the process and establishing the code of the conduct for the platform.

Advisory board

The advisory board would provide non-binding strategic advice for the management of the platform.

National Chapters

National chapters would foster discussion in a country's respective language and also focus on specific topics relevant to the national scale. There is already an initiative to translate the platform to Italian and the first national chapter is possible with the support and work of ICCU.

As a further proposal, it would also be useful to translate the Self assessment tool to stimulate the participation of CHIs at local level.

Scientific Committee

The scientific committee would be a governing body that reports to the Governance Assembly that is responsible for the scientific quality control on data and datasets in the open repository.

New Member Assembly

A regular assembly to induct new members into the governance framework.

Copyright advisory committee

After InDICEs project ends, there will be a participatory platform that is actively used by the CHI community. With this in mind, there should be a committee that handles the facet of IPR which will be a very present theme on the platform. The copyright advisory committee would be formalised after the end of the project. The IP research that is done during the project will provide a base for IP knowledge on the platform, and already in this phase we should consider sustainability of all the work we are doing now.

Understanding constant changes of EU legislation are key for the work of the CHI sector, and an advisory body should play a key role in translating this to the institutions. While participants in the participatory space would be consulting one another and providing advice to each other, the committee would provide oversight to discussions, flagging issues, and conducting assemblies or processes to provide insights to the platform and aggregators.

Content Moderation Committee

A governing body reporting to the Governance Assembly that is responsible for the content moderation on the platform (in order to enforce the code of conduct and the terms of service) and for validating the creation of new assemblies.

Trusted Reporters

To accompany possible community moderators or administrators, there should be the option for a platform user to become a "Trusted Reporter" based on past contributions to keep the platform safe through credible reports of problematic content.

Tech Committee

A governing body reporting to the Governance Assembly that is responsible for monitoring and maintaining the technical infrastructure and offering technical support to users.

Governance bodies alone do not constitute the framework that will serve as the basis of the platform. Additionally, there are processes, statements, and policies that need to also be in effect. The following are a list of actions or processes - not mentioned with a governing body - to be handled by the platform governance structure. These actions will form the basis of the platform but have yet to be assigned to a specific body or framework:

- Establishing and overseeing a volunteers program
- Managing communications and engaging in discussions per trending topics in social media and the platform
- Hosting and moderating discussions at policy level for enhancing data re-use
- Managing a selection process and working with moderators on the platform
- Creating and enforcing a code of conduct
- Generating and carrying out policies for greener data practices

Recommendations for future steps

The work to fully develop the framework for the platform governance is yet to be completed. Part of the work to be done is addressed in chapter 5 where instead of a Participatory Model and Ethics Assembly or Hypothesis Assembly, Platoniq conducted a holistic assembly with all partner organizations represented to categorise the content, resources, groups, and tools that the platform would host. A salient facet of the model for digital participation on the platform is the logistics and accessibility of the governance, and the capacity to communicate transparently how each of the moving parts of the governance work together. Currently, various participatory facets of the platform are directed inward towards the InDICEs partners to develop the platform. The Holistic Assembly was a step in the direction of becoming an outward facing platform that is accessible to first time visitors or new comers. Having just had its first meeting, the assembly will continue to transition from inward to outward facing over the course of the year to gradually build the information architecture and tools to be featured on the platform.

Also moving forward, the Holistic Assembly will make final decisions on the governing bodies and develop a process for progressive autonomy of the governance that initially will be supported by the partners and eventually also incorporate new cultural heritage organizations, groups, and actors. Lessons learned from previous projects indicate the importance of creating a sustainable platform through the involvement of a plural host of organizations, actors, and institutions. As such each of the proposed assemblies will also have a progressive trajectory that gradually involves outside cultural heritage organizations.

In parallel, partners will finalise the blueprint for how the ethical pillars relate to the governance structure and how related proposed statements such as the safe(r) space policy interweave together.

This may include involving organizations outside of the consortium for both expertise and developing a larger InDICEs community and creating more accessible language around the governance of the platform i.e. instead of committees perhaps a task force, ambassadors, etc. might be more helpful

Finally, taking into account the digital community governance models analysed in chapter 4.1, the Decidim community has been chosen as a relevant reference for developing smaller communities, upholding a social contract, as well as the overall governance with their three layers of:

- legal
- code
- community

In future Decidim will serve as a reference point for creating a governance that incorporates the various facets of the inDICEs platform. Most importantly, Decidim also has undergone a transition from a centralized leadership structure to a more decentralized community structure that in future will sustainably exist without the financial support of the city of Barcelona. Transitioning the inDICEs platform from the consortium to larger cultural heritage community is an ongoing process that aims to also reach a sustainable space where the various stakeholders can come together and sustain the space through a commitment to a more inclusive, innovative and collaborative digital community.

5 Community participants profiles and journeys updated

To develop the platform, personas were created as a design tool. Personas, as stated in previous deliverable 4.1, serve to summarise user research, insights, and salient considerations for each segment of the platform's audience. However, personas cannot remain static: as the project progresses so must the research and ideas that bring personas to life. Over the past two months, ideas for the platform have become more concrete and shifted the paradigm of how users might interact on the platform. Additionally, data generated in WP1 has also been taken into account and various use cases have been tested and developed that shift the paradigm of a few of the personas created early in the design process. This chapter outlines the changes that have been made to the personas in terms of segmentation and scenarios and how they inform the design of the platform. For reference to platform roles each persona has, please refer to the annex, generic roles on the platform.

In the previous deliverable five persona segments had been developed, listed below:

- ○ Cultural Heritage Practitioner
- ○ Researcher
- ○ Policy Maker
- ○ Arts/Culture Makers + Communities
- ○ Special Interest

Currently, there are five persona segments. Two of these segments have smaller subgroups to identify more nuanced persona profiles.

- ○ Cultural Heritage Practitioner
- ○ Researcher
    - ■ Data sharer
    - ■ Participatory researcher
- ○ Policy Maker
- ○ Arts/Culture Makers + Communities
- ○ Special Interest
    - ■ Consultants

New personas were given the following first building blocks to serve as effective design and research resources:

- ● What if statement
    - ○ The 'What if' statement has been used as an exercise throughout the InDICEs design process. This statement details the purpose, context, and motivation for the persona on the platform.
- ● Empathy Map
    - ○ The empathy map is used to get to understand the persona's emotions and influences to better address how their experience can be improved and needs served.
- ● User Scenario

○ User Scenarios are brief descriptions of the context of why a participant uses the platform. It takes into account their goals, questions, and possibility outlines how they interact with the platform.

5.1 Elaborating Persona Segments

The persona segments were elaborated to have new subgroups for each previously defined segment. These personas come from the Rome workshop in January 2020 where partners broadly identified who the main audience for the Open Observatory would be. These subgroups are helpful to define roles and functions that might not be easily imaginable as a characteristic across the broader segment.

The categories are also important because they will help define and solve issues around accessibility on the platform. A proposal from the consortium has been to categorise the resources, tools, and content of the InDICEs platform thematically which is elaborated later on in this section.

However, for a more user oriented perspective one idea is to have new participants be able to take a short quiz that will assess their goals and profile to then recommend them resources, actions, and discussions spaces on the participatory platform. This quiz tool would serve to orient new users as a step within the onboarding process. As such the segments from the personas developed would help assess new users and having more specific categories provides greater nuance to address what is a very diverse field (cultural heritage) in terms of work roles and capacities. The mock up of where the quiz is, is mentioned in chapter three in the section 'Findings and Mock-up'.

5.1.1 InDICEs Persona Segment: Data Sharer

The 'Data Sharer' is a new category of persona that has been developed to represent researchers working in academic or nonprofit organizations who gather data sets that they would like to make open to a wider audience as well as disseminate the existence of their work to a wider CHI community. This role is exemplified by the work done in WP1 and WP2. Many other projects exist that have raw and analysed data. Often the data can go unnoticed or underused. The InDICEs participatory platform in incorporating the idea of a data sharer aims to support the development of the platform as a hub for data sharing and reuse.

5.1.2 InDICEs Persona Segment: The Participatory Researcher

The participatory research has been an important focus for developing how the data repository, dashboard, and principles for the governance of the platform might work. Since the previous deliverable a new persona has been created: Paola. Paola is based on a real researcher and organiser who investigates gender bias and accessibility on Wikipedia. Her persona has been helpful to envision the kind of data, processes, and activities on the platform that would promote gender equality. However, in terms of a broader perspective Paola's persona represents a researcher who would take a more active role on the participatory platform apart from just observation and also encourage, cultivate, and initiate community conversations, engagement, and interaction.

As a space for online innovation, especially around the digital transformation of cultural heritage the importance of creating dynamic personas is relevant to feeding the goal of a lively, interactive digital community that propels itself into the future through experimentation, collaboration, and conversation.

Paola's Persona

What if

What if a community organizer could propose and co-create reaction buttons for warning platform administrators to develop a feedback system on platforms that safeguards users against hateful content.

Persona

- **Goals**: Develop safer online platforms and close the gender gap in terms of representation of leaders, creators, and participants on the platform. I propose that reaction buttons can be used for feedback and warning management
- **Background**: Academia
- **Pronouns**: She/Her
- **Pain points:** Demands and goals not taken into account as a serious priority by online community spaces
- **Needs:** Promote her research and content and create communities across different platforms to combat gender inequality online

User scenario

Paola works on feminist community building and development within Wikipedia. She wants to perform research to contribute to the field of User Experience (UX) research by theorizing on the felt experience of users from a memory perspective. Her research takes into consideration aspects linked to both personal and collective memories in the context of connected environments, with the goal of highlighting unequal gender representation and the oppressive online cultures that perpetuate them. She actively participates to gather data to supply efforts towards more inclusive governance on the platform and seeks out peers through discussions and hypothesis proposals.

5.1.3 InDICEs Persona Segment: The Policy Maker/ Changemaker

During the beginning of the InDICEs platform development there was a strong focus on researchers, especially with the functionalities and tools being developed around data collection and analysis. However, with progress, other personas have been developed such as introducing policy makers. One such persona is Jazmine.

