micado

migrant integration cockpits & dashboards

D5.1

General Guidelines for Piloting

Project

Acronym: **MICADO**
Title: Migrant Integration Cockpits and Dashboards

Coordinator: HafenCity University Hamburg

Reference: 822717
Type: Innovation Action
Programme: HORIZON 2020
Theme: Addressing the challenge of migrant integration through ICT-enabled solutions (DT-MIGRATION-06-2018)

Start: 1 January 2019
Duration: 42 months

Website: www.micadoproject.eu

Consortium:

- **HAFENCITY UNIVERSITÄT HAMBURG** (HCU), Germany
- **FREIE UND HANSESTADT HAMBURG** (FHH), Germany
- **HAMBURGISCHES WELTWIRTSCHAFTSINSTITUT GEMEINNÜTZIGE GMBH** (HWWI), Germany
- **UNIVERSITEIT ANTWERPEN** (UANTWERPEN), Belgium
- **OPENBAAR CENTRUM VOOR MAATSCHAPPELIJK WELZIJN VAN ANTWERPEN** (OCMW Antwerpen), Belgium
- **INTEGRATIE EN INBURGERING ANTWERPEN** (Atlas Antwerpen), Belgium
- **DIGIPOLIS** (DIGIPOLIS), Belgium
- **ALMA MATER STUDIORUM - UNIVERSITA DI BOLOGNA** (UNIBO), Italy
- **AZIENDA PUBBLICA DI SERVIZI ALLA PERSONA CITTA DI BOLOGNA** (ASP Bologna), Italy
- **CONSORZIO PER IL SISTEMA INFORMATIVO** (CSI PIEMONTE), Italy
- **COLEGIO PROFESIONAL DE POLITÓLOGOS Y SOCIÓLOGOS DE LA COMUNIDAD DE MADRID** (CPS), Spain
- **CONSEJERIA DE POLITICAS SOCIALES Y FAMILIA COMUNIDAD DE MADRID** (CPSF-DGSSIS-CM), Spain
- **UNIVERSIDAD REY JUAN CARLOS** (URJC), Spain
- **TECHNISCHE UNIVERSITÄT WIEN** (TU WIEN), Austria
- **SYNYO GmbH** (SYNYO), Austria

Deliverable

Number:	**D5.1**
Title:	**General guidelines for piloting**
Lead beneficiary:	University of Bologna (P8)
Work package / Task:	WP5 / T5.1
Dissemination level:	Public (PU)
Nature:	Other (O)

Due date:	30/05/2020
Submission date:	30/05/2020

Authors:
Carolina Mudan Marelli, UNIBO
Teresa Carlone, UNIBO

Contributors:
Valeria Lemaitre, ATLAS
Rosa Thoneick, HCU
Marie Malchow, HCU
Piotr Zagorski, CPS
Laura Díaz, CPS
Asya Rafaelova, CPSF-DGSSIS-CM
Tim De Konig, ATLAS
Claudia Guenther, FHH
Lore Van Praag, UANTWERPEN
Hanne Apers, UANTWERPEN

Review:
Rosa Thoneick, HCU
Claudia Guenther, FHH

HISTORY OF CHANGES			
version	**date**	**comment**	**author(s)**
V 1.0	07/01/2020	**First Draft**	Carolina Mudan Marelli (UNIBO), Teresa Carlone (UNIBO)
V 1.1		Comments	Valeria Lemaitre (ATLAS) Rosa Thoneick (HCU) Marie Malchow (HCU) Piotr Zagorski (CPS) Laura Díaz (CPS) Asya Rafaelova (CPSF-DGSSIS-CM) Tim De Konig (ATLAS) Claudia Guenther (FHH) Lore Van Praag (UANTWERPEN) Hanne Apers (UANTWERPEN)
V 2.0	08/05/2020	**Second Draft**	Carolina Mudan Marelli (UNIBO), Teresa Carlone (UNIBO)
V 2.1		Comments	Valeria Lemaitre (ATLAS) Tim De Konig (ATLAS) Lore Van Praag (UANTWERPEN) Laura Díaz (CPS)
V 2.2		Review	Rosa Thoneick (HCU) Claudia Guenther (FHH)
V 3.0		**Finalized document**	Carolina Mudan Marelli (UNIBO)

micado

Executive summary

When we think of technological innovations such as those that the MICADO project wants to promote, a fundamental dimension of the innovation process is the implementation of the pilot project. Within the MICADO project, the implementation of the pilot serves exactly these multiple purposes: to verify the scientific basis on which it was built (WP1, WP2 and WP3), to refine the proposed technological prototype (WP4), and to develop detailed recommendations to foster the sustainability of the project (WP6). The deliverable D5.1 General Guidelines for the Piloting of the MICADO technological solution delivers the overall approach and guidelines for MICADO partners to define their local-tailored implementation plan and to run the pilots in the four piloting cities. This document provides guidelines for the planning, organization, implementation of the local piloting by each of the participating cities. It also includes an updated and detailed time frame for the completion of each of the phases and tasks, and a description of the method that will be applied for the monitoring and evaluation of the pilots in each city. The pilot implementation will be carried out in four phases, namely: The pilot implementation will be carried out in four phases, namely: Phase 1 - Local piloting organisation and implementation; Phase 2 - Content production and integration; Phase 3 - Usability testing; Phase 4 - Public pilot implementation. The results of this phase will help to collect information for implementing the final adjustments to the MICADO technological solution.

These guidelines will also include 3 documents in the annex: 1) drop off for the local pilot leader; 2) template for the local pilot implementation plan; 3) Detail timeline for the local pilot implementation.

Table of Content

1 About the Work Package 5 on Pilot Implementation

Pilot implementation: the definition and relevance of this step

When we think of technological innovations such as those that the MICADO project wants to promote, a fundamental dimension of the innovation process is the implementation of the pilot project. When we talk about pilot implementation, we are referring to a realistic testing process with a sample of the final users of our technological solution. As Simonsen et al. (2008) point out:

> „A pilot implementation is an activity undertaken in the context of systems development and implementation to test a system in a realistic setting and thereby learn about the fit between the system and its organizational use situation and about changes necessary prior to full-scale deployment"[1]

The implementation phase is important as innovative solutions are non-existent solutions, and therefore can contain some unforeseeable limits and problems. The implementation phase is a phase that foresees a constant iteration process between those who develop the technology and the end users and this process allows verifying whether the identified needs of the user targets have been met and whether they coincide with actual needs of the end users.

Differences between a standard implementation and a pilot implementation

When we talk about *pilot implementation,* we are not referring to a standard implementation or to a final technological product. Compared to standard implementation processes, the pilot implementation is done with a technological solution that is still under development. This means we are talking about a limited implementation, where we want to evaluate the usability of the technology we are developing. In the pilot implementation, we want to understand the problems of our solution that need to be solved or improved while being part of the development process. On the other hand, through the local pilot implantation we can better define the local specificities that need to be develop in order to implement a Local Micado solution (WP6 – Local solution development)   In the pilot implementation, our technological solution is by definition a temporary solution that needs to be tested through an ad hoc process.

The pilot implementation as a test of the whole MICADO development process

Through the implementation phase of the pilot solution, it is possible to test the development whole process put in place during all the previous work packages (WP1, WP2, WP3, WP4, WP7). Furthermore, it could also help to identify new (innovative) issues that could be considered in future projects.

Within the MICADO project, the implementation of the pilot serves exactly these multiple purposes: to verify the scientific basis on which it was built (WP1, WP2 and WP3), to refine the

---

[1] http://jespersimonsen.dk/Downloads/PilotImpl-praesentation.pdf

proposed technological prototype (WP4), to develop detailed recommendations to foster the sustainability of the project (WP6) and to define a set of recommendations addressed to future projects that intend to develop technological solutions in the field of services dedicated to the integration of migrants at the local level.

2 About this document

The MICADO project foresees the implementation of a 'local piloting' (Work Package 5). The objective of the local piloting is described in the project proposal as the phase where the *Universal MICADO* solution will be piloted with end-users in each of the partner cities/regions. To do so, general guidelines for piloting will be developed and then specified into local pilot plans to guide the actual implementation. The plans will specify (a) the target and the typology of facilitators involved in the pilot and (b) their working schedule. Monitoring and evaluation of the local pilots will validate the applicability, added value, and impact of the MICADO solution.

This document provides guidelines for the **planning, organization, implementation of the local piloting** by each of the pilot cities (Antwerp, Bologna, Hamburg and Madrid). It also includes an **updated and detailed timeframe** for the completion of each of the phases and tasks, and a description of the **method and instruments that will be applied for the monitoring** of the pilots in each city.

The information collected in WPs 1, 2 and 3 confirm that there is a different context in each city regarding stakeholders, procedures and availability of information. Therefore, each piloting city needs to adjust this approach to their local context (e.g., with complementary and /or additional measures), and describe it in its 'local implementation plan'.

These guidelines might need to be revised in the second semester of 2020 according to the progress and results of WP 4 Technical Design and Development. In addition, a second review might be necessary as some issues remained outstanding due to the global consequences of the corona virus which slowed down the consultation and review process by all project beneficiaries. Due to the Covid-19 situation, work on determining the proper way of deploying the MICADO solution on the premises of the different PAs is still pending in some pilot cities.

3 Pilot implementation – A general overview

The implementation of a pilot for a technological solution is an extremely complex activity articulated in different phases. Each phase is linked to the previous ones and must be a bridge to the next ones. In order to clarify the structure of this process right from the start, in this section we provide an overview of the phases in which the implementation process for MICADO is articulated. The MICADO pilot implementation will be carried out in four phases, namely:

- **Phase 1 - Local piloting organisation and implementation:** The piloting cites appoint a partner organization as 'local pilot leader' and they prepare the local implementation plans.

- **Phase 2 - Content production and integration:** The local groups work on the production, collection, approval and translation of the contents to be integrated into the MICADO architecture developed in the WP4 with the support of a dedicated task force composed by WP4 and WP5 beneficiaries before starting the Usability test (Phase 3).

- **Phase 3 - Usability testing:** The piloting cities implement **one-to-one usability tests** (so testing the tool following one single user step by step face-to-face) of the universal MICADO solution with a selected group of users of the three target groups (Migrants, Pas and local organisations). The feedback will be collected using a common template defined together with the technological developers (WP4). These feedbacks will help to make the necessary adaptation to the tool (1st iteration) before a wider pilot implementation phase (Phase 4). In order to simplify the iteration process with the developers, the feedback will be focused on: Navigation and information architecture; layout and visual design; intuitiveness of the technology; clarity of content and terminology.

- **Phase 4 - Public pilot implementation**: In this phase the local groups will run an **extended pilot implementation** (not a face-to-face usability test, but a remote testing) of the Universal Micado Solution with the three target groups in order to have a larger sample of user's and to produce a more quantitative knowledge of the potential problems of the MICADO technological solution. The feedbacks collected during this phase will be used for the implementation of the final adjustments to the MICADO application (2nd iteration with the developers) and the feedbacks will be based both: on an online questionnaire that will be integrated into the MICADO tool, and on the user's statistics produced by the monitoring tool integrated into MICADO.

These 4 phases are described in detail in the next chapters. There will be **continuous monitoring** of the piloting implementation to ensure that the local pilots are implemented in

the four cities according to the guidelines described in this document and the agreed timeline. For doing so, the local groups will produce three periodical reports throughout the local implementation period, this process is explained in chapter "Pilot monitoring and evaluation".

Context and Scope of the pilot implementation

- Piloting cities: Antwerp, Bologna, Hamburg and Madrid

- All features of the universal MICADO tool identified and agreed during the convergence workshop (WP3 - January 2020 in Hamburg) and described in the 'minimal viable product' (D3.1) will be tested first in a closed environment (phase 3) then through a larger pilot implementation (phase 4).

