D2.27: New citizens’ engagement strategies in Valencia

WP 2, T 2.7.2

Date of document
November 2020 (M38)
Technical References

<table>
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<tr>
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<td>Project Title</td>
<td>MAtchUP: New citizens’ engagement strategies in Valencia</td>
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| Project Duration | 1 October 2017 – 30 September 2022 (60 Months) |

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<tr>
<td>Dissemination Level</td>
<td>PU¹</td>
</tr>
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<td>Work Package</td>
<td>WP 2 - Demonstration in Valencia</td>
</tr>
<tr>
<td>Task</td>
<td>T 2.7.2 - Citizens’ engagement and empowering</td>
</tr>
<tr>
<td>Lead beneficiary</td>
<td>7 (KVEL)</td>
</tr>
<tr>
<td>Contributing beneficiary(ies)</td>
<td>1 (VAL), 2 (LNV), 7 (KVEL), 23 (ICE)</td>
</tr>
<tr>
<td>Due date of deliverable</td>
<td>30th November 2020</td>
</tr>
<tr>
<td>Actual submission date</td>
<td>5th November 2020</td>
</tr>
<tr>
<td>Estimated person-month for deliverable</td>
<td>18</td>
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¹ PU = Public  
PP = Restricted to other programme participants (including the Commission Services)  
RE = Restricted to a group specified by the consortium (including the Commission Services)  
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D2.27: New citizens’ engagement strategies in Valencia

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<td>KVEL</td>
<td>18 September 2020</td>
</tr>
<tr>
<td>0.2</td>
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<td>29 September 2020</td>
</tr>
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<td>0.3</td>
<td>Alejandro Gómez</td>
<td>FOCC</td>
<td>15 October 2020</td>
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<tr>
<td>CE</td>
<td>Citizens' Engagement</td>
</tr>
<tr>
<td>Dn.n</td>
<td>Deliverable and numbers</td>
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0 Abstract

This report constitutes Deliverable “D2.27: New citizens’ engagement strategies in Valencia – Final version”, which is the main outcome of Task “T2.7.2: Citizens’ engagement and empowering”.

This report is the final version of the new citizens’ engagement strategies designed in the city of Valencia under the MAtechUP project and it includes the following previous versions: New citizens’ engagement strategies in Valencia – First Version, released on the 30th September 2018 (M12); and D2.26 New citizens’ engagement strategies in Valencia – Second Version, released on 30th September 2019 (M24).

The MAtechUP citizens’ engagement strategy is deployed following a four-steps process including:

1. Ecosystem analysis
2. Diagnosis
3. Action plan
4. Dissemination and communication

Deliverable D2.12 is the first attempt to draft the engagement strategy, and it is therefore focused on building its conceptual framework and the analysis of the context, including the ecosystem analysis and the diagnosis to build upon, respectively step 1 and 2 of the strategy process. The dissemination and communication are designed accordingly, while the action plan is drafted.

Deliverable D2.26 reports advancements in the design of the engagement strategy, analyses the diagnosis outcome and fine-tunes the action plan accordingly, as well as presents first results of the strategy and intermediate conclusions. This report has been designed as a working and in-progress document: for this reason, new paragraphs were marked and highlighted as [updated / new] for the convenience of the reader.

Deliverable D2.27 is the final version of the engagement strategy designed in Valencia, integrated by the conceptual framework and analysis of the context developed under D2.12, updates and outcomes reported under D2.26, and an ultimate version of the action plan of the strategy, together with preliminary observed results, conclusions and recommendations.

However, as stressed along the document and the Conclusions, citizens’ engagement can’t be treated as a steady situation, but as on-going process. This document should be read thus as an orientation and used as a management tool along the implementation of the strategy, which will certainly evolve well beyond the document itself.

In terms of structure, this report is designed as the previous deliverables and includes the four core chapters:

Chapter 3: Ecosystem analysis, including the analysis of the existing infrastructure, processes and relevant stakeholders for the public participation at the city and district level.
Chapter 4: Diagnosis, including the analysis of the participation levels entailed by the Project actions, the needs and priorities of the district, the selection of suitable resources and key actors from civil society, business and industry, research and education to involve in the engagement strategy, and the participation infrastructures to support the engagement actions.

Chapter 5: Action Plan, including action priorities, action plans and deployed activities.

Chapter 6: Dissemination and Communication, including the communication and dissemination plan and the actions implemented along the three first years of the Project.

Additionally, Chapters 1 and 2 provide an introductory frame of reference for the document, while Chapter 8 proposes some preliminary results and conclusions gained along the first three years of the strategy, together with recommendations built upon.

Moreover, given the extraordinary situation faced along 2020, Chapter 7 provides an overview of the Covid-19 health emergency arisen, to what extent it affected the engagement strategy, and lessons learnt during the pandemic. Chapter 7 is not conclusive, since the health emergency and related restrictions are still in place at the date of writing this report.
1 Introduction

1.1 Purpose and target group

The purpose of this report “D2.27: New citizens’ engagement strategies in Valencia – Final version”, is to describe the citizen engagement strategy that is being deployed in the Valencia demonstration site (i.e. the district of Poblats Marítimes) under the MAAtchUP project. This strategy is the main outcome of Task “T2.7.2: Citizens’ engagement and empowerment”. This report is the updated version of Deliverable “D2.26: New citizens’ engagement strategies in Valencia – 2nd version”, released in September 2019 (M24) and is also the final versions of it.

The MAAtchUP citizen engagement strategy has been deployed following a four-steps process including ecosystem analysis, diagnosis, action plan and communication. The strategy is based, in fact, on the analysis of the existing infrastructure, processes and relevant stakeholders for the public participation at the city and district level. The selection of suitable resources and key actors from civil society, business and industry, research and education allows to benefit from synergies and to avoid an overlapping of measures or citizens overburden. The diagnosis of the participation level entailed by the Project actions, the needs and priorities of the district, and the setup of the engagement infrastructure. The action plan then builds on the existing resources and relevant actors and designs the participatory activities according to the level of participation entailed by the MAAtchUP interventions in Valencia. The MAAtchUP communication measures are also defined.

1.2 Contribution of partners

The Table 1 depicts the main contributions from participant partners in the development of this deliverable.

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<th>Contributions</th>
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<td>Task and deliverable responsible party. Input for all chapters; contributions management; review and layout.</td>
</tr>
<tr>
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<tr>
<td>LNV</td>
<td>Input for Chapters 4 and 6</td>
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<tr>
<td>VCE</td>
<td>Input for Chapter 5 and 6</td>
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Table 1. Contribution of partners

1.3 Relation to other activities in the project

The Table 2 depicts the main relationship of this deliverable to other activities (or deliverables) developed within the MAAtchUP Project and that should be considered along with this document for further understanding of its contents.

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## D2.27: New citizens’ engagement strategies in Valencia

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<td>D1.2 describes the approach, methodology, infrastructures and processes for capacity building and citizen engagement activities followed in MAtchUP.</td>
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<td>D1.6</td>
<td>The findings from this D2.27 and the developed Action Plan will be the basis for further discussions and strategy development related to citizen engagement in the Smart City Strategic Plan for Valencia.</td>
</tr>
<tr>
<td>D1.13</td>
<td>The findings from this D2.27 and the developed Action Plan will be an input for the Valencia Replication Plan.</td>
</tr>
<tr>
<td>D2.12, D2.26</td>
<td>D2.27 is the final version of D2.26 and it reports the deployment in Valencia of the new citizens’ engagement strategy designed within D2.12 and D2.26. D2.12 and D2.26 represent therefore the conceptual and methodological framework and the preliminary of D2.27.</td>
</tr>
<tr>
<td>D2.x</td>
<td>The strategy for public participation developed will accompany the whole MAtchUP actions implementation process at the Valencia demo-site.</td>
</tr>
<tr>
<td>D7.x</td>
<td>The strategy developed in Chapter 6 for publication, participation will go hand in hand with international projects to support the implementation processes of sustainable Action Plans of other cities.</td>
</tr>
<tr>
<td>D5.7</td>
<td>The social evaluation will facilitate the monitoring and assessment of the citizen engagement strategy and both D2.27 and D5.7 will provide an evidence-based ground for future experiences and public participation strategies.</td>
</tr>
<tr>
<td>D8.11</td>
<td>The strategy developed for public participation will go hand in hand with local and project-wide dissemination and communication activities.</td>
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**Table 2. Relation to other activities in the project**
2 MATCHUP Citizens’ engagement process

We understand citizen engagement as a process of institutional and citizens’ transformation. The participation of the quadruple helix of open innovation is therefore essential.

![Quadruple helix of open innovation](image)

**Figure 1. Quadruple helix of open innovation**

The process of citizen engagement entails different levels of public participation (Inform, Involve, Consult, Collaborate and Empower), depending on the characteristics of the actions planned in a given programme, plan or project.

![Spectrum of Public Participation](image)

**Figure 2. Spectrum of Public Participation**

Under the MAtchUP citizen engagement strategy, the level of participation required by the Lighthouse interventions is analysed, in order to determine the level of engagement actions required.

The **highest participation level** is the empowerment and it is reached through the involvement in the decision making and policies processes. A citizen engagement strategy has to cover three main dimensions in order to enable a real empowerment:

- Awareness about the action site
- Capacity building – at the individual and collective level
- Generation of a favourable environment allowing the development of an active and binding participation

These three dimensions will be covered under the four MAtchUP pillars: Energy, Mobility, ICT and Citizens.

![Figure 3. MAtchUP Pillars](image)

Along the Project, several participatory activities are planned: under WP1 along the characterization and the strategic planning, under WP8 under the Communication and Dissemination activities, and, in the demo sites, along the citizens’ engagement actions (WP2, WP3, WP4). The features of **participation, co-decision, social inclusion and synergies with existing initiatives** (for further details on these features, see D1.1, p. 16-17) shall nurture the MAtchUP processes, both at the city and the project level. The several participatory activities scheduled along the Project should be understood as a continuous process and the **synergies** among the citizens’ engagement actions, and between them and the existing initiatives under the planning, demonstration and replication actions should be identified, put in value and strengthen.

In order to clarify the **common participatory environment**, the following figure (Figure 4) shows the citizens’ engagement infrastructure and processes planned along the Project at different levels, allowing to conceptualize them as parts of one common framework.
This project has received funding from the European Union’s Horizon 2020 research and innovation programme under Grant Agreement N°774477
The MAtechUP citizen engagement strategy is deployed following a four-steps process, summarized in the following paragraphs and including:

- Ecosystem analysis (CHAPTER 3)
- Diagnosis (CHAPTER 4)
- Action plan (CHAPTER 5)
- Dissemination and communication (CHAPTER 6)

2.1 Ecosystem analysis

The initial phase of the Ecosystem Analysis includes gathering information on existing resources for the public participation in the city of Valencia both in terms of relevant infrastructure and strategies. Existing and planned resources and strategies that are complementary to the MAtechUP strategy were identified, in order to establish synergies and not to overlap. The collaboration with private initiatives working in line with the MAtechUP goals is encouraged, promoted and disseminated. The ecosystem analysis and diagnosis proceeded in parallel to the analysis of the city plans and indicators (WP1, City Advanced Characterization, Step 1) and they were mutually nurtured.

The Ecosystem Analysis was performed along year Y1 of the project and it covers resources for the public participation active from 2015 up to the date of release of D2.12, i.e. September 2018.

2.2 Diagnosis

The Diagnosis phase allows defining the contextual basis for the Engagement Action Plan. To this end, as a first step the existing virtual and F2F infrastructures suitable for MAtechUP at the city and district level were selected, based on the Ecosystem analysis performed, together with relevant key alliances. The level of participation required by the Lighthouse interventions was then analysed, in order to determine the level of engagement actions required under the Action Plan. Besides, recommendations based on the input collected within the first workshop held in Valencia the 3rd of July 2018 under the WP1 activities (see D1.1), the WS1.-Diagnosis Launch Workshop, and the WS3.- City and district needs and priorities, held in Valencia the 18th of December 2018, allowed the fine-tuning of the engagement action plan. The virtual and face to face infrastructure that had to be created in order to implement the engagement strategy (together with the existing ones) were finally designed.

2.3 Action plan

An action plan designs the desired scenario that the actors want to reach as an answer to the characteristics analysed; therefore, the action plan designed for the Valencian citizen engagement strategy is based on the Ecosystem analysis and the Diagnosis. This has to be an action-oriented timeline, identifying key available resources and key responsibilities. At the current time, the action plan is under development.
2.4 Dissemination and Communication

The main paths and features of the communication activities related to the citizen engagement strategy and according to the planning under WP8 and the Valencia Local Communication Desk are finally designed in this document. The full dissemination and communication strategy are described under the D8.1 and D8.12 Dissemination and Communication Plan and the features of the Local Communication Desk further specified, where needed.

Communication and Dissemination activities related to citizen engagement started in September 2018. However, during the elapsed time since the beginning of the project, the city of Valencia has made a special effort to spread the project, focusing on what is it about and in which areas of innovative actions will be carried out and where. The detailed description of the communication activities is in Chapter 6 on Dissemination and Communication.
3 Ecosystem analysis

The aim of this section is to analyse the existing citizen engagement infrastructure and processes, in order to ensure the efficiency and effectiveness of the MAAtchUP new citizen engagement strategies in the city of Valencia. The analysis is performed at the city and the district level.

The district object of the analysis is POBLATS MARITIMS (district number 11 marked in red) where Valencia interventions will be performed. It is integrated by five sub-districts:

- Cabanyal-Canyamelar-Cap de França
- Malva-Rosa
- Beteró
- Grau
- Nazaret

The district and its five sub-districts are analysed in the present document and will be the environment for the citizen engagement activities deployed.

3.1 Analysis of the existing citizen engagement infrastructure

In this epigraph we'll analyse the existing channels and sites available in the city and the district enabling the direct participation of citizens in the construction and implementation of policies, strategies and plans.

It is necessary to point out that the City Council of Valencia is developing the regulation document that allows the implementation of the Citizen Participation Model of the City of Valencia. This model was designed together with the citizenship through a participatory process. This regulation document based on the new model will allow the development and implementation of a virtual and in-person infrastructure common to all districts of the city of Valencia.

3.1.1 Virtual

Virtual infrastructure such as online platforms, application software, collaborative channels having as a purpose the citizen engagement at all levels (Inform, Consult, Involve, Collaborate, Empower), in the district and/or in the four MAAtchUP pillars: Energy, Mobility, ICT, Social.

In the district, we do not find specific virtual spaces of participation so we will refer to the infrastructure on a city scale, identifying those elements that we will be able to use within the MAAtchUP project.

This section does not include public services or information platforms that do not have the aim of active participation of citizens in decision-making processes.

3.1.1.1 #DecidimVLC
It is the platform in which is carried out the on-line participation of the citizenship of Valencia. This platform is based on the technology CONSUL, a tool developed by the City Council of Madrid in Open Source and adapted by the city Council of Valencia.

Figure 6. #DecidimVLC

Although the tool at this time is only used for the development of the "Citizen Consultation on Investments" (participatory budgets), it presents other features such as:

- Presentation and discussion of Ideas
- Presentation and support of Citizen Proposals
- Co-drafting of Collaborative Legislation

At the time of the ecosystem analysis (Sept 2018) the city council of Valencia was developing new functionalities for the "citizen participation portal". From the project MAtechUP will work with the managing service (Decentralization and Citizen Participation Service) to collaborate in its development.

The two following websites are informative, but they are relevant as they facilitate two cornerstones of any engagement process: transparency and information. On one side, the "Open Government" for the data access, visualization and download, and on the other side "Geoportal", allowing the data geopositioned visualization. Both platforms are managed by the Municipality of Valencia.

The "#decidimVLC" URL is: http://decidimvlc.valencia.es.

3.1.1.2 Open Government

The website allows the access, visualization and download of several data. The platform is structured in four sections, as follow:

1. Transparency
2. Good governance
3. Open data
4. Budget visualization

![Image of the Transparencia y Datos Abiertos portal](image_url)

**Figure 7. Open government website**

The “Open Government” URL is: [http://gobiernoabierto.valencia.es/va/](http://gobiernoabierto.valencia.es/va/).

### 3.1.1.2 Geoportal

The “Geoportal” allows the geopositioned visualization of data through interactive data of the Valencia municipality map, classified by area (Environment, Urban Planning, Tourism, Transport, Health, …). Data on public services, such as public equipment and urban elements, or organizations and associations are also included.