Jazmine's Persona

What if: What if a policy maker could promote social cohesion through collaborative, heritage-related tools to provide inclusive access to tangible and intangible cultural heritage and facilitate encounters, discussions and interactions between communities at risk of social exclusion.

Persona

- **Goals:** Promote and develop digital tools for inclusive access to cultural heritage in her city
- **Background**: She directs an arts NGO and is president of a biennale organization. She has been an administrator within the Council of Europe in Strasbourg and has worked intimately with the European Commission
- **Pronouns**: She/Her
- **Pain points:** Collecting relevant information communicated efficiently i.e. info sheets, visual narratives, summaries of case studies
- **Needs:** An agile system for contacts and facts to support her case for inclusion in culture

User scenario

Jazmine is working on a project to develop tools that will empower communities to bring together their multiple and various experiences and memories into compelling and geolocalized storylines using new personalised digital content linked to the pre-existent European Cultural Heritage. The project will deploy three distinct pilots, one in the city where Jazmine works. Jazmine is also co-leading an international campaign for the inclusion of culture in the UN 2030 Sustainable Development Agenda and is on the platform to place a call for partner organizations and screen for salient issues and data around inclusion.

5.1.4 InDICEs Persona Segment: Third Party Interest Groups/ Consultant

The Community/grass roots activator

This persona was developed around the idea of an active, hyper local participant on the platform. Part of the intended impact of the inDICEs platform is to connect organizations and actors within CHIs who work at different scales i.e. local, national, regional, and European. To enable greater specificity around the local scale this category was developed and has been used for the persona Jeanne and her respective use case.

5.2 Use Case Scenarios

As the platform comes closer into being a usable space for participants outside of the consortium, the user scenarios from the previous deliverable should have more concrete steps as to how and why personas specifically log on and use the platform. During an assembly with the partners, several use cases were brainstormed and debunked. Uses cases can often be granular but help establish how a

user might concretely interact with the platform design and limitations assumed and understood by the partners. These use cases were then further refined so that they might establish what or how developments need to be in place for users i.e. personas to meaningfully interact with the InDICEs platform.

Format

The format used to create the use cases is the table below. It is an agile format to concretely and succinctly describe the interactions and describe the goals of each persona as it relates to their respective scenarios and empathy map.

Personas name:	Generic role on the platform:
Task goal: *A sentence describing what the user would like to achieve with the task they are performing.*	
Preconditions: *Explains the system in place for the use case to start.*	
Success scenario steps: *List the steps the participant would take to achieve their goal. 1-6 steps.*	
Post conditions: *Possible system events after the scenario has been completed.*	

Use Case: Researchers

Abirami

Abirami is a researcher. Abirami's interaction on the platform describes a generic search that could be performed by any research participant user looking for relevant information. Key to this use case is the development of a basic dashboard embedded in the platform described in D4.2. The basic dashboard would be space on the platform that introduces the analytical dashboard and links to the analytical dashboard for further research. The analytical dashboard will not be a part of the platform so it is important to create strong connections between the dashboard and the platform to maximize the efficiency of participant users accessing both for research purposes.

Personas name: Abirami	Generic role on the platform: Participant

Task goal:
Find practices, trends, or research on UX on arts oriented platforms and online spaces.

Preconditions:
- effective search functionality - existing conversations and discussions on UX and the arts - reports and documentation labelled on the platform addressing this specific topic - clear connection between the platform and data analytics dashboard as a tool

Success scenario steps:
1. log in to the platform 2. click on dashboard basics tab 3. see what is trending in CHIs 4. clicks to access the full analytics dashboard 5. sets parameters for Europe wide trending topics that intersect with 'UX' and 'Cultural Heritage' 6. uses word map to select terms to explore

Post conditions:
Saved parameters for their dashboard analytics search.

Paola

Paola is also a researcher. However, she is also envisioned as a platform administrator who participates in the governance of the platform as it relates to her gender equity work. The idea for this use case is to envision how the accountability module might work if it were consistently updated. This use case helps understand the preconditions necessary for this simple interaction to take place. The precondition necessary is an active governance body along with a developed framework for the accountability module.

Personas name: Paola	Generic role on the platform: Platform Administrator
Task goal: Update the accountability module with the latest actions from the governance assembly.	

Preconditions:
- the accountability module has been updated with appropriate actions and categories
- the governance assembly has implemented the principles with corresponding actions as a part of the platform's governance
- a process to evaluate the integrity of the data and actions has been established

Success scenario steps:
1. log in
2. click edit
3. click assemblies
4. click governance assembly
5. click accountability module
6. update status/ actions
7. click save

Post conditions:
Accountability module has new data stored that cannot be erased

Use Case: CHI Practitioners

Maxime

With the previous focus on researchers for the use cases, it was a priority to create an equal focus on other salient participant users for use cases. Maxime's interaction describes the steps a participant would take to access and fill out the self assessment tool. The self assessment tool is integral to the platform as a resource for CHI practitioners and workers. So it is imperative to consider how it fits into the overall platform information architecture in means that is both accessible and easy. This interaction may change with time as the self assessment tool develops. However, an important priority will be to make the accessibility of the tool on the platform as simple as possible.

Personas name: Maxime	**Generic role on the platform:** Participant

Task goal:

Perform a self assessment to see how she can improve her digital audience engagement

Preconditions:

- self assessment section focusing on digital engagement
- CHI's have contributed data by participating in the self assessment survey

- segmented responses to the self assessment to generate a report to fit different CHI contexts

Success scenario steps:
1. logs in
2. clicks on self assessment tab
3. answers introductory section
4. answers digital engagement section
5. clicks to download results from her profile space
6. downloads results via pdf

Post conditions:
The data from her self assessment responses are saved to calibrate benchmarking data for CHIs.

Use Case: Policy Makers

Jazmine

As previously stated, it has been a priority to explore the interaction of different users. This interaction was to sketch out what kind of data might be relevant for a participant to pursue that would be relevant to their work or goals. There are tools for participants to take a deeper dive into digital cultural heritage such as the assessment tool or analytics dashboard. However, it is also important for different large assets of the platform such as the governance of the platform that will also provide data to be accessible and relevant to the work of policy makers and practitioners.

Personas name: Jazmine	**Generic role on the platform:** participant

Task goal:
Find data and people involved in gender equality in the platform governance.

Preconditions:
- Active governance assembly with meetings, activities, and data around actions and outcomes of the platform's principles
- Accountability component user interface upgraded for interaction and access to data

Success scenario steps:
1. searches gender on the platform
2. various discussions, meetings and initiatives appear
3. clicks on governance assembly
4. clicks on accountability tab
5. clicks on diversity/inclusion segment and sees data
6. clicks on members to see who manages each segment

Post conditions:
None

Use Case: Third Party Interest Groups/ Consultants

Jeanne

The following use case touches on a scenario where the Europeana Impact Lite Crash Course is implemented. This vision for the platform incorporates an engaged cultural heritage community outside of the consortium partners. The transition of the platform, from a tool consortium partners are developing to a wider space for cultural heritage communities around Europe to participate in, has to be incorporated to prioritise developments and activities to design the platform. More broadly this use case highlights the need for a mature idea for how to incorporate whole communities onto the platform with their own activities and points of access for participants in those communities to access those spaces. This can be done through the processes, assemblies, and consultation spaces and can be further experimented through the scopes feature that group together participatory spaces such as process and assemblies on the platform.

Personas name: Jeanne	**Generic role on the platform:** Process Administrator
Task goal: Follow up on participant discussions/questions around data collection for a train the trainers course on conducting impact assessments hosted on the platform	
Preconditions: - Implementation in partnership with Europeana for a train the trainers impact lite crash course - Trainers selected - Process space developed for each class of participants on the InDICEs platform	

Success scenario steps:

1. logs in
2. clicks on the assemblies tab
3. clicks on impact crash course class of 2022 assembly
4. clicks on the debate tab
5. selects discussion thread titled ' data collection'
6. comments on and answers questions in the thread

Post conditions:
Comments and moderations posted in the discussion thread of the course

6 Hosting the first external assembly: the Impact Lite Crash Course

Through coordinating with the Europeana Impact Lite Task force, the Europeana Crash course assembly was created. The assembly serves the interest of inDICEs acting as a test bed for future community creation with partner organizations or groups outside of the inDICEs consortium. For example, the case study around Jeanne's role as an Impact Lite trainer helped envision participant roles that would also administrate on the platform. Additionally, incorporating the Impact Lite Task force allows for the influence and incorporation of their extensive work around designing for, measuring and communicating impact. Incorporating impact and creating a narrative for its role within the inDICEs community is cornerstone to the project's ethical pillars and fulfilling KPIs. The Europeana Impact Crash Course assembly was created to develop a course structure that would support the use and implementation of the Europeana Impact Playbook. The Impact Lite Crash Course assembly had its own dedicated space on the platform for participants to interact with, discuss, comment, and make proposals. The main resource to develop the course was the Europeana Impact Playbook Phase 1, so that the course design could also be influenced by the idea of designing for impact.

The assembly was part of an initiative to open up the participatory platform to new cultural heritage communities and host its activities. To this end, the platform was able to be a space where participants could source materials, keep track of meetings, find video summaries, and be used as a central point of access for asynchronous participation within the assembly.

6.1 Participants Profile. Designing the Learning Experience

To begin ideating the course, the participants within the assembly first created their own series of personas or profiles of participants they believed would be interested in taking the crash course and participating within the Europeana cultural heritage community.

