



migrant integration cockpits & dashboards



## D6.1

## Uptake and Sustainability Plan (UASP)



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## Project

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## Executive summary

In this report, means of transferring the universally applicable MICADO platform to partner cities and communities, as well as to potential uptakers outside of the current MICADO ecosystem, are set out. The Consortium has proposed concepts on how to ensure or facilitate future proliferation and application of MICADO beyond the Horizon project, e.g. by anchoring MICADO in public institutions and universities. Tutorials and guidelines for local adaptation events are proposed, referring to content created in WP2. Local sustainability strategy have been sketched, and uptake and transfer activities drafted. Note: this Plan represents a snapshot of the state of knowledge of the Consortium on the day of submission, which means that in the remaining seven months of the project duration, information and suppositions included here are possible to change and new ones to arise.

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# 1 Intention of the Uptake and Sustainability Plan

*This chapter explains the necessity and motivation for drawing up UASPs, and sheds light on the knowledge and experience sources that inform them.*

It is the declared intention of the MICADO partnership to sustain the results and products of the MICADO project beyond the action's runtime (funding period), and to make it available as a useful solution to a broader audience in the longer term.

The outcomes of the piloting phase of MICADO have created extensive knowledge for the uptake and dissemination of the solution(s).

The Uptake and Sustainability Plan (UASP) ensures the transfer of the universally applicable MICADO to partner cities and communities. It is built around detailed concepts that were generated in cooperation with stakeholders on how to maintain future proliferation and application of MICADO beyond the Horizon project, e.g. by anchoring MICADO in public institutions and universities. It assembles tutorials and guidelines for local adaptation events, in accordance with the content and knowledge generated in WP2. In combination with the so-called „Uptake Workshops“ run by the consortium, a local sustainability strategy is necessary.

Generic plan vs local plans: A MICADO sustainability plan, on the one hand, needs to have a generic character in order to maintain the applicability of the solution in various locations in Europe, but on the other it needs to meet local specifics in the four partner cities of the project (Antwerp, Bologna, Hamburg, Madrid). Therefore, a guideline for developing and deriving local sustainability strategies is necessary, in addition to an overall sustainability plan for the generic solution.

This document is to outline guidance for these two types of sustainability, as required by the MICADO solution. This Uptake and Sustainability Plan comprises detailed concepts on how to maintain the future proliferation and application of MICADO after the project's end. It presents tutorials and guidelines especially for local adaptation events, as a key approach to ensure the long-term applicability of the MICADO solution. These guidelines are based on the experiences and background knowledge of the MICADO partners and their local networks, collected especially during the piloting phase in 2021.

The main goals behind the uptake and sustainability efforts is securing that the MICADO technical solution remains in use; and in the best-case scenario, that it is developed further. The MICADO Consortium believes the best and the most viable way to achieve this goal is to develop concepts or strategies for successful implementation of MICADO locally together with local stakeholders.

## 2 General Uptake and Sustainability (across the MICADO cities)

*This chapter draws up the general framework conditions, to be fulfilled to ensure sustainability and transfer of the MICADO solution independently of individual sites. It defines the overall demands and approaches, and the potential general strategies that can be derived from them.*

The main goals of the uptake and sustainability efforts within the MICADO project, and therefore of this document, are:

- maintaining the open-source project,
- ensuring that the MICADO concept in general thrives by working across different formats and levels,
- addressing the technical solution, communication format, networking events, sponsoring, etc., in regard to post-project sustainability,
- balancing the scientific harvest and the technical development of the project with the practical-user side,

### 2.1. General demands for uptake, sustainability and transfer

*This sub-chapter defines the general demands and requirements to be fulfilled to ensure sustainability and transfer of the MICADO solution. For this end, it outlines the three levels that need to be considered and addressed.*

Simultaneously, three levels of uptake and sustainability and the respective stakeholders need to be addressed (stakeholder map):

1. **Using:** using the solution in daily professional practice, defining new use cases;
2. **Hosting:** operating the technical deployment, maintenance, operation;
3. **Developing:** identifying and developing new use cases, features, functionalities; adaptation to new demands, managing GitHub repository (request, questions, tasks).