- All target groups take part in the pilot implementation: migrants, public authorities and other NGOs/local communities

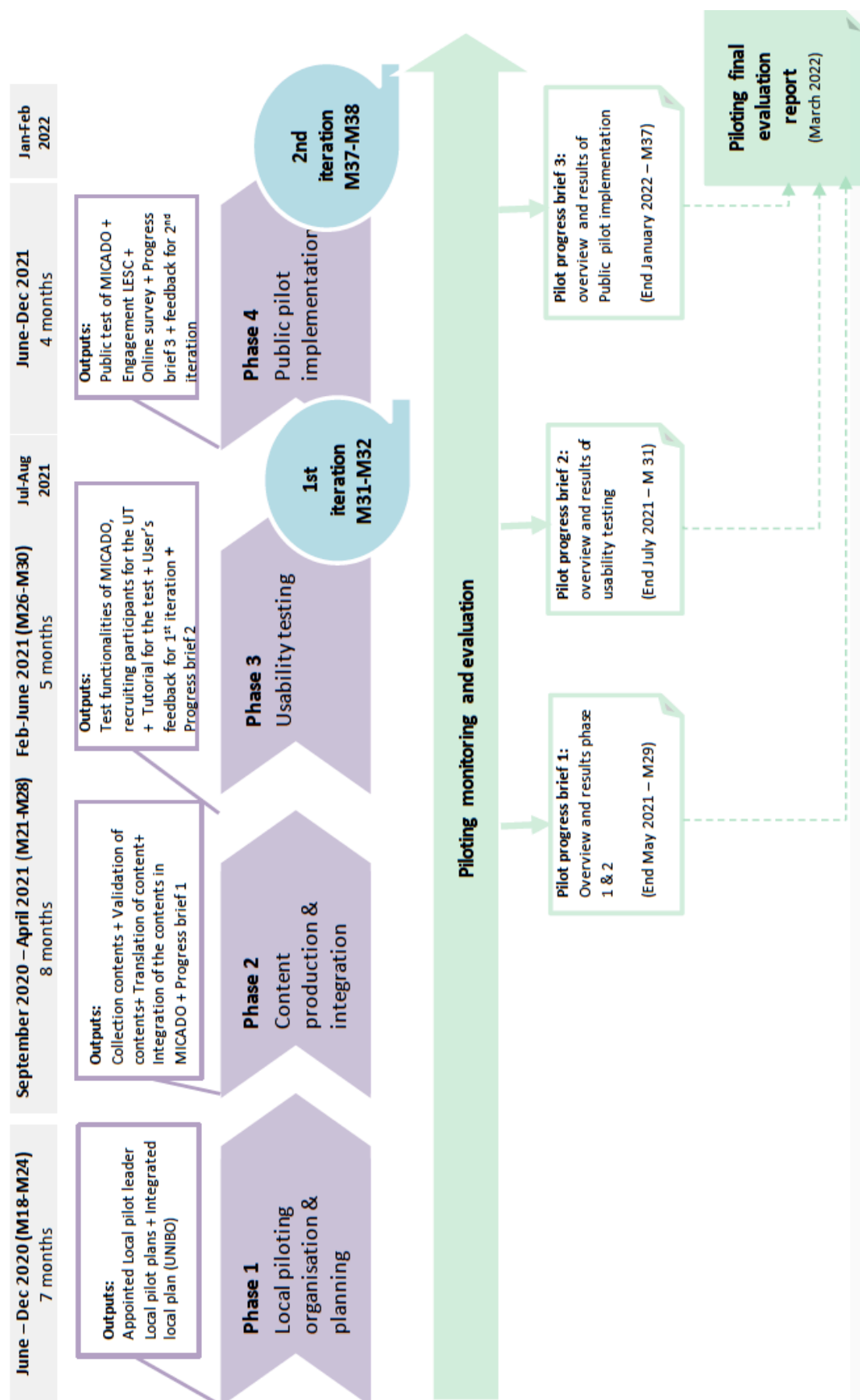The following **chart provides an overview of the phases** and timeline of the local piloting

Fig. 1 - Overview of the phases and a timeline of the local piloting

4 Phase 1: Local piloting organisation and planning

Outputs of this phase:

- Each local group appoints a partner organization as 'local pilot leader' (M17)

- Each local group prepares its local pilot implementation plan (M17-M19)

Timing phase 1: from June 2020 (M18) - to December 2020 (M24)
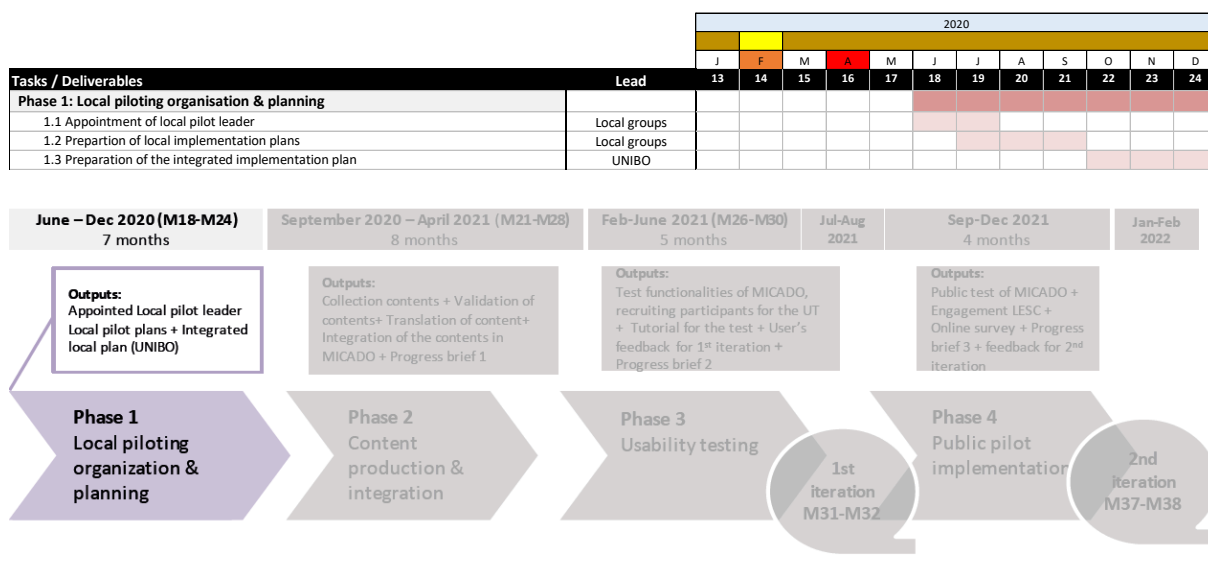
4.1. Appointment of local pilot leaders

Timing Local pilot leader appointment: from June 2020 (M18) - to July 2020 (M19)

Taking into account that the local piloting will be run by the MICADO local partners with the cooperation of different stakeholders, it will be crucial to appoint one organization as 'local pilot leader' in each MICADO local group. **The role of the local pilot leader** will be to ensure the coordination, timely implementation of the pilot and the follow-up of the actions within each city. **The local pilot leader will act as contact point vis-a-vis the MICADO consortium** (for the overall planning and reporting of the progress/ results of the local piloting) and for other involved stakeholders.

The selection and appointment of local pilot leaders (LPL) will be done at the local level by each MICADO local group (an excel file with all the LPL will be stored on nextcloud with the contact details) taking into account the role (as described above) and the capacity of the organization for performing the following tasks:

a) Developing a local implementation plan (T 5.2) with the support/input of the local group partners and following the guidelines described in this document.

b) Defining the local piloting timeline within the framework provided in these general guidelines and ensuring its timely implementation by all stakeholders involved.

c) Coordinating and contributing to the preparation and collection of information that will be integrated into the MICADO solution.

d) Integrating the content into the MICADO architecture and/or identify partners or local stakeholders responsible for doing so and coordinating this work.

e) Defining the local flow and procedures for the validation of information produced and to be integrated into the MICADO application.

f) Identifying, selecting and contacting the participants needed for each phase of the pilot (migrants, Local organizations, PAs) with the support of the partners of the local group and according to the sampling procedure defined in these guidelines.

g) Organizing the usability test phase with the Public Authorities (PAs), the selected group of migrants (WP2 categories of migrants), and local organizations.

h) Coordinating the tasks of the different partners and stakeholders participating in the implementation of the local pilot (PA, Migrants, local organizations).

i) Supervising the whole implementation process of the local piloting.

j) Reporting on the progress and results of the piloting to the task leader (P6 - Atlas)

k) Informing on the progress regularly to the WP leader (P8 - UNIBO). UNIBO will call to regular online meetings about WP5 with the pilot leaders.

l) Being the contact point for information/communication regarding the local piloting for both, the MICADO Consortium partners and local stakeholders.

[Associated document: Excel file with pilot leaders with their contacts]

4.2. Preparation of local pilot implementation plans

Timing preparation of local pilot implementation plan: from July 2020 (M19) - to September 2020 (M21)

The local pilot leader will prepare the local pilot implementation plan with the support of the local partners and in consultation with other stakeholders.

The local implementation plan is closely linked to these general guidelines and must therefore respect their structure as much as possible, adapting the contents to the specific context of each pilot city. It will describe:

- The appointed local pilot leader (LPL) justifying the choice of the LPL with regard to characteristics required in these guidelines (§ section 4.1)

- The detailed local-specific planning within the timeframe / deadlines provided in this document (using the timeframe for local piloting excel accompanying these guidelines)

- The distribution of roles and responsibilities within the local group, therefore it will include information on the person(s) or team (list of people) responsible for:

  o Validating MICADO's contents and data at local level

  o Managing the translations

  o Uploading of the contents in MICADO's skeleton at local level

  o Carrying out the usability test of MICADO with the three user groups (PAs, NGOs, migrants)

  o Organizing the communication campaign in order to pilot the MICADO solution with a larger users' groups (after the usability test) and to help/train the LESC members of the pilot cities to spread knowledge about the application

- A description of the impact evaluation indicators included in the mid-term evaluation tools.
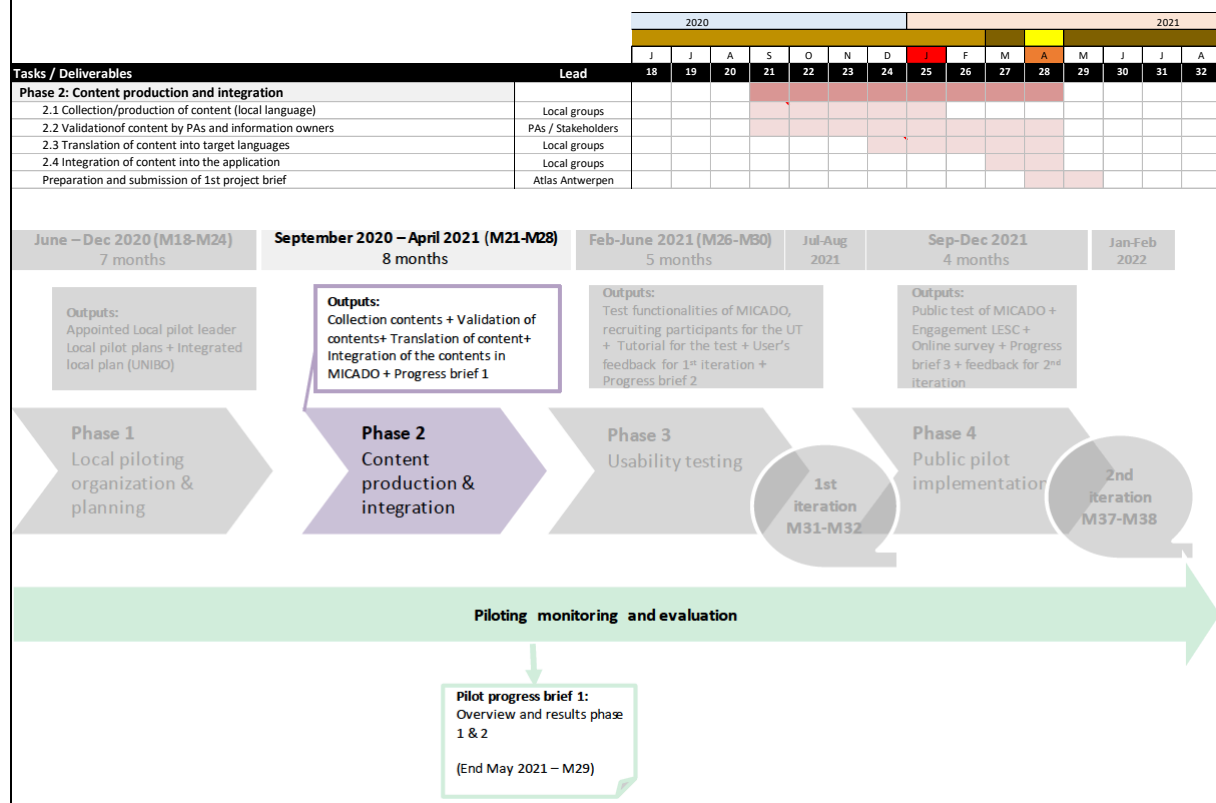
To prepare the local implementation plan the local pilot leader will complete the template provided to this end (annex 02) with the local timeline for piloting (Annex 03). All the template will be available on the consortium cloud.