The prospective participants were created with the following empathy map developed by Platoniq:

Figure 13 MIRO canvas for persona creation for Impact Lite Crash Course Assembly

The canvas was created on MIRO and participants were able to post digital post-its to the board. This canvas focuses on the work environment and skills to best align the Impact Lite Crash course with possible career goals and interests. At the end of the first two assemblies, ten personas had been created. They represented these three distinct areas of people who work within GLAMS and cultural heritage:

- 4 GLAM/ CHI practitioners
    - Project Manager working with collections move team
    - Engagement Manager working in a gallery or museum
    - Research and Knowledge Exchange manager
    - Project coordinator facilitating various processes, supporting creation of new collaborations within GLAM and external stakeholders aimed at access and use of archival collections
- 5 People who consult with CHIs and GLAMs
    - Project coordinator (hyperlocal websites)
    - Fundraiser / Fundraising Consultant
    - Co-Lead organiser at art + feminism
    - Member of ECF supervisory board
    - Information Manager
- 1 Persona who represented special interest groups
    - Experiential trainer, facilitator, and social and environmental justice organizer

Samples of the persona canvases are available in the annex.

The creation of these personas serve as design tools to evaluate the accessibility, impact, and effectiveness of the course design.

Then, to design for impact a change pathway for the crash course was created taking into consideration the profiles of the personas created.
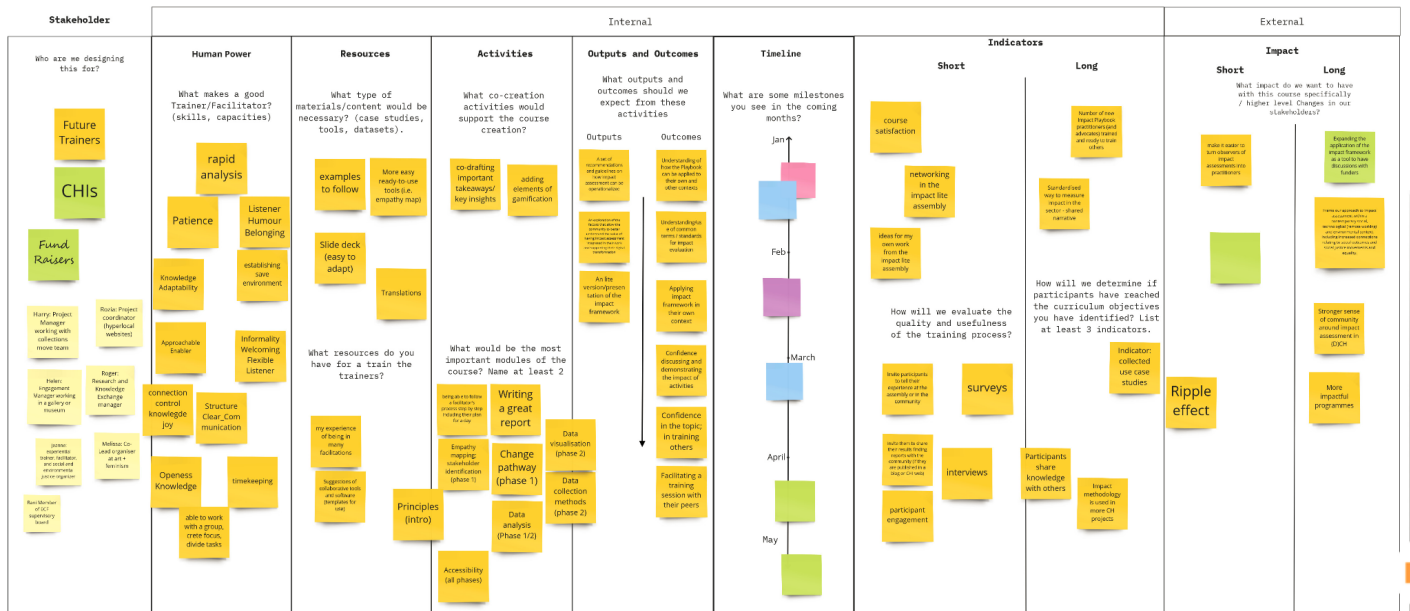
Figure 14 Completed MIRO change pathway canvas for Impact Lite Crash Course

This canvas was to implement the idea from the start that the crash course should also be designed for impact and embody the message the course wants to communicate which is that impact matters in design and execution of a project.

The questions posed in the change pathway are:

- Who are we designing this for?
- What makes a good Trainer/Facilitator? (skills, capacities)
- What type of materials/content would be necessary? (case studies, tools, datasets)
- What resources do you have for training the trainers?
- What co-creation activities would support the course creation?
- What would be the most important modules of the course? Name at least 2
- What outputs and outcomes should we expect from these activities
- Short term indicators
- How will we evaluate the quality and usefulness of the training process?
- Long term indicators
- How will we determine if participants have reached the curriculum objectives you have identified? List at least 3 indicators.
- What impact do we want to have with this course specifically / higher level Changes in our stakeholders?
- Short term impact?

● Long term impact?

The responses to each of these questions were captured were the resources and materials that assembly participants used to then fill in and develop the draft for the course outline and materials that would be useful for an Impact Lite Crash course. A sample of the course is in the following section with the full outline in the Annex.

6.1.1 Content of the Course

The course was conceived of as an activity that would follow the structure of the Impact Playbook. For example, each course segment, section or unit covers a phase of the playbook. One edition that was made was that the first unit would be a phase 0 that would highlight the importance and value of measuring impact within an organization.

To develop the course content a canvas was developed for course creation based on the change pathway. The course canvas was structured as follows that incorporates ideas from the change pathway and elements from course creation such as learning objectives etc.
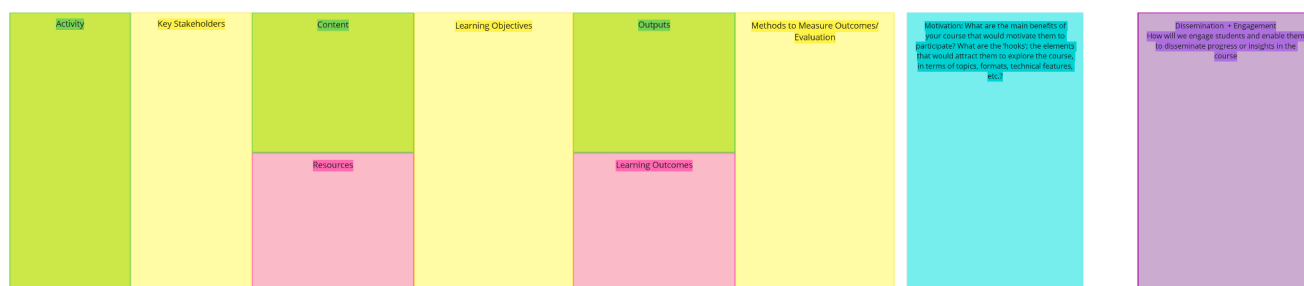
Figure 15 MIRO canvas for course design

The different areas covered in the course creation canvas are:

● Activity
● Key Stakeholders
● Content
● Resources
● Learning Objectives
● Outputs
● Learning Outcomes
● Methods to Measure Outcomes/ Evaluation
● Motivation: What are the main benefits of your course that would motivate them to participate? What are the 'hooks'; the elements that would attract them to explore the course, in terms of topics, formats, technical features, etc.?
● Dissemination + Engagement / How will we engage students and enable them to disseminate progress or insights in the course

Using this canvas, the Impact Lite Assembly developed an outline for activities, learning outcomes, and content for what the Impact Lite Crash Course might look like. The course reflects how the

Impact Playbook might be operationalised and what each phase would look like as a series of hands-on learning activities, participatory workshops, and multimedia materials for participants to asynchronously engage with.

The following is a snapshot of the MIRO board of the canvas used to develop phase 0:
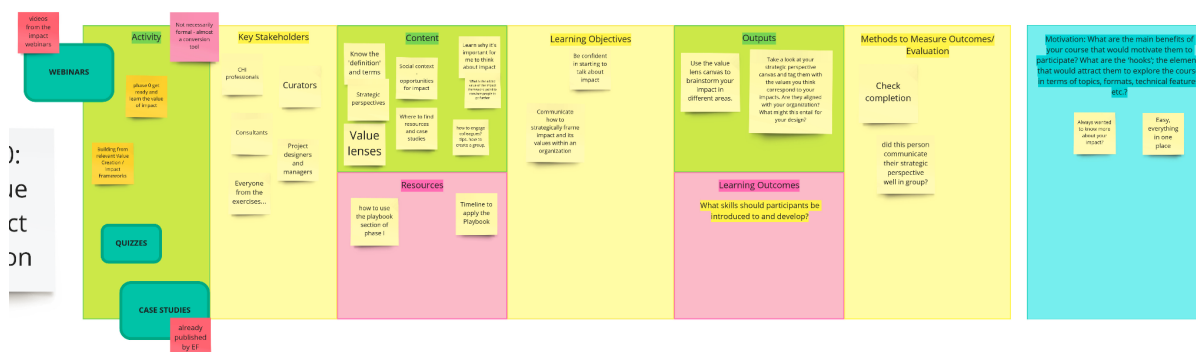
Figure 16 Completed MIRO canvas for phase 0 of the Impact Lite Crash Course

A full text outline is available in the annex.

Phase 1 provided a case study for participants to follow. However, for phase 2 which did not have the same and phase 3 which was still in development homework activities were created based on the Impact Playbook for participants to more meaningfully interact with the information and give more in depth commentary and feedback on the structure of the course for each phase.

6.1.2 Governance Model of the Impact lite Community

The Impact Lite Crash Course Assembly was also a means to think about how new CHI communities might exist and self organise on the participatory platform. The governance model of the Impact Lite Crash Course was oriented around thinking about what capacities trainers within the crash would have to communicate to new participants. Of course, for each phase there are important questions around the importance of impact, data collection, and narrative of which trainers should be aware. However, just as importantly is the capacity to envision the sustainability of the course as in developing new trainers, maintaining and strengthening ties with the Europeana team, and incorporating a network of various stakeholders to uphold, support and contribute to the longevity of an envisioned impact lite community.

Within the envisioned governance framework for the InDICEs platform, the Impact Lite Community would be analogous to the User Groups within Wikimedia mentioned in chapter 5 of the deliverable. This would entail that they self organise while complying with and forwarding the values and actions encapsulated by the InDICEs Ethical Pillars.