The key questions that the MICADO Consortium will be answering until the end of the project within the framework of Work Package 6, are:

- are the three above-mentioned roles distributed across different institutions or are they in one hand?
- who will carry the future exploitation and further development of the solution? Examples may include a public body, a company formed by individuals connected to the project, a non-profit organisation, a start-up, etc.

For each level, both specific sustainability and uptake formats and guidelines need to be provided. Moreover, communication between the levels of operating, hosting, and developing is going to be key to any success of the outputs of the MICADO project. During the project



lifetime (the 2019 co-creative development and the running piloting), the Consortium gained much insight regarding the importance of communication (e.g. between different disciplines), therefore it will be important to apply the lessons to the product uptake ambitions. Maintaining and managing the official website and documentations, managing social media accounts and interacting with the community, organising events and attending events – these are examples of recommended activities in this regard, and more are likely to be proposed by Consortium members in the remainder of the project.

## 2.2. General means, methods, and instruments. Outline of the general UASP.

*This sub-chapter outlines the generically applicable means, methods, and instruments to ensure uptake and sustainability across the four project cities and beyond. The focus is on the individual, specific measures, activities, formats, events that respond to each of the three levels stated in 2.1. It also outlines how the components form a generally applicable (“place-agnostic”) UASP. It indicates the procedural integration (process- and time-plan) of the components that can be implemented strategically in each (any) place in support of the uptake of the MICADO solution. The subchapter consists of some ideas generated jointly in the Consortium and some that were answers to question posed to the Local Groups.*

Selected ideas regarding the general approach to the sustainability strategy:

- all manuals, footage, instruments could be packaged in one set and should be applicable also beyond the partner cities in MICADO project;
- the MICADO Market Place (see Ch. 4) could become a community platform (Github, website, exchange forum) redirecting to local developers and operators;
- a central caretaker group: in the project, all tasks are being undertaken by Local Groups in the consortium and post-project it could be tried to allocate them to four people in the four cities. Establishing a core team for long-term open-source development would be highly beneficial. In the case where current owners completely fade out from these tasks, sufficient time and effort should be planned for the knowledge and access transfer. This, of course, needs more clarification for, at the least due to the budget and time allocation issues.
  - such a group could consist of one person from each Local Group. This task would not be about hosting or developing, but about forwarding relevant people information, getting the newest information, networking etc.
  - fundraising concepts for the caretaker group and/or the open source community would need to be drafted.
- additionally, the MICADO project became a finalist in the Innovation in Politics Award, launched by the Innovation in Politics Institute. As a finalist project, MICADO will be included in their good practices repository, increasing visibility and credibility, thus positively impacting uptake chances.

Local Groups' answers<sup>1</sup> to questions regarding the idea of the user/operator/developer trinity:

- should the three above-mentioned roles be distributed across different institutions or should they stay in one hand?
  - the Antwerp Local Group finds it is too early to provide an answer. The three roles need to be defined further for a reliable answer to be provided, as the definitions would allow for an estimation of the time and other resources required. It also raised the issue of *host/hosting* as a potential category to be added.
  - the Bologna Local Group is convinced they will go for the distributed path that will include the MICADO partner ASP and likely CSOs.
  - Madrid Local Group does not yet know their path choice, but names both as valid. The Madrid regional government has its own development teams that could develop the MICADO solution further; however, it could also be externalised to an IT company. User and operator roles will most probably be in one hand (the public administration), as it will have the proper mechanisms for data protection, etc.
- what instruments can be deployed for the continued engagement of the existing partners in such roles; or the transfer of such responsibilities/knowledge to new actors?
  - aggregated collective ideas: use-case workshops, capacity building seminars, training, technical training and instruction, github repos, co-creative user workshops, coding camps, hackathons;
  - the Bologna Local Group intends to integrate the MICADO tools in one of the existing solutions developed by the Municipality of Bologna, providing a complete prototype;
  - the Madrid Local Group points out that if a company can offer support for the tool, a contract with a PA might also be an instrument for the company to engage with the project and maintain it.
- is a central “caretaker” group necessary for the shadow supervision/coordination of the evolving local developments of the app and the maintenance of the relationships between the MICADO community of stakeholders? If there were to be one, who should be part of it (one person per city/stakeholder group/partner institution/..?)
  - the Bologna Local Group finds a central caretaker group should only be necessary for the transfer of the knowledge of the app to the future users of MICADO, and that this should be done within the WP6 period. Additionally, the local technical partner CSI intends to try to convince other Italian public authorities to use MICADO and in the case of at least one success, the project