5 Phase 2: Content preparation, collection and integration into the MICADO solution

Outputs of this phase:

- Produced and collected content (data, flows, information, links, etc.) for the different features of the MICADO solution in the local language (§ D 3.1 with the description of the Minimum Viable product).

- Validated content by PAs, stakeholders/content owners.

- Translated content

- Content integrated into the MICADO solution.

- Local pilot progress brief 1: overview phase 1 & 2 and results (§ 7 on monitoring and reporting).

Timing phase 2: September 2020 (M21) – April 2021 (M28)

		2020								2021					
		J	J	A	S	O	N	D	J	F	M	A	M	J	J	A
Tasks / Deliverables	**Lead**	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32
Phase 2: Content production and integration																
2.1 Collection/production of content (local language)	Local groups															
2.2 Validationof content by PAs and information owners	PAs / Stakeholders															
2.3 Translation of content into target languages	Local groups															
2.4 Integration of content into the application	Local groups															
Preparation and submission of 1st project brief	Atlas Antwerpen															

5.1. Production and/or collection of content (in the source language)

Timing Production, collection contents: September 2020 (M21) – January 2021 (M25)

Building the MICADO application is a collaborative work between the Consortium partners and stakeholders involved in complementary actions. The IT components, services, and features of the universally applicable MICADO solution defined in WP3 (§ D3.1) and developed in WP4 activities should be now filled with specific content.

Each local group is responsible for the collection/ production of the contents to be integrated into the MICADO skeleton, according to the key futures described in the Minimum Viable Product (Fig. 02). The framework for the production/collection of content has been set by the prioritization of user's needs resulting from the co-analysis and co-design workshops with the target groups (migrants, PA, local organizations) during the WP2 in each city (Logbook), and the further filtering during the convergence workshop (WP3). The local pilot leader coordinates and supervises this process.
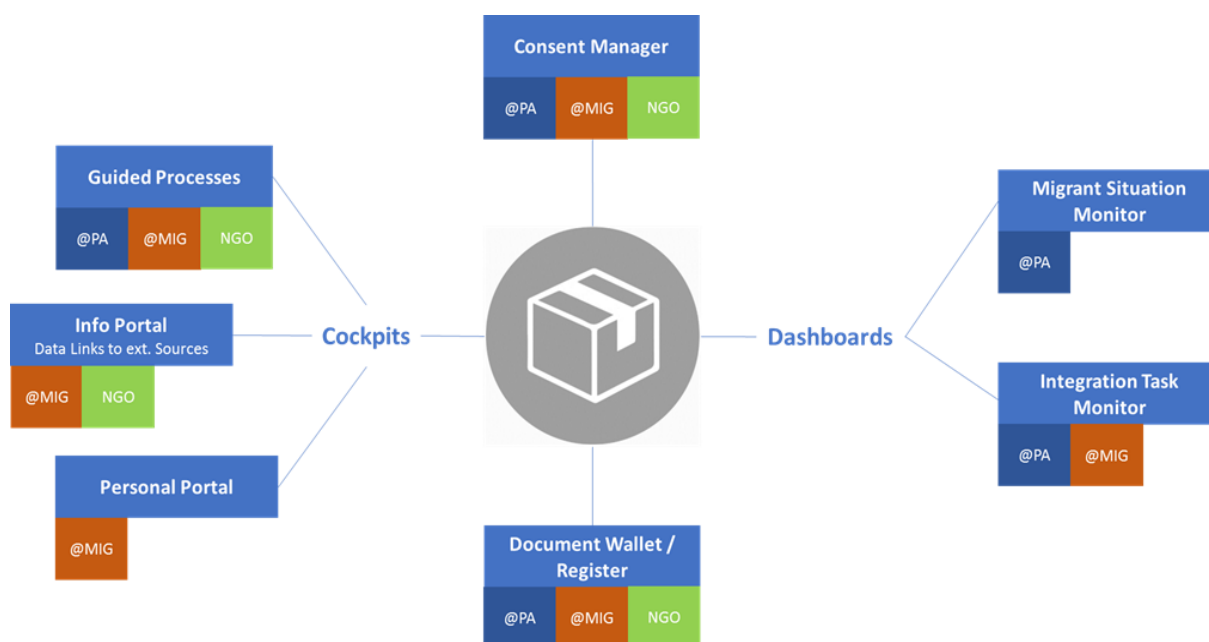

Fig. 02: Overview of the MICADO Minimum Viable Product key features

A sample of these contents will be integrated into the MICADO Minimum viable product In April 2020 (M16), because the team working on the Minimum Viable Product (WP4) will require these samples for testing the features.

Each local group must identify, collect and/or produce content for the following *Key features*[2] of the System architecture:

- **Cockpits:**

  - **Information portal:** It provides detailed information on topics of identified relevance for the users (WP3 – Convergence Workshop outputs). It contains information pages to be produced or links to existing official web pages.

  - **Guided processes:** These are the most relevant processes for migrants broken down into individual steps, creating a step-by-step guide for the migrant user to achieve specific objectives that have been identified as crucial in the integration process within WP1, WP2 and WP3 (Health card related process, residence permit process etc.). Besides the process descriptions, exemplary documents have to be collected and attached to the corresponding step.

  - **Glossary**: Create a local glossary with definitions of important/complex terms that need to be clarified for the migrants.

- **Dashboards:**

  - **Migration situation monitor:** Data indicators/statistics of the PAs providing an overview of the migration situation in each city

  - **Integration tasks monitor:** List of **"**integration task's" that migrants need to complete during their integration process.

Within these **Key Features** of the MICADO system, each local group must identify and produce **these types of specific contents:**

- **A) Critical flows *(Key feature "guided process")*:** step-by-step descriptions of certain processes that have been identified as frequent challenges by migrants within the WP2 workshops.

- **B) Data indicators/statistics *(Key feature "Migration situation monitor"):*** from and for the PAs dashboards.

- **C) Lists of tasks of the integration process *(Key feature "Integration tasks monitor")*:** List of **"**integration task's" that migrants need to complete during their integration process.

- **D) Events and Informations *(Key feature "Information portal")*:** List of training courses, ongoing integrations projects and opportunities, news etc. for the key feature "information portal"

---

[2] This guidelines document has been drafted while the development of the application is on-going. The name of the features might change during the process, we will update them in the 2nd half of 2020.

- **E) Documents samples** *(Key features "guided process")*: Forms and templates for documents, if available, will be linked to the related requirement and made available for download, saving time and ensuring the use of the correct document. Examples of Identity card, resident permit, Health care, housing contracts etc. for the key feature "guided processes".

- **F) Glossary** *(Key feature "Information portal" and "Guided Process")*: in each description of the critical flows each partner needs to identify the "critical concept" that need to be clarified for the migrants (for example: neighbourhood social services / ISEE etc.) in order to create a local glossary

The content will be **produced in the piloting cities' local language** (IT, NL, DE, ES) and later, after its approval, translated into other languages.

A) Critical flows (Key feature "guided process")

The co-creative research (WP2) highlighted difficulties migrants face for understanding various complex and critical procedures like administrative processes. In response to this need, the MICADO technological solution will offer a **step-by-step guide for the migrant user** to understand and complete these procedures, which oftentimes are crucial steps within their arrival procedure (e.g. obtaining a healthcare card or a residence permit). These flows have been identified from the user stories collected in the WP2 after the co-analysis and co-design activities (workshops and interviews) and have been discussed and classified according to their relevance for each pilot city during the Convergence Workshop in Hamburg (January 2020) and are mentioned in the nextcloud document "MICADO_CW3_Prioritized_Epics".

The most critical flows (Fig. 03, Fig. 04, Fig. 05) will be integrated and uploaded in the MICADO solution as part of the "guided process" functionality (§ MVP description in D3.1).

Each local group, for each flow, has to:

- **identify crucial steps of the process**

- **give a concise description of each step**

- **list the documentation required**

- **indicate possible costs of each step (if applicable)**

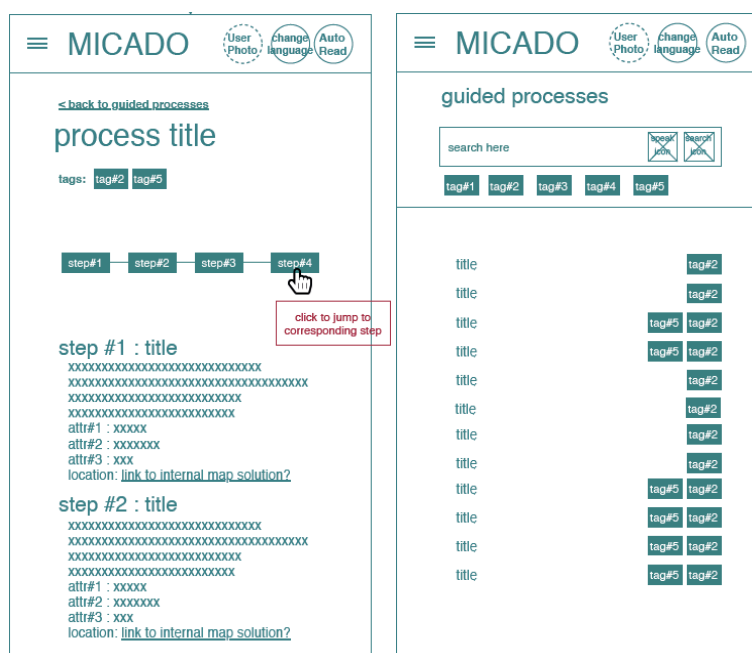- **give additional information on each step where necessary**

Fig. 03 and Fig. 04: Wireframe for the flows of the "guided process" key feature

This information needed for generating the flows will be collected using the template created by the partners working on WP4 (Fig. 05). The preparation of the critical flows will require the input/collaboration of other local stakeholders. The local pilot leader will keep an overview of the distribution of work among the local group members and the involved stakeholders in each flow. All the flows produced (in the local language) will be validated by the appointed local authority (§ Validation of the MICADO content) and upload in the MICADO architecture (§ Content integration).

Fig. 05: Data collection template for "guided process" key feature on nextcloud

B) Documents samples (Key Feature "Guided process")

Many administrative processes require a series of documents or produce them (residence permit, health card, rental contract, etc...). Within the WP2 workshops, it was mentioned by participants that there is a need for template/exemplary documents as reference. For this reason, the MICADO solution will not only document processes and necessary steps, but also provide users with template documents from each local context (such as: standard rental contracts etc.).