![Image of the Geoportal website](image_url)

**Figure 8. GEOPORTAL website**

The “Geoportal” URL is: [https://geoportal.valencia.es/home/](https://geoportal.valencia.es/home/).
3.1.2 Face-to-face (F2F)

The face-to-face infrastructure is the governance infrastructure for the citizen engagement based in the district. These are spaces and participatory groups aimed at increasing the citizens’ influence on the decision making in the four MA\textit{t}chUP pillars: Energy, Mobility, ICT, Social. In the following paragraphs, the existing infrastructure is analysed and the spaces and participatory groups that can be used within the MA\textit{t}chUP citizen engagement strategy are selected. The governance infrastructure is presented by domain: city and district.

3.1.2.1 City domain

A. Sectoral Councils / \textit{Consejos Sectoriales}

The sectoral councils are cross-territorial consultation bodies. In general, they meet twice a year while extraordinary meetings take place when required. For the purpose of this analysis, only the bodies active from 2015 are taken into consideration.

- Social Council of the city / \textit{Consejo Social de la ciudad de València}
- Food Town Council / \textit{Consejo Alimentario Municipal}
- Town Council of Environment / \textit{Consejo Municipal de Medio Ambiente}
- Town Council of Cooperation / \textit{Consejo Municipal de Cooperación}
- Local Council of Immigration and Interculturality / \textit{Consejo Local de Inmigración e Interculturalidad}
- Town Council of Social Action / \textit{Consejo Municipal de Acción Social}
- Town Council of Women / \textit{Consejo Municipal de la Mujer}

B. District Councils (territorial) / \textit{Consejos de Distrito (territoriales)}

The District Councils (\textit{Consejos de Distrito}) include political and civil society representatives and they are the consultation bodies of the District Boards (\textit{Junta de Distrito}). The District Boards are local administrative structures, they don’t manage own budget but administrative procedures such as the registration of inhabitants, travel cards, licences, among others. They are territorial bodies (i.e. each district has one) and they meet three times a year.

District Council of the District Board of / \textit{Consejo de Distrito de la Junta de Distrito de}:

- \textit{Marítim}
- \textit{Abastos}
- \textit{Ciutat Vella}
- \textit{Exposición}
- \textit{Patraix}
- \textit{Russafa}
- \textit{Trànsits}
- \textit{Pobles del Nord}
- \textit{Pobles del Sud}
- \textit{Pobles de l’Oest}

C. Working Groups (thematic in each territory) / \textit{GRUPOS DE TRABAJO (temáticos en cada territorio)}.

Working groups on specific themes within the District Councils. They meet quarterly.

- \textit{WGs of the District Council of Marítim}
  - Urban planning, Mobility and Investments in Neighbourhoods
- Social Welfare
- Culture
- Cohesion and Citizen Protection

WGAs of the District Council of Abastos
- Urban planning and Investments in Neighbourhoods
- Social Welfare
- Culture

WGAs of the District Council of Ciutat Vella
- Urban planning and Mobility
- Social Welfare

WGAs of the District Council of Exposición
- Urban planning and Investments in Neighbourhoods
- Social Welfare and Health
- Culture and Education
- Economic Activities

WGAs of the District Council of Patraix
- Urban planning and Investments in Neighbourhoods
- Social Welfare
- Culture

WGAs of the District Council of Russafa
- Urban planning and Investments in Neighbourhoods
- Social Welfare
- Culture

WGAs of the District Council of Trànsits
- Urban planning and Investments in Neighbourhoods
- Social Welfare and Citizen Security
- Culture

WGAs of the District Council of Pobles de l’Oest
- Urban planning, Mobility and Investments in Neighbourhoods
- Social Welfare and Citizen Security
- Culture

WGAs of the District Council of Pobles del Nord

WGAs of the District Council of Pobles del Sud

D. Ad hoc F2F spaces

Working groups and participatory bodies may be created for specific processes or projects. Currently, the Municipality is mapping all the existing bodies. These bodies are:

- TECHNICAL-POLITICAL TABLE / MESAS TÉCNICO - POLÍTICAS
- POLITICAL-CITIZEN TABLE / MESAS POLÍTICO - CIUDADANAS
- TECHNICAL-CITIZEN TABLE / MESAS TÉCNICO - CIUDADANAS

E. New spaces

The "citizen participation model of the city of València" plans the creation of further spaces for participation, which are therefore expected but not available at the moment.
Some of them are considered relevant to the MAtechUP engagement strategy. They are:

- OBSERVATORY OF PARTICIPACION OF THE CITY OF VALENCIA / OBSERVATORIO DE PARTICIPACIÓN DE LA CIUDAD DE VALENCIA
- OBSERVATORIES DISTRICT / OBSERVATORIOS DE DISTRITO
- DISTRICT OFFICES OF CITIZEN INFORMATION / OFICINAS DE ATENCIÓN CIUDADANA A NIVEL DE DISTRITO

F. CONNECTA networks / Redes Connecta (Las Naves - Innovation)

The CONNECTA networks are aimed to generate networking communities among the main actors of the quadruple helix of innovation on the following five strategic sectors:

- MOBILITY
- ENERGY AND WATER
- AGRO-FOOD
- HEALTH AND HEALTHY CITY
- CREATIVE AND CULTURAL INDUSTRY

G. Other networks

- VIT EMPRENDE, a network promoted by the Employment and Entrepreneurship Foundation of the Municipality of Valencia, and aimed at bringing together the entrepreneurial ecosystem of the city.

H. "Parla amb Joan Ribó"

Open space where proposals, suggestions, petitions or complaints can be forwarded to the mayor and the municipal government. This space is established as an active listening mechanism with the purpose of improving the management of the city.

3.1.2.2 District domain

A. DISTRICT COUNCIL OF THE MUNICIPAL BOARD OF POBLATS MARITIMS / CONSEJO DE DISTRITO DE LA JUNTA DE DISTRITO DE MARÍTIM

Composition (as per 1st version, M12, 09/2018)
President: Glòria Tello Company
Vice President: Sandra Gómez López
Secretary: María José Iranzo Iranzo

Composition (as per Final version, M38, 11/2020)
President: Glòria Tello Company
Vice President: Emiliano García Domenech
Secretary: Teresa Hernández Briones

Working Groups linked to MATCHUP

Urban planning, Mobility and Investments in
- Neighbourhoods
- Social Welfare
- Coexistence and Citizen Protection
3.2 Analysis of participatory processes and tools deployed in the district

The aim of this section is to analyse processes and tools for the participation implemented in the district in the last five years (starting from 2014).

Relevant processes on this regard were found in the sub-districts from Poblats Maritims District: Cabanyal-Canyamelar-Cap de França, Nazaret and Grau. Furthermore, the participatory process #DecidimVLC, managed at the city level, was also considered relevant for its impact on the district.

For each process, the following aspects were analysed: driving entity, used infrastructure, degree of public participation achieved (Inform, Involve, Consult, Collaborate, Empower), involved people, status, and evaluation outcomes.

3.2.1 Cabanyal-Canyamelar-Cap de França

The sub-district Cabanyal-Canyamelar-Cap de França is today one of the most remarkable urban areas of the city of Valencia. Historically, it has been a maritime neighbourhood with a strong identity character, characterized by its architectural and urban heritage, its variety of own traditions, population mixture and civic vitality. The neighbourhood has been the subject of urban aggression that has significantly deteriorated its image, both internally and as a city, generating a strong physical and social degradation.

3.2.1.1 VA CABANYAL

Va Cabanyal was the participatory process developed in the sub-district of Cabanyal-Canyamelar-Cap de França for the elaboration of the Strategy for Sustainable and Integrated Urban Development (EDUSI), funded 50% by ERDF and 50% by the municipality. The aim of the strategy is the rehabilitation of the neighbourhood from a multidimensional approach that encompasses the physical, economic and social regeneration of the area.

Va Cabanyal followed a bottom up approach, with all the stakeholders invited to get involved in. Through this participatory process, neighbours, policy makers and economic stakeholders have brought together all their proposals to identify challenges and needs, drafting the necessary actions to succeed in the social and economic regeneration of the area.

Driving entity: Municipality of Valencia.

i. Used infrastructure

The process was structured around the following working groups:

- Driving Group (25-30 neighbours)
Several participatory spaces were enabled, both virtual and F2F. The virtual spaces enabled were:

- Web (vacabanyal.org)
- Twitter (@VaCabanyal)
- E-mail (vacabanyal@gmail.com)

The F2F participatory spaces included the office where most working activities took place, interviews to relevant actors, and participatory workshops, as detailed below.

1. **Va Cabanyal Office**: dissemination and work space.

2. **Interviews**: Several interviews were performed with neighbours and experts. Besides, exploratory questionnaires were spread among neighbours and shops owners. The interviews and the questionnaires allowed to deepen the main issues of interest for the neighbourhood, prioritized along the analysis and diagnosis phases, to widen the participation channels and as an information/data source on relevant themes.

3. **Workshops**: Three large workshops open to participation were organized in order to involve citizens in the process of designing the urban strategy for the sub-district from the beginning. The workshops aimed at covering the three steps of the process, namely diagnosis, elaboration of proposals, prioritization and lines of action. Specific participatory activities were realized addressed to children (6-12yo), **Va Cabanyal Infantil**.

The working groups and participatory spaces detailed above collaborated in the process of strategy elaboration, structured along three progressive phases (see Figure 10).

- Analysis and diagnosis
- Elaboration of proposals
- Prioritization and lines of action

Furthermore, the strategy plans the creation of a Neighbourhood Office in charge of the coordination of the programmes and projects developing in the sub-district, setting the mechanisms for an efficient and binding citizen engagement.

**ii. Achieved degree of participation**

The methodology used and the several open channels for participation, allowed the engagement at all levels, from the lowest to the highest. Each person, group or entity decided how they wanted to be involved, from registering to a mailing list to be informed (Inform), to participate in the spaces and activities of consultation (Consult), to be involved in the working groups (Involve), to collaborate in the driving group and in the decision-making workshops (Collaborate).

**iii. People involved**
Several groups and individuals were involved in the neighbourhood, including key actors from the quadruple helix, as shown in the Sociogram (FIGURE 11). Significant effort was dedicated to this end, in order to identify the relevant actors and to analyse the relationships among them, with the aim of ensuring the largest representativeness across the neighbourhood. The neighbourhood has a strong associative and collaborative fabric, so that the participation levels had to be high.

iv. Status


v. Evaluation outcomes

An evaluation of the participatory process was performed, but it is not public. None of the participatory spaces and channels developed under Va Cabanyal is currently active.

![Figure 10. Va Cabanyal process](image-url)
3.2.1.2 PEC Cabanyal

The Cabanyal-Canyamelar Special Plan/ Plan Especial Cabanyal (PEC Cabanyal) is the planning tool defining the urban planning, land use and heritage management.

The current General Urban Development Plan/ Plan General de Ordenación Urbana (PGOU), approved in 1988, was developed by a Special Plan for Protection and Internal Reform (PEPRI) for the Cabanyal-Canyamelar area. The PEPRI was paralyzed by the plunder in 2009, so a new plan is needed to face the challenges posed by the Valencian sea front.

The PEC Cabanyal implied a participatory process open to public.

**Driving entity:** Municipality of Valencia.

1. **Used infrastructure**

The participatory process is structured around the following working groups:

- Driving Group (25-30 neighbours)
- Thematic Working Groups: cohesion and social inclusion; public space and environment; communication & dissemination; employment and training; housing.
- Technical & Political Working Group
- Monitoring Committee
- Coordination Committee, in charge of coordination of the ongoing neighbourhood urban plans (PEC-EDUSI-ARRU-PIP)
Several participatory spaces are enabled, both virtual and F2F. The virtual spaces enabled are:

- Web (http://www.pecplaespecial.com)
- Facebook (@PECPlaEspecial)
- Email (info@pecplaespecial.com)

The F2F participatory spaces include the office where most working activities take place, interviews with relevant actors, and participatory workshops and activities, as detailed below.

(1) Participation Office: dissemination and work space.

(2) Interviews: Several interviews are administered to neighbours and experts, in order to approach the context and set diagnosis lines and potential fields of action.

(3) Workshops for decision making.

(4) Info days for dissemination and training.

(5) Participatory urban drifting, in order to collect subjective perspectives and perceptions on the urban environment.

The working groups and participatory spaces detailed above collaborate in the process of strategy elaboration, structured along three progressive phases, as shown in Figure 12:

- Information and diagnosis
- Pathways and strategies
- Preliminary proposal

![Figure 12. PEC process](image)

According to the participatory process outcome, the setup of the Local Office for the Integrated Management of the Renovation and PEC Implementation is expected. The
PEC local office would be in charge of designing the spaces and mechanisms for an efficient and binding citizen engagement, among other tasks.

**ii. Achieved degree of participation**

The methodology and the several open channels for participation, allow the engagement at all levels, from the lowest to the highest. Each person, group or entity can decide how they want to be involved, from registering to a mailing list to be informed (Inform), to participate in the spaces and activities of consultation (Consult), to be involved in the working groups (Involve), to collaborate in the driving group and in the decision-making workshops (Collaborate).

**iii. People involved**

The involved public is the same identified within the Va Cabanyal sociogram, shown in the previous paragraph. In fact, the working area and the involved public coincide in the two processes, Va Cabanyal and PEC Cabanyal.

**iv. Status**

The participatory phase is closed.

Participatory phase: July 2017 - February 2018.

Public exposition and allegations: until October 2018.

**v. Evaluation outcomes**

No evaluations were performed on the process as of today.

None of the participatory spaces and channels developed is currently active, except the Monitoring Committee, in charge of the information to the public and answering the allegations during the public exposition legal process.

---

**3.2.2 Nazaret**

Nazaret is the southern sub-district of Poblats Marítims district. Its geographical location at the mouth of the Turia River has historically offered a privileged location with its own beach and surrounded by vegetable garden. This situation changes with the amplification of the Port, the construction of a multitude of infrastructures and the implementation of the logistics activities zone, since they completely isolate the neighbourhood from the rest of the city. The construction of the Formula 1 circuit makes the situation even worse and ended up stripping Nazaret of the assets it had.

Figure 13 - The Nazaret sub-district
3.2.2.1 **Collaborative elaboration of the neighbourhood strategy**

The Integrated Strategy for Nazaret is initiated by the Valencia Municipality in order to guide the pathways and actions to develop in the next years in the neighbourhood. Accordingly, the municipality is planning similar participatory processes in other districts of the city, addressed to the elaboration of integrated strategies. This approach shifted the city model from a process of growth towards the periphery and related degradation of the agricultural area of the Huerta to a more sustainable rehabilitation aimed at the improvement of the living conditions in the urban environment instead.

**Driving entity:** Municipality of Valencia.

i. **Used infrastructure**

The participatory process is structured around the following working groups:

- Promoting Group (25-30 neighbours), including two sub-groups: associations and citizens.
- Thematic Working Groups: urbanism; housing and mobility; education, health and culture; cohesion, employment and economy.
- Technical Working Group, including the local administration staff in the neighbourhood, such as practitioners of the health centers, social workers, youth professionals, teachers, trainers, religious communities, and other entities of social work.
- Monitoring Committee, with representatives of the different demographic groups and the existing public and social resources.

Several participatory spaces are enabled, both virtual and F2F. The virtual spaces enabled are:

- Web (http://www.estrategianatzaret.valencia.es)

The F2F participatory spaces include interviews to relevant actors and participatory workshops and activities, as detailed below.

1. Interviews. Several interviews are administered to neighbours and experts, in order to further clarify issues prioritized during the analysis and diagnosis phases, and to develop contents for the action plan.

2. Workshops or open meetings for decision making, one for each phase of the process of strategy elaboration.

3. Workshops dedicated to specific target groups (Roma, immigrants, youngsters, …).

4. Timelines.

The working groups and participatory spaces detailed above collaborate in the process of strategy elaboration, structured along three progressive phases:

- Participatory diagnosis
- Training
- Proposals, including action lines and actions

ii. **Achieved degree of participation**
The methodology and the several open channels for participation, allow the engagement at all levels, from the lowest to the highest. Each person, group or entity can decide how they want to be involved, from registering to a mailing list to be informed (Inform), to participate in the spaces and activities of consultation (Consult), to be involved in the working groups (Involve), to collaborate in the promoting group and in the decision-making workshops and open meetings (Collaborate).

### iii. People involved

Representatives of the quadruple helix were involved: public administration, citizens, academia and business. Mechanisms and participatory channels were also put in place in order to address the cultural and social diversity of the neighbourhood and to avoid any undesired exclusion. The involved population is shown in the related sociogram (Figure 14).

![Figure 14. Nazaret strategy sociogram](image)

### iv. Status


### v. Evaluation outcomes

An evaluation of the participatory process was performed, but it is not public. None of the participatory spaces and channels developed is currently active. The Integrated Strategy for Nazaret has not been presented to the public so far.
3.2.3 Grau

The Grao sub-district is located in the center of the POBLATS MARITIMS, linked to the historic dock of the Port of Valencia. In the last decades it has suffered important transformations derived both from the expansion of the port and the construction of large urban infrastructures such as the bases of the America’s Cup or the Formula 1 circuit. Currently, the Valencia City Council is developing a process of citizen appropriation and opening of the seafront of the port, reversing the privatization of public space resulting from the implementation of the infrastructure mentioned above.