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<sup>1</sup> Disclaimer on all Local Group answers: missing answers on some questions from will likely be given by Local Groups in the future, however they will then not make it to this deliverable.

will be maintained as an open-source project in the Italian open-source project portal.

- the Madrid Local Group believes that PAs should take care of the solution and decide how to evolve it, either individually or through a group of interested stakeholders by means of a shared responsibility in financing the evolution of MICADO. However, given the huge differences between some cities (both in size and obviously in individual dedication to migrants) probably different cities need to evolve in different ways, and hence is better to have a common “core” and specific developments for each city through modules that extend and specialise the core towards specific needs.

### 3 Adaptation of the UASP to the local specifics of the MICADO pilot cities

*This chapter explains why an adaptation of the general / generic UASP is necessary in response to the specific local conditions and contextual framework of the individual cities. Thereupon it describes how this adaptation is carried out.*

- The aim is to make the document useful for specific partners
- Enable adaptation of general strategy for local and sustainable implementation
- Blueprint for strategy co-creation with local stakeholders
- Clear stakeholder map with different roles for each local group
- In addition to (2), differences / individuality of places need to be considered (3.1.)
- Thus this chapter highlights / portrays key specifics and differences of involved cities
- In addition to (2), approaches and means of places need to be considered (3.2.)
- Derives individual “patterns” for local uptake and sustainability strategy

This chapter aims at producing a realistically useful document that addresses the requirements and interests of specific current and future project partners, in order to facilitate their adaptation of the general MICADO sustainability strategy for local implementation. In this sense, the chapter rests on content co-created by the project partners and likely stakeholders, with the ambition of serving as blueprint for future co-creation with the stakeholders that will be involved with the future of MICADO. The chapter thus traces a stakeholder map in section 3.1, recognising and assigning different roles to the stakeholders involved in each local group. In doing so, differences and individual characteristics both of stakeholders and of local contexts have been highlighted, taken into consideration, and incorporated into the local adaptation plans. Furthermore, the diversity of local approaches and resources availability have been recognised, in order to produce potentially effective local implementation and adaptation plans that are both sound for local stakeholders and that align within the sustainability strategy of MICADO’s ambitions.

#### 3.1. Locally-specific demands in the partner cities

*This sub-chapter describes the specific local conditions and contextual framework which differentiate the cities from one another, implicating that an adaptation of the general UASP as described in chapter 2 is necessary. Each city expresses local predictions based on the current state of local conditions, reformulated through the stakeholder map blueprint proposed by 2.1 - which discerns users, hosts, and developers.*