C) Data sets for the Dashboard (PA and NGOs) for the feature "migration situation monitor" (Key feature "Migration situation monitor")

Here, the different data sets from the various participating cities will be integrated and unified in a central location, informing on the situation of the individual cities as well as producing an accurate overall picture related to migrants and refugees. The Migrant Situation Monitor feature also allows to analyze flows of migrants or refugees and their distribution over the participating cities. This data could also be used to derive predictions over future flows of refugees and/or migrants. Data collected can also be used to analyze the patterns caused by different crisis and scenarios in a given region or distribution amongst the participating cities. From the results of this analysis, predictions of the impact of future crisis can be drawn and used by the city authorities, but also other interested parties, to inform their related efforts. The Data set included in the key feature "Migrant Situation Monitor" will aid and facilitate better-informed decision-making processes and provide the respective authorities with centrally available and organized access to a rich amount of data, enabling comparisons to the situation and conduct of other cities. Additionally, this data and indicators could be used to automate the creation of reports, so far created manually.

> This general guideline document has been drafted while the decision on which kind of data set and indicators to use for the key feature "migrants situation monitor" is on-going. **The data and indicators to collect for this feature will be defined in the next week.**

D) Tasks lists of the integration process (key feature "integration tasks monitor")

Within an integration process, there are specific sets of tasks that need to be followed in order to obtain certain integration procedures. These might be defined by social services, or by services dedicated to integration management (such as Atlas). This set of tasks outlines a kind of "individual integration plan" and can be structured in different ways according to each city-specific context. In order to use the "task monitor" feature provided by MICADO, it is necessary that each local leader (4 pilot cities) insert the set of tasks that a migrant must follow in their integration process (Fig. 06 and Fig. 07). To enter the necessary information, each pilot leader together with the local partners should first of all have an overview of the integration process flow in their city (as in Antwerp or Bologna, see example below), and then contact the local authorities that manage it to obtain the necessary data.
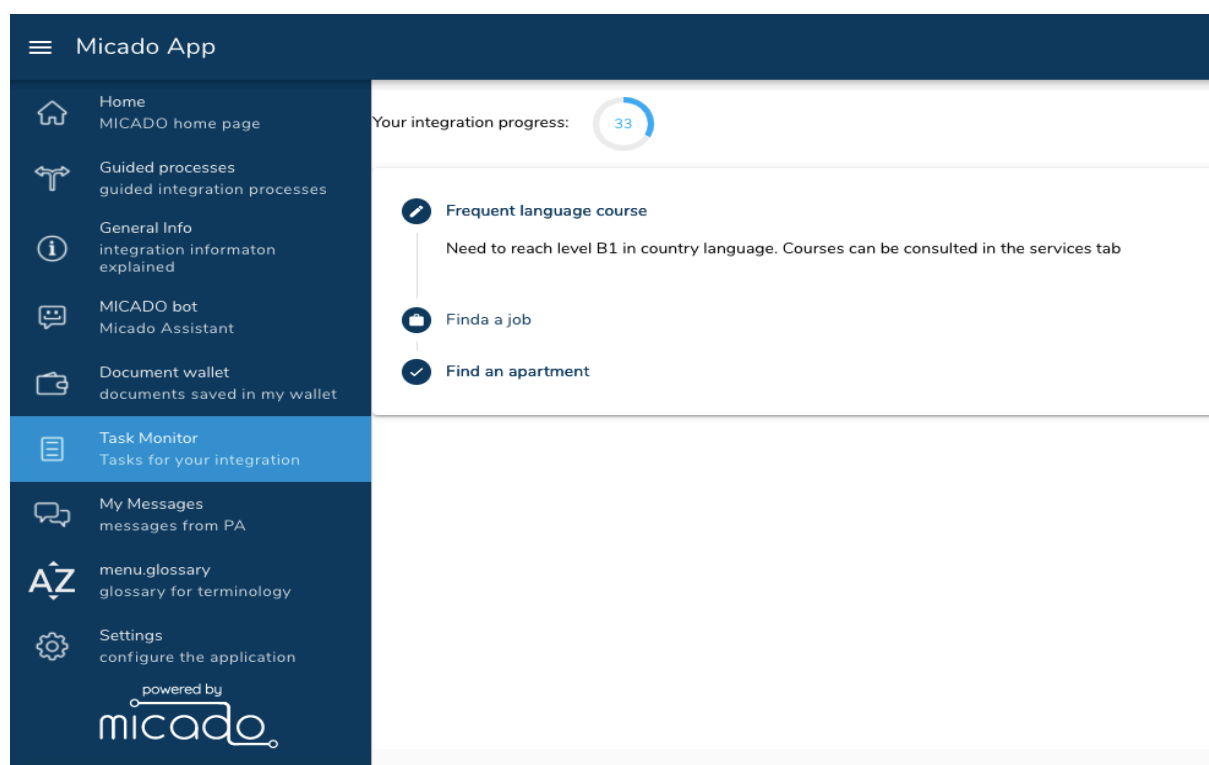
micado

Fig. 06: Screenshot of MICADO app for migrants, with the "task monitoring" functionality
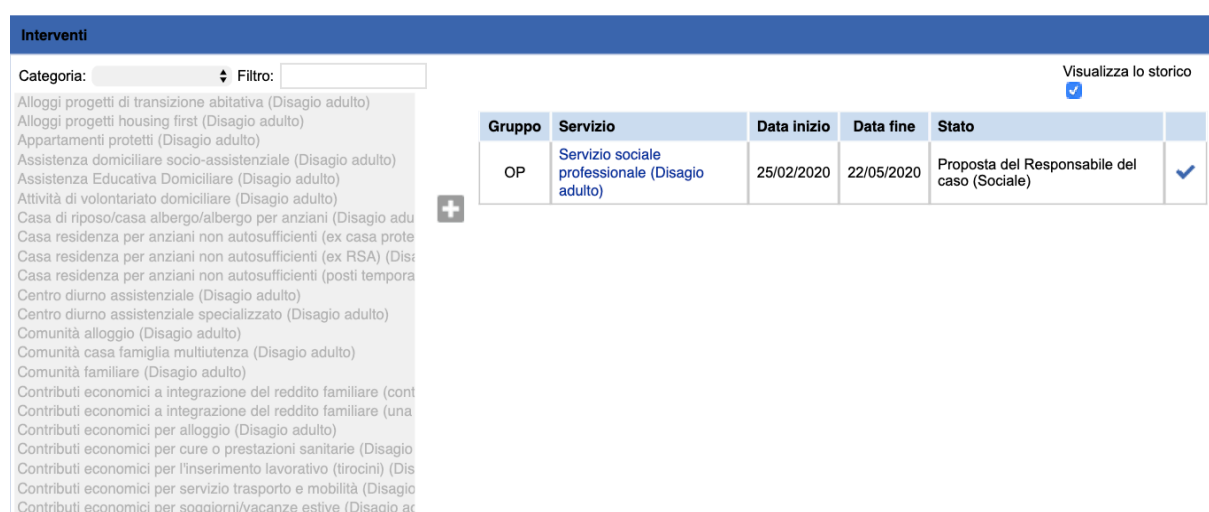
Fig. 07: Screenshot of *Garsia* system used by all the social services (municipality of bologna) with the possible tasks (on the left), and the task assigned to a specific person (on the right)

E) Events and Information (Key Feature "Info portal")

Within the WP2, one crucial need that had been identified by participants has been more information on a variety of topics such as administrative deadlines, existing local organizations, rights and obligations and others. In response to this, MICADO will develop the" Information Portal" feature providing detailed information on topics of identified relevance for the users (§ D3.1). Additionally, it will provide other relevant information on actors and supporting

organizations (e.g. contact details, offer of services, etc.). In this way, MICADO will facilitate the arrival and integration process by connecting migrants with reliable and relevant support for their specific needs.

Therefore, **each Local Group** needs to set up a list of local organizations and associations, and contact them for collecting information, on events, local on-going projects etc. relevant to MICADO target groups and topics**.** Additionally, each information item needs to be **marked with one or more tags of the** five main areas of MICADO (Fig. 08): labour, health, education, housing and participation.

This collection of information and events is carried out by each local group only in a first phase, **in order to carry out the usability tests of the technological solution (Phase 3)**. Subsequently, the same social organizations of each pilot city will have to upload their own material into the MICADO architecture. MICADO offers the possibility to local organizations involved in the migrant integration processes and to the Pas, to upload autonomously the most relevant information and events for migrants and integration processes (§ D3.1).
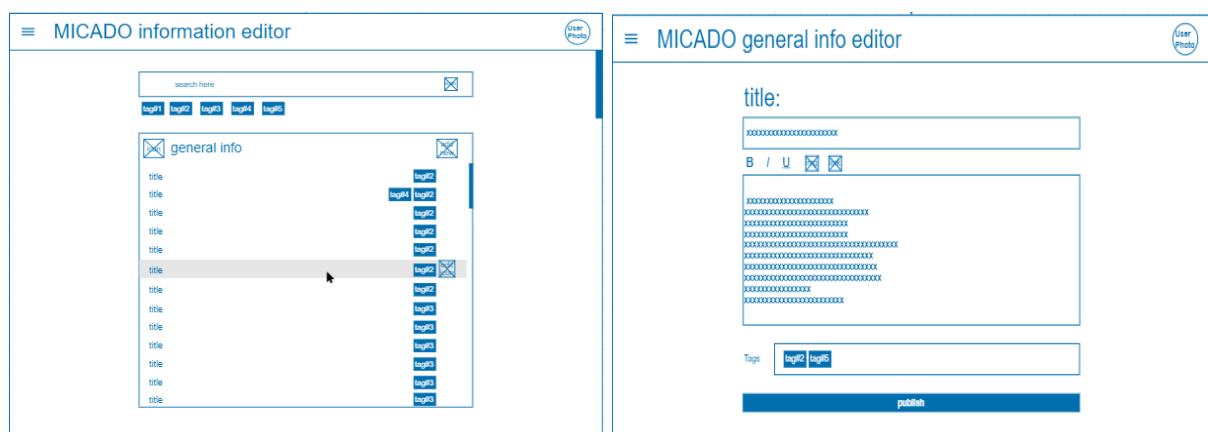
Fig. 08: Wireframes of general info editor page on the pa and local organizations web-based app

F) Glossary (Key feature "Information portal" and "guided process")

Within the MICADO solution, **keywords and complex terms within the guided processes (§ 4.1.1)** must be explained. Therefore, the technical solution will use a hyperlink system that visually underlines terms and **accompanies them with explanatory texts. These explanations will also be included in the glossary of the application**). Therefore, local groups will have to identify and define keywords and complex terms in the local language in a clear and concise way, and also include reference to other keywords.

5.2. Validation of MICADO Content by the PAs and/or related actors

Timing validation of the contents: September 2020 (M21) – April 2021 (M28)

As many of the guided processes follow legislative procedures, MICADO has to make sure the information presented is correct. Therefore, the content and the data produced and entered in the MICADO platform needs to be reviewed and approved by the appointed PAs or local organizations. This means that each pilot leader has **to identify a person or committee entitled to validate the content** (critical flows, data, informations, list of integration tasks and glossary etc.) **and to authorize its publication on the application signing the "content validation template"[3].**

The identification of the person or committee that will validate the information contained in the MICADO technological solution should start in September 2020 (M21), once the developers deliver the MICADO tool for the pilot implementation (M19), and **before the start of the translation process (M24-M28)[4].** The pilot leaders, in collaboration with other local actors, should identify the most suitable entity or actors (or the organization that is the "process owner") according to the type of information that needs to be validated (e.g.: information on renewal of residence permit should be validated by competent persons, such as lawyers; information on language courses need to be validated by those who organize the language courses [if possible] or by those who promote them etc.). **Most likely, several "validators" should be identified, or, if possible, the local LESC could support this task (**finding suitable persons for example**), always assessing the competence of each participant.**

Only once the content has been validated in the local language it will be firstly uploaded in the MICADO tool, then we start to translate it into the other target languages.