3.2.3.1 "Marina voices" / "Veus de la Marina"

The participatory process "Veus de la Marina" is developed with the objective of collaboratively designing, together with citizens, the new toponyms and routes, as well as the new signage of the public spaces of La Marina de Valencia (esplanades, docks, streets, old foundations, etc.).

The aim is to turn La Marina into a public space full of life, where citizens find a cultural and social reference and spend time for work and leisure.


i. Used infrastructure

Several participatory spaces are enabled, both virtual and F2F. The virtual spaces enabled are:

- Web, not specific of the participatory process (www.lamarinadevalencia.com)
- E-mail (veusdelamarena@marinadevalencia.com)
- Online forms

The F2F participatory spaces include interviews to relevant actors and participatory workshops for the decision making, as detailed below.

(1) Interviews. Several interviews are administered to neighbours and experts as an approach to the local context and deepening of issues raised during the workshops.

(2) Workshops for decision making.

The participatory spaces detailed above collaborate in the process of strategy elaboration, structured along three progressive phases:

- Technical analysis and diagnosis. To this end, the following tools were used: field work and participant observation; interviews; online forms.
Collective construction. To this end, the following tools were used: four thematic workshops, two for each theme: identity and public spaces, collective memory; workshops in the educational center CEIP Las Arenas; online forms.

Implementation of the actions.

ii. Achieved degree of participation

The methodology and the several open channels for participation, allow the engagement at all levels, from the lowest to the highest. Each person, group or entity can decide how they want to be involved, from registering to a mailing list to be informed (Inform), to participate in the spaces and activities of consultation (Consult), to be involved in the working groups (Involve), to collaborate in the promoting group and in the decision-making workshops and open meetings (Collaborate). The process was also a tool for empowering citizens, since the decisions taken were effectively implemented (Empower).

iii. People involved

The categories of actors involved are: neighbours, visitors, workers and entrepreneurs from La Marina. The detailed list of the people involved is not available.

iv. Status


v. Evaluation outcomes

Evaluations of the participatory process are not known.

The participatory spaces and channels developed are currently not active.

3.2.4 City domain

3.2.4.1 #DecidimVLC

Through the city platform #DecidimVLC several processes of participatory budgeting were implemented. However, the participatory processes were implemented at the district level across the city.

i. Used infrastructure

The process is structured around the web platform www. Decidimvlc.valencia.es and the working groups organized in the district.

The main participatory virtual spaces enabled are:

- Web (www.decidimvlc.valencia.es)
- Facebook (@decidimVLC)
- Twitter (@decidimVLC)
- E-mail (consultaciudadanadinversiones@valencia.es)

The district working group constitutes the F2F participatory space for this participatory process.

The working group and participatory spaces detailed above collaborate in the process structured along three progressive phases:
Proposals and support
✓ Evaluation
✓ Ballot

ii. Achieved degree of participation

The methodology and the several open channels for participation, allow the engagement at different levels:

- Proposing investment projects individually or on behalf of an association
- Supporting the proposals presented
- Joining the District Working Groups, individually or on behalf of an entity/association
- Voting

#DecidimVLC is an empowering tool since specific public investment is allocated on the decisions taken by citizens; the decisions taken are implemented. Moreover, the tools available allow each person, group or entity to decide how they want to be involved, from following the website to be informed (Inform), to supporting proposals and/or voting (Consult), to be involved in the elaboration of proposals (Involve), to collaborate in the working groups or the collective proposals (Collaborate).

iii. People involved

The process is addressed to the inhabitants of the city of Valencia over the age of 16 years, and the participation mechanisms are put in place with this purpose.

iv. Status


v. Evaluation outcomes:

An evaluation of the participatory process was performed, but it is not public.
3.3 Analysis of key stakeholders

The stakeholders and services related to the city engagement strategy in the district relevant under the four MAtchUP pillars are mapped under this section. The several sources of information are taken into account for the purpose:

- Municipal register of associations
- Sociograms and lists of key actors developed within the participatory processes realized in the district (Va Cabanyal, PEC Cabanyal, Integrated Strategy for Nazaret, Marina's voices).
- Consultations with the key stakeholders and experts in the district

Key actors are identified within the following profiles according to the quadruple helix model of open innovation:

- PUBLIC ADMINISTRATION / PUBLIC SERVICES
- PRIVATE SECTOR
- CITIZENS AND CIVIL SOCIETY ORGANIZATIONS
- RESEARCH AND UNIVERSITY

The key actors and services are listed in the following tables; other relevant actors and services located in the District are included in Annex I. Other relevant actors and services in the district.
3.3.1 Public Administration / Public Services

**Municipal bodies**

<table>
<thead>
<tr>
<th>Department/Service</th>
<th>Description</th>
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</thead>
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<tr>
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<td>Junta de Distrito De Marítimo</td>
</tr>
<tr>
<td>District Council of Marítimo</td>
<td>Consejo de Distrito De Marítimo</td>
</tr>
<tr>
<td>Decentralization and Participation Service</td>
<td>Servicio de Descentralización y Participación</td>
</tr>
<tr>
<td>MAtchUP Project Manager: Ernesto Faubel, Providing Connection with the rest of Municipal Services Involved in MAtchUP and its Representatives:</td>
<td></td>
</tr>
<tr>
<td>Innovation Department</td>
<td>Serv. Innovación</td>
</tr>
<tr>
<td>Trade and Supply Department</td>
<td>Serv. Comercio y Abastecimiento</td>
</tr>
<tr>
<td>Employment and Entrepreneurship Department</td>
<td>Serv. Empleo y Emprendimiento</td>
</tr>
<tr>
<td>Social Welfare and Integration Department</td>
<td>Serv. Bienestar social e Integración</td>
</tr>
<tr>
<td>Urban Projects Department</td>
<td>Serv. Proyectos urbanos</td>
</tr>
<tr>
<td>Infrastructure Works Department</td>
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</tr>
<tr>
<td>Housing Department</td>
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</tr>
<tr>
<td>Education Department</td>
<td>Serv. Educación</td>
</tr>
<tr>
<td>Sport Department and Municipal Sports Foundation</td>
<td>Serv. Deporte y Fundación Deportiva Municipal</td>
</tr>
<tr>
<td>Circulation, Transport and its Infrastructures Department</td>
<td>Serv. Circulación, Transporte y sus Infraestructuras</td>
</tr>
<tr>
<td>Cultural Heritage Department</td>
<td>Serv. Patrimonio cultural</td>
</tr>
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<td>Cultural Resources Department</td>
<td>Serv. Recursos culturales</td>
</tr>
<tr>
<td>Economic Promotion and Tourism Department</td>
<td>Serv. de Promoción económica y Turismo</td>
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<tr>
<td>Information and Communication Technology Department (SERTIC)</td>
<td>Serv. Tecnología de la Información y la Comunicación</td>
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<tr>
<td>Environmental Quality Department</td>
<td>Serv. Calidad medioambiental</td>
</tr>
</tbody>
</table>

Plan Cabanyal Office: Vicent Gallart (Head of Office)

**AUMSA. Municipal Urban Performances / Actuaciones Urbanas Municipales S.A. Valencia**

**FOUNDATIONS:**
- Climate Change Foundation / Fundación Cambio Climático
- Employment Pact Foundation / Fundación Pacto por el Empleo

**OBSERVATORIES**
- Climate Change Observatory / Observatorio del Cambio Climático
- Observatory for Employment / Observatorio para el empleo

**Regional bodies**

**GENERALITAT VALENCIANA (REGIONAL AUTHORITY):**
- Housing Department / Conselleria de Vivienda
- Education Department - ITACA System / Conselleria de Educación
- Sustainable economy and work / Conselleria de Economía Sostenible y Trabajo
- SERVEF - Valencian Service of occupation and formation / Servei Valencià d'Ocupació i Formació
- IVACE - Valencian Institute of Business Competition / Instituto Valenciano de la Competencia Empresarial

**[IVE] VALENCIAN INSTITUTE OF BUILDING / INSTITUTO VALENCIANO DE LA EDIFICACIÓN**

This project has received funding from the European Union’s Horizon 2020 research and innovation programme under Grant Agreement No 774477
This project has received funding from the European Union’s Horizon 2020 research and innovation programme under Grant Agreement N°774477.
### 3.3.3 Citizens and civil society organizations

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<th>OTHER ASSOCIATIONS</th>
<th>CITIZEN PLATFORMS</th>
<th>SELF-MANAGED SPACES</th>
<th>INITIATIVES</th>
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<td>SALVEN El Cabanyal</td>
<td>Espai Veinal Cabanyal</td>
<td>Cabanyal Intim</td>
</tr>
<tr>
<td>AVV Cabanyal-Canyamelar</td>
<td>Asociación de Jubilados y Pensionistas Cabafal (elderly)</td>
<td>• Milloren El Cabanyal</td>
<td>• Cabanyal Arslu Viat</td>
<td>Cabanyal Comunitat</td>
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<tr>
<td>AVV Paimar</td>
<td>Asociación Amas de Casa Tyrus del Marítimo (women)</td>
<td>• Cabanyal Reviu</td>
<td>• CIOA La Rusteria</td>
<td>CraftCabanyal</td>
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<td>• 15m Poblats Marítims</td>
<td>• Ateneo Libertario</td>
<td>Radio Escalante 329</td>
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<td>Ateneu Marítim (cultural/building)</td>
<td></td>
<td>• Espai Obert El Marítim</td>
<td></td>
</tr>
<tr>
<td><strong>NAZARET</strong></td>
<td>Employment</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>AVV Nazaret</td>
<td>AEPFEN (Asociación Valenciana para el Fomento de Empleo Nazaret)</td>
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<tr>
<td>AVV Nazaret Unido</td>
<td>Proyecto Mare (Fundación José María Haro)</td>
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<td></td>
<td>Other</td>
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<tr>
<td></td>
<td>Asociación de Jubilados y Pensionistas Marítimos (elderly people)</td>
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<tr>
<td></td>
<td>El Arc de Noé (social)</td>
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<tr>
<td></td>
<td>Asociación 2-Manos de Integración para el Desarrollo Educativo (education)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Asociación Agora Cultural (cultural)</td>
<td></td>
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<tr>
<td></td>
<td>Asociación Albíur y Albarella Espai (social)</td>
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<td></td>
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<tr>
<td></td>
<td>Asociació Dones Nazaret Portes a Fora (women)</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Grupo Scut Nit Nazaret (young people)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GRAU</strong></td>
<td>AVV Baleares-Grao</td>
<td>• Asociación de Jubilados y Pensionistas del Puerto</td>
<td>• Litoral per al poble</td>
<td></td>
</tr>
<tr>
<td>AVV Grau-Port</td>
<td></td>
<td></td>
<td>• 15M Poblats Marítims</td>
<td>Matraz</td>
</tr>
<tr>
<td></td>
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<td></td>
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<tr>
<td><strong>MALVARROSA</strong></td>
<td>AVV Amics de la Malva</td>
<td>• Malva Convul</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AVV Malvarrosa-Poblados Marítims</td>
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<td></td>
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<td></td>
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<tr>
<td><strong>BETERÓ</strong></td>
<td>AVV Beteró</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 3.3.4 Research and university

**POLYTECHNICAL UNIVERSITY OF VALENCIA / UNIVERSIDAD POLITÉCNICA DE VALENCIA (UPV)**

Cátedra Transporte y Sociedad (UPV)
Cátedra Govern Obert (UPV)

**UNIVERSITY OF VALENCIA / UNIVERSITAT DE VALÈNCIA (UV)**

Cátedra Ciudad de València (UV)
IRTIC - Instituto Universitario de Investigación de Robótica y Tecnologías de la Información y Comunicación (UV)
INTRAS - Institut Universitari d’Investigació de Trànsit i Seguretat Viària (UV)

**ITE, TECHNOLOGICAL INSTITUTE OF ENERGY / INSTITUTO TECNOLÓGICO DE LA ENERGÍA**

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This project has received funding from the European Union’s Horizon 2020 research and innovation programme under Grant Agreement N°774477
4 Diagnosis

The Diagnosis phase, as Figure 16 shows, allows defining the contextual basis for the Engagement Action Plan. To this end, as a first step, the existing virtual and F2F infrastructures suitable for MAtechUP at the city and district level were selected, based on the Ecosystem analysis performed (Section 3), together with relevant key alliances.

The level of participation required by the Lighthouse interventions was then analysed, in order to determine the level of engagement actions required under the Action Plan.

Besides, recommendations based on the input collected within the WS1. Diagnosis Launch Workshop, held in Valencia the 3rd of July 2018 under the WP1 activities (see D1.1) and the WS3.- City and district needs and priorities, held in Valencia the 18th of December 2018, allowed the fine-tuning of the engagement action plan. The virtual and face to face infrastructure that have to be created in order to implement the engagement strategy (together with the existing ones) were finally designed.

**Figure 16 - Phases of the Diagnosis**

- Selection of existing infrastructures and key alliances
- Level of participation entailed by LH interventions
- Recommendations
- MAtechUP virtual and F2F infrastructure
4.1 Selection of existing infrastructure

Based on the analysis of the existing infrastructure, the bodies and spaces of participation existing and relevant for the MAtchUP process were selected, both the institutional and the resulting from previous participatory processes. The infrastructure identified has been involved in the MAtchUP citizen engagement strategy (see Figure 17).

<table>
<thead>
<tr>
<th>CITY DOMAIN</th>
<th>DISTRICT DOMAIN</th>
</tr>
</thead>
<tbody>
<tr>
<td>MUNICIPALITY</td>
<td>MUNICIPALITY</td>
</tr>
<tr>
<td>Social Council</td>
<td>Maritim District Council &amp; WGs</td>
</tr>
<tr>
<td>Environment Council</td>
<td>#DecidimVLC participatory budgeting</td>
</tr>
<tr>
<td>Cooperation Council</td>
<td></td>
</tr>
<tr>
<td>Immigration and Interculturality Council</td>
<td></td>
</tr>
<tr>
<td>Social Action Council</td>
<td></td>
</tr>
<tr>
<td>Women Council</td>
<td></td>
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<tr>
<td>Maritim District Council</td>
<td></td>
</tr>
<tr>
<td>WGs of the Maritim District Council (Urban planning, Social Welfare, Cohesion)</td>
<td></td>
</tr>
<tr>
<td>District observatory</td>
<td></td>
</tr>
<tr>
<td>F2F</td>
<td></td>
</tr>
<tr>
<td>LAS NAVES</td>
<td></td>
</tr>
<tr>
<td>CONNECTA Mobility</td>
<td></td>
</tr>
<tr>
<td>CONNECTA Energy &amp; Water</td>
<td></td>
</tr>
<tr>
<td>VALENCIActivA</td>
<td>NOT AVAILABLE</td>
</tr>
<tr>
<td>(F2F EXTERNAL)</td>
<td>Vo Cabanyal participatory process infrastructure (not active)</td>
</tr>
<tr>
<td></td>
<td>PEC participatory process F2F infrastructure (not active)</td>
</tr>
<tr>
<td></td>
<td>PEC Monitoring Committee (Cabanyal-Canyamelar-Cap de Franca) (expected)</td>
</tr>
<tr>
<td></td>
<td>Integrated Strategy for Nazaret participatory process infrastructure (not active)</td>
</tr>
<tr>
<td>VIRTUAL</td>
<td></td>
</tr>
<tr>
<td>MUNICIPALITY</td>
<td>MUNICIPALITY</td>
</tr>
<tr>
<td>#DecidimVLC</td>
<td>PEC participatory process virtual infrastructure</td>
</tr>
<tr>
<td>Open Government</td>
<td>#DecidimVLC participatory budgeting</td>
</tr>
<tr>
<td>Geoportal</td>
<td></td>
</tr>
</tbody>
</table>

Figure 17. Relevant existing infrastructure

Moreover, key alliances are identified, based on the analysis of the key stakeholders. A sociogram is used as a tool to identify key alliances, their action sets and feasibility, as follows
This district sociogram allows to visualize the degree of affinity with the project objectives of each stakeholder and its capacity to influence in this context. Moreover, once the agents are mapped, the sociogram allows us to establish action sets that gather agents with common positions as well as possible conflicts existing in the territory.

Finally, through the sociogram feasible alliances have been identified, both for strengthening their connection or managing conflicts, and further relevant actors, missed in previous processes, targeted.

4.2 Degree of participation of the Demonstration actions

4.2.1 The participation levels model

The citizens’ engagement process in Valencia entails different levels of public participation, based on the Spectrum of Public Participation developed by the International Association of Public Participation (IAP2) (Figure 19).