- **Antwerp:** Users of the uptaken MICADO solution in the future are expected to be the already project partner Atlas, the City of Antwerp, and public and private agencies involved with migrant integration in the city. As for hosting, the local group considers that the stakeholders taking up such role will depend on trends of usage and development. Development is considered to be further uptaken by complementing the development approach the local group adopted during the course of the MICADO project with features and modules borrowed from other projects developed in the same city. The latter may be for instance “App van Stad”, “Welkom in Antwerpen”, further applications for social services, and a client portal for agencies working on integration to be identified.
- **Bologna:** The Intercultural Centre of Bologna Municipality, major local stakeholder, is currently engaged in the dissemination of the MICADO project with local NGOs working with migrants with the purpose of expanding the user base and harness the usability and utility of MICADO for a wider range of migrants. The Municipality of Bologna is especially interested in the uptake of sections of the MICADO solutions - specifically Guided Processes, Glossary, and Integration Plans.
- **Hamburg:** The local group considers the State Authority for Social Affairs (BASFI), the Senate Chancellery of the Mayor of Hamburg (SK), and the Agency for Surveying and Geodesy (LGV) as **users** of MICADO in the future of the project. In fact, to develop the locally applicable MICADO solution, experts from public administration have been involved from the very beginning of MICADO within the LESC format. As the development process has advanced, a specific interest and growing need for the migrant situation monitor and its customised information has been voiced by various authorities involved in the management of incoming migrants. Requirements about the other components of the app are still to be addressed and identified. It became evident that different technical solutions are needed for user requirements that imply the integration of a client map for the on-line visualisation of geospatial data. User requirements in this regard need further specification. Once the use case is clear, the portfolio of Urban Data Solutions by LGV could offer a solution. Regarding the non-spatial data, provided for example by the migrant situation monitor, other technical frameworks than vue.js, for example PowerBI might succeed in providing a long-term implementation. Decision criteria are the existent know-how and reference implementations as well as financing options that could be associated with the line of approach by the City of Hamburg. Dataport (central IT service provider for federal state, costly) can be considered for **hosting** the application, however the decision will depend on the solution(s) chosen for the uptake. As for the **development**, HCU (university) and LGV (state authority) are considered the stakeholders likely to be involved in the uptake. Specifically, LGV is involved in the data integration process, independently from the development of the app where the role of LGV is not clear, yet. Furthermore, the **Senate Chancellery** is involved as local project partner, overseeing and coordinating the different authorities involved within the project. Thanks to its position, it could identify and manage both the users’ needs and bottlenecks at the various authorities and stakeholders.
  - Considering experiences from research driven projects to be included in municipal context (Smarticipate, DIPAS, COSI, others), COSI for instance can provide a cockpit with access to data and visualisation of data analyses based on a map client to locate and retrieve information on facilities in urban infrastructure as well as user groups. It already provides some of the data requested for the MICADO App. Hence, if MICADO user groups demanded a map client, COSI could be refined accordingly.

- **Madrid:** the local group considers the Dirección General de Servicios Sociales e Innovación Social (DGSSIS) or Consejería de Familia, Juventud y Política Social (Regional Ministry of Family, Youth and Social Policy) as the main future user group. As for the hosting and development of the future of MICADO, it is predicted that some unit of the CAM will be taking on the role, while CSOs that are currently project partners are expected to consistently continue to be so. On top of these more ascertained committed stakeholders, Madrid City Council has demonstrated their interest for MICADO by participating in the LESC and in the usability tests, while involving the Community of Madrid requires procurement procedures for the acquisition of the MICADO app or the maintenance services related to it. The local group highlights the fact that securing local public administrations' engagement in the future uptake of MICADO is, on the one hand, of public interest, and, on the other hand, it can plough the way for reaching out to the responsible regional Ministries. In fact, a solicitation outlining requirements, services, considerations of human and technical resources, and evaluation criteria can be presented to Regional Ministries and propose their involvement as hosts. A Committee supervising the selection of suitable developers may have to be established; its role would be to evaluate proposals for the acquisition and maintenance of MICADO, submitted by potential developers.

### 3.2. Specific means for adaptation in the partner cities

*This sub-chapter describes and highlights the specific methods, instruments, and approaches that have been established and used, or are expected to be used, in the individual MICADO partners cities - to ensure MICADO's sustainability, and to adapt the general UASP, as outlined in chapter 2. In addition to the individual formats and approaches described across the three levels, it introduces also the formats from the four local contexts*