5.3. Content integration (local language) into the MICADO tool

Timing Content integration in local language: September 2020 (M21) - December 2020 (M24)

Once all the content in local language has been selected and validated, each local group must integrate these contents into the MICADO architecture, under the supervision of the local pilot leader and before the translation process.

At this stage, **support will be provided by a "task force" composed of UNIBO, ATLAS, CSI, DIGIPOLIS, URJC and HCU** to assist to local pilot leaders. As this task may present

---

[3] The template for the content validation will be sent to the local group before September 2020.
[4] According to the translation process we defined, we will translated the content once they have been validated in the local language.

technical challenges regarding the integration of content into the technical framework, a joint work between members of WP4 and members of WP5 is essential.

The task force will act upon **specific request of the local groups** (through the contact point of the local pilot leader) and will be available during the online meetings that will be regularly held throughout the pilot implementation phase.

5.4. Content translation: language selection and general translation process

> **Timing Content translation:** December 2020 (M24) – April 2021 (M28)

Two types of translations will be required:

- **Translations of city-specific content:** The critical flows, glossary, info fact-sheets, etc. drafted and validated in the local language (source language) will be translated into English and into two other languages (target languages). The target languages will be chosen by each city according to its migrant population (see the selection procedure below).

- **Translation of the menu, feature titles, and elements of the MICADO application:** This generic content which is common to all cities will be available in English (source language) and translated into each city's official language (namely IT, NL, DE, ES); and into two other languages identified as the most important according to the context of each city.

> **How to select the languages to be translated**

As all the contents will be first produced in the city official languages (IT, NL, DE, ES), we need to identify other relevant languages of the MICADO contents.

As we know, the languages spoken by migrants in the four pilot cities are not the same, this is because migration flows are not identical between one nation and another. There are numerous differences in the amount and composition of the foreign population. Each pilot city will have to select the languages into which to translate the MICADO solution from the specificity of its migratory flows.

Particular attention should be paid to the migratory flows of the last 5 years, as the increased influx of refugees since 2014/2015 has radically changed the composition of migrant

populations throughout Europe, and it is precisely these recent flows that have posed new challenges for local and national governments with regard to integration.

For the selection of languages, therefore, each pilot city will have to **use statistical data on the main countries of origin of the migrants living in its territory** (§ Logbook included in D2.1) **and of the asylum seekers and refugees** (so to not use only general migration data on the largest groups of migrants). Furthermore, languages will have to be selected on the basis of the **linguistic characteristics of the migrant populations.**

To give an example: Some migrant groups speak as a second language one of those languages that are already included in the MICADO solutions (e.g. English in the case of Nigerian migrants) and might not necessarily need a translation into their primary language. **MICADO should give priority to those ethnic groups that do not speak "second languages" that are included in the MICADO project**, because it is precisely these migrants who suffer from a greater problem of language understanding.
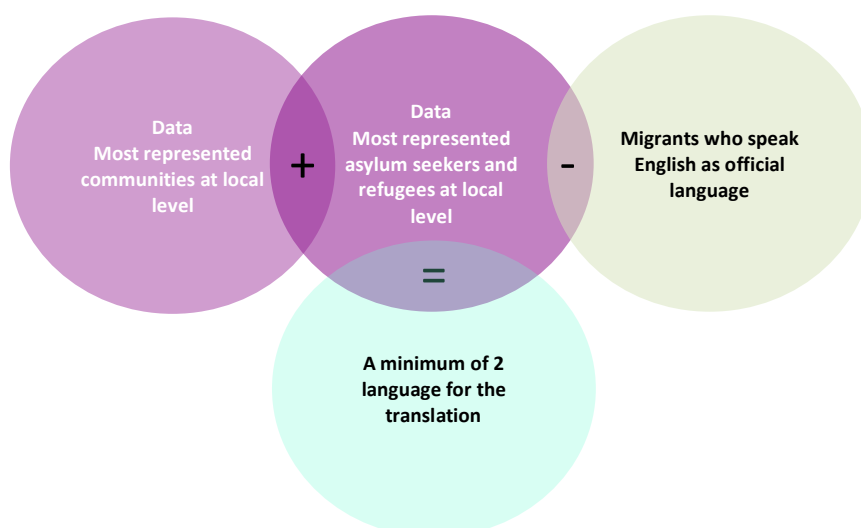
Fig. 09: Selection process of the languages to translate

Example

In Bologna the most represented communities at local level come from three countries: Morocco, Pakistan, Albania, which are the countries of birth prevailing among non-EU migrants settled in the metropolitan city of Bologna, with incidences of 15.3%, 8.9%, 8.8% respectively. The Moroccan community is the most relevant, representing 15.3% of non-EU citizens legally residing in the territory of Bologna. The Pakistani community with 7,546 of migrants is the second largest migrant community in the territory of Bologna and accounts for almost 9% of the total number of non-EU citizens. With almost 7% of the presences follow the Albanian, Ukrainian, Chinese and Moldovan communities, which together cover more than a fifth of the presences, while the percentage related to other communities is less than 6% (Bologna Metropolitan City Report, 2018). As mentioned above, particular attention should be paid to specific statistical data for applicants for international protection (asylum

seekers) and to the refugees (a specific status of international protection system) in order to understand the countries of origin of these migrants. In Bologna, for example, the asylum seekers and refugees during the last 5 years originate from the following countries: :

1. Nigeria

2. Pakistan

3. Mali

From this data it is possible to define a minimum of two non-European languages important for translation and a third possible European language: Arabic (Morocco) and Urdu (Pakistan). This selection excludes the Nigerian population because in Nigeria the main language is English, although in its variant Pidgin. Finally, a third possible translation could be the one in French which could be useful also for the Malian population and for a part of the Moroccan population.

The translation process will be organized following these general steps:

A) All the content will be produced in the local language (IT, NL, DE, ES) = source language

B) All the content (in local language) must be validated by the appointed authority ()

C) Once that all the content will be validated in the city official languages, we can start the translation into the other target languages (English by default and 2 other languages) using a professional or official translation service and/or asking to a qualified local actor.

D) The translated content must be ideally reviewed by a second translator/proof-reader for guaranteeing a high quality of the translation only in the case where no official translation service was contracted.

This process will be facilitated by the **translation's management tool** of the MICADO application: **https://translate.micadoproject.eu** that is an open source tool to manage translations and it allows to manage the translation of the content that were previously uploaded into the MICADO architecture in the local language[5].

5.5. Content integration (other languages) into MICADO application

Timing Content integration (other languages): March 2021 (M27) – April 2021 (M28)

---

[5] The tool could also be integrated with automatic translation tools.

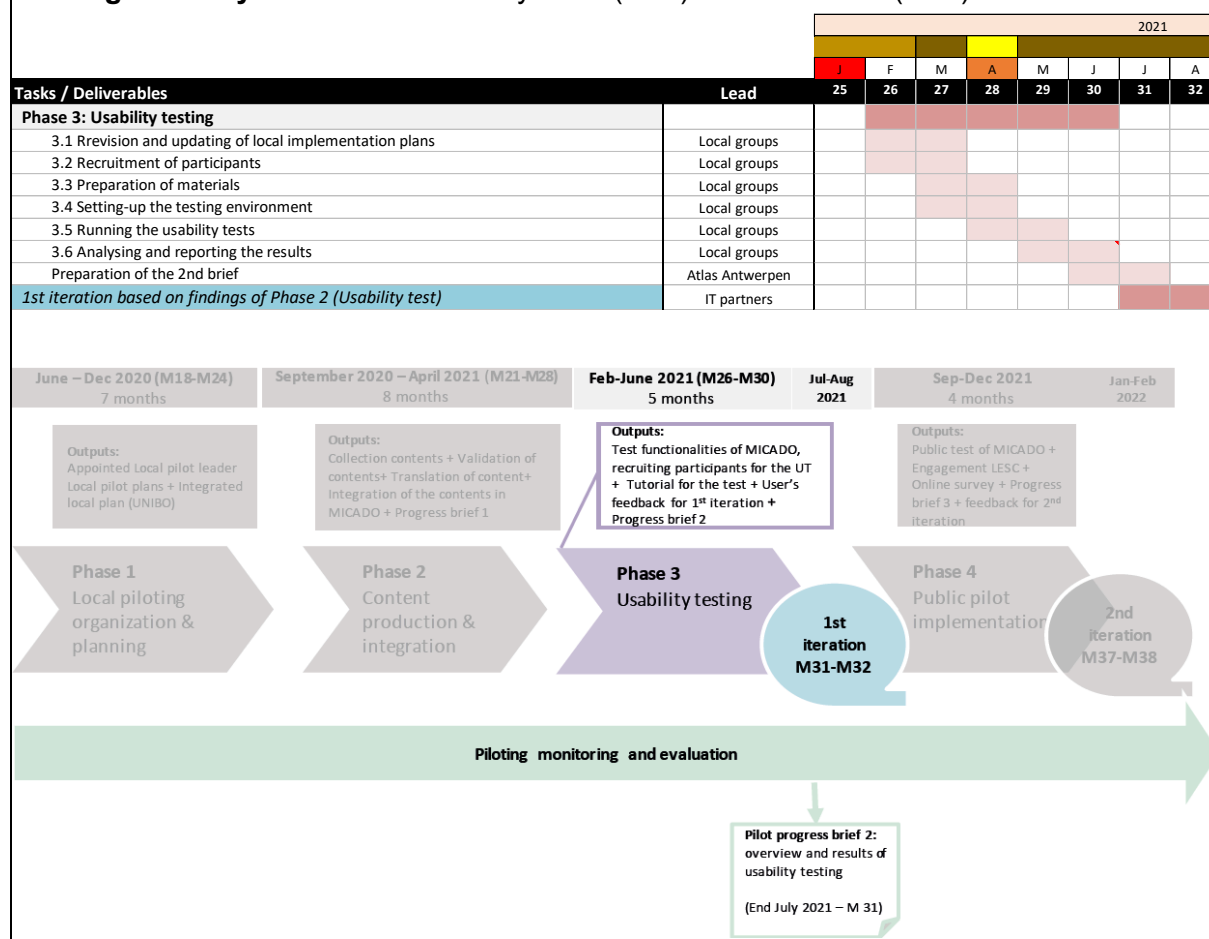- For pilot cities **where translators will use the MICADO integrated translation tool**, the translated content will be automatically integrated.
- For pilot cities **that decide not to use the translation tool, the contents will have to be integrated into the application manually**, always **adopting the translation managment tool (https://translate.micadoproject.eu).**

6 Phase 3: Usability testing

Outputs of this phase:

- Recruited participants, usability tests detailed schedule
- Standard tutorials[6] (in English) for all local groups on how to conduct the usability tests.
- Usability tests materials: Agreed tasks and scenarios, templates for recording notes during the user test sessions, for summarising results, for the preparation of reports, etc. The templates will be produced in English. Each local group is responsible for their translation (if necessary) into the local language.
- Premises and equipment ready for conducting the tests (Testing environment).
- Local pilot progress brief 2: Overview and results usability tests in each city.

Timing Usability tests: from February 2021 (M26) - to June 2021 (M30)

Tasks / Deliverables	Lead	J 25	F 26	M 27	A 28	M 29	J 30	J 31	A 32
Phase 3: Usability testing									
3.1 Rrevision and updating of local implementation plans	Local groups								
3.2 Recruitment of participants	Local groups								
3.3 Preparation of materials	Local groups								
3.4 Setting-up the testing environment	Local groups								
3.5 Running the usability tests	Local groups								
3.6 Analysing and reporting the results	Local groups								
Preparation of the 2nd brief	Atlas Antwerpen								
1st iteration based on findings of Phase 2 (Usability test)	IT partners								

---

[6] Documents/videos available on specialised websites and/or produced for MICADO. Some MICADO team members have experience in carrying out usability tests; we will use this experience for organising on-line preparatory sessions.

Once the content production, its validation and translation has been completed (as described in Phase 2) we will proceed to test the MICADO tool with a restricted number of users by applying the usability testing technique.