The Spectrum ranges from low participation, where people are simply informed about the relevant problems and alternative solutions (on websites for example) to high,
where they are empowered to take the final decision on the issue at hand (i.e., through citizen juries or referendums) (Ostling, 2016).

The five levels proposed are discrete degrees, not steps, lacking a hierarchy between them: each level can be appropriate depending on the context and which stage is chosen depends on the characteristics of the planned actions. However, the further to the right on the Spectrum, the more influence citizens have over decisions, and the stages can be interpreted as being progressive (Grace, 2007).

The IAP2 Spectrum works well together with the Enabling Change framework to guide about the appropriate level of engagement. Enabling Change (Robinson, 2018) offers a useful matrix to understand when a certain level of engagement is adequate according to the level of complexity, and perceived sensitivity of the action. Straightforward actions of minimal sensitivity or risk may need little more than good information being provided to all stakeholders. However, proposals which are complex and require time and discussion to fully understand, and which also carry significant levels of perceived risk or sensitivity, need processes which offer more involvement to stakeholders.
4.2.2 The participation levels of the Demonstration actions

The citizen engagement strategy to deploy in the Valencia is based on the different levels of engagement entailed by the LH interventions according to the two models described above.

The interventions planned in Valencia were therefore analysed together with the technical partners in charge, and the level of participation selected according to the goals of the actions, their complexity and their sensitivity.

In order to understand the features and requirements of the actions, and to establish the level of participation entailed, data were collected from partners through an ad hoc questionnaire\(^2\). The data collected were validated during the WP2 meetings.

**INFORM**

*Citizen engagement goal:* To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

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\(^2\) The G-Form questionnaire can be consulted [here](#).
**Promise to the public:** We will keep you informed.

Information only involves a one-way flow of information from the administration to citizens, nevertheless it is an important foundation for community engagement since it builds knowledge and allows citizens to understand the public decision-making process and to take informed decisions.

The Inform level is appropriate in situations where there is no opportunity for the public to influence decision-making and simply informing them is the appropriate activity. The inform level of public participation requires to give citizens what they need to fully understand the action and decision and to reach their own conclusions as to the appropriateness and adequacy of the decision.

Information is so important for the citizens’ engagement, intended as the involvement in the decision making and policies processes, that some authors suggest even to consider that the Inform level should be placed across the Spectrum, demonstrating that effective engagement requires a strategic flow of information (Chappell, 2016). Indeed, all the relevant stakeholders (administration, business, academia, civil society) will be targeted at the Inform level about all the Lighthouse interventions in Valencia. Moreover, public demonstration sites will be used for exposition and training purposes, through open visits and seminars on site. They are listed in the Table 3:

<table>
<thead>
<tr>
<th>ENERGY.</th>
<th>MOBILITY.</th>
<th>ICT.</th>
<th>CITIZENS.</th>
</tr>
</thead>
</table>

| Table 3 - Demonstration sites |

**Citizen engagement goal:** To obtain public feedback on analysis, alternatives and/or decisions.

**Promise to the public:** We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.

The Consult level of public participation focuses on feedback and is the basic minimum opportunity for public input to a decision: the administration obtains feedback about plans, ideas, options or issues, but with little interaction.
The Consult level is appropriate when specific input is sought from citizens for the decision making, but early engagement is not possible throughout the process.

Several Lighthouse interventions in Valencia require the willingness of citizens to provide information, especially on their energy consumption and behaviour, and the energy performance of their houses, in order to improve the energy efficiency and reduce costs. The interventions are in fact part of a wider strategy of high-performance district, including the integration of RES into the buildings, as well as passive solutions (Energy), together with monitoring and control through ICT integration (ICT), and they require the awareness (information) and input from the public (consultation). Moreover, several of these actions require the installation of devices within residential buildings, and the access to them (Table 4); this level of participation, provided that the action was already defined and citizens were not involved in it (decision making), was thus considered as Consult level. This applies to the energy interventions A1-A6 and the related A28 under the ICT pillar. Mobility interventions A17-A19 and A22 also require input from neighbours in the district on needs and habits related the services offered by e-bikes (A17, A22) and access to residential buildings for the charging points (A18, A19).

<table>
<thead>
<tr>
<th>ENERGY.</th>
<th>MOBILITY.</th>
<th>ICT.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 4 - Actions to be performed which require the installation of devices</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**INVOKE**

**Citizen engagement goal:** To work with the public to make sure that concerns and aspirations are considered and understood.

**Promise to the public:** we will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

At the Involve level, citizens are invited into the process to a greater extent than with Consult: the goal is to work with the public throughout the process, it is a two-way exchange of information that encourages discussion and provides an opportunity to influence the outcome. The Involve level implies processes ensuring there is common understanding of the issue and that citizens views, concerns and aspirations are reflected in the development of options or approaches.
At the Involve level, the public is invited into the process, usually from the beginning, and is provided multiple if not ongoing opportunities for input as decision-making progresses. While the promise implies that issues raised should be taken into account, decisions at this level are generally made by the administration rather than the public.

The Involve level is appropriate when people have some investment in an issue, but it is not very controversial nor has major implications for other people.

**COLLABORATE**

*Citizen engagement goal:* To partner with the public in each aspect of the decision-making.

*Promise to the public:* We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

At the Collaborate level, the public is directly engaged in decision-making and it is involved in an interactive process with an emphasis on two-way processes. The Collaborate level of citizen engagement includes all the elements of Involve but takes it a step further. Collaborate often includes the explicit attempt to find consensus solutions. However, similar to the Involve level of participation, the administration is still the ultimate decision-maker. The degree to which consensus will be sought and how much decision authority the administration will be willing and able to share must be made explicit.

At this level it is important to create trust and to ensure that there is genuine engagement and this can be costly and time-consuming. Besides, there can be risks involved in processes at this level. If the promise is seen as being broken (e.g., if members of a community cannot agree of ways forward, or if some sections of the community feel their views were not taken into account), trust can be broken and future relationships with key stakeholders can be significantly damaged. Collaborate is particularly useful for controversial issues and complex problems because it entails a high level of participation.

Most of the non-technical interventions, dealing with innovative businesses, urban planning and citizens’ engagement imply the participation of the public at some point and to some extent, including the participation in the decision making process in some cases (Table 5). These actions therefore can be placed across the Involve and Collaborate levels, which some authors define the Deliberate level, and the engagement activities should be defined accordingly.

<table>
<thead>
<tr>
<th>Table 5 - Actions specifically focused on Citizens’ Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>The level of participation of the interventions aimed at policy improvements is still to determine.</td>
</tr>
</tbody>
</table>
EMPOWER

Citizen engagement goal: To place final decision-making in the hand of the public.

Promise to the public: We will implement what you decide.

At the Empower level, the public has the opportunity to make decisions for themselves. It does not necessarily mean it is the highest level of community engagement. Whereas Collaborate requires a high level of community engagement, Empower does not necessarily require the same degree of community engagement. At this level, a decision could be made by the community through a process that requires little interaction or engagement (e.g., a referendum). The most common activities at this level are public voting or ballot measures.

Governments rarely conduct public participation at the Empower level because of a perception that they are not permitted to delegate their decision-making authority to the public. However, the promise of the Empower level is not about statutory authority but a promise to implement what you decide. Responsibility for the decision can still lie with the elected body while honouring the promise (Susskind, 2008). Indeed, the MAtechUP engagement approach is based on empowering citizens by giving some authority and power in the decision-making process.

Under the Citizen engagement intervention, citizens may be involved in prioritizing district needs and requirements through open participatory activities, and they could work on proposals through online consultations.

The level of participation of the Valencia Lighthouse interventions are summarized in the Figure 21:

<table>
<thead>
<tr>
<th>LH Intervention</th>
<th>INFORM</th>
<th>DEMO</th>
<th>CONSULT</th>
<th>INV&amp;COLL</th>
<th>EMPOWER</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.1</td>
<td>✔</td>
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<td>✔</td>
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<td>A.2</td>
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<td>A.3</td>
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<td>A.4</td>
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<tr>
<td>A.5</td>
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<tr>
<td>A.6</td>
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<td>✔</td>
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<td>A.7</td>
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<td>A.8</td>
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<td>✔</td>
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<td>A.9</td>
<td>✔</td>
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<td>A.11</td>
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<tr>
<td>A.12</td>
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<td>✔</td>
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</tr>
<tr>
<td>A.13</td>
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<td>✔</td>
<td>✔</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>A.14</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>A.25</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>A.27</td>
<td>✔</td>
<td>✔</td>
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<td></td>
</tr>
<tr>
<td>A.15</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>A.16</td>
<td>✔</td>
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<td></td>
</tr>
<tr>
<td>A.17</td>
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<tr>
<td>A.18</td>
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</tbody>
</table>
4.3 SWOT analysis

Under the MAthUP WP1, the Workshop WS1 Diagnosis Launch Workshop was held in Valencia the 3rd of July 2018 (M10) under the WP1 activities (see D1.1 and D1.4), aimed at analysing the existing city plans, related to citizen engagement, among others.

During the workshop, the Model for the Citizen Participation of the city of Valencia was analysed and Strengths and Weaknesses identified. This analysis is very relevant to the present engagement strategy, providing orientations on how to take advantage of the strengths and opportunities, and how to address and improve the weaknesses.

Along the MAthUP engagement process the strengths and opportunities were and will be taken into account, and the weaknesses addressed in order to consolidate the strategy for the Project and further development.

**STRENGTHS / Positive Aspects**

Several participatory processes were implemented in the district, reaching medium-high participation levels (Involve and Collaborate), as mentioned above and as highlighted along the WS1.

- **VA CABANYAL**
- **PEC CABANYAL**
Integrated Strategy for Nazaret
Marina Voices
DecidimVLC participatory budgeting in Poblats Maritims

Therefore, the public is mature for collaboration activities, but it has also high expectations and may suffer some burden proceeding from previous processes.

Besides, the previous participatory processes provided wide and relevant data and contents related to the planning in the district.

How strengths were leveraged?
The information retrieved from the analysed participatory processes was used as a starting point for the engagement activities planned under this project. The City needs and priorities Workshop (see CHAPTER 4.4 and 4.5) and the work realized by the Driving Group (core group of engaged stakeholders, see CHAPTER 4.7) were built upon the diagnosis performed within the previous participatory processes identified and the involved organizations tracked to ensure their perspective whenever possible, in order to validate information and to contribute to further analysis and proposals.

WEAKNESSES / Negative Aspects
The following weaknesses should be taken into consideration along the engagement strategy and the elaboration of the next regulatory model for the citizen participation.

- Lack of methodological frameworks to develop the mechanisms planned according to the participation model.
- Lack of evaluations (quantitative and qualitative) of some participatory processes and their public presentation.
- The evaluations carried out on previous processes and experiences are not identified and systematized.
- The evaluation and monitoring mechanisms are not defined.
- The territorial diagnoses of some districts are missing.
- Mechanisms or structures for the promotion of the internal participation among the personnel of the municipal administration are not designed (interdepartmental groups).
- The existing sectoral and inter-sectoral roundtables are not identified (in process).
- The implemented participation processes did not put in place measures or tools for the inclusion of people with some functional disability o with special necessities.

How weaknesses were mitigated?
In order to mitigate the identified weaknesses, mainly due to the lack of intersectionality, the team in charge of the citizens’ engagement focused their work on connecting different departments of the local authority, ongoing initiatives and stakeholders from different fields. As a previous step, sectorial and territorial
diagnosis performed in the district were collected, to build upon intersectorial activities in the field.

The monitoring and self-reflection were continuous along the engagement process and they allowed to iteratively adjust the activities planned and an easy adaptation to the context.

**OPPORTUNITIES**

The following opportunities should be taken into consideration along the engagement strategy and the elaboration of the next regulatory model for the citizen participation.

- Incorporation of "non-institutionalized" forms of participation.
- Introduction of other media for communication, engagement and transparency, such as the radio or TV (MAutchUP channel).
- New features for #DecidimVLC.
- Detailed development of digital information, participation and communication tools.

**How opportunities were leveraged?**

Different ways of “non-institutionalized” cooperation were built along the process, making easier the engagement, and avoiding potential institutional bottlenecks. The participation has been therefore related mainly to flexible and small-sized initiatives and projects, involving stakeholders already active in the district, avoiding false expectations of citizens, and promoting “participating by doing”.

Besides, as described in CHAPTER 6, several communication tools were developed and used to disseminate the engagement strategy, such as the local web of the project, regularly nurtured and updated.
4.4 City needs and priorities Workshop (WS3)

As mentioned above, under WP1, T1.1 City Advanced Characterization (related in D1.1) a participatory workshop was planned at M15, the City needs and priorities workshop (at city level).

This workshop was used as an open public event for the launch of the MAtechUP demonstration in Valencia and it was held in the district area. The workshop was aimed at identifying collaboratively the interest, opinions, and wishes from the public and at prioritizing the citizens’ needs, in order to align the interventions to citizens’ needs and priorities.

The results of the City needs and priorities workshop were aimed at further nurturing the planning of the Citizen Engagement activities.

4.5 City needs and priorities Workshop (WS3) outcome

The workshop was held in Las Naves library in December 18th 2018.

During the meeting, participants worked at different levels and with different methodologies in the four areas: energy, mobility, ICT and actions addressed to citizens.

A total of 39 people attended the working session. The group represented the four helix of social innovation made up of Administration, Knowledge Transfer Centres, Companies, Citizenship and Civil Society Organizations.

<table>
<thead>
<tr>
<th>WORKSHOP WS3</th>
<th>THEMATIC AREAS</th>
<th>ATTENDEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local public administration</td>
<td>Energy, ICT, Urban planning, Citizens, Social inclusion, Employment and entrepreneurship</td>
<td>7</td>
</tr>
<tr>
<td>Public regional and supranational administration</td>
<td>Mobility</td>
<td>1</td>
</tr>
<tr>
<td>Academic sector</td>
<td>Mobility &amp; ICT, Innovation</td>
<td>2</td>
</tr>
<tr>
<td>Private companies</td>
<td>Energy, Energy efficiency in buildings, ICT, Employment and entrepreneurship</td>
<td>4</td>
</tr>
<tr>
<td>Civil Society Organizations (CSOs)</td>
<td>Energy, Citizens, Social inclusion</td>
<td>5</td>
</tr>
<tr>
<td>Project partners</td>
<td>Energy, Mobility, ICT, Citizens</td>
<td>19</td>
</tr>
<tr>
<td>Participatory body</td>
<td>Citizens</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 6. WS3 Participants
The entities were selected keeping in mind the specificity of their working area, allowing them to contribute with a more global vision to the district and the city needs and priorities.

The workshop was divided in two parts. The first one dealt with the CITY DIAGNOSIS (City needs and priorities Workshop), while the second was focused on the DISTRICT (District diagnosis Workshop), delving into the project and its specific actions. The workshop agenda and conclusions are public and can be downloaded in Spanish HERE.

- **CITY DIAGNOSIS**

The first working session of the day WS3. City needs and priorities Workshop is part of the wider Participatory Diagnosis planned under WP1, aimed at contributing to the creation of a demand side scenario, which identifies the city needs and priorities together with a detailed city performance diagnosis (see D1.4).

In line with the methodology drawn, the cities involved in MAchUP performed a Participatory Diagnosis through three different workshops, associated to these three-steps:

- Step 1: Analysis of city plans and city indicators (WS1)
- Step 2: City performance characterization (WS2)
- Step 3: City needs and priorities identification (WS3)

Accordingly, WS3 in Valencia was addressed to include in the city characterization the interests, opinions, and wishes from a broader stakeholder group, involving private companies and citizens as well. Needs and wishes were gathered within WS3 and prioritized through structured and appropriate methodologies.

The results of WS are described in detail in D1.4 (p. 51-60) and summarized below.