- **Antwerp:** The local group suggests that a co-integration of working concepts and insights gained by MICADO with the digital transformation strategy of the City of Antwerp should lead the way for the local adaptation of the MICADO solution. Additionally, the orientation of the local adaptation strategy should encompass the digitalisation approach adopted by the regional government that applies to the regional agencies competent in migration and integration. The derived city-level and regional strategy should then be double-checked with program leaders in instances of convergence - sound board groups, business events where project proposals are presented, and other contexts as such.
- **Bologna:** Assuming uptake groups to be stakeholders across the Municipality of Bologna and CSOs located within the Metropolitan City of Bologna area, the local group envisions useful instruments for local adaptation to include: updated video tutorials produced by the MICADO consortium; online guided tutorials, in continuity with the current training offered to PAs; and specifically targeted further trainings for enhancing PAs and CSOs' role as hosts.
- **Hamburg:** The local group considers useful the establishment of steering groups inclusive of multiple state authorities, and the production and dissemination of video tutorials on the blueprint of the already consolidated Open City Toolkit.
- **Madrid:** The local group proposes to present the developed MICADO solution at dedicated and other events where municipalities of the Madrid Region are participatory and can be involved. Such events have already been hosted by URJC and may be exported to other regions of Spain. Additionally, video tutorials can be



produced to support uptaking by stakeholders in the use, exploitation, and maintenance of MICADO.

### 3.3. Outline of local UASPs

*This sub-chapter summarises the locally adapted UASPs and their components (goals, activities, formats, events), as conceived so far by the local partners, drawing upon the general UASP (chapter 2) as well as the locally specific means (subchapter 3.2.). Focus is on the strategic implementation (process- and time-plan).*

- **Antwerp:** Building upon sections 3.1 and 3.2, the locally adapted UASP proposes the involvement of Atlas and OCMW Antwerpen as established stakeholders, and aims at reaching out to urban and regional further stakeholders for the implementation of MICADO - as a whole solution, segments of it, or its concepts - into their own IT applications.
- **Bologna:** The local group realistically foresees the involvement of the Municipality of Bologna and its associated IT services for the local uptake of MICADO.
- **Hamburg:** Within the local group, the participation of HCU through the Digital City Science group is secured in the role of academic lead partner, in cooperation with LGV, Dataport and BASFI. The latter has already organised and led a stakeholders workshop in October 2021. Additionally, it is proposed to host further events with all three institutions where knowledge exchange and demonstrations of technical solutions can happen - as it was the case for the event held in summer 2021 when the Management Information System was presented to the State authority for Social Affairs.
- **Madrid:** The local group considers the UASP will rely on the involvement of the stakeholders mentioned in 3.1, while it aims also at the involvement of external providers.

## 4 Supportive Tools, Guidelines, Tutorials

*This sub-chapter presents selected instruments of the UASP in more detail, in order to support the actual implementation of UASP by the partner cities, and beyond.*

### MICADO Market place (D6.2, led by SYNYO)

The MICADO solutions exchange platform, available at <https://solutions.micadoproject.eu/>, will serve as an information hub and marketing website to support the uptake of the MICADO solution by municipalities, NGOs and migrants in different regions across Europe.

The online hub will be structured in the following manner:

First, the main page will provide an overview of the MICADO apps and their functionalities, an introduction of the user groups and the three solutions that have been customized for migrants, local governments and NGOs. The main page will also feature testimonials from users in the pilot cities, who are recommending the use of the app, specifying in which way

they are benefiting from taking up the MICADO solutions and whether they would recommend MICADO to their peers.

Second, subpages for the three user groups (public administrations, migrants and NGOs) will provide more detailed information on the features of the respective apps. Embedded in the subpages will be short video tutorials that explain in a short and easily understandable way how the app can be used. These tutorials will be developed once the app development has been finalized.

Finally, the MICADO solutions page will also provide a link to Github, to provide software developers with the necessary information to refine and adjust the functionalities of the app.

SYNYO is currently finalizing the marketing content that will be presented on the website. The platform will go online in 2022. Based on this timeframe, the solutions platform can be used as a marketing tool in the last months of the project, and will remain a reference point for information material once the project ends. The final months of the MICADO project will be used to raise awareness for the MICADO solutions exchange platform among key stakeholders in the pilot cities and beyond.

The Marketplace may turn out instrumental in 'selling' the MICADO solution to European cities. Generally, they are able to pick up a TRL7 code and bring it live into their own environment. This process (how to go live) should be clearly documented from a technological and organisational perspective, to be done in the final months of the project, after the technical development has been finished.