We will be testing the first version of the universal MICADO solution (the prototype delivered by WP-4 as of December 2020) with a selected number of participants from the 3 target groups: Migrants, public authorities and local organisations (NGO's, volunteers, citizen's organisations). We will test the application available in the local language (ES, DE, IT, NL), English and 2 other languages. The user tests will focus on the navigation, application design, functionalities and content integrated in the tool.

The usability testing is mainly used to learn the following[7]:

- **Ease of use**: Is the solution straightforward, self-explanatory, and easy to learn?

- **Efficiency:** Are users able to complete each task with a minimum amount of time or clicks?

- **User-friendliness:** When a user has trouble figuring out a next action or where to find a feature, does the system offer real-time help? And is this form of assistance itself easy to locate and use?

6.1. Purpose of this phase

The purpose of the usability test phase is to evaluate the tool's navigation, design, clarity of the language (used in labels/menus and provided information) and gauge the intuitiveness of the tool. More specifically we want to know:

- How does application structure support users' ability to accomplish given tasks? Can they navigate to where they want to go and accomplish the tasks quickly and efficiently? What pathways do they take? (Navigation and information architecture)
- Do the participants understand the content, and does it help them accomplish the tasks? (Content and terminology)
- What are the users' impressions of the visual design (icons, colours, etc.)? (Layout and visual design)
- What are the users' overall impressions of the application? Does it adequately communicate what they can/are required to do with the application? (Communication and general impressions)

The feedback and observations collected during the user tests will help the team working on WP4 to do the necessary corrections and adjustments to the tool before moving the public pilot (Phase 4).

---

[7] https://www.productplan.com/glossary/usability-testing/

In the following sections we provide a general description of the usability testing technique, its objectives and elements. This will be followed by an explanation of the different steps that each piloting city will follow for running the usability testing of the MICADO application.

6.2. Usability testing technique

Usability testing (or user testing) refers to evaluating a product or service by testing it with representative users. The usability testing technique helps to uncover problems in the design, discover opportunities to improve the design and learn about users behaviour and preferences.

When running usability tests, participants are requested to perform specific tasks within a product (e.g. a website, software, an app, etc.) during individual sessions (not in group). The user test facilitator monitors how the participants proceed. By observing how users interact with a product without step-by-step guidance, the designers/IT developers can identify points of friction or confusion, and points for improvement.

The main or core elements of usability testing are:

- **Facilitator:** the facilitator is the person that guides the participants through the test process. She/he gives the necessary information and instructions to carry out the usability test; observes and monitors the test session; and records the observations. The Facilitator should refrain from giving guidance as to how to perform a task, but rather motivate participants to "think out loud".

- **Tasks:** The tasks are realistic activities that the users might perform in real life when using the tool. The facilitator defines in advance the tasks to be requested to the participants during the test.

- **Participants:** The participants are realistic user of the product/service to be studied. In the case of MICADO the participants are therefore the target groups of the project. Participants are asked to "think aloud" during the test session and when carrying on the requested tasks. This is to understand the participant's behaviour, thoughts, motivations, etc.

Fig. 10: Core elements of usability testing elements. source: Nielsen Norman group[8]

There are several types of usability testing, but for this phase of the MICADO piloting we will apply the following ones:

- **In-person testing:** This means that the facilitator and participants will meet in person in a location specially prepared for conducting the tests.
  However, the in-person approach will be reassessed in 2021 taking into account the developments of the COVID-19. In case that contact distancing or quarantine measures would be in place at the time of the user testing, we will opt for the remote testing option. In remote usability tests, the participant and facilitator are in two different physical locations. Rather than the usability expert going to a participant's location or vice versa, the participant interacts with the application in his own home, office or other location, and the expert watches remotely and communicates with the participant via teleconferencing, chat or any other tool.
- **Qualitative usability testing:** With usability tests it is possible to collect qualitative and quantitative information. For the MICADO piloting we will focus on collecting qualitative information such as insights, findings, problems and information on how the target groups might use the tool. However, we will monitor a couple of quantitative metrics such as the percentage of successfully completed tasks and time needed for task completion.

---

[8] clipping from https://media.nngroup.com/media/articles/attachments/Usability-Testing-101_SizeA4.pdf

6.3. Steps for running the MICADO usability tests

The following chart depicts the steps that the piloting cities will need to follow for implementing the MICADO usability tests[9]:
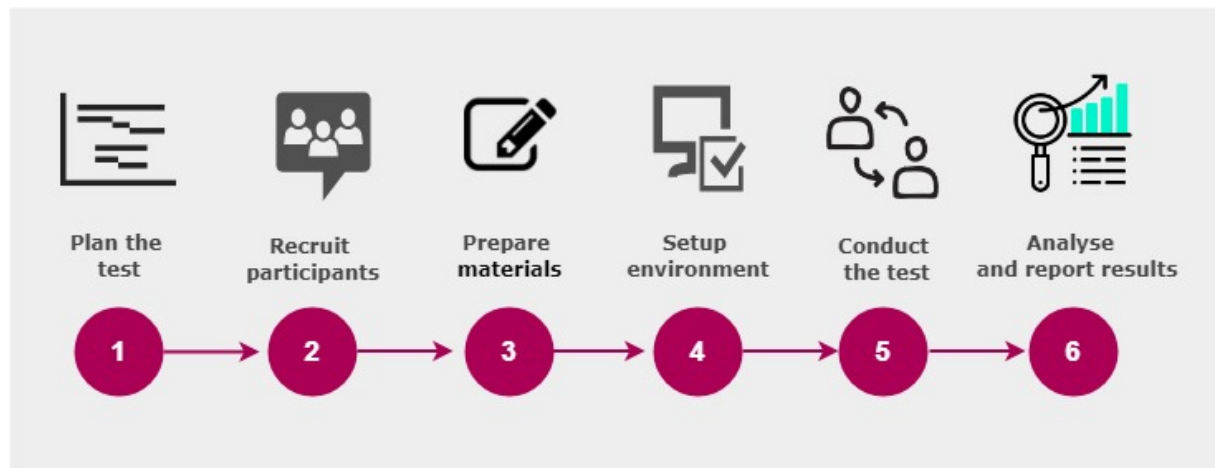

Fig. 11 - Steps for the usability testing of MICADO. Source: Chart produced based on article 'Product Metrics - Usability Testing'[10]

Step 1- Plan the usability tests

Each local group have to plan de usability tests within the deadlines provided in this document which are applicable to the four piloting cities. However, the more detailed schedule of some tasks and of the testing sessions will be defined at local level. Local-specific aspects will be described in the local-implementation plans.

Facilitators and note keepers
Each pilot city has to identify as a minimum two people - ideally from the MICADO local group - for running the user tests: a facilitator and a note keeper/observer.

The test facilitator:

- Provides overview of study to participants and request the signature of the consent form
- Asks the introductory/exit questions
- Defines usability and purpose of usability testing to participants
- Explains the tasks that the participants have to perform
- Assists in conduct of participant and observer debriefing sessions
- Responds to participant's requests for assistance

---

[9] Research paper "Techniques for Mananging a Usability Test" Laurie Kantner
http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.39.832&rep=rep1&type=pdf
[10] https://www.productplan.com/glossary/usability-testing/

micado

The test note's keeper/observer is a silent observer:

- Takes notes about of the participants' verbal and/or non-verbal comments while searching for answers and executing the requested tasks
- Monitors and registers the time that the participant needs to complete each task
- Pays attention and takes notes of the problems that the participant encounters for finding the answer/completing the tasks
- Records observed problems, concerns, technical bugs, and procedural errors.

Step 2 – Recruitment of participants

An important rule for ensuring the quality of the results of the user tests is to identify and recruit representative users. We will recruit participants from the three MICADO target groups, namely migrants, public authorities, local communities. In order to build a link between the stages and WPs of the MICADO project, each local group will re-contact those participants of the co-analysis/co-creative workshops and interviews[11] that indicated interest in participating in future activities of the project (via a checkbox in their consent forms). If needed (low response or unavailability of the participants), other or additional participants can be invited, also using the support of the LESC.

The number of participants needed for a usability test varies depending on the type of study. According to the paper '234 Tips and Tricks for Recruiting Users as Participants in Usability Studies'[12]; for a study results to produce statistical significance, we should plan to evaluate with 10 to 12 participants per condition (subgroup/personas), but for a typical qualitative usability study of a single user group (or persona), they recommend using five participants (per subgroup/personas) to uncover the majority of the most common problems in the product.

Applying these guidelines, we come to the following number of participants to be recruited per target group (migrants, PAs and NGOs); and per subgroup (in the case of migrants they correspond to the subgroups determined in WP2 for the co-analysis/co-creation workshops) each city:

Target group	Subgroup/personas	
Migrants	Refugees and asylum seekers	3
	Female migrants	3
	Migrants living for longer than 10 years in the immigrant country	3
	EU migrants & other categories of migrants	3

---

[11] Described in detail in deliverable D 2.2.

[12] By Deborah Hinderer Sova and Jakob Nielsen http://www.nngroup.com/reports/how-to-recruit-participants-usability-studies/

	Total	12
	*For having a representative sample, each city has to have at least 4 migrants with a low level of formal schooling, and/or basic digital skills (within the total number of participants =12), and ideally 1 participant per language available in the tool.	
Public Authorities	Directors and middle management (coordinators, team leaders, etc.)	4
	1st line social workers/advisors	4
	Total	**8**
NGOs/local communities	NGOs and any other organisation working for and with migrants	4
	Civil society organisations / Volunteers	4
	Total	**8**
	* For having a representative sample it will be important to have participants from organisations of the 4 main topics of MICADO: housing, health, work and education	
	Big total	**28**

Recommendations:

- Prepare a short document with information on the usability test (participants criteria, test dates/location, contact person/organisation for scheduling the sessions, etc.) that local partners can sent to other organisations and colleagues. Together with the tutorials we will provide an example/template (in English) that local groups can adapt and translate.

- Even if each city has already a potential list of participants from the workshops held in 2019, we will still need time to contact, schedule them, and follow up with reminders and for screen new potential participants to ensure they meet our user test criteria. Contact at least 2 extra participants per target group as a reserve in case of now-shows or last-minute cancellations.

- Prepare a detailed schedule of the sessions. A typical user test takes 60–90 minutes. After that, users get tired, and it's difficult to run usability sessions that last more than two hours[13].

- For the user tests sessions with migrant's, check if an interpreter will be needed in case the person does not speak the local language of a language spoken by the facilitator.

Step 3 - Prepare materials: Tasks/scenarios, general questions and metrics

At this step we need to prepare the materials we will be using during the user tests, more specifically:

---

[13] Time, budgets for usability sessions https://www.nngroup.com/articles/time-budgets-for-usability-sessions/

micado

- The consent forms[14],
- The scenarios and tasks that the participants have to perform during the test,
- The introductory and exit questions that participants should answer before and/or at the end of the test session,
- The observation sheets for facilitating the work of the note keeper,
- The tests scripts or sequence of steps when conducting the user test sessions,

Depending on the participants recruited for the user tests, each group may need to translate the above-listed materials.

Tasks and scenarios

The tasks or activities that participants will be requested to perform during the user tests by using the MICADO application must:

- Be representative, this means that they have to focus on the most important functionalities of the application.
- Focus on the aspects of the application that are of most concern for the IT developers/MICADO partners.

Since we will be testing three groups of participants (the migrants, public authorities' and local community's representatives) we need to prepare three sets of tasks for each target group.

We propose to use a common set of tasks and questions in the four pilot cities. This will make it possible to make comparisons and facilitate the consolidation of results (see step 6).

Taking into that this guidelines document has been drafted while the technical development of the MICADO application is on-going, we propose to draft the scenarios/tasks and general questions to be applied in all cities together with the pilot leaders and WP4 representatives, and once the development is completed at the end of 2020.

Below we provide an example of how each tasks has to be described. A template will be made available for the preparation of the scenarios and tasks.