6.1.3 Implementation and Launch

An important aspect of to materialise are the logistical considerations in terms of the amount of time and commitment expected especially for the first trainers of the course. The first 'generation' of trainers would set the precedent for future participants and therefore there might be an extra commitment to adjust, reiterate, and build on tools that would be used in the future of the course. Moreover, the evaluation of the course participant's work and certification is also a salient consideration that requires consultation with an expert. To resolve these issues a report will be sent over to Europeana taking into account the progress made through this partnership between InDICEs and Europeana and determine the following steps.

This fall the participants of the Impact Lite Crash Course Assembly have proposed a workshop to test and validate ideas developed during the assembly. This workshop would launch the idea of the crash course and make progress towards making the impact lite crash course a reality.

6.1.4 Adapting the inDICEs Platform

The Impact Lite Crash Course Assembly was a formative part of the InDICEs Participatory Platform design. A select number of personas developed for the Impact Lite Crash Course were utilized for the platform's design for the use case in chapter 5.

The use case for the persona 'Jeanne' reflected what a participant user journey looks like with administrators for specific processes or a scope, which is a group of connected assemblies and processes. More than just participants who visit and contribute to the participatory platform, participants who self organise groups and community spaces on the InDICEs participatory platform also need to form part of the spectrum of user journeys and use cases. They inform the soft and technical design of the participatory platform.

More than just the participatory platform's design, the process of the Impact Lite Crash Course assembly provided insight into tools and onboarding newcomers to the platform.

Insights

Within the assembly, MIRO boards were used to engage participants during meetings for brainstorming, more approachable participation, and collect feedback. However, for those for whom MIRO was an overwhelmingly new space, a parallel activity or component on the participatory platform was also implemented for participants to provide asynchronous feedback through discussion threads and comments that may have been more accessible. The platform also provided a space to centralise points of access to the MIRO boards, descriptions of meetings, activities, and video recaps after each assembly. Providing multiple points of access to the platform contributed to participants being able to meaningfully participate and provide feedback outside of the assembly meetings. Multiple points of access refers to materials such as videos that show how participants can interact on the board along with a summary of the assembly meeting or written minutes with hyperlinks. Just as important to this onboarding is keeping a consistent type of communication especially when using multiple platforms. For the Impact Crash Course Assembly this meant that

emails are for reminders, slack channels will always have all the summaries and hyperlinks, the platform as a central reference for multimedia content, MIRO boards for synchronous participation and activities.

7 Conclusions and next steps

In conclusion the inDICEs platform has reached an important milestone of beginning to transition to the wider cultural heritage community. Much work needs to be done in terms of developing the governance and overall accessibility of the platform. However, with the reference of the case studies, first site maps completed along with a blueprint for the ethical pillars of the platform, the vision for the future of the platform is clearer each day. The platform aims to be sustained by cultural heritage communities long after the end of the inDICEs project as an inclusive and collaborative space for European cultural heritage communities. Through the case studies mentioned and the work that has been done through Impact Lite and the consultation workshops a vision for CHI community engagement is becoming clearer through collaboration and practice. As the transition to improve user experiences and incorporate cultural heritage organisations and initiatives continues in parallel so will the development of a solid governance framework.

Some additional important insights through the assemblies and on boarding of the partners along with the impact lite crash course assembly has been creating multiple points of access for users such as engaging participants through videos, MIRO boards, and multiple modes of participation i.e. synchronous and asynchronous.
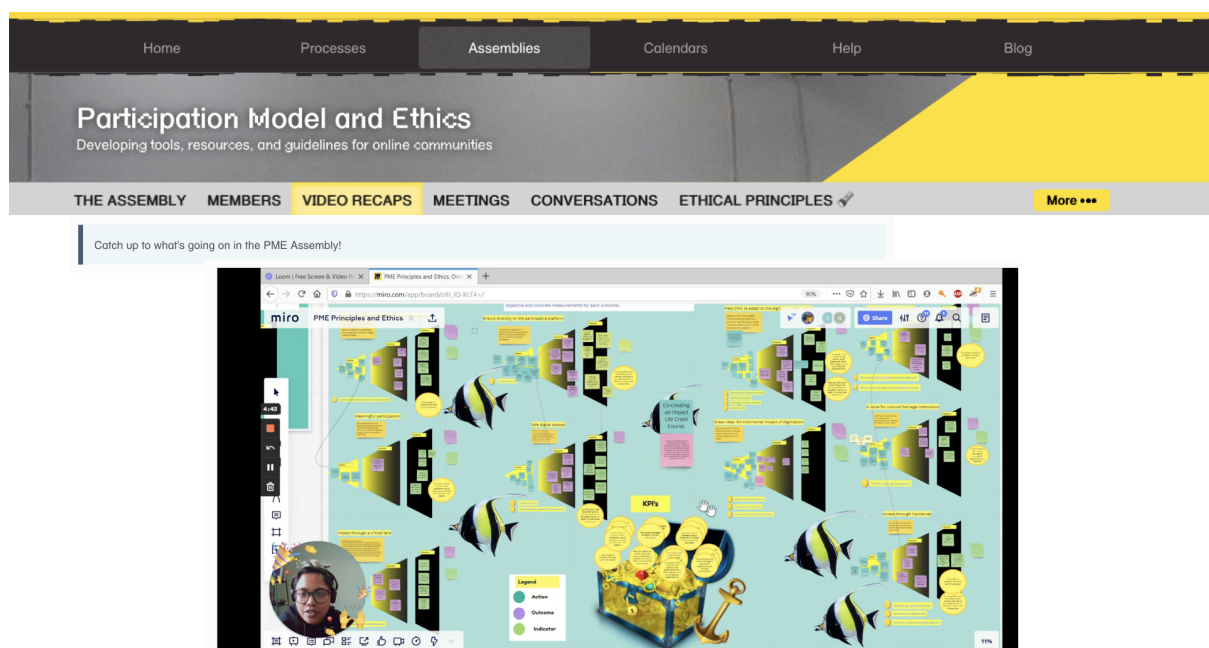
Figure 17 Screenshot of video recap page for the participation model and ethics assembly

The on-boarding to the inDICEs platform has been multifold, because more than just adapting to a technology there is also creating a culture around the technology and consistent patterns to engagement. The future steps of the platform based on how partners have interacted with and contributed to the co-creation process has shown that to capture wider participation more modes of interaction and information formats should be available.

With a commitment to an interdisciplinary approach that values narrative means of dissemination and communication, the aim is to enable greater cross sector collaboration and conversation.

Annex 1: Generic Roles on the platform

The generic roles on the platform refer to the technical roles outlined in Decidim for participants. From visitors of the platform to high level administrators who can make changes across any processes and assemblies on the platform.

To envision the future of the platform it is also important to outline how personas may also possibly represent more than just being within a participant role. The future of the platform entails a wider digital community than just the partners within the consortium. Below are outlines of the different general roles on the platform as a reference for the modified personas profiles.

On the platform there are:

- Platform administrators
    - Platform administrators have control over every aspect of the platform in terms of creating spaces for participation such as assemblies, conferences etc. and components or modules for activities, actions, archives
- Assembly/Conference/Process Administrators
    - These administrators control specific spaces such as processes or assemblies and create, manage, or hide components or modules with various activities within them.
- Participants
    - Participants refer to those registered on the platform and are able to participate in various activities or modules. Participants are able to create proposals, add to discussion threads, comment, support, and upvote. Participants may also be privy to processes or assemblies that have been rendered invisible to non-registered users.
- Viewers
    - Viewers refer to visitors of the platform who may see selected content and answer surveys that have been opened to the general public.

Annex 2: Ethical Pillar Tables with Completed Criteria

These tables refer to the criteria partners have thus far developed in relation to the ethical pillars. These actions and outcomes have yet to be finalised and are expected to change as the number of groups and organizations that use the platform expand.

Each ethical pillar include the following structure and criteria:

Ethical Pillar	
Definition	**Value**
Statement	
Actions	
Indicators	**Outcomes**

Ethical Pillar <mark>Ensure diversity on the participatory platform</mark>	
Definition: Fostering the engagement of different groups in the participatory platform, trying to maximise diversity.	**Value**: diversity, inclusion
Statement: we commit to an inclusive and plural community through boosting our own cultural competency, promoting policy and governance for equity and allyship and facilitating a dedicated space for feedback concerning diversity and inclusion.	
Actions: ● Organise specific events targeting diverse communities ● Use the best standards to make it compatible with accessible tools ● Using " you may also want to share your voice on..." linking to other surveys ● Promote intercultural dialog ● Invite personally diverse people / institution ● Making it fun and accessible	
Indicators: ● Level of linguistic diversity on the platform ● Amount of information published through platform about diversity and CHIs ● Results on impact assessments focusing on different aspects of diversity ● Representation: Comparing the number of diverse users with the potential pool of user representation. ● Number of linguistically /	**Outcomes** ● More participants from diverse backgrounds invested in the platform ● Monitoring and evaluation of different facets of diversity and their presence on the platform ● Topics and themes of participant content touches on inequality and equal access ● More users feel comfortable speaking in languages outside of english ● Regulations to support diversity and

gender/culturally diverse users on the platform ● Tracking diversity of people contributing data	anti-harassment ● Collaborative projects to collect data on diversity in GLAMS

KPI Outcomes
- More than 80% of the stakeholder groups rate the usefulness of the platform as four or higher on a Likert scale of one to five

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Ethical Pillar <mark>Safe Digital Spaces</mark>

Definition: Ensure a safe and supportive environment for people of any background to participate: taking care of mental and physical well-being, safe relations in the digital space, creating tools for shy voices to speak up, protection from bullying/trolling and online harassment.	**Value**: Social cohesion

Statement: We commit to social cohesion & safety on our platform providing an harassment-free environment for everyone regardless of gender, sexual orientation, gender identity, disability, physical appearance, age, race, ethnicity, political affiliation, national origin, or religion

Actions:
- Define a clear term of service for the platform which should be inclusive, transparent and guarantee all voices to be expressed.
- Define a shared code of conduct for the platform
- Define/elect moderators on the platform
- Create an easy way to report abuses
- Create a well-being questionnaire
- Picking subjects/ examples were diverse people can project themselves