## 5 Annex 1. Two uptake formats addressing the local user and tech community

*Two generic formats are presented here as examples of activities that could help activate the local user and tech community. They focus on a key feature of the MICADO project and platform, the language interaction with the system.*

The presented two generic formats aim to establish a larger local user and support community, strengthen the open and accessible character of MICADO and its fundamental co-creative character. The first format ("Translateathon") is a format that can be meaningfully run in any partner city. The second one ("Chatbot hackathon") demands a higher level of preparation, skills, and commitment. The appropriateness of the two formats, and the potential adaptation of the blueprints presented here, is a task that should be discussed with the respective local communities (e.g. LESC).

### 1. "Translateathon"

A key success criterion of the MICADO project and platform is the possibility to interact with the system in different native languages, as the diversity of migrant backgrounds may demand. Most digital systems are designed and (language) optimised to only a few major languages (English, French, Portuguese etc.). There is a clear demand to establish language

interaction also in other languages – for this to happen, native speakers need to be involved in order to feed the system with the respective vocabulary.

The new format “translateathon” targets the generation of translated text for the MICADO app via the format of a playful and gamified workshop, which can be carried out online.

The format can be run easily multiple times, and may be established as recurring events. Potentially, the format can be run as a component within school classes (language education, social work).

All local migrants and migrant-support communities with native language skills will be invited to the events. Potential participants can participate in two roles, either as 1) as translator, or as 2) validator.

English text (taken from the MICADO app) is given to the “translators” to be translated into their own language. Translated text from the translators are then given to the “validators” for semantic and grammatical check. Participants, after a while, can swap the roles. To spur the translateathon, gamification elements are used e.g. artificial time limits, translator competitions, increasing difficulty of text etc.

- Duration: 3 to 5 hours
- Location: Online
- Organiser: Authorities, universities, school
- Participants: Native speaking migrants or migrant supporters
- Preparation: Text bodies, Online workshop / game room
- Prizes: Credits and incentives

## 2. Chatbot Hackathon

The provision of a chatbot interface is essential for the automation of the MICADO platform. Chatbot interfaces allow for an effective servicing of a high number of potential users of the platform, being prepared for – and potentially trained with Machine Learning – to the most common request from the side of users.

There are multiple ways to conceive and implement chatbots, ranging from simple decision trees to free and open-ended conversation. The format of a dedicated hackathon is appropriate to explore these different possibilities, and to bring up creative ideas in response to the various interaction scenarios that MICADO presents.

The format “Hackathon” targets the experimental creation of conceptual or technical chatbot prototypes for the MICADO app. As a well-established format, hackathons provide for the tech-savvy developers and coders a welcome format to come together, exchange, and create a meaningful product. The preparation of hackathons, however, needs careful planning and preparation over weeks and months, plus a suitable location that allows the



physical gathering and co-working of a larger group<sup>2</sup>. Thematically dedicated, a hackathon is usually run only one time, to maintain exclusiveness.

The Chatbot Hackathon addresses the local software development and IT community – persons who have intrinsic interest in testing newest technology and approaches for the common goal of providing easy-to-use chatbot interfaces for MICADO. Participants are given a time frame plus access to amenities, food and beverages – and maximum freedom how to pursue the given task. At the end of the event, solutions are presented, reviewed and ranked. Winners receive symbolic trophies or awards.

- Duration: 1 to 2 days
- Location: Workshop venue (university center, gym, coworking space)
- Organiser: universities, local tech communities
- Participants: software developers, IT specialists
- Preparation: Local workshop venue, data, technology, credits and incentives

### **General issues regarding both formats**

For both formats, following procedures need to be established / specific preparations need to be taken care of, in respect to the different formats:

- Communication of the event well in advance
- Process for registration and confirmation of attendance
- Communication of “event” rules (e.g. time limits, prices, credits)
- Preparation of incentives and credits to be given to participants (e.g. handing out a certificate of attendance, honorary mention on MICADO webpage or in Github, handing out a symbolic trophy or prize)

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<sup>2</sup> This event may also be designed to happen online in case of limitations such as epidemiological constrains.