Elements for defining scenarios and tasks	
Research question:	Can<sub-group> migrants find and understand where to find step-by-step information (the critical process flows). Do they understand how to use them?
Scenario:	Imagine that you just arrive in the city. You need to carry out the necessary administration for obtaining your residence permit card.
Task:	Starting on the homepage, browse the application and find the section that provides this information. Which is the first step? Which documents do you need to prepare and bring along?
Inputs (if needed):	

---

[14] Adapted version of the consent form prepared for the co-analysis/co-creation workshops

micado

Assumptions (if needed/applicable):	
Steps:	1. Participant clicks on ……… 2. [application page] Clicks on …., 3. [xxx page] Clicks on ……, 4. [Cart page] Clicks on
Success criteria:	The participant finds the process-flow [link] and can name de first step [step name] and the list of documents listed under that step.

General questions

We might need to ask introductory questions at the beginning of the test, and also other more generic/subjective questions after the participants have completed the tasks, such as questions about their impressions and suggestions for the improvement of the tool, for example: Was the MICADO application / dashboard easy to use/understand?, would you use this application / dashboard frequently?, Are the icons clear?, etc.

The introductory and final questions (to be filled-in for each participant to the usability tests) will the same for all the pilot cities and prepared with the pilot leaders and WP4 representatives during the preparation of the common tasks and scenarios.

Observation sheets

Experience has shown that it also helps to prepare observation sheets that visualize certain steps of processes, or even certain parts of the tool interface so that observers/note keepers can easily mark these drawings and add their comments.

Recommendations

- The number of tasks and questions should not require more than 60–90 minutes in total.
- Prepare tasks sheets: Task instructions are delivered to the participant verbally (the facilitator read them) and in addition they should be handed to the participant written on task cards (only rows scenario and task in the example provided above). This helps the participant in case he/she needs to check the instructions again while performing the tasks. From the facilitator's side the tasks sheets guarantee that we provide the same instructions since wording is crucial when explaining the tasks. For the migrants' tasks we will need to have them translated into the languages
- As the participants to read the task instructions out loud. This helps ensure that the participant reads the instructions completely, and helps the facilitator/note keepers with their note taking, because they always know which task the user is performing.

Step 4 - Setup the test environment

By setting-up the test environment we mean:

- To reserve and prepare the facilities where the user tests sessions will take place (meeting room, computer room, etc.) and foreseen the necessary furniture and any

micado

other elements for making the participants, facilitators and note keeper feel comfortable (e.g. appropriate lightening, availability of water in the room, etc.) during the sessions.
- To prepare the equipment (PC, laptops or mobile devices for both participants and note keepers), software and internet connection that will be needed during the test.

Hardware and software

We need to foresee as a minimum the following equipment:

- Laptops for the facilitator and note keeper
- Laptop for participants of the target groups PAs and NGO's
- Tablet and/or mobile devices for the participants of the migrants target group.

The MICADO applications do not need to be installed. The web applications are available online:

- **Migrant application: https://migrants.micadoproject.eu/**
- **PA application: https://pa.micadoproject.eu/**
- **Local organisations application: https://ngo.micadoproject.eu/**

Step 5 - Run the tests

We will have user test sessions with one participant at a time (not in group). When conducting the tests, we will apply the Concurrent Think Aloud (CTA) technique[15]. Thus the facilitator has to ask the participant to narrate their actions and thoughts as they perform tasks. The objective of this practice is to understand participants' behaviour, thoughts, and motivations as they interact with a product by having them think aloud while they work.

Below is a description of the **general steps during a test session** applicable to the three target groups:

- The facilitator will welcome the participant and explain the test session, asks the participant to sign the consent form, and ask any introductory questions.
- The facilitator explains thinking aloud and asks if the participant has any additional questions. The facilitator explains where to start.
- The participant reads the task scenario aloud and begins working on the scenario while they think aloud.
- The note-takers take notes of the participant's behaviour, comments, errors and completion (success or failure) on each task.
- The session continues until all task scenarios are completed or time allotted has elapsed.
- Finally, the facilitator asks the more generic and subjective questions (exit questions) about the MICADO tool.

---

[15] https://www.usability.gov/how-to-and-tools/methods/running-usability-tests.html

- The facilitator thanks the participant, gives the participant the agreed-on incentive (if applicable), and escorts them from the testing environment.
- The facilitator then resets the materials and equipment, speaks briefly with the observer/note taker and waits for the next participant to arrive.

As explained in the previous points, more detailed tutorials and templates (in English) for guaranteeing the approach and quality of the user test sessions in the four piloting cities.

Recommendations

- Carry out a try-out session prior to conducting a usability test. It is important to pilot test equipment and materials with a volunteer participant. Run the pilot test 1-2 days prior to the first test session so that you have time to deal with any technical issues, or other materials if necessary. It will also provide practice for the facilitator and note-takers.
- The facilitator should explain the tasks to the participant verbally (reading the tasks cards) but in addition it helps to provide with a written version of the tasks.
- Other best practices for facilitators and note keepers when conducting the test include16:
  - Remembering that we are testing the application not the users. Help them understand that they are helping us test the prototype of the MICADO tool.
  - The facilitator and note keeper must remain neutral - he/she is there to listen and watch. If the participant asks a question, he/she should reply with "What do you think?" or "I am interested in what you would do."
  - Do not jump in and help participants immediately and do not lead the participant. If the participant gives up and asks for help, the facilitator must decide whether to end the scenario, give a hint, or give more substantial help.
  - The facilitator should decide how much of a hint you will give and how long you will allow the participants to work on a scenario when they are clearly going down an unproductive path.

Step 6 - Analyse and report results

After analysing the observations and results of test sessions, each city will prepare a report using the template for the "Usability test Report" summarizing the results of the user tests. Atlas will prepare the template once the common scenarios, tasks, introductory and exit questions, metrics, etc. have been defined with the pilot leaders and WP 4 representatives. Atlas will be also responsible for consolidating the information of the 4 pilot cities' reports into the internal deliverable 'Progress pilot brief 2'. This document will contain an overview of the user tests carried out in the four cities, results in each city and the recommendations (for the

---

[16] Running a Usability Test https://www.usability.gov/how-to-and-tools/methods/running-usability-tests.html

team of WP4) for adapting the MICADO application before the Phase 4 Public pilot implementation.
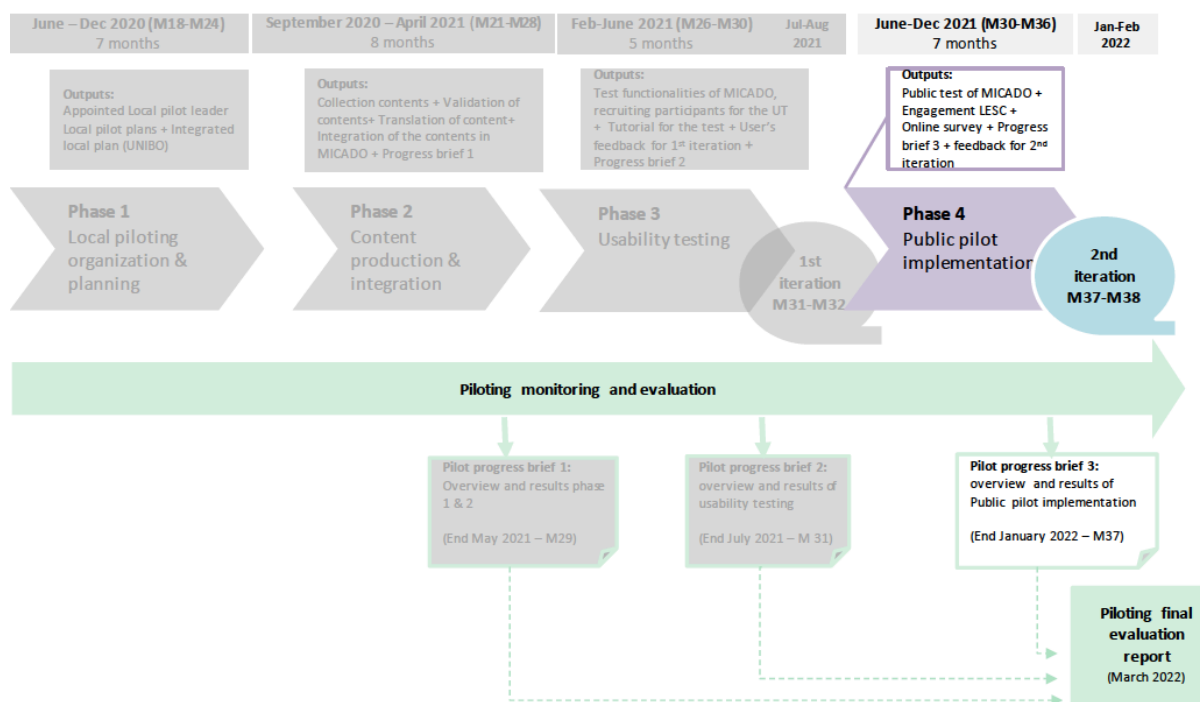
7 Phase 4: Public pilot implementation

Outputs of this phase:

- Engage the LESC member in order to involve the target group in the public pilot implementation
- Organise a targeted communication campaign to spread the MICADO solution between migrants, PAs and local organisations
- Define the structure and submit the online questionnaire to the MICADO Users
- Pilot progress brief 3 on public pilot implementation process

Timing public pilot implementation: from June 2021 (M30) to December 2021 (M36)

Tasks / Deliverables	Lead	25	26	27	28	29	30	31	32	33	34	35	36	37	38
Phase 4: Public pilot implementation phase															
4.1 Identification of the target group with the LESC members	Local groups														
4.2 Training sessions to LESC and/or Target groups (if necessary)	Local groups														
4.3 Communication/dissemination campaign	Local groups														
4.4 Running the public pilot implementation	Local groups														
4.5 Online questionnaire (design+ implementation)	UNIBO + CPS + CSI														
4.6 Analysing and reporting the results (pilot cities reports)	Local groups + UNIBO														
Preparation of the 3rd brief	Atlas Antwerpen														
2nd iteration based on findings of Phase 4 (Public pilot implementation)	IT partners														

What is a "Public pilot implementation" and what is the difference with the usability test phase?

During the usability test (phase 3) MICADO will be tested with a selected number of participants and in a controlled environment (one-by-one test). For the public pilot implementation phase, we will spread the knowledge about the MICADO tool between our target groups through the LESC members, then the target groups use the MICADO solution **in remote.**

How to encourage our target groups to use the MICADO's technological solution?

In order to implement a sustainable "Public pilot implementation" phase that encourages our target groups to use MICADO, give feedback and help us develop concrete results for the final evaluation, it is indicated to build a solid "chain of engagement" with the local context and its actors. So, the main question of this phase is: **how can we encourage our target groups to use our technology and to give their feedbacks through the online questionnaire?** According to the MICADO project **the role of the LESC is crucial** because they can represent a link between migrants and institutions, as well as between different PAs, or between local organizations. The LESC members represent a link between different actors in terms of knowledge, accessibility to different services etc. and can support the implementation of the MICADO public pilot encouraging our targets groups to use MICADO in remote.

7.1. The LESC role in the public pilot implementation phase

Timing LESC Involvement for the Phase 4: from June 2021 (M30) to August 2021 (M32)

The LESC member can be defined as a sort of guardian who can open and close the "gates" of flows of communication allowing information to reach a certain target. They are composed by local actors that can disseminate information about the app and contribute in motivating its use among the target group. We can consider them as multiplayer that have strong contact with our target groups.

In this scenario, the LESC members would provide support in encouraging groups of people that could participate in the public pilot implementation phase, because they have a deeper knowledge of target groups for whom the MICADO solution might be beneficial and that have not been contributing to the project (participant of co-creation and co-design workshops, interviews and focus groups).

micado

The LESC group could represent an intermediate level of access to the MICADO solution and create trust from migrants and communities as they might appear to be closer and more familiar figures.