Indicators:	**Outcomes**
● Number of complaints for harassment or bad behaviour ● Number of diverse voices (participants) in the debates ● Number of "shy voices" (participants that are registered to the platform but do not intervene in the debates) ● Percentage of consensus reached in the single debates ● Subjective well-being scores	● Participants feel safe and at ease expressing their ideas ● The platform foster an environment in which participation in the digital discourse is encouraged ● Involvement of participants with diverse backgrounds ● Increased well-being and trust in accessing digital spaces ● Constructive debates and dialogues increase both in quality and quantity

KPI Outcomes
- More than 80% of the stakeholder groups rate the usefulness of the platform as four or higher on a Likert scale of one to five

Ethical Pillar Access Through Narratives	
Definition: Making data accessible with a stronger narrative approach to encourage exploration and open access.	**Value**: Innovation
Statement: We commit to accessibility through translating quantitative data that captures the needs of individual stakeholders into shared narratives that reflect the current state of the sector and formulate possible future visions about where we want to be.	
Actions: ● Foster user-driven service design ● Using personas ● Asking artists to do their "vision" of conveying the data with different mediums ● Write narratives, use cases, future visions based on data analysis	
Indicators: ● Reaching different communities that vary along modes of communication and data sharing	**Outcomes** ● Encouragement of active participation ● Facilitated decision making processes ● Cross-disciplinary projects based on Reports/Objects ● Support and enhance storytelling with data
KPI Outcomes ● The number of initiatives that make use of the datasets ● More than 80% of the stakeholder groups rate the usefulness of the platform as four or higher on a Likert scale of one to five	

Ethical Pillar Help CHI's open to citizen participation	
Definition: Support CHIs in their digital transformation through best practices, experiences and legal recommendations that could be shared on the platform	**Value**: Social cohesion
Statement: We commit to capacity building and empowerment through developing tools, resources, and networks to support CHI digital transformation processes both big and small.	
Actions: ● "Success stories" showing that it works ● Targeting et inviting the most "innovative" person and the most influent one of each institution ● Identifying on social network active citizens that can impulse project with their local institution	
Indicators:	**Outcomes**

• Number of actions around culture digitization self-organized by participants • Number of new digitized contents on cultural commons by the local community	• Connect and engage local communities with their cultural heritage and their CHIs • Strengthen participation of citizens in the shared definition of cultural heritage and its narratives • Support CHIs in connecting with new audiences • Democratise the creation of what is cultural heritage (from Culture 1.0 to 3.0) • Strengthen participation of citizens in online events

KPI Outcomes
- The number of initiatives that make use of the datasets

Ethical Pillar <mark>Help CHIs to adapt to the digital transformation</mark>

Definition: Support CHIs in their digital transformation through best practices, experiences and legal recommendations that could be shared on the platform	**Value**: Knowledge economy/ innovation

Statement: We commit to support CHIs in through their digital transformation processes by equipping CHIs and policy maker with targeted resources and data-driven knowledge

Actions:
- **Self-Assessment Tool** that enables CHIs to monitor their progress and informs them about what data they need to collect
- **Visual Analytics Dashboard** that allows to monitor trends
- Engagement of the **Europeana Aggregators** who can keep resources relevant for digital transformation up to date

Indicators:	**Outcomes**
• Number of organisations from each EU country/region using the self-assessment tool • All types of CHIs represented (museums, libraries, etc.) in the self-assessment tool • Number of CHIs who fill out the self assessment tool every year • Number of resources added by aggregators each year • Number of policies/research papers that reference insights from the data available on the observatory	• Policy makers more aware where funding/support is needed • CHIs can advocate better for their needs • Better targeted capacity building • Overview of emerging trends

KPI Outcomes
- More than 80% of the stakeholder groups rate the usefulness of the platform as four or higher on a Likert scale of one to five
- The number of CHI institutions that perform a self-assessment of their DSM readiness using the inDICEs self-assessment tool.

Ethical Pillar <mark>A voice for cultural heritage institutions</mark>	
Definition: Involve CHIs in decision making by taking their concerns and opportunities as a priority for future policy by focusing on the biggest challenges they face in the digital transformation process.	**Value**: Soft power/ local identity

Statement: We commit to empower CHIs to act as a unified sector towards policy makers through providing a participatory space, where knowledge of opportunities and concerns on digital transformation is collected and shared among institutions with different backgrounds.

Actions:
- Allow CHIs to provide their data voluntarily
- Fostering reuse, by connecting Creative Industries, giving support in open access and clearing rights processes
- Actively recruiting participants
- Surveys (and similar tools) - since surveying often is a challenge, maybe build a panel of organizations / people willing to be surveyed regularly, over next 2 years
- Possibility of envisioning policy advice from debates/discussions on the platform
- Creating connection to public events: discussion spaces,
- Create 'rooms' per topic for organized participation and data extraction
- Support CHIs in understanding what data they need to collect /
- Collect input to understand what data CHIs are collecting and from which sources / impact playbook phase 2
- Make room for developing new narratives and collaborating with other organizations on future visions

Indicators:	**Outcomes**
- Who's voice is part of this narrative and how many have participated in some way? - Growth of platform: proposals, participants, discussions - Growing reference/mentions to the platform in different media and networks where the chi communities are represented	- A strong voice from the sector towards policymakers - A hub for exchange and empowerment inside the sector - Collaborations with other eu projects

KPI Outcomes
- The percentage of EU country coverage of mapping IPR legislation on and copyright harmonisation

Ethical Pillar Impact through a critical lens	
Definition: Prioritize impact over intentions Impact is not just about outcomes, we should also view our day to day work through a critical lens. Ethical design is necessary for a more responsible design within the development of projects. For ethical design, what needs to be taken into account is the accountability of who is involved, who benefits, and who is impacted or harmed by the decisions taken by the characteristics of the service or end product. Impact cannot be reduced to just outcomes, we should also view our day to day work through a critical lens.	**Value**: Welfare/ social cohesion

Statement: We commit to accountability through building it into our platform and establish safe regular channels for feedback from participants.

Actions: ● Surveys on our platform (happening now - WP3) ● Easy-to-share surveys that look good on social media ● Making it easy to put links / media/ incorporated videos maybe

Indicators: ● Survey responses ● Number of initiatives led by participant communities ● Feedback from users with diverse language backgrounds and tech accessibility ● Number of types of different channels for feedback	**Outcomes** ● Developing more meaningful modes of communication and feedback ● Build knowledge on more community led solutions ● Understand what obstacles and challenges might be present for more marginalised stakeholders ● Learning about the negative implications or repercussions of our design

Ethical Pillar Interdisciplinary Approach	
Definition: Connect people from different domains - CHI professionals, creative industry representatives, policy makers, legal experts - to solve complex problems together.	**Value**: Innovation
Statement:	

Actions:

- Build a creative space to explore connections between socially engaged artistic practice and political change through discussion
- Initiate activities/discussions that actively ask for multidisciplinary input
- Provide an overview of main concepts and definitions that ensure understanding between all parties involved
- Enable the creative industry the re-use of data
- Focus on consensus building and collaborative activities
- Create opportunities for different users (researchers, CH practitioners, policy makers) to come together and discuss their priorities / consultation workshop

Indicators:	**Outcomes**
- What features have been added to make it inclusive? (closed captioning, different languages, etc) - Number of consultation workshops and of people attending them - Number of consensus building activities - Number of data re-used in other projects	- Collect feedback to further develop the project - Greater reach of the reused date by the users - More flow of the data and CHIs content between various stakeholders

KPI Outcomes

- The number of datasets available in the open observatory

Ethical Pillar <mark>Green deal. Environmental impact of digitization</mark>	
Definition: Lets evaluate and measure the Environmental impact of a digital observatory, and how we can decrease this impact	**Value**: Sustainability

Statement:

Actions:

- Optimizing the platform so that the data on it and its functioning doesn't need too much energy
- Following the GHG Protocol Corporate Accounting and Reporting Standard or the ISO 14040, ISO 14044 and ISO 14064-1 guidelines for conducting life-cycle analysis or carbon-footprint analysis
- Compressing tools available
- Give up some features like auto-play videos and infinite scrolling
- Limiting the size of all media and avoid doubles
- We will add messages on the platform toward its users to motivate a green behaviour at the same time in the use of the platform as in their general actions.
- Selecting "shared cloud" servers instead of "on-premises" as ensure better overall utilization rates (est. 65% vs 15%)
- Tell stories of climate change with heritage content
- Withdraw from fossil fuels sponsors
- Selecting "green" servers

- The most important thing is to be aware of the energy impact of ICT systems and in particular of resource-intensive applications in the cloud. Obviously, we cannot stop using these services, but we can opt for more rational consumption
- Partnerships to compensate for the CO_2 impact

Indicators:	Outcomes
- Monthly estimation of electrical consumption for servers for webpages & participatory platform - Monthly estimation of electrical consumption for servers dedicated to process big data (weblyzard) - Monthly estimation of electrical consumption for electronic devices used by every person of the consortium - Environmental impact due to the hardware used to scrap and store large amounts of data (ie wikipedia)	- Total transparency report about hardware providers for all actors involved in data processing - Community filter to review relevance of data sets before upload (DATA REPOSITORY) - Develop good practices/tips such as - Offering indicators like space on the servers -> electricity consumption - Pop up message to raise awareness on green behaviour - Urging hosting providers to switch to electricity from renewable energy sources, and by using more virtual servers instead of physical servers.