<table>
<thead>
<tr>
<th>CURRENT SITUATION</th>
<th>NEEDS AND PRIORITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ENERGY</strong></td>
<td></td>
</tr>
<tr>
<td>- Low influence of energy modal split on GHG emissions</td>
<td>- RES production increase</td>
</tr>
<tr>
<td>- Low level of RES</td>
<td>- Open data available on energy consumption</td>
</tr>
<tr>
<td>- High energy consumption</td>
<td>- Energy positive city by 2050</td>
</tr>
<tr>
<td>- Uninsulated buildings</td>
<td>- Prosumer cooperative in the Maritime District</td>
</tr>
<tr>
<td>- Fuel poverty</td>
<td>- Innovative local start-up and energy cooperatives</td>
</tr>
<tr>
<td></td>
<td>- Energy efficiency in housing building stock by refurbishment</td>
</tr>
<tr>
<td></td>
<td>- Fuel poverty eradication</td>
</tr>
</tbody>
</table>
# D2.27: New citizens’ engagement strategies in Valencia

This project has received funding from the European Union’s Horizon 2020 research and innovation programme under Grant Agreement N°774477

## CURRENT SITUATION

### MOBILITY

- Different mobility behaviours depending on area: inner vs. metropolitan area. Targeted solutions are needed
  - Inner area: good intermodality; good quality of public transport
  - Metropolitan area: private vehicle with low occupancy; public transport to improve
  - Public transport not competitive towards private vehicle; different service providers and ticketing
  - Lack of charging points network in public spaces
  - Cycling lanes increasing in number and length, and improving in connections
  - Mobility paradigm recently changed into SUMP

### ICT

- Existing ICT vertical management systems to manage the municipal services and other urban infrastructures
  - VLCi Platform develop as a Smart City platform, allowing to join and analyse data from ICT vertical management systems
  - Free Wi-Fi access at public buildings, buses and public parks and gardens
  - Added value provided by existing ICT services managed by private entities (Citizen safety, Citizen as a sensor, …)

### CITIZENS

- High levels of citizens’ engagement, civic awareness and participation
  - Lack of integration of certain groups
  - Unequal access to public services (urban segregation and inherited vulnerability due to the place of residence)
  - Gentrification
  - Gender gap in health and employability
  - Ageing population
  - New productive model and new model of labour relations; unemployment

## NEEDS AND PRIORITIES

### MOBILITY

- Common vision on the metropolitan area, combining Urban planning, Environment and Mobility
  - Change in mobility behaviour through targeted solutions
  - Designing for people principle
  - Competitive public transport and unified ticketing
  - Infrastructures improvement
  - Intermodal splits improvement
  - Promotion of new solutions (carpooling, car sharing, mobility as a service, …)
  - Integrated solutions for health improvement

### ICT

- Smarter services, offered proactively, ubiquitously and in a more integrated way
  - Inclusiveness: Information Literacy (IL) and full inclusion
  - City infrastructures empowerment (5G; energy savings)
  - Personal data protection (data privacy by default)
  - Standardized KPIs
  - Citizen engagement
  - Other services: technology coverage for citizen security and pest control; digital healthcare

### CITIZENS

- Access and quality of information
  - Inclusiveness and accessibility: inclusive employment and education; inter-cultural promotion; universal accessibility paradigm across all local policies (housing, mobility, …)
  - Poverty reduction, incl. fuel poverty
  - Ensuring access to decent housing
  - Gender equality
  - Services addressed to ageing population; promotion of silver economy
  - Employment increase, focused specially on women and youngsters (active employment policies)
  - Sustainability and SDGs
  - Local development approach to public planning and policies

### Table 7. WS3 - City diagnosis main results

<table>
<thead>
<tr>
<th>Current Situation</th>
<th>Needs and Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOBILITY</td>
<td></td>
</tr>
<tr>
<td>ICT</td>
<td></td>
</tr>
<tr>
<td>CITIZENS</td>
<td></td>
</tr>
</tbody>
</table>

## DISTRICT DIAGNOSIS

The second working session of the day **WS3. District diagnosis Workshop** was specifically focused on the MAtechUP project and actions and addressed to stakeholders of the quadruple helix related to the project pilot site, the district *Poblados Marítimos*.

The workshop was aimed to share and explore baseline and demand side scenarios through previous diagnosis performed in the area and through previous participatory
This project has received funding from the European Union’s Horizon 2020 research and innovation programme under Grant Agreement N°774477
The main questions tackled along the working session were:

- **Q1.** How the project actions may improve the quality of life of the district inhabitants?
- **Q2.** How public policies improvements and citizen participation, ICT tools and the promotion of employment and entrepreneurship may trigger the project impact?

The session was divided into two thematic working groups: ENERGY and MOBILITY. Participants rotated from one table to another in two consecutive rounds. The thematic scope and the specific planned actions were presented in each table.

The bundles of project actions related to the topics of public policies improvement and participation, ICT and the promotion of employment and entrepreneurship were also presented in both groups. The operations related to these thematic areas are transversal and open to discussion and collaboration. This is the reason why the participative dynamic was centred in the reflection and collection of ideas in these three fields of action, considered as a trigger to strengthen and widen the impact of the project on the citizens’ quality of life.

According to the workshop results, the main fields of action to optimize the impact of the project are: (1) Public policies improvement and citizen engagement; (2) Education and training; (3) Employment and entrepreneurship. Within the highlighted fields, the following priorities were identified.

**1) PUBLIC POLICIES AND CITIZEN ENGAGEMENT**

**Communication strategy.** Several participants stressed the importance of communicating the project actions, in order to guarantee their success and to ensure the participation of the district inhabitants. The need of messages targeted to the different groups composing the social environment of the district was also stressed. It is important to take advantage of the district scale and to work together with entities and actors to achieve a bidirectional and fluid communication.

**Decision making and collaboration.** Inter-sectoral and inter-organizational collaborations are considered relevant to ensure the impact of the project actions on the district. Collaborations with district communities, neighbourhood entities, professional associations, or universities were mentioned as potential examples. Besides, participants claimed the opportunity of being engaged in the decision making of the actions, whenever possible, for instance to determine the location of the screens of the MULTIMODAL HUBS, the information they offer, or final use that the electric bicycles will have.

**2) EDUCATION AND TRAINING**

**Citizenship education / education in values.** Participants stressed as a priority the promotion of citizenship education and education in values relying on existing community actors working to increase environmental and social awareness (energy efficiency, sustainable mobility…).
Vocational education and training. Participants highlighted the need of vocational education and training linked to mobility and energy, creating the possibility of new job opportunities in the district.

(3) EMPLOYMENT AND ENTREPRENEURSHIP

New services and products. Innovative services and products related to the new technologies can enhance the district sense of belonging and the inhabitants’ quality of life and therefore they could be promoted to strengthen the project impact in the district in the following fields:

- **Mobility**: support services addressed to users with special needs; promotion and use of local technology resources, and local trade as a flagship; telework or telecommuting as an opportunity to spend more time in the district.

- **Energy**: RES promotion; existing and ongoing prosumer cooperative project, seeking to promote the prosumer profile (people producing and consuming energy) and the possibility of creating a community to pay for the needed initial investment.

eVehicles supporting services and new business. Several ideas arose related to the acquisition and use of new electric vehicles (last mile services, attention to people with special needs, ...) and the maintenance of these new services.

Social incentives. Social incentives may be used to promote the sustainable mobility and energy efficiency, such as

- Public transport fare reduction
- Gamification and awards related to responsible energy consumption at home

(4) TRANSVERSAL ISSUES

Inclusiveness. Within both working groups, the inclusiveness arose as a transversal condition to ensure across any potential action and initiative, in terms of:

- Universal accessibility
- Care and inclusion of vulnerable age groups (elderly; children)
- Gender perspective
- Inclusion of vulnerable groups

Integrated approach. Participants stressed the interconnection among all the identified priorities and the three fields of action, as shown in the following Figure 23.
This project has received funding from the European Union’s Horizon 2020 research and innovation programme under Grant Agreement N°774477
4.6 Definition of the MAtechUP virtual window

The following virtual channels and sites will be used for the MAtechUP citizen participation.

Web platforms
- MAtechUP website (http://www.matchup-project.eu/) – active
- MAtechUP local website (http://www.elmaritiminnova.com/) – active
- #DecidimVLC – not active, since the platform has allowed exclusively participatory budgeting, which does not apply to this project planned processes. Further uses are not known at the date of writing\(^3\). Therefore, the engagement activities have been and will be managed through and within the MAtechUP local website.

In particular, with reference to the websites, the partners in charge of the Communication Local Desk (LNV, VAL), the Engagement strategy (KVEL) and the Municipal Decentralization and Participation services worked together in order to identify synergies and connections. In particular, the virtual infrastructure envisaged for the engagement process under MAtechUP will be based on the main MAtechUP website, for the general dissemination of the project; and the local MAtechUP website (www.elmaritiminnova.com), with full and detailed information on the LH interventions and any participatory processes.

On the contrary, the planned structure to connect the local MAtechUP website and #DecidimVLC was not feasible and therefore not implemented. However, a good coordination with the local Department in charge of the Citizens’ Engagement is pivotal and has been looked after along the whole process. Accordingly, dissemination to the local MAtechUP website is given through the institutional web sites (see PROCESOS DE PARTICIPACIÓN WEBSITE).

If features were widened in the future, the projects website could be connected as shown below (FIGURE 24). The connection may be on one side addressed (1) to provide information on the project engagement activities and, on the other side, (2) to host project online participatory processes, where needed, in #DecidimVLC.

---

\(^3\) As of November 2020.
Social networks

Twitter (@matchupEU)

Other social networks at the project or local level were studied and built, where relevant, by the Communication Local Desk, according to the Communication Strategy (see CHAPTER 6).
4.7 Definition of the MAtchUP F2F infrastructure

The F2F infrastructure designed for the MAtchUP citizen engagement strategy is showed in Figure 25).

Figure 25. MAtchUP F2F infrastructure
MA
tchUP Meeting Point. This is the site of the MA
tchUP participation activities. The aim is to provide information on the project and LH interventions and to host the participatory events, seminars, workshops and meetings. The MA
tchUP Meeting Point is the point of reference and development of the Project and it serves as:

- The working place of the Coordination and Management Group (CMG), in charge of the coordination and management of the citizen engagement strategy;
- The central office for the Communication and Dissemination of the activities developed. The Local Communication Desk may be located here;
- The meeting point and debate among the sectoral committees, technicians, the citizens, research institutions and the experts from the municipality;
- The site for the development of assemblies, workshops and meetings.

The office, with the local brand Mar
titim Innova office, was created, located at LAS NAVES. C/Joan Verdaguer, Nº16 – Valencia.

The Mar
titim Innova office has been a reference site along the project development, allowing networking and cooperation among different stakeholders and a wide range of activities. Moreover, the office allowed the engagement of citizens with limited access to technology, providing information and support about the different opportunities for participation.

Besides, Las Naves is a key reference in the city, where several events and activities related to the social innovation take place, so that this privileged environment leveraged the matchmaking and synergies building among relevant stakeholders, and several diverse actions (driving group meetings, project transnational meeting, conferences, workshops, talks and video projections, among other).
This space is also a great facility where a multitude of other actions and projects linked to innovation take place, which is why it has contributed to the meeting of synergies between projects and agents. In addition, the arrangement in this place of great diversity of spaces, in terms of dimensions and typology, allows the development of activities of a very diverse nature (meetings of the motor group, meetings between cities, dissemination events, workshops, screenings, talks, etc.)

Due to COVID-19, for a few months (March-August 2020) this meeting space was closed, and many of the activities planned were held online. Starting from September 2020, and applying the protocols and security measures (described in CHAPTER 7), the Marítim Innova office was reopened to the public and the planned F2F activities have been resumed.

**Lessons learnt and recommendations**

- The availability of a physical place of reference, to carry out activities and inform the population, is very useful for collaborative projects aimed at strengthening the citizens’ engagement: it allows people to approach the project in a direct and personal way, and provides a solution for the digital divide where needed.

- The versatility and diversity of uses in the same space favours the interaction between people, organizations and initiatives, and allows the project to be strengthened and widely disseminated.

- The availability of several spaces in the same location where a wide range of activities take place (meetings, events, presentations, encounters, etc.), enhances coordination and engagement to the project.

- It is recommendable that the Project office or reference site is located in the area (neighborhood or district) targeted by the project. The closeness of the Project site to local stakeholders’ headquarters will leverage their engagement.

**Weekly Meeting “Dijous MAtechUP”**. These meetings were planned as a permanent and visible space where the MAtechUP staff for the citizen engagement could be available to the public once per week (the so called “Dijous MAtechUP”/”MAtechUP Thursdays”). The weekly event Dijous MatchUP should be hosted on a rotating basis across the five neighbourhood of the district. The contents of the event will vary according to the status and needs of the LH interventions and the participatory process, and may include: driving group meetings; meetings between LH interventions technical partners and neighbours; meetings with other key actors linked to the interventions (EDUSI, PIP, ARRU, PACSA, Employment Pact Foundation, SERVEF, etc.); information and news on the implementation of the interventions; training.

The Weekly meetings “Dijous MAtechUP” have been used for internal team work coordination of the staff responsible of citizen participation and as a space for meeting with different key stakeholders. This appointment is used to organize meetings with the Driving Group, to interview different actors; to organize the workshops and events; to
deepen and to monitor the planned activities; to coordinate the communication and dissemination.

The Weekly meetings provided stakeholders with a planned time space for connection and activities planning, enhancing therefore synergies and collaborative processed under the Project.

From the second year of the Project (Y2) the agenda became more flexible and increasingly adapted to the stakeholders’ specific needs and schedule. Along the lockdown due to the Covid-19 emergency, the frequency was widely reduced, and the meetings were held virtually. Virtual meetings will be maintained as far as the Covid-19 emergency continues.

Lessons learnt and recommendations

- The setup of regular meetings enhances the generation of connections and synergies.
- Flexibility and adaptation to the context make possible fast connection with local stakeholders and promote the flourishing of new initiatives connected to the Project.

Coordination and management group

The Coordination and Management Group (CMG) is composed by facilitators and technical partners who will be responsible of the contents and methodology throughout the whole process. The CMG Group establishes, since the start of the strategy, agile
and flexible governance systems that will allow good communication and coordination towards citizens, technicians, policy makers and stakeholders.

It coordinates the different bodies and groups created for the engagement process. It also acts as a mediation team maintaining fluid communication and a close and continuous collaboration with the social and economic agents, addressing the problems that may arise from the confluence of divergent interests.

The citizens’ engagement strategy is discussed during the WP2 meetings in Valencia, as part of the monitoring of the demo site actions and general discussion. The meetings involve all the WP2 partners, and relevant stakeholders when needed.

During the meetings, all the partners participating in the activities that involve citizens’ engagement are informed. Moreover, the type of participation entailed in each moment and for each action is discussed. The status of the participatory activities, the design of the Dissemination and Communication strategy, joint initiatives to involve citizens and to disseminate actions are discussed.

The coordination meetings have been useful to monitor the different actions of the project and for all partners to know the status of each of them. They also serve to enhance the joint decision making and to establish synergies between agents and between the project's own actions.

From March 2020 onwards, the coordination meetings have been held virtually, due to the Covid-19 related restrictions.

Lessons learnt and recommendations

- Coordination meetings are a key tool for Project partners to follow up the actions, allowing adjustments when and if bottlenecks and barriers are
identified and shared. The meetings value is enhanced when their continuity along the entire Project lifecycle is ensured and decisions recorded.

- It is essential that the personnel in charge of the citizens’ engagement attend these meetings in order to be able to adapt and reorient the planned activities according to the status and the degree of implementation of the different Project actions.
- Given the large number and heterogeneity of actions and the complexity of the Project, this type of meeting requires prior coordination work and parallel spaces for discussion on specific topics.

**Driving Group**

**Composition:** CITIZENS + COORDINATION & MANAGEMENT TEAM.

**Objective:** Dynamization, information, training, coordination of the working groups.

It is constituted by the citizens and volunteers; and the technical group of management and coordination. The Driving Group has been active along the whole process, it is composed by people really engaged and who take on responsibility part of the process. This group of people is at the same time source of information and the centre of the process. The Driving Group is flexible, and new members are invited whenever specific issues and themes require it. The DG support in the data collection on their referring environments, on existing networks and relationships. The DG is able to self-manage many of the actions and initiatives that arise from the process.

The Driving Group was built in January-February 2019, based on the outcome of the participatory workshop held in Valencia on December 2018. The group is composed by key stakeholders from the quadruple helix of social innovation: Social Services Department; Fundación Observatori Canvi Climàtic – VCE; Local initiatives (Barris Inclusius); Local development and employment Agency (Valencia Activa); Valencia Polytechnic University (ICT department and Ideas Institute); Energy Office of València; NGOs (Caritas), social enterprise (AEIOLUZ), Project partners (KVELOCE, Las Naves).

The DG met each 2 months approximately along 2019 (three meetings were held along January – July 2019). It was an open group where people and entities are incorporated, according to specific topics, interests, etc. The main objectives were to increase the SOCIAL IMPACT of the MAChUP actions in the district and the city and to strengthen synergies with other existing and ongoing projects and initiatives. The DG organizes activities, seeks for mutual support in projects, shares resources and works in the detection of solutions and initiatives to face the needs and problems identified in the diagnosis. Until now, the DG has been working in several themes, (more details in **CHAPTER 4.4**).

Along the first two years of the Project, the main themes for action were identified, such as open data, employment opportunities, energy poverty, social innovation. In Y3 the DG action shifted to bilateral meetings and working groups open to external cooperation on a single issue.
During Y4 and Y5 the meetings of the Driving Group are expected to be resumed for the development of new initiatives that may arise or for work on specific needs, if deemed necessary.