How to collect all the reachable target group related with each LESC member

---

In order to collect all the information regarding the available contacts on the local LESC member   a common template will be delivered to all the partners according to the following example:

Target to encourage	LESC member identified	Area of intervention (H, H, E, E, P)	Reachable target group with the LESC member
PAs	**Bologna Municipality**	H, H, E, E, P	All the public/social services
Local Organisations	**ASP**	E, E, Housing	Local Cooperatives + Associations
Migrants	**Association Biavati + SUNIA + + Community associations X**	E, E, H, H, P	Direct contacts with Migrants (asylum seekers, long terms migrants, migrants' women's)

Table 02: Example of the template "LESC member and reachable target group"

Organize "Information-Training" sessions for the LESC members and related target groups on the MICADO solution

---

In order to run a successful public pilot implementation, **the LESC members could need to be better informed and trained** in order to be able to explain the aim and potentials of the MICADO Solution to the target groups.

Even if is not mandatory, it could be necessary in each pilot city to schedule:

- **information-training meetings with the LESC members** (using the tutorials) to explain the main features of the MICADO tool and to identify the possible events/occasions/actions to involve new testers between the different target groups.
- **information-training sessions for the target groups together with the LESC member**, that can be essential to the success of the test in this phase of public implementation of the MICADO pilot. (using/spreading the tutorial and guidelines).

These kinds of sessions are not mandatory, each pilot city choose if are necessary or not

---
Communication campaign during the Public Pilot Implementation

---

micado

In parallel to the public pilot implementation activities it might be important to reinforce the communication and dissemination activities working with the WP7 leader and partners in order to encourage the target groups to test the MICADO solution. **This task it's particularly important in the pilot city where the LESC member's networks are less efficient and where an additional effort to involve the final users is needed.** For this reason, it could be helpful to set a **"communication campaign"** of the MICADO solution.

The communication campaign would be implemented by using **different media and languages to better reach all the targeted groups** and Each pilot city is free to plan the communication activities according to their needs and resources.

In order to spread the campaign, it will be crucial to define both virtual and non-virtual tools. Every partner might use paper materials such as flyers, posters, booklets or could sponsor and advice posts on social media - Facebook, Twitter, Instagram.

7.2. The online questionnaire before the end of the phase 4

Timing Online questionnaire: from October 2021 (M34) to December 2021 (M36)

In order to obtain a quantitatively higher set of feedback than the previous step (Usability test), during this fourth phase the WP leader will design three online questionnaires for to the 3 target groups to submit before the end of the public pilot implementation in the local languages and in the selected migrants languages.

These feedbacks will be collected in a short evaluation report produce by each pilot city to integrate in the WP5 final evaluation report, together with the outcomes of the progress briefs (1,2,3) produced by ATLAS, and the user's statistics of MICADO produced through the monitoring tool included in technological solution.

Elaboration of a questionnaire content and layout specific to each target group

The questionnaire will be designed by UNIBO in collaboration with each local pilot leader to match the scientific needs, cross-national and cross-cultural relevance, and translatability following the "ask-the-same question" approach (Harkness, 2003) to the same target groups, ensuring the comparability of the different answers. Each pilot city, coordinated by the pilot leader UNIBO, will assure an accurate translation and transferability of the questionnaire layout into national languages and contexts, and in the selected languages spoken by the migrants.

The online questionnaire will be mostly composed by closed-ended questions, but it will include also a series of open-ended questions to allow the respondents to provide their uncensored

views. Open-ended questions can help encourage answers that are free of restraint and can in turn produce more honest responses from the MICADO users.

The technical design and implementation of the online questionnaire will be piloted by the technological partners of MICADO in collaboration with the WP leader UNIBO and it will be uploaded on MICADO starting from M35 (November 2021) until M36 (December 2021).

| **Expect involvement of the target users in the online survey** |

The Conduction of online questionnaires in each city, will be carried out through the MICADO service. The number of questionnaires per city will be defined considering that MICADO will be piloted in medium sized cities, so we expect to collect around 60/90 online questionnaire per city (CPS, UNIBO) distributed between the three-target groups: migrants, PAs and local organisations.

| **Elaboration of a short evaluation report for each city** |

Most of the answers to the online questionnaire by the target groups will be provided in the local language of the pilot cities. In order to have a common knowledge of the informations collected through the online questionnaire and to be able to produce a final evaluation report (§ 8.2) of the pilot implementation as complete as possible, each pilot city is expected to produce a summary report of maximum 10 pages in which the content of the online questionnaires are analysed and reported.

These reports represent the core for the 2nd iteration process with the technological partners in order to implement the last adaptations to the MICADO tool. This 2nd iteration will take place **from January 2022 (M37) to February 2022 (M38)**. At this stage of the project it will not be possible to completely change the structure of the project, so this iteration will aim to make some minimal changes to the technological solution.

8 Pilot monitoring and evaluation

Outputs of this phase:

- Pilot progress briefs (3 in total)

- Project pilot progress briefs: A compilation of the progress overview of the pilot implementation in the four cities (3 in total)

- Final evaluation report

Timing Pilot monitoring and evaluation: from May 2021 (M29) to April 2022 (M40)

micado

Tasks / Deliverables	Lead							2021						2022				
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
		25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41
T5.4. Pilot monitoring and evaluation																		
Deliverables																		
D 5.3 Pilot progress briefs	Atlas Antwerpen					brief 1		brief 2						brief 3				
D5.4 Final evaluation report	UNIBO																	nal evaluatio

The objective of this section is to describe the monitoring and the final evaluation process that will be put place for assuring the smooth and efficient implementation of the pilot in the four piloting cities[17].

8.1. Pilot Monitoring

> **Timing Pilot Monitoring:** from May 2021 (M29) to January 2022 (M37)

There will be a continuous monitoring of the pilot implementation in the four cities. Atlas Antwerpen (P6), leader of task T5.3 Local pilot implementation will monitor that designated "pilot leaders" implement the pilot following the guidelines within the time-framework described in this document and according to the general and local pilot implementation plans.

Atlas will provide the guidelines, templates, deadlines, indicators to be collected for the preparation of the local pilot progress briefs.

At city-level, the local pilot leader will be responsible for preparing these reports in collaboration and with the feedback of the local group. At consortium-level Atlas will prepare the project pilot progress briefs, this is to say a compilation/summary of the local progress briefs.

The project proposal foresees 3 bi-monthly reports. However, taking into account the general approach for the piloting as presented in the sections above, we have adjusted the timeframe of these reports as follows:

- **Pilot progress brief 1:** report on progress and results of Phase 1: Pilot implementation organisation and planning and Phase 2: Content Preparation/collection and integration into the MICADO solution.
- **Pilot progress brief 2:** report on the progress and results of Phase 3: Usability testing
- **Pilot progress brief 3**: report on the progress and results of Phase 4: Public pilot implementation

---

[17] Tasks T5.3. Local Pilot Implementations and T5.4. Pilot Monitoring and Evaluation

8.2. Final evaluation report

> **Timing Final Evaluation report:** from December 2021 (M36) to April 2022 (M40)

The task Leader: UNIBO, with all the piloting partners from the 4 cities will carry out evaluative research of the pilot implementation of MICADO.

The evaluation is to assess impact, usability, and resistance to the implementation of the MICADO solution. The task leader UNIBO will coordinate and guide the final evaluation process and report, jointly with the local pilot leaders of each city. UNIBO will analyze and summarize the evaluation results.

> **Components of the final evaluation report on pilot implementation**

The final evaluation report of the MICADO pilot implementation in the four pilot cities will be a final report based on the synthesis and systematization of the feedback and outcomes collected during the different phases of the project (from phase 1 to phase 4) and will not be based only on its very last steps. Indeed, during the pilot implementation phases 3 progress briefs will be produced by each pilot city (coordinated by ATLAS), a collection of feedback will be gathered through the usability test sessions and lastly, the results of the online questionnaires will be collected and reported by each pilot city during the public pilot implementation phase.
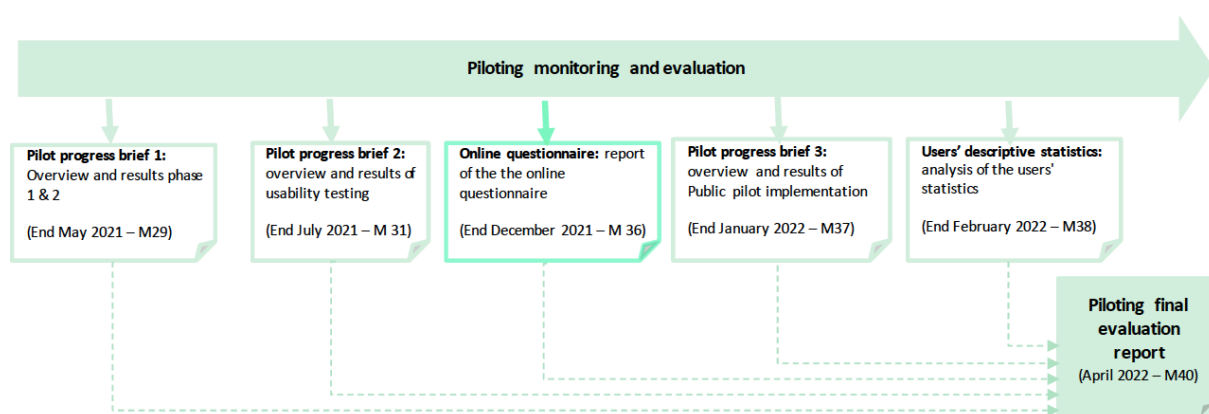

Fig. 11: Components of the final evaluation report of the piloting

The purpose of the final report, therefore, is to produce an overall summary of these intermediary outcomes. This summary should highlight the cross-cutting points of the different pilot cities (both in terms of added value and critical issues that have emerged), without losing sight of the specificities that characterize the different local contexts. The final report will focus also on the unforeseen risks that emerged during the implementation of the technological

solution. The purpose of the final report should also be able to provide recommendations both in terms of technological development and implementation, and in terms of the project uptake.

9 References

Babich N. (2019), *Top 7 Usability Testing Methods*, online paper, available at: https://xd.adobe.com/ideas/process/user-testing/top-7-usability-testing-methods/

Boschma R. (2005), "Proximity and Innovation: a critical assessment", Regional Studies, Vol. 39, p. 61-74.

Corbetta P. (1999), *Metodologia e tecniche della ricerca sociale*, FrancoAngeli, Milano.

Granovetter M. (1985). Economic action and social structure: the problem of embeddedness. American Journal of Sociology, Vol. 91(3), p. 481-510

Grassi C. (2002), *Sociologia della comunicazione*, Mondadori, Milano.

10 Annexes

10.1. Annex 01 (Phase 1)

Drop off pilot leaders and their contacts (available on MICADO next cloud)

LOCAL PILOT LEADERS				
PILOT CITY	LOCALPILOT LEADER SELECTED	EMAIL	SKYPE ACCOUNT	ACCES TO NEXTCLOUD (YES/NO)
BOLOGNA	ASP Municipality of Bologna	francesca.tomesani@aspbologna.it	Francesca Tomesani - live:.cid.e8c983656221c9	YES
HAMBURG				
MADRID				
ANTWERP				

10.2. Annex 02 (Phase 1)

Template for the Local Implementation Plan (available on MICADO next cloud)

Due to the dimension of this annex the document is available on Nextcloud in the WP5 folder. File name:

MICADO_D5.1_Annex 02_Template_Local_pilot_implemtation_plan

Here the table of content of the template:

Table of Content

10.3. Annex 03 (Phase 1 to 4)

> **Excel Local Pilot Implementation and monitoring timeframe (available on MICADO next cloud)**

This document is available on Nextcloud in the WP5 folder. File name:

MICADO_D5.1_Annex 01&03_GeneralGanttChart-TimeframeLocalPiloting-Local pilot leader