Annex 3: Enlarged Site Map 1

Legend:
- Home page section
- Hyper linked image, text, or button
- External Page
- Navigation Tab
- Pages

Home

- **Help** (Navigation Tab)
  - Help page
    - General Help
    - General Information
    - User Manual
    - Newsletter Archive

- **Calendars** (Navigation Tab)
  - Calendars page
    - Event 2
    - Event 1

- **Sign-in** (Navigation Tab)
  - Create Account

- **Self Assessment Tool** (Navigation Tab)
  - Self Assement Survey
    - Page to download assessment results

- **Dashboard Basic** (Navigation Tab)
  - How to read this data
  - Full analytics dashboard

- **Processes** (Navigation Tab)
  - Processes page

- **Assemblies** (Navigation Tab)
  - Assemblies page

- **Digital Praxis** (Home page section)
  - Digital Praxis
    - Platform Governance
      - Governance Scope with Assemblies and processes
    - Boot Camp
      - Bootcamp process
    - MOOC
      - MOOC external page
    - Impact Lite
      - Impact Lite Course Process

- **Theoretical** (Home page section)
  - Theoretical
    - Data Repository
      - Data repository assembly
    - Data from the observatory
      - Page with process/ assembly for observatory data
    - Greener Data Practices
      - Page with process/ assembly for green data practices

- **Policy Guidance** (Home page section)
  - Policy Guidance
    - Legal Recommendations
      - Legal Recommendations
    - Policy Briefs
      - Policy Briefs
    - Value Chain Case Studies
      - Value Chain Case Studies

Annex 4: Enlarged Site Map 2

Legend:
- Navigation menu second
- Home page section
- Hyper linked image, text, or button
- External Page
- Navigation Menu first
- Pages

Site map hierarchy:

- Home
  - Search function — search results page
  - Sign- in — sign in page
  - Sign- up — Create Account
  - Calendars — Calendars page
    - Event 2
    - Event 1
  - Help — Help page
    - General Help — General Information
    - User Manual
    - Newsletter Archive
  - Self Assessment Tool — Self Assesment Survey — Page to download assessment results
  - Dashboard Basic — How to read this data — Full analytics dashboard
  - Processes — Processes page
  - Assemblies — Assemblies page
  - Governance — Page with assemblies and processes within governance
  - Digital Praxis — Digital Praxis
    - Platform Governance — Governance Scope with Assemblies and processes
    - Boot Camp — Bootcamp process
    - MOOC — MOOC external page
    - Impact Lite — Impact Lite Course Process
  - Theoretical — Theoretical
    - Data Repository — Data repository assembly
    - Data from the observatory — Page with process/ assembly for observatory data
    - Greener Data Practices — Page with process/ assembly for green data practices
  - Policy Guidance — Policy Guidance
    - Legal Recommendations — Legal Recommendations
    - Policy Briefs — Policy Briefs
    - Value Chain Case Studies — Value Chain Case Studies

Annex 5: Case Study Structure and Notable Issues

Wikimedia

Structure

The **Wikimedia Foundation** owns the domains and trademarks and collects the bulk of the funds. The highest decision making body is the board of trustees that consists of Jimmy Wales, the founder, individuals selected by the various chapters within the Wikimedia organization, and selected experts chosen by the board.

While the Foundation serves as the broad umbrella, several **Wikimedia committees** are organised around various thematic facets of Wikimedia from governance and finance to elections.

Wikimedia chapters are independent organizations founded to support and promote the Wikimedia projects in a specified geographical region. Chapters are often based on national borders i.e. the Bosnian Chapter or Singaporean Chapter. They are obligated to have a legal framework with records of activities and in turn have specific benefits as a legal entity in their relationship with the larger Wikimedia community.

Wikimedia thematic organizations are independent non-profit organizations founded to support and promote the Wikimedia projects within a specified focal area. They are also required to have a legal structure, maintain detailed records on activities, maintain an expertise in their focal area, and share that expertise with Wikimedia.

Wikimedia user groups are simpler groups with less legal and formal requirements than chapters or thematic organizations. User groups are open membership groups with an established contact person and history of projects, designed to be easy to form. Notable user groups are:

- Art + Feminism: leads an international campaign to improve coverage of cis, and trans women, gender and the arts on Wikipedia through organizing in-person training and editing events
- Afrocrowd: an awareness initiative which seeks to increase the number of people of African descent who actively partake in the Wikimedia

Wikimedia governance is recorded and often conducted through the creation of Wikimedia pages that offer explanations, links, and meeting agendas that visitors can search and explore.

Notable Community Issues

The standards and parameters around contributions have at times created gender barriers and attitudes to newcomers have ranged from little to no response to their contributions or at worst impolite and aggressive responses.

In addition often the labor around moderating is time consuming and labor intensive which can burnout moderators and delay or halt governance processes. Accessing the governance process is complex and often difficult to follow which can make processes for accountability or even translation of these processes into multiple languages difficult or impossible.

Finally, there have been issues around adequate gender representation. Wikipedia has often had a 'show me the code' attitude to measuring participation which means those who make edits, write, etc are recorded as having contributed. However, women have often been diligently contributing as organisers, managers, etc. whose work cannot be counted in edits. For instance, the Universal Code of Conduct was only made possible by the organising of women and various minority groups and drastically changed the behaviour of the organization. So an important consideration in this issue is what data counts as participation and how can data amplify or address inequalities.

Decidim

Structure

Decidim was initially conceived, promoted and funded by Barcelona's City Council, but soon the community realized it was necessary, for the sustainability of the project, to not depend on a given institution. Other open source projects promoted by public institutions that did not have a strong community or a long-term strategy to be sustainable are discontinued or slowly die without funding. As a result, in 2017 the platform's community kicked off a governance participatory process, through which they reorganized the roles of the Assembly, Committees, the Product Team and the decision-making flows. Even though Barcelona's City Council is still the main funder and co-participant in the product development governance, Decidim's domain and trademark are under control of its community through the Decidim association (see details on the roles of each body below), and the community is signing agreements with other catalan institutions to disseminate and further develop the platform.

In summary, the governance model of Decidim has been initially organized in three layers: legal governance, code governance and community governance.

Legally, the project is licensed under the GNU Affero General Public License v3.0. Permissions of this strongest copyleft license are conditioned on making available complete source code of licensed works and modifications.

In terms of code governance, Decidim is a GitHub project, and it is deploying a custom development process which relies on (a) its community (called Metadecidim) to discuss change features for

Decidim and (b) GitHub to address their implementation. Metadecidim also self-organizes using a Decidim instance as their digital platform for participation, which hosts open participation processes so any member of the community can propose new functionalities or report bugs to the entire community. Members can also comment and/or endorse proposals of new features. If the new functionalities comply with the platform's social contract, they are reviewed by the product team (a group of core or product owners and also members of the community) and are executed if and when funding is available. When developing the code on Decidim's GitHub, participants must comply with a code of conduct, a set of rules to uphold a harassment-free experience for everyone contributing to the project.

Finally, Metadecidim is the democratic community that manages the Decidim project in all its dimensions, from the software development to community engagement. The community is open to any person or institution that wants to participate in the debate, the proposal and the execution of relevant issues of the Decidim platform such as the (re)design of the futures, the improvement projects and their uses and future possibilities. The community is formally organized by the Decidim Association, founded in 2019, which cares for the community, its governance and conflict resolution, contributing to the project in five areas of work: extension, development, management, community organizing and citizenship innovation. The association was created to guarantee the project's autonomy, transparency and democratic organizing in the long run, also enabling the community to have resources for contracting in-house developers.

Each Decidim instance, as it is used by institutions and organizations worldwide, can develop their own governance models, as long as they uphold the platform's social contract. In this sense, not all features offered by the framework have to be activated in every Decidim instance, as well as not all institutions and organizations that use Decidim participate as closely in the platform's governance and improvement.

Notable Community Issues

Some of the community issues Decidim faces are related to the background of the project, as it was promoted, funded and co-managed by local public institutions. Taking into account the widespread privacy violations, racist, sexist and unethical exploitation of data by companies and governments over the last decade, the Decidim community prioritizes participants' privacy and their total control over their own data in the platform development, use and its ethical compass (see more details below). Regarding the production, use, processing and storage of participants' data, Decidim's community has decided to not collect personal sensitive data, but only gathering and making public data on the participatory processes activities to guarantee total transparency and traceability of participatory engagement. Among the challenges Decidim faces in terms of data governance is to think and build data as commons or data commons, produced and managed by the Metadecidim community, dealing with the trade-off between protecting participants' privacy and generating data for research and analysis in and for the processes. The community values privacy by default, so it is crucial to be able to decide which pieces of data to open (or not) and for whom and under what conditions, going beyond the public/private and open/closed dichotomy (Calleja-López et al., 2017). In this sense, to avoid privacy leaks, techniques of anonymization and aggregating data and

distributed ledger technologies such as Blockchain have been developed to experiment on solutions to this challenge (see, for instance, the DECODE project).

Other issues Decidim has been discussing include, for instance, how to deal with different degrees of involvement (such as developers, technical staff, volunteers, translators, etc) with different profiles and backgrounds (technology, participation, research, etc.). In an effort to proactively counter similar issues, the personas created to help the design of the platform have also been used to imagine different levels of management of the platform such as an administrator or process administrator.

Subsequent challenges the Decidim community is debating are how to coordinate decision-making on different scales (local, regional and international), how does an international community communicate, how are the deliberation processes produced and in which languages (Calleja-López et al., 2017). In that sense, the inDICEs community has identified specific issues related to the inconsistent use of inclusive languages in the translations of the Decidim interface. An interesting approach the inDICEs governance model introduces to deal with this issue is organizing in national chapters.

Finally, studies on Decidim.barcelona's participation across gender shows that more women participated in comparison to other online political fora where usually men are two-thirds of the participants (Borge Bravo, Balcells, and Padró-Solanet, 2019). Nonetheless, the same study found women were 41.5% of Decidim.barcelona participants, which means there is still a gender gap to tackle. Moreover, the community is aware of the low number of women or non-binary coders participating in the community, as well as of the challenges regarding minorities inclusion, especially related to race, income levels, education and ethnicity.

Creative Commons

Structure

details should complement the section 'approaches to digital governance that informed indices'

The **NGO Creative Commons** owns the domains and trademarks and collects and manages the bulk of the funds that support the Creative Commons Global Network and other projects and initiatives. The **Creative Commons Global Network (CCGN)** is composed of all the members of the network, including individual and institutional members. The CC Network includes Chapters and Network Platforms for coordinating their work locally and at the global level. The CCGN is the overarching structure to help coordinate and provide leadership in the global Creative Commons movement.