Lessons learnt and recommendations

- The creation of a core group involving stakeholders from the quadruple helix of social innovation enhances the Project engagement and leverages the raising of alliances and new initiatives.

- The identification of common, specific and realist objectives is key for a long-lasting commitment to the core group and for its utility: engagement is stronger towards shared and achievable goals.

- When objectives cover different themes and fields, identifying relevant stakeholders and interests for each objective is key to design a common action plan and achieve wider impact.

- The DG meetings frequency is determined by the planned activities needs and timeline, while periodicity and flexibility should be combined.

Thematic Working Groups

Composition: STAKEHOLDERS + CITIZENS.
Objective: proposals elaboration, debates, reflection, training.
Frequency of the meetings: self-managed with support where needed.

These working groups work in specific domains and they are composed by technicians, experts in the field. They are groups already working in the district (i.e. the identified WGs of the District Council), or under MAtchUP (such as the Thematic Working Groups managed under WP1) and/or created answering to specific needs and interests. Further Sectoral Commissions may be created around a specific MAtchUP performance, or depending on other needs or interests linked to the program. The Communication and Dissemination Group is also a specific sectorial committee,
dedicated to ensuring a correct connection with the citizens of the field and the transparency of the process.

As mentioned, several themes were approached within the Driving Group, and interested stakeholders committed to the corresponding Thematic Working Groups, composed as follows:

- **OPEN DATA**: composed by the Institute of Telecommunication and Multimedia Applications (ITEAM), belonging to the Polytechnic University of Valencia, and Kveloce I+D+i (KVEL), both Project partners; FENT ESTUDI, expert in citizens’ engagement; the Chair of Open Government created between the City of Valencia and the Polytechnic University of Valencia, and the Transparency and Open Government department of the Municipality of Valencia.

  Along Y3 the following action was realized: Open Data Day event and training “Jornada Datos Abiertos”. UPV students were trained in participatory techniques and Open Data (6th of March, 2020), in order to lead the working groups for cooperative projects building with Primary and Secondary Schools, held on the 11th of March, 2020 (M30).

- **EMPLOYMENT AND ENTREPRENEURSHIP**: composed by the Institute of Telecommunication and Multimedia Applications (ITEAM), belonging to the Polytechnic University of Valencia, and Kveloce I+D+i (KVEL), both Project partners; FENT ESTUDI, expert in citizens’ engagement; the Ideas Institute for Business Creation and Development and the School of Telecommunications Engineering, both belonging to the Polytechnic University of Valencia.

  Along Y3 the following action was realized: MAtchUP Special Prize addressed to students of the Polytechnical University of Valencia for innovative and entrepreneurial ideas related to the MAtchUP fields of intervention. The prize consists in a MENTORING programme involving the MAtchUP partners (see **CHAPTER 5.4.3**).

- **LOCAL COMMUNICATION DESK**: In order to sustain the communication activity in Valencia, the Valencian Local Communication Desk was established, including personnel from project partners VAL, LNV, KVEL, and FENT ESTUDI, expert in citizens’ engagement (see **CHAPTER 6.2**).

  The mentioned thematic WGs may be open to further collaboration and/or institutionalized as Sectorial Committees in the medium-long term.

**Lessons learnt and recommendations**

- Ad-hoc working groups addressing specific themes and issues raised within the core group are an effective and operational way to engage stakeholders at the beginning of a collaborative process, which may nurture steady sectoral committees in the medium-long term.
Spaces of decision making
Composition: THEMATIC WORKING GROUPS + DRIVING GROUP + CITIZENS + STAKEHOLDERS.
Objective: decision making, prioritization.
Frequency of the meetings: 3-4 times/ year, when needed.

When working groups and sectoral committees make proposals that need an open space of decision for all the citizens, specific spaces of decision-making need to be set up. In these spaces, the proposals are legitimized and priority is given to the most urgent actions and proposals to work in the medium and long term.

A participatory workshop (WS3) was held in Valencia in December 2018 and it is fully described in CHAPTER 4.4 and 4.5).

Figure 28 Spaces of decision making
No further spaces of decision making were set up along Year 3 nor planned along the rest of the Project lifecycle. However, should any issue allowing and/or requiring public
consultation and decision making, the proper participatory process will be designed and implemented accordingly.

**Lessons learnt and recommendations**
- Collaborative and participatory decision making open to citizens may be not applicable or feasible under projects with predefined actions and entailing great technical complexity for each action and the Project as a whole. A deep knowledge of the Project actions is therefore pivotal to design proper engagement strategies.
- Networking and alliances building remain very relevant field of action to enhance the Project impact.

**Monitoring Committee**

Composition: DRIVING GROUP + CITIZENS + STAKEHOLDERS  
Objective: monitoring, transparency, dialogue with public administration.  
Frequency of the meetings: quarterly.

The monitoring committee is integrated by:
- Policy makers
- Process Promoters
- Representative associations
- Driving Group

This committee is informed during all the participative process. It is an essential part of the participatory process of defining the strategy, working as a supervisor of the negotiation in some pivotal moment and ensuring the transparency and the proper functioning of the citizens' involvement process. A fluid and continuous communication should be guaranteed between all the agents of the monitoring committee and in addition, control and information meetings are to be established.

The launch of the MAthUP infrastructure was held in December 2018 (M15), in occasion of the **City Needs and Priorities Workshop** (see **CHAPTER 4.4**).

The Monitoring Committee will begin once the deployment of the different actions progresses and it is expected in 2021.
5 Action Plan

5.1 Action lines: Inform, Consult, Collaborate

According to the diagnosis performed (CHAPTER 4), including the analysis of the participation level inherent to the MATchUP actions and the outcome of the participatory workshops, the efforts addressed to the citizen engagement have been focused on three main action lines:

(1) Inform, including communication, dissemination and demonstrative actions

(2) Consult

(3) Collaborate

![Figure 29 Citizens’ engagement in Valencia - Action Plan](image-url)
The three action lines pursue as a final goal the empowerment of citizens, leveraging on local resources and initiatives, new synergies and alliances and continuously adapting to the real-life changing context.

5.2 Inform

The objective of the Inform participation level is to provide balanced and objective information in a timely manner. This participation level involves all the project actions, that will be thus properly presented and disseminated along their lifecycle. The activities are scheduled as follows.

<table>
<thead>
<tr>
<th>Y1</th>
<th>Y2</th>
<th>Y3</th>
<th>Y4</th>
<th>Y5</th>
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<tbody>
<tr>
<td>S1</td>
<td>S2</td>
<td>S1</td>
<td>S2</td>
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**Table 8. Informative Activities Schedule**

Due to the Covid-19 emergency some DEMO actions may be postponed and the informative activities schedule may therefore suffer modifications.

5.2.1 Information on MAtechUP actions at the local level

Information is an important foundation for community engagement since it builds knowledge and allows citizens to understand the public decision-making process and to take informed decisions. Indeed, the WS3 results highlighted the importance of communicating the project actions, in order to guarantee their success and to ensure the participation of the district inhabitants.

Therefore, updated information about the MAtechUP actions and their status is provided to citizens and stakeholders through events and publications.

Given the importance of this activity within the citizen engagement strategy, a local brand and a local website (public and open) were developed, namely *El Marítim Innova*, where the actions are fully described in local languages and their status will be updated and shared with citizens along the project lifecycle.

The following main events took place along M1-M38 in Valencia:

- Kick Off meeting, 12/2017 (M3). To inform all the stakeholders about MAtechUP Project the project was launched with the presence of the city Mayor.

- Participative workshop WS, 12/2018 (M15). The collaborative event included the description in-depth of the project actions through presentations and a dedicated actions booklet, available to participants.
- Public launch of the local brand and website, 03/2019 (M18). The event was organized with the aim of widely disseminating the project local brand and website *El Marítim Innova*.

- Interviews with project partners and relevant stakeholders who are developing initiatives related to MAtchUP in the district (M24, and planned until the end of the project). The interviews conducted are published on *El Marítim Innova* website and disseminated through social media. As an example: interviews made to the staff of the energy single window, Oficina de la Energía, March 2020 (https://elmaritiminnova.com/entrevista-match-up-04-javier-siles-oficina-de-la-energia/).

![Figure 30. Interview to the energy single window staff - Oficina de la Energía](image)

Moreover, the publications on the project actions are released on institutional websites and social media of the MAtchUP local partners, as part of the project communication strategy (CHAPTER 6, and WP8 related deliverables). Some examples are shown in **Figure 31**.
5.2.2 Local brand and website “El Marítim Innova”

As mentioned, the level of public participation requires to give citizens what they need to fully understand the action and decision and to reach their own conclusions as to the appropriateness and adequacy of the decision. A local brand was thus developed, with the aim of increasing the identification between the area of action and its population with the project. It is important that citizens and the rest of involved actors in the Valencian innovation ecosystem understands the objective of the project and the actions implemented.

The local brand includes both, elements of the original image of the MAthUP project and elements from the city maritime district context, under Innovation as a key word for both environments:

With the same aim, a local Project website was developed, in order to increase the actions understanding, dissemination and impact. The MAthUP local website is active, named as EL MARITIM INNOVA (i.e. the district innovates). The local website has the following URL: https://elmaritiminnova.com/. It has been developed in the two official languages of the Valencian community: Valencian and Spanish.

This website, with a simple and direct language, was designed under a blog structure which makes it easy to navigate and consult.
It will evolve as the project progresses to make it increasingly more interactive. These adaptations will be applied as the implementation of the actions progresses.

**HOMEPAGE.** Summary of all content. Slider with recent news

The main sections of the MAChUP local website are:

- ABOUT
- ACTIONS
- PARTICIPATE
- VIEWER
- RESOURCES

**ABOUT.** Explanation of what the EL MARÍTIM INNOVA initiative, concretely, and the MATCHUP project, in general, are. In this section the user will find the link to the general page of the project [https://www.matchup-project.eu/](https://www.matchup-project.eu/). Also, all the local partners’ logos can be found.

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**D2.27: New citizens’ engagement strategies in Valencia**

This project has received funding from the European Union’s Horizon 2020 research and innovation programme under Grant Agreement N°774477
**ACTIONS.** The actions are divided into 4 groups: ENERGY, MOBILITY, ICT AND CITIZENSHIP. They are shown as a mosaic, with a small image and a title understandable by the general public. Each action is explained with an entry, which includes an image and a brief description. It also indicates the state in which it is: START-IN PROCESS-FINISHED.

![Figure 34 El Maritim Innova - Actions](image_url)

Further detailed information in each of the action will be added, such as videos, images, etc. as well as the connection with other platforms that introduce more participation and visualization functionalities. As an example: under A.28. Smart home energy management system (SHEMS) a short explanatory video (information capsule) was produced in collaboration with LNV, to inform citizens about the action and opportunities related to the SHEMS application ([https://elmaritiminnova.com/accion/smart-controls-de-ultima-generacion-a-nivel-de-edificio/](https://elmaritiminnova.com/accion/smart-controls-de-ultima-generacion-a-nivel-de-edificio/)).

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This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement N°774477.
Moreover, under each action the related monitored KPIs may be visualized through an open API (under development, see the VIEWER section).

**PARTICIPATE.** This section explains the different ways of getting informed and participating.

The contact details of the project are given and those interested are invited to visit the “El Marítim Innova” OFFICE, located in Las Naves / C/Joan Verdeguer, 16. Here there will be staff with information about the project and events and citizen engagement activities that are underway.

This section gives the option to the user to leave their contact details and the possibility of leaving comments about the project. The message arrives directly to the official mail created expressly for the project and managed by the staff of the LOCAL OFFICE, previously mentioned.

Other ways of communication are telephone, e-mail elmaritiminnova@lasnaves.com and the possibility to participate in the published activities in the News section.
VIEWER. This page is under construction and will connect *El Maritim Innova* to the smart KPI Dashboard API and open data from VLCi relevant to citizens. To this end, a new API was created in order to provide a service for requesting specific KPIs in a graphical and visual manner. Using the API, users can filter only KPIs related to a particular parameter and show them embedded in a custom web page. In this case, the API was set to filter action related KPIs and show them in any Action entry (see Figure 37).

KPIs are indicators that provide information about the on-going progress and achievement of key operations for a city, a company or a particular project. The smart Dashboard API was developed with the idea of retrieving key performance indicators from different sources and provide both internal and external users with a useful insight of what is happening in the city in a graphical and more visual way.

KPIs will not be shown until significative values are calculated for these KPIs.
RESOURCES. This section is divided into:

- NEWS
- INNOBLOG
- GOOD PRACTICES

- NEWS. The news derived from the project are shown as a mosaic. Official presentations, workshops, as well as news that report on issues related to the project that are useful for the citizen, such as calls for rehabilitation grants, subsides to the energy efficiency improvement, etc. are allocated in this section.
Moreover, a wide range of news related to the project fields of action will be also retrieved here, based on the cooperation with the Communication and Dissemination Local Desk. To this end, periodic follow up activities are maintained and further planned, and news collated.

• INNOBLOG. In this section, news about innovation in the areas covered by the project will be collected. The staff responsible for communication and citizen engagement is responsible for collecting articles and news, with the collaboration of local partners and experts in different fields. The section hosts also informative and formative threads on specific project actions, for demonstration purposes and to improve citizens’ awareness about the project, such as interviews and recorded events.
• **GOOD PRACTICES.** As a complement to the web and as part of the work done in the actions A.35, A.37 and A.38 a repository of good practices in the field of Smart Cities has been created. The selection criteria have been designed to collect initiatives in the areas of employment and entrepreneurship, social innovation and citizen participation, which can be adapted to the Valencian context and with the possibility of being replicated.

![Figure 41 El Marítim Innova - Good Practices Repository](image)

### 5.2.3 Visits to the demo sites

Several visits will be realized to the demo site, allowing citizens to fully understand the actions features and implications. Besides, the visits will enhance the demonstration objective of the project. The visits will start progressively, as soon as the actions deployment is finalized and will target representatives of the quadruple helix of open innovation: public administration and public services; private sector; citizens and civil society organizations; and research organizations and university. Besides, special attention will be paid to young people and the demonstration activities will tackle primary and secondary schools in the district. The public demonstration sites that will be used for exposition and training purposes, through open visits and seminars on site are listed in the **TABLE 9**.

<table>
<thead>
<tr>
<th>ENERGY.</th>
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<table>
<thead>
<tr>
<th>MOBILITY.</th>
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<table>
<thead>
<tr>
<th>ICT.</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.29.Smart District Energy Management System (SDEMS); A.32.IoT data integration with the VLCi smart city platform.</td>
</tr>
</tbody>
</table>
5.3 Consult

The objective of the Consult participation level is to obtain public feedback on analysis, alternatives and/or decisions.

**ENERGY & ICT.** Actions towards energy consumption and behaviour, and the energy performance in private houses require the willingness of citizens to provide information and they are therefore tackled under this level of participation, in the field of energy and ICT.

<table>
<thead>
<tr>
<th>ENERGY.</th>
<th>ICT.</th>
</tr>
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</table>

**Table 9. Demonstration sites**

Demo sites visits will be delayed due to the Covid-19 health emergency and related restrictions.

**Table 10. Actions entailing consultative level of participation – ENERGY & ICT**

An innovative set of smart meters and controllers will be deployed in 548 dwellings located in the Poblados Marítimos district and associated with actions A.1, A.4, A.5, A.6 and A.28, with the objective of gathering energy performance data to feed A.28 SHEMS. To this end, potential users need to be identified and recruited, and a communication campaign deployed accordingly, as shown in the following schedule.

<table>
<thead>
<tr>
<th></th>
<th>Y1</th>
<th>Y2</th>
<th>Y3</th>
<th>Y4</th>
<th>Y5</th>
</tr>
</thead>
<tbody>
<tr>
<td>S1</td>
<td>S2</td>
<td>S1</td>
<td>S2</td>
<td>S1</td>
<td>S2</td>
</tr>
<tr>
<td>Potential users’ identification</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Communication campaign</td>
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<tr>
<td>Recruitment</td>
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<tr>
<td>Education campaign</td>
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</tbody>
</table>

**Table 11 Consultative Activities Schedule – ENERGY**

The citizen engagement bodies and tools supported the identification and engagement of potential users. In a first place, potential dwellings have been targeted, thanks to the cooperation of the Plan Cabanyal, in charge of managing the municipal aids for the retrofitting of private houses in the district. The communication campaign was designed
(leaflet in Figure 42) and it will target also the general public in the district, with the aim of widening the campaign results.

Figure 42. Communication campaign leaflet (A.4, A.5)

LNV dedicated staff has been trained to offer desk assistance to users and KVEL and LNV support the partners in charge of the devices (WITRAC and ETRA) along the recruitment phase.

To this end, a launch event was held at the El Marítim Innova office on the 9th July 2020 and streamed on YouTube. During the event, the partners in charge of actions A.4, A.5 and A.28 (ETRA, WITRAC, ITE) described the devices functioning while staff of Las Naves provided the public with the instructions to join the initiative. Besides, the recorded videos were produced afterwards as information capsules and both uploaded to the web and shared through social media.

The engaged users will be then trained on the use of the metering and controlling systems and on its support in reducing energy costs and consumption, strengthening the awareness on energy efficiency and metering measures.

Besides, education campaigns to the district inhabitants, not engaged directly, will be done to increase transparency, public acceptance of the remote control of the energy system, and awareness for energy saving potentials, ideally triggering further energy savings. The citizen engagement environment will support partners in charge of the education campaigns.

**MOBILITY.** Mobility interventions A17-A19 and A22 also require input from neighbours in the district on needs and habits related the services offered by ebikes (A17, A22) and access to residential buildings for the charging points (A18, A19), although specific consultative actions were not needed so far.

<table>
<thead>
<tr>
<th>MOBILITY.</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.17,5 e-bikes (2 for disabled mobility, 3 for last mile logistics); A.18,72 EV charging points; A.19,3 V2G pilots; A.22,Last mile logistics based on e-bikes.</td>
</tr>
</tbody>
</table>

Table 12. Actions entailing consultative level of participation – MOBILITY
5.4 Collaborate

The objective of the Collaborate participation level is to partner with the public in each aspect of the decision-making. This participation level covers the following non-technical actions dealing with public policies, citizens’ engagement and innovative businesses, implying the participation of the public at some point and to some extent, including the participation in the decision-making process in some cases.

Table 13. Actions entailing collaborative level of participation

Accordingly, non-technical actions related to public policies improvement and participation, and the promotion of employment and entrepreneurship were discussed along the participative workshop WS3 in the first place, in order to build the priorities and action line of the collaborative space. The actions were approached as a trigger to strengthen and widen the impact of the project on the citizens’ quality of life.

Based on the WS experience and through a snow-ball methodology, the Driving Group was set up (See DEFINITION OF THE MATCHUP F2F INFRASTRUCTURE), with the aim of building an action plan and working on the arisen priorities.

The following action lines were scheduled, based on WS3 and the Driving Group work.

Table 14. Collaborative Activities Schedule

<table>
<thead>
<tr>
<th></th>
<th>Y1</th>
<th>Y2</th>
<th>Y3</th>
<th>Y4</th>
<th>Y5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public policies</td>
<td>S1</td>
<td>S2</td>
<td>S1</td>
<td>S2</td>
<td>S1</td>
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<tr>
<td>Citizen engagement</td>
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<tr>
<td>Education and training</td>
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<tr>
<td>Employment entrepreneurship &amp;</td>
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</tbody>
</table>

5.4.1 Public policies

Public-private investments to mitigate energy poverty. Under non-technical action A.39 Shared private-public investment models for sustainable energy consumption and circular economy, several impact investment funds were analysed as potential models of private-public investment for sustainable energy consumption, and the Social Impact Bonds (SIB) financial scheme was identified as particularly relevant and innovative. The possibility of applying such a financial scheme in a real scenario under MAthchUP was explored. In particular, the action A.48: Local strategy of Social Services and Local
Energy Office to mitigate energy poverty at the district scale was identified as a priority for its potential wide impact on vulnerable groups and its social strong relevance in terms of beneficiaries and their quality of life. Organizations active in the field of energy poverty were consulted within and outside the Driving Group and expressed their general interest:

- Within DG: CARITAS, Social Services, Las Naves, Fundación Observatori Canvi Climàtic - FOCC
- Outside DG: network “Red Conecta Energía”

The action A.48 will be thus closely monitored, and a pre-feasibility study performed on a sample of 200 households in the city. The pre-feasibility study will allow to identify principal stakeholders, inputs, outputs, outcome, impact. The results of the pre-feasibility study will be available as a case study and used to raise awareness about this innovative private-public investment model among local authorities, and to train their staff on it. The analysis will be based on the close cooperation established between KVEL, LNV, VCE, Social Services and the Local Energy Office, in charge of A.48 action.

5.4.2 Decision making and collaboration

Inter-sectoral and inter-organizational collaborations. Inter-sectoral and inter-organizational collaborations are considered relevant to ensure the impact of the project actions on the district. To this end, during M1-M38 several bilateral meetings were held, in order to create synergies and joint initiatives with organizations active in the district interested in collaborating with the project. Key organizations were identified as part of the Ecosystem analysis, performed in D2.12.

<table>
<thead>
<tr>
<th>Public Administration</th>
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<tbody>
<tr>
<td>- Decentralization and participation service / Serv. Participación</td>
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<tr>
<td>- / Serv. Transparencia y Gobierno Abierto</td>
</tr>
<tr>
<td>- Employment and Entrepreneurship Department / Serv. Empleo y Emprendimiento</td>
</tr>
<tr>
<td>- Housing Department / Serv. Vivienda</td>
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<tr>
<td>- Social Welfare and integration Department / Serv. Bienestar social e Integración</td>
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<tr>
<td>- Plan Cabanyal Office</td>
</tr>
<tr>
<td>- (IVE) Valencian Institute of Building / Instituto Valenciano de la Edificación</td>
</tr>
<tr>
<td>- Employment Pact Foundation / Fundación CV Pacto por el Empleo</td>
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<tr>
<td>- Inclusive Neighbourhoods Project / Proyecto Barris Inclusius</td>
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<tr>
<th>Private sector</th>
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<td>- AEIOLUZ</td>
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<table>
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<th>Citizens and CSOs</th>
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<tr>
<td>- CivicWise, Caritas</td>
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<th>Research and University</th>
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<tbody>
<tr>
<td>- Universidad Politécnica de Valencia, Instituto IDEAS</td>
</tr>
<tr>
<td>- Universidad Politécnica de Valencia, UPV-ITEAM</td>
</tr>
</tbody>
</table>
Open Data Thematic Working Group. One of the main fields of interest of the Driving Group members is related with the availability of compatible and public data from different areas and bodies of the public administration, and citizen data. Some bottlenecks were identified, such as the existence of different platforms with non-standardized data and at different territorial levels; and the availability of data at different levels of aggregation. Given the interest in the field, open data is one of the action lines within the Driving Group, and relevant stakeholders will be involved in training and thematic working sessions (MAtechUP project partner UPV- Universidad Politécnica de Valencia; representatives of the international network CIVIC WISE; representatives of the Statistical Office of the Valencia municipality).

One of the actions implemented within the field was the collaboration with the Polytechnic University of Valencia, Cátedra de Gobierno Abierto in the Open Data Day event and training “Jornada Datos Abiertos”. UPV students were trained in participatory techniques and Open Data (6th of March, 2020), in order to lead the working groups for cooperative projects building with Primary and Secondary Schools, held on the 11th of March, 2020 (M30).

Figure 43 Open Data Day – training of students

The Open Data WG will continue working until the end of the project, and further entities are showing interest to join it, at the moment of writing this deliverable (such as the Transparency and Open Government Dept. of the Municipality of Valencia, and the association MESURA, an organization active and very committed to the open and citizen data).
Energy Community in the Energy Office. Under A.40 Prosumer energy cooperatives the Energy Office is promoting an Energy Community that is being defined in a participatory way, together with the neighbours and SMEs of the area. The project consists of implementing a solar PV installation in the buildings surrounding the Energy Office, which will be shared between the Energy Office itself and several households and small businesses of the neighbourhood.

Figure 44 Communication flyer for Turn on the Light of your Neighbourhood

The participatory project is called “Turn on the Light of your Neighborhood (Enciende la Luz de tu Barrio)” and consist of the following steps:

- Launching a communication campaign through online and offline channels in order to make the project visible and start collecting the interest of potential participants. Because of Covid-19 restrictions, the official presentation of the project was done on September 2020 through YouTube live, and it counted with the participation of:
  - The Mayor of València.
  - The Councillor for Climate Emergency and Energy Transition of the City Council.
  - The Head of Service of Climate Emergency and Energy Transition.
  - The energy cooperative that is dynamizing the project.
  - A representative of the Association of Condominium Managers of València.
  - A representative of a Local Group of Consumption of the district.
D2.27: New citizens’ engagement strategies in Valencia

This project has received funding from the European Union’s Horizon 2020 research and innovation programme under Grant Agreement N°774477

Figure 45 YouTube live presentation of Turn on the Light of your Neighbourhood

- **Information workshops** about the project and general energy-related topics, in order to make the theme more accessible to the citizens and start changing the energy culture of the neighbours, empowering them with more knowledge. The workshops covered:
  - Understand your electricity bill. Steps to follow to pay less.
  - Save energy at home. Spend less and live better.
  - Connect to the sun. How to self-produce the energy you need.
  - Generate energy in your neighbourhood. Be part of an Energy Community

- **Participatory process** to define the Energy Community in collaboration with its participants. Workshops held online and offline in order to let the interested participants decide how the Energy Community will be, assessed by the legal and technical support of the project developers. The workshops address the following topics:
  - Location and power of the PV installation.
  - Distribution coefficients and criteria to define them to the different participants.
  - Legal entity of the Energy Community.
  - Governance and how the decisions are made among the participants.
  - Financing and how the installation and other costs are financed.

- **Development of the PV installation and the Energy Community**, with information workshops to teach the participants on how to better manage the installation to maximise the energy and emissions savings and improve the economics feasibility of it.
5.4.3 Employment and entrepreneurship

Within the project, specific actions towards the identification and promotion of employment, entrepreneurship and business opportunities related with the Smart City process were planned (A.35, A.37, A.38). The need of focusing on employment and entrepreneurship actions arose also during the participative workshop WS3 and these actions have been thus prioritized and enhanced under the citizen engagement action, relying on existing plans and relevant stakeholders in the field. The Driving Group, built within the citizen engagement environment, has the role of enhancing efforts and multiplying effects to this end and it includes therefore actors active in the field of employment, entrepreneurship and the protection of vulnerable groups, such as:

- Employment Pact Foundation / Fundación Pacto por el Empleo
- Social Welfare and integration Department / Serv. Bienestar social e Integración
- LAS NAVES
- NGO CARITAS
- Polytechnic University of Valencia / Universitat Politècnica de València

The actions, aimed at exploring employment, entrepreneurship and business opportunities potentially triggered by the project, have been therefore approached in a coordinated and holistic way, relying on the same cooperation and participative channels built under the citizen engagement strategy (A.45) and analytical tools.

The three connected actions thus include:

- The participatory diagnosis on needs in the district and the involvement of the quadruple helix of the social innovation (citizens, public administration, academia, business), including the collaboration with relevant actors in the field. The diagnosis, realized on December 2018 (WS3), included both perspectives, in terms of employment and social and local entrepreneurship and business opportunities.

- Desk and field study on green employment and the energy transition, with a general overview of the situation in Spain, in the Valencian Community, and the city of Valencia in relation to environmental employment. Data were collected in the field through a survey aimed to find out the perception of the members of the quadruple helix of social innovation (15 respondents from the public administration, business, academia and SCOs) on green employment in the city of Valencia. Future events (collaborative workshops, round tables, presentations, …) will follow based on the study.

- The development of a repository on existing local, national and international initiatives related to employment, entrepreneurship and social innovation in smart city processes. The repository is participative (members of the Driving Group are invited to
feed it), public (hosted by the local website⁴) and will last during the whole project lifecycle.

- The identification of job profiles, entrepreneurship opportunities, and the related training and education needs related to the technical actions through the collaborative work with the technical partners.

The MAtechUP Special Prize is an example of the actions held in the field. The initiative includes the collaborative design and development of a mentorization programme by the project partners addressed to students of the Polytechnical University of Valencia for innovative and entrepreneurial ideas related to the MAtechUP fields of intervention. The first edition of the MAtechUP Special Prize took place on November 2019. The mentorization was scheduled for the first semester of 2020 and currently ongoing. Follow up and next editions are under analysis.

- Dissemination on employment, entrepreneurship and business opportunities within smart city processes. Several training and dissemination activities will be organized and one conference per year will be held on related themes, such as employment and the energy transition, circular economy, social innovation. Synergies with existing initiatives and organizations will be actively pursued.

5.5 Monitoring

The data generated along the Project monitoring will be widely disseminated through dedicated events and the local project website El Marítim Innova through smart KPI Dashboard API.

Moreover, a Monitoring Committee is planned to begin once the deployment of the different actions progresses and it is expected in 2021 (see CHAPTER 4.7).

5.6 Evaluation

The Project counts on evaluation procedures and data, that will be disseminated once available.

The evaluation framework combines three perspectives, technical, economic and social, as was built combining a top-down and bottom-up approach. The selection of indicators process was collaborative and consultative within the Project consortium, involving relevant stakeholders involving the organizations in charge of the evaluation and the partners in charge of each action, allowing the identification of objectives and potential indicators for their specific domains and interventions. External stakeholders were not involved in the evaluation design though.

⁴ https://elmaritiminnova.com/category/buenas-practicas/
5.7 Gantt Diagram

Figure 46 Gantt Diagram
D2.27: New citizens’ engagement strategies in Valencia

6 Dissemination and Communication

Dissemination and Communication activities related to citizen engagement have started in September 2018. However, from the very beginning of the project, the city of Valencia has made a special effort to spread the project, focusing on its objectives and on the areas on innovation.

Therefore, we have invested a lot on social and online dissemination during every event and city where the project has been introduced, both in Valencia and in other cities. Furthermore, current D&C materials, like the flyer, the newsletter and the video, have been widely disseminated.

The most important contents of the actions have been sent to the local and national media to publish them. In order to reach and engage citizens, we have opted for a clear and simple communication with the aim to get catchy messages to engage citizens and local authorities.

Once explained to citizens the general aim of the project, we will proceed to segment the actions according to the degree of citizen involvement and the type of public. For this, we are currently evaluating several ways to engage the public, from dedicated and programmed marketing campaigns to informative actions dedicated to the whole city of Valencia.

6.1 Approach

Communication covers a wide range of actions targeted to several stakeholders or target audiences, and should also communicate evidence-based information about areas and contents directly related with the project, being those produced by the consortium or by third-parties. The most important objective (primary objective) is to engage citizens; secondarily, it is intended to engage and involve several stakeholders: research community, public administration, companies or investors, among others, to be detailed in the section 6.3.3 and in the table specifying the communication campaigns to be carried out in Valencia in the section 6.4. A Responsible Innovation Communication must select, curate and disseminate contents based on validated information but making easily affordable for all.

The communication activity within MAtchUP in Valencia will allow to collect data and distribute information, even from third parties, in order to optimise the engagement rate of all target groups potentially reached, including citizenship, investors, public administration officers and any other group susceptible to be considered as a multiplier entity (e.g., civil society entities, NGOs, associations, foundations, cultural centres, libraries, etc.).

6.2 Local Communication Desk

In order to sustain the communication activity in Valencia, the Valencian Local Communication Desk was established, including personnel from LNV and KVEL.

The following table identifies the main organizational aspects of the Valencian Local Communication Desk are described: composition (team members and their role); relation with other institutional bodies; relation with MAtchUP partners and WPs.
D2.27: New citizens’ engagement strategies in Valencia

| Team members and their role | MªJosé Perales, Communication Officer (LNV)  
|                           | Barbara Branchini, Project Manager (KVEL)  
|                           | Fran Azorín, Citizen Engagement Expert (KVEL)  
|                           | Beatriz Vallina, Communication Officer (KVEL)  |

| Relation with other institutional bodies | ▪ Agència Valenciana de la Innovació - AVI  
|                                          | ▪ Asociación Valenciana Empresas Sector Energía - AVEASEN  
|                                          | ▪ CLIMATE KIC Valencia  
|                                          | ▪ Centro Europeo de Empresas e Innovación de Valencia - CEEI Valencia  
|                                          | ▪ Fundación Ecología y Desarrollo - ECODES  
|                                          | ▪ Ciudad Politécnica de la Innovación - CPI-UPV  
|                                          | ▪ Red de Institutos Tecnológicos de la Comunidad Valenciana - REDIT  
|                                          | ▪ Instituto Tecnológico de la Construcción - AIDICO  
|                                          | ▪ Cluster de Energía de la Comunidad Valenciana  
|                                          | ▪ Mesa de la Movilidad de Valencia  
|                                          | ▪ Asociación Valenciana del Vehículo Eléctrico - AVVE  |

| Relation with MAtchUP partners and WPs | ICE (WP8)  
|                                         | WP2 partners (WP2)  
|                                         | Fundación Cambio Climático (VCE)  |

The Local Communication Desk is in charge of the local D&C strategy definition, including, identification of appropriate channels, messages and specific social media and communication formats to foster engagement.

6.3 Communication Strategy

In-line with the approach above, the communication strategy should be considered as:

- **Plan**: an intended course of action and a set of guidelines and actions for strategically approaching the citizens’ engagement.

- **Perspective**: a macro view of the strategy that involves planning, plotting, patterning, and positioning but after defining the outcome that is engagement.

Engagement is a term widely used in the literature; **in order to differentiate the term as used in the Action Plan and in the literature about communication itself**, it must be clarified that "engagement" in Communication refers to the community and aims at reaching a long-term alliance and loyalty with a certain audience (Holt and Chambers 2017). Engagement is not restricted to the interaction, the participation in the pilot phase, or the involvement during a predefined period, while these could be considered as dimensions or outputs: engagement means a medium and long-term sustainable relationship with feasible changes at the behavioural level. In addition, the engagement of audiences contributes to sustainability of MAtchUP at medium and long-term (Hanson, Salmoni, and Volpe 2009).

How to engage targets seems to be the most difficult question to answer in this sense; this strategy considers that a multi-channel approach merging traditional and innovative media could contribute to accomplish the objective as expressed in the project proposal. Therefore, among others, Valencian partners will attend and organise special
events, use their networks and personal influence through interpersonal and direct communication, social media and also traditional press and mass media (at local level, in-line with the project scope). Actions planned are furtherly detailed in Section 5.2. Consequently, the communication strategy should consider:

- opposition research
- specific audience targeting
- constant adjustment of the messages, when needed and observed through
- continuous follow-up and tracking of actions and response.

In addition, attention must be paid to key message, the mean for message delivering, audience’s reactions, if observable, and unintended results. For online communication, “engagement” will be measured as the rate resulting from impressions⁵ and actions⁶.

### 6.3.1 Situation Analysis

Before designing a communication strategy, current means, communities and resources available should be clarified. In the case of Valencia, the current media that could be used and optimised are:

- Policy learning platforms
- Website
- Social Media
- Newsletter
- Press and News Releases
- Events and conferences

During the formative phase and the iterative cycles for evaluating the communication strategy and campaigns performance, qualitative and quantitative data should be collected:

- Concepts, definition, characteristics, interests, symbols and language should be qualitatively analysed during the whole project to improve the communication campaigns’ design and results
- Figures, rates and any other quantitative information could be collected in order to numerically evaluate the performance of the communication strategy and its campaigns.

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⁵ An impression is when a publication (then, ads, articles, links, pictures, etc.) is fetched from its source, and is countable, regardless people performs an action or not. It could be defined as "times seen".

⁶ An action is when an individual performs some activity over a material or publication: e.g., read a flyer or a poster, like the content on Social Media, open an article on a website, etc.
6.3.2 Goal/objectives

A clear analysis of the situation leads to specifying the overarching goal and objectives that should be addressed by the campaign. Goals are broad targets. Objectives are more specific.

In sum, the goal is to recruit and engage the Valencian citizenship, as it is furtherly developed in Section 2.

- increasing the impact of the CE (Citizenship Engagement) strategy (see Section 4.4)
- engaging them in other activities of the project
- communicate the project outcomes
- and assure the long-term sustainability of the project by demonstrating its current success among service-users.

6.3.3 Target audience

CE and Communication campaigns, even when they appear to address the general public, actually are directed toward specific and particular segments of the population as seen in Figure 47. Some campaigns often include more than one target audience and can include both upstream and downstream groups.

![Figure 47 - Target groups in-line with the 4 helixes for community engagement](image)

These groups are furtherly explained in section 1 and the segmentation as regards the communication strategy for sustaining the Citizens' Engagement is drafter in section 6.4. The MAtchUP strategy for Valencia includes both types of actions within the campaigns and the overall concept, upstream and downstream as defined in Chapter 6.3.4.

6.3.4 Strategy

Our strategy provides the linkage between the how and why components and a roadmap and sense of direction for generating the essential messages while also offering a rationale for the various actions that are proposed. The proposed strategy is based on communication campaigns, as defined below.
As regards the general approach but also the approach taken for implementing specific campaigns and actions, we can distinguish between upstream and downstream perspective.

- **Upstream**: instead of directly targeting the service-users, sometimes it would be better to reach a group that have interpersonal influence and can create change thanks to its relation with the service-users. In addition, these groups could be more likely to influence and have the ability to modify contextual factors. For instance, policy makers, public administration officers, community leaders or investors are groups to be considered in upstream actions. **However, upstream initiatives might be necessary for downstream efforts to be effective.**

- **Downstream**: recruiting service-users for the MAtechUP project will involve a significant effort in social marketing and public communication. The efforts should be made to design and implement the campaigns responding to the specific needs and preferences of citizens and main sub-targets.

### 6.3.5 Tactics

Strategies refer to broad roads on the map, and tactics are the small alleys or specific activities that must be undertaken to address the objectives of the campaign. In this case, personal networks of Valencian partners will be used for engaging the community and foster local awareness provides opportunities for unpaid media placement and contact with opinion leaders.

### 6.3.6 Media

MAtechUP’s communication campaigns require the use of the aforementioned virtual platforms, mass media, interpersonal channels, small group meetings, and one-on-one discussions, as the case requires. Media of choice will depend on the key message and specific audience of each communication campaign.

### 6.3.7 Calendar

Each communication campaign should specify a calendar. The calendar must consider the following phases:

- **Launch** phase where the campaign is being initiated. It is common for the launch to involve the greatest media presence.
- The second phase is often the **body** of the campaign. Media are often used incrementally to remind the audience of the message.
- The third phase is usually the **final media push** before the campaign ends.

### 6.3.8 Summary of resources

The **TABLE 16** summarises the resources available for supporting the Citizen Engagement strategy (5.1.) through the aforementioned communication strategy. These resources will be considered for designing the communication campaigns plan, as developed in the section 6.4. Resources are grouped into groups of actions, specifying degrees of participation, targets, tools and channels. The timing estimation
is also considered for organising the overall plan for launching communication campaigns.

Table 16. Specification of available resources

<table>
<thead>
<tr>
<th>Action / group of actions (if applicable)</th>
<th>Action degree of participation (see chapter 4.2)</th>
<th>Targeted public</th>
<th>C&amp;D Tools</th>
<th>C&amp;D Channels</th>
<th>Timing estimation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Necessary citizen participation (9 actions)</td>
<td>Involve and Collaborate</td>
<td>-Public authorities -Research Community -Policy Makers -Construction -Media -Investors -Citizens</td>
<td>- Communication campaign (Ref. Communication campaigns) - Short presentation video and interviews -Newsletter -Flyers -Webinars</td>
<td>-Policy learning platforms -Website -Social Media -Press and News Releases -Events and conferences</td>
<td>In order to correctly involve everyone, communication actions must begin at least three months before. To maintain people's attention, it is recommended that the communication campaign continue until the actions end.</td>
</tr>
<tr>
<td>Required involvement and recruitment of participants (4 actions)</td>
<td>Involve and Collaborate</td>
<td>-Citizens -Construction -Investors -Media</td>
<td>- Communication campaign (Ref. Communication campaigns)</td>
<td>-Mupis -Buses -Mailings -Press -Neighbourhood associations -Seminars/ workshops -Network “Conecta Energía”</td>
<td>Actions Will be planned for starting 1 month before the A2-A5 and finishing 1 month after.</td>
</tr>
<tr>
<td>Necessary citizen involvement (12 actions)</td>
<td>Consult</td>
<td>-Research Community -Media -Investors -Citizens</td>
<td>-Short presentation video and interviews -Flyers</td>
<td>-Website -Press release -Social Media</td>
<td>You can start communicating one month before the action starts.</td>
</tr>
<tr>
<td>Demonstrative Actions (14 actions)</td>
<td>Inform</td>
<td>-Citizens -Research Community</td>
<td>-Website -Press release -Social Media</td>
<td>-Website -Press release -Social Media</td>
<td>Communicating the action a couple of days before is enough.</td>
</tr>
</tbody>
</table>

This project has received funding from the European Union’s Horizon 2020 research and innovation programme under Grant Agreement N°774477
6.4 Communication campaigns

The timing for executing the communication strategy will be organised in-line with the five communication campaigns specified above (see: Summary of resources).

Communication Campaigns (CC) comprise the overall organisation of the communication strategy and are in-line with the action plan.

These campaigns are ordered by lower to higher degree of use of resources and media effort. The figure below explains the general framework of the communication campaigns plan as well as the interaction with the Action Plan.

![Figure 48 - Structure of the communication campaigns plan in-line with the action plan (section 5)](image)

While Figure 48 explains the overall structure, Table 17 below summarises the plan and organisation of communication campaigns, including targets, key messages, strategic approach, channels and resources.
<table>
<thead>
<tr>
<th>ID</th>
<th>Aim</th>
<th>Target group</th>
<th>Key Message</th>
<th>Approach</th>
<th>Channels</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>INFORM</td>
<td><strong>CC1.1.</strong> To inform all stakeholders about the MAtchUP Project</td>
<td>Society as a whole</td>
<td>MAtchUP proposes innovations in the fields of ICT, energy, sustainable entrepreneurship, mobility and transport and participation for all.</td>
<td></td>
<td>Local press/TV/Radio</td>
<td>Current media presence. Flyers Posts Personal networks and relations with media</td>
</tr>
<tr>
<td></td>
<td><strong>CC1.2.</strong> To disseminate the MAtchUP concept and aims</td>
<td></td>
<td>That's how MAtchUP works We'll keep you up-to-date!</td>
<td></td>
<td>Website Social Media</td>
<td>Current media presence.</td>
</tr>
<tr>
<td>CONSULT</td>
<td><strong>CC2.1.</strong> To obtain valuable information and feedback.</td>
<td>Citizens, service users</td>
<td>Without you, MAtchUP does not make sense. Let us know your opinion!</td>
<td></td>
<td>Virtual platform and local Website Website Social Media Local press, TV or radio</td>
<td>Current media presence. New tools for feedback gathering (ref. 5.2. Citizen Engagement activities)</td>
</tr>
<tr>
<td></td>
<td><strong>CC2.2.</strong></td>
<td>Research community</td>
<td>MAtchUP provides transferable information on how feedback could be obtained and analysed during the implementation of a large pilot project</td>
<td></td>
<td>Personal relations with universities and departments. Events and conferences</td>
<td>Current media presence.</td>
</tr>
<tr>
<td>INVOLVE</td>
<td><strong>CC3.1.</strong> To recruit citizens for participating in the pilot phase, expecting a high degree of involvement and collaboration.</td>
<td>Citizens Service-users</td>
<td>Your participation led to economic development and prosperity for your neighbourhood and community. Participate in our events [substitute by the name of the event in each case] Join our online forum!</td>
<td></td>
<td>Events Local press/TV/Radio Social Media Virtual platform and local Website</td>
<td>Current media presence. Flyers Webinars Presentations Personal networks and relations with media</td>
</tr>
<tr>
<td></td>
<td><strong>CC3.2.</strong></td>
<td>Public authorities Policy makers</td>
<td>Sustainable entrepreneurship is a key for success. Participate in our events [substitute by the name of the event in each case] Join our online forum!</td>
<td></td>
<td>Virtual platform and local Website</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>CC3.3</strong></td>
<td>Building</td>
<td>CE implies a higher value of products and</td>
<td></td>
<td>Virtual platform and local</td>
<td></td>
</tr>
</tbody>
</table>
## D2.27: New citizens’ engagement strategies in Valencia

<table>
<thead>
<tr>
<th>CC.3.4</th>
<th>Investors</th>
<th>business though validation and acceptance testing. Join our online forum!</th>
<th>Website</th>
<th>Social Media</th>
<th>Newsletter</th>
<th>Press and News Releases</th>
<th>Events</th>
<th>conferences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research community</td>
<td>Community-engaged projects could contribute to fill the gap in implementation research. Join our online forum!</td>
<td>Downstream</td>
<td>Events</td>
<td>Local press/TV/Radio</td>
<td>Social Media</td>
<td>Virtual platform and local Website</td>
<td>Current media presence. Flyers Webinars Presentations Personal networks and relations with media</td>
<td></td>
</tr>
</tbody>
</table>

### COLLABORATE

**CC4** To **involve** citizens in the decision-making process through the collaboration and consultation with the public in all relevant areas

- Citizens Business Administration Research Education
- We need your participation in the decision-making:
  - We want to hear your voice: Join now the decision making process!
  - Strengthening collaboration for involving you in the decision-making process!

**Downstream**

- Website
- Social Media
- Newsletter
- Press and News Releases
- Events
- Current media presence.

### EMPOWER

**CC5** To **raise loyalty and engagement** during the pilot implementation

- Service-users (i.e., people participating and already involved)
- Through MAtechUP, we implement what you decide.
- Digital democracy: what is it? MAtechUP project is focused on your needs.
- We focus on you.

**Downstream**

- Website
- Social Media
- Local press, TV or radio
- Virtual platform and local Website
- Current media presence.

This project has received funding from the European Union’s Horizon 2020 research and innovation programme under Grant Agreement N°774477
6.5 Communication activities deployed

According to the strategy and communication campaigns described above, different activities have been carried out in the MAatchUP project during the first 3 years of the Project (M1-M38):

6.5.1 Kick Off and participatory workshops

Kick-Off To inform all the stakeholders about MAatchUP Project; the project was launched with the presence of the mayors of the three lighthouse cities: Valencia, Antalya and Dresden, at Las Naves innovation center, Valencia (Spain) in November 2017.

Participatory Workshops. During 2018, in occasion of three days of participatory workshops (see 6.5.3) were also organized with professionals from the energy, mobility, ICT and social sectors, as well as with residents of the Poblots Maritims district, in order to present the MAatchUP project, and disseminate its concept and aims.

In the first two sessions about 40 professionals from the energy, mobility, ICT and social sectors met in Las Naves to participate in the diagnostic phase of the city and thus study the possibilities of scaling the solutions designed within the project.

In the last one, different working tables were organized that revolved around the areas of action that the project addresses in the Poblots Maritims neighbourhood. The assistants worked on the diagnostic part of the city, on the real needs and provided their suggestions to improve the implementation of the actions in the different neighbourhoods in which the pilot will be developed. They also learned about the initiatives planned to promote citizen participation within the European MAatchUP project.

All these workshops were made public through press releases and social media publications. In addition, it entailed publication in different mass media.

6.5.2 Design and presentation of the local brand “El Marítim Innova”

To recruit citizens for participating in the pilot phase, expecting a high degree of involvement and collaboration the brand “El Marítim Innova” was created (see CHAPTER 5.2.2 LOCAL BRAND AND WEBSITE “EL MARÍTIM INNOVA”).

From October 2018 to March 2019, the creation of a local brand that was more understandable and close to the public was carried out, a website was designed to inform the status of the project and the image and the web were presented to the citizens and different stakeholders.

The first step was the creation of a local brand that could involve citizens, bring them closer to the project and make them not see it as a project outside their neighbourhood, and encourage them to participate when the time comes to recruit users to the pilot phase of the MAatchUP project. For this reason, the “El Marítim Innova” brand was created, which refers to the maritime district where the project is going to be implemented and the innovation to be carried out.
Together with the “*El Maritim Innova*” brand, a website (elmaritiminnova.com) was subsequently created and designed in which the different energy, mobility, ICT and citizen actions that will be produced in the project are explained, as well as informs of the different activities that are being carried out (General Assembly, conclusions of the collaborative workshops, tender for the installation of vehicle charging points, etc.).

Subsequently, the brand was presented both to the different stakeholders and to the citizens, whose neighbourhood will be transformed thanks to the MAtechUP project.

![Figure 49 Presentation of the local brand "El Maritim Innova"](image)

The presentation of the brand involved the writing of press releases, publication in social networks, and appearance in different mass media. The objective of the public presentation was to present publicly and explain to the district the residents of the district what content it has and how the new local website of the MAtechUP project works.

Further information

Pictures: [https://www.flickr.com/photos/inndeavalencia/albums/72157704235958112](https://www.flickr.com/photos/inndeavalencia/albums/72157704235958112)

Video: [https://www.facebook.com/LasNavesINN/videos/446987395841684/](https://www.facebook.com/LasNavesINN/videos/446987395841684/)

### 6.5.3 Public events related to climate change

In 2018 and 2019 the MAtechUP project participated in events related to climate change. For the presentation of all these events, a press release was written, publications made on social networks and covered by different mass media.

2018 – “LA PLAÇA CANVIA PEL CLIMA. Within the initiative called *Valencia changes by the climate*, “LA PLAÇA CANVIA PEL CLIMA” was organized as a specific exhibition that took place in the Plaza of the City Council of Valencia. The MAtechUP project was announced to the citizens of Valencia during