The **Global Network Council (GNC)** is the highest governing and decision-making body of the Global Network. It consists of elected representatives of all CC Chapters and representatives from CC Headquarters. It meets multiple times annually and carries out its work through subcommittees. The GNC has an Executive Committee and a Membership Committee, that includes elected representatives of the CC Network.

National chapters serve as the central coordinators of the work of the individuals and institutions participating within a country in support of the Creative Commons Global Network. A Chapter is

constituted by all Network Members, Institutional Members and other contributing people and organizations working in a particular country. A chapter may develop and maintain an organizational structure and governance processes of its own as long as it respects the guidelines and standards set by the network. Chapters also offer guidance to members and other participants within the country as to how they can operate and speak on behalf of the chapter in that country. National chapters are not required, by CC's guidelines and Charter, to have a legal framework or become a legal entity.

A **Platform** is an "area of work" with goals, objectives, policy positions, individual and collaborative activities, and possibly also specific programs. Platforms are one of the structures through which the Creative Commons community is organized, where individuals and institutions gather and coordinate themselves across the CC Global Network. Platforms are the way strategic collaboration is created and communicated to have worldwide impact, as well as the spaces where the network works collaboratively. The platforms are open to anyone willing to contribute and develop usable and collaborative global commons. At the moment, there are four platforms: the Open Education Platform, the Copyright Reform Platform, the Community Development Platform and the GLAM Platform.

The CCGN has its own website, and publishes its guidelines, standards and policies on Github, as well as maintaining wikipedia pages with reports and additional information. The Chapters, moreover, have their own websites.

Notable Community Issues

In a study conducted by Creative Commons in 2020, the CCGN members reported several community issues. On the one hand, they pointed out limitations related to their engagement in the network, such as lack, or prioritization, of time to do volunteer work for CC; unclear entry points into the network and subsequent options to get involved; lack of easy-to-access documentation, materials, and case studies, covering how others' have worked on common issues.

On the other hand, they mentioned structural issues that have to do with challenges Creative Commons and CCGN are facing as they pursue their goals. More specifically, they reported lack of organization's visibility and resources for awareness campaigns; lack of formalized capacity building and training support suitable to needs and local contexts; geographical limitations of scope of action and lack of diversity and representation and low levels of participation of less privileged or marginalized communities. Even though the community has been working towards promoting gender equality and expanding the geographical coverage of the network, lack of diversity is still a pressing issue.

Annex 6: Persona Samples Impact Lite
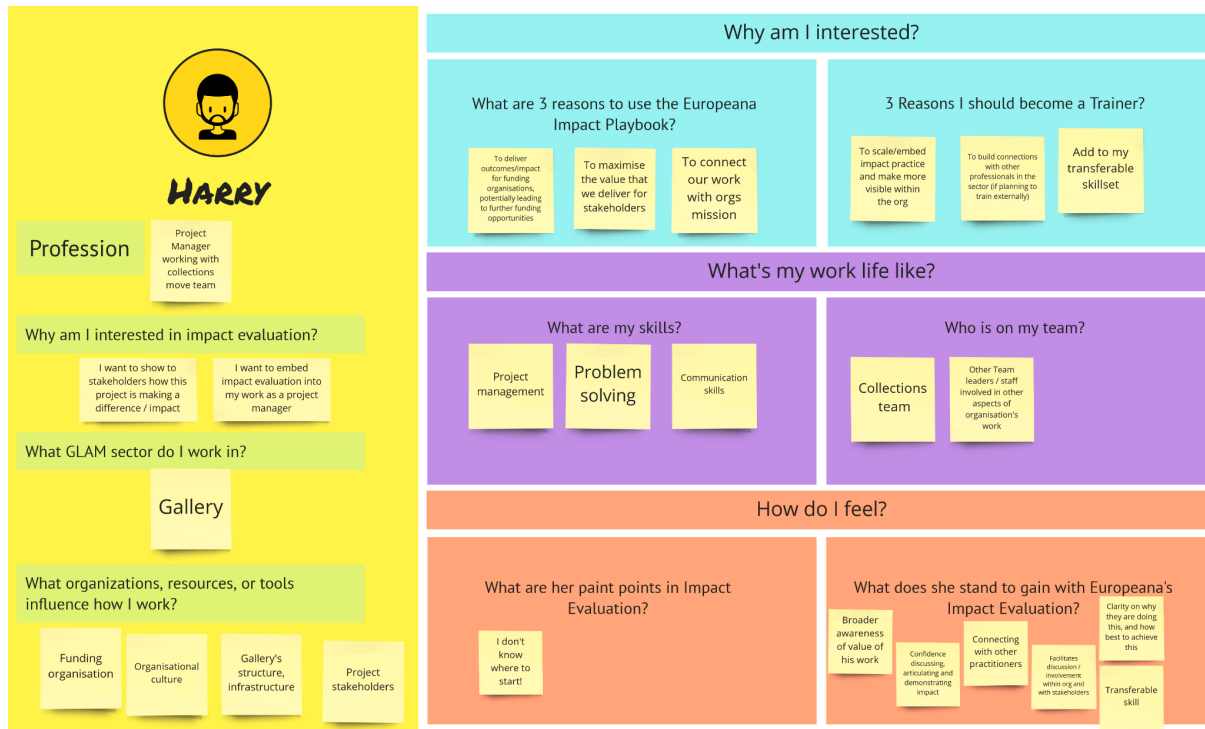
GLAM/CHI practitioner persona sample:

Figure 18 Completed MIRO canvas for persona

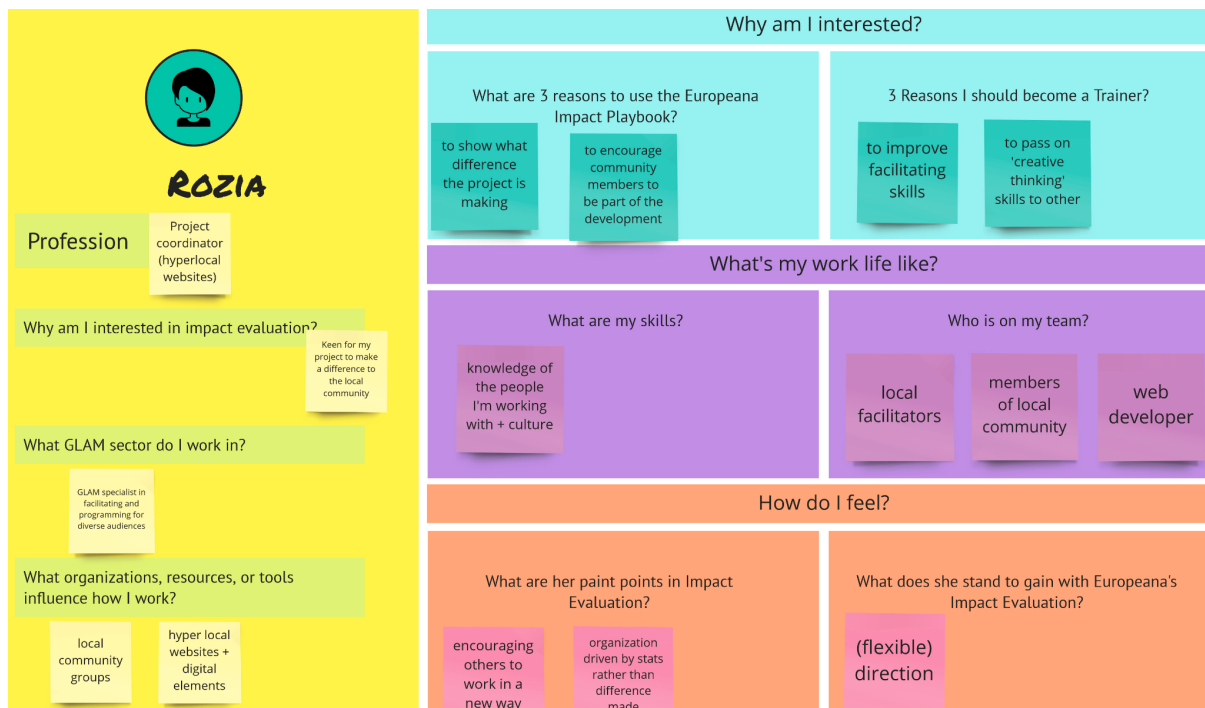Sample of a person who consults with GLAMs and CHIs

Figure 19 Completed MIRO canvas for GLAM consultant

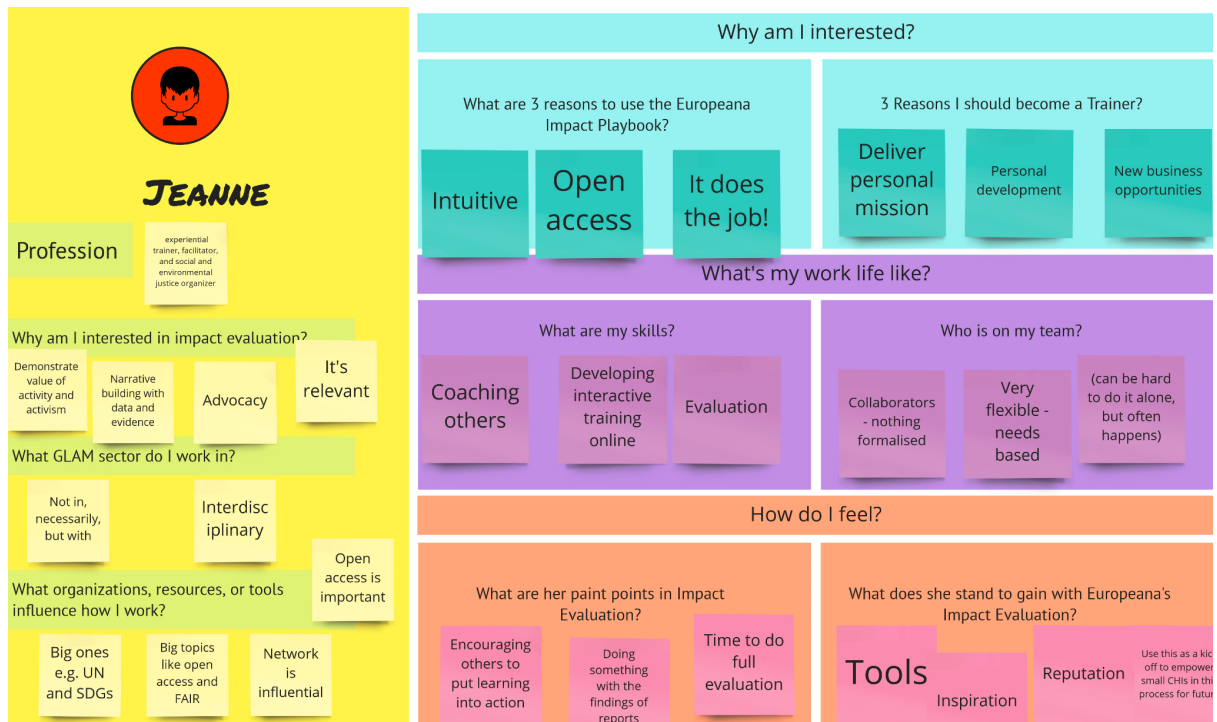Person who represents third party interest groups:

Figure 20 Completed persona canvas for grassroots organiser

Annex 7: Impact Lite Crash Course Outline

I. Phase 0

Phase 0 is envisioned as an exploration of the factors that allow the community to better understand the value of having impact assessment integrated in their work and supporting their digital transformation.

- ○ Activity:
    1. Asynchronous
        - Videos from the impact webinars
        - Case studies that show the importance of impact assessments
        - Quizzes for participants to assess their knowledge
        - Discussion threads
    2. Synchronous
        - A workshop to build from relevant Value Creation / Impact Frameworks
- ○ Key Stakeholders:
    1. CHI professionals
    2. Curators
    3. Consultants
    4. Project designers and managers
    5. Everyone from the exercises...
- ○ Content:
    1. Relevant 'definitions' and terms
    2. Strategic perspectives
    3. Value lenses
    4. Evaluating a social context for opportunities for impact
    5. Information on where find resources and case studies
    6. Materials that explain the added value of the impact framework: point to convince people to go further
    7. Materials on how to engage colleagues? tips. how to create a group.
- ○ Resources:
    1. Should explain how to use the playbook section of phase I
    2. Timeline for how to apply the Playbook
- ○ Learning Objectives:
    1. Be confident in starting to talk about impact
    2. Communicate how to strategically frame impact and its values within an organization
- ○ Outputs:
    1. Participants should use the value lens canvas to brainstorm impact in different areas.
    2. Participants should take a look at the strategic perspective canvas and tag them with the values that impact and assess if they are aligned with the organization? What might this entail in terms of design?

- ○ Methods to Measure Outcomes/ Evaluation:
    1. Check completion of activities
    2. Did this person communicate their strategic perspective well in group?
- ○ Motivation: What are the main benefits of your course that would motivate them to participate? What are the 'hooks'; the elements that would attract them to explore the course, in terms of topics, formats, technical features, etc.?
    1. Always wanted to know more about your impact?
    2. Easy with everything in one place

II. Phase 1

Phase 1 should inspire participants to continue their journey and learn the importance of impact in Phase 0. In phase is about paying attention to the skills one should have as a trainer. It should communicate the skills required to communicate the different concepts with the impact playbook.

- ○ Activity
    1. Asynchronous
    2. Synchronous
        - Workshops that are light and easy
- ○ Content
    1. Empathy Map
    2. Change pathway
- ○ Resources
    1. Reader: Impact Case Study Assessment from Europeana
- ○ Learning Objectives
    1. Participants by the end should know how to apply the Phase 1 process to design an impactful programme (and impact assessment)
- ○ Outputs
    1. Data collection: surveys
    2. Data collection: observations
    3. Data collection: existing data points
    4. Each participant should create an empathy for themselves and for a prospective participant in the workshop. They should then ask themselves how they can categorise stakeholders, by age, participation, profession?
    5. Use the change pathway canvas and fill it in with the two perspectives from your empathy mapping.
- ○ Learning Outcomes
    1. Applying impact framework in their own context
    2. What does this actually mean?
- ○ Methods to Measure Outcomes/ Evaluation
    1. Participants embed a method to design impact in their project design activities
- ○ Motivation: What are the main benefits of your course that would motivate them to participate? What are the 'hooks'; the elements that would attract them to explore the course, in terms of topics, formats, technical features, etc.?

1. Broader awareness of value of their work
2. Helps her asking the right questions at the beginning of a project
3. Inspiration

III. Phase 2

This phase needs to emphasize teamwork. Additionally, participants should be encouraged to think of their own experience as soon as possible and apply it to their own project when considering what data to collect and analyse.

- ○ Activity
    1. Asynchronous
        - ● E-Lectures: a speaker presents information, directly addressing the audience
        - ● Readers: Statistical validity for dummies; working on drawing conclusions
        - ● Animated Videos
        - ● Practical Assignments
        - ● Quizzes
    2. Synchronous
        - ● Webinars
        - ● Workshop on developing indicators
        - ● Workshop on data collection
- ○ Key Stakeholders
    1. Communications people
    2. Project leads
    3. Data people
    4. Project delivery team
    5. As a volunteer level be more considerate of their time
- ○ Content
    1. An example case study
    2. Information on how to choose the right method
    3. Message to communicate: spending money is not required for a good analysis
    4. Advice on who to quote in a report
    5. What can data look like in a more approachable way
    6. A lighter version with a more community level orientation
    7. Examples of data
- ○ Resources
    1. Europeana question bank
    2. Lists of indicators
    3. An example of a complete data collection plan
    4. Worked through coding examples - e.g. on Google sheets
    5. Exercises on statistical validity
    6. List of tools
- ○ Learning Objectives

1. Selecting stakeholders to communicate their point
2. Confidence in selecting data collection methods
3. Confidence in data analysis

○ Outputs
1. Write a 100 word summary to be presented to the group about their work so far. Prioritise the outcomes from their change pathway and brainstorm methods to use to measure each one.
2. Taking existing cases as homework to compare results
3. A set of conclusions (findings) that answer their research question
4. Take an inventory of their existing data and how that might match existing methods

○ Learning Outcomes
1. Impact data collection embedded into workflows
2. Understanding/use of common terms / standards for impact evaluation
3. DIY data analysis skills
4. Confidence discussing and demonstrating the impact of activities
5. How are learning outcomes in informal education spaces frequently expressed? How do they convert to indicators?.. "

○ Methods to Measure Outcomes/ Evaluation
1. Create a change pathway for that session and it is an impact assessment and put their participation in the context of the impact framework
2. Surveys
3. Assessing the impact of the session itself

○ Motivation: What are the main benefits of your course that would motivate them to participate? What are the 'hooks'; the elements that would attract them to explore the course, in terms of topics, formats, technical features, etc.?
1. Connecting with other practitioners
2. Helping to find good arguments for next proposal
3. Creating their first impact story
4. Tools and resources
5. Clarity on why they are doing this, and how best to achieve this
6. Improve their programme - evidence-based
7. Get better at identifying new areas of interest or new audience
8. The data and the analysis

○ Notes
● This is the one where we need most training
● Tips for online interviews
● Maybe a simpler case for the homework
● Less text more examples and cases
● Why should donors pay you for doing it?
● How do people use your content after your event
● Post event evaluation as a means to collect data
● Feels a bit like a standalone resource not connected to the change pathway
● It's very academic

- Text heavy
- People often says it is impossible to measure impact
- The outcomes and outputs are measurable but make his more clear
- Context we're working in are so different and maybe use a smaller scale example because regional orgs have more resources
- More visual
- Think of our trainers with a smaller scale i.e. neighborhood or city

IV. Phase 3
  - Activity
    1. Asynchronous
        - Transform Phase 3 into a slide deck for making the report presentation easier
        - Create a dissemination strategy outline
        - Make a resources, tips and tutorials list
        - Proofreading + stakeholder feedback
        - Case studies
        - Webinars
    2. Synchronous
        - Reflecting on Data Visualization with historical visualisation examples (pre-digital) https://participate.indices-culture.eu/processes/cocreation/f/6/posts/6
        - Visualising the data and your narrative - charts, graphs and much, much more
        - Validate and review their narrative
  - Key Stakeholders
    1. Communications colleagues
    2. Senior colleagues
    3. Colleagues who were/are/willbe involved in the delivery of the 'impactful' project/activity
  - Content
    1. Examples to follow
    2. Tutorials
    3. Checklists
    4. interactive exercises using the ideas from Phase 3, showing the steps, Workflows, etc.
    5. Guides/tips
    6. Case studies (hypothetical or real)
  - Resources
    1. Dome great canvas templates
    2. More easy ready-to-use tools (i.e. empathy map)
    3. Time+skills of those delivering the dissemination strategy
    4. Slide deck (easy to adapt)
    5. Table templates for planning the whole process
  - Learning Objectives

1. Aware of story-telling principles and value for impact narration
2. Can draft an impact story
3. Understand the value of words and tailored storytelling
4. Assess which data is most important for audience
5. Matching visual types to data types making a quick quiz

- Outputs
    1. A great impact narrative
    2. Facilitating a training session with their peers
    3. Personal list of who will receive the 'report' + dissemination plan
    4. Infographic
- Learning Outcomes
    1. Confident to draft an impact story
    2. Think about different storytelling mediums - what about telling an impact story through video?
- Motivation: What are the main benefits of your course that would motivate them to participate? What are the 'hooks'; the elements that would attract them to explore the course, in terms of topics, formats, technical features, etc.?
    1. New ways of engaging staff with impact analysis
    2. Gain more acknowledgment for the Expertise of the archive
    3. Confidence discussing, articulating and demonstrating impact
    4. Confidence with the tasks (i.e. time organizing, choose the great points of the impact research)
    5. Telling new stories about your organisation and its value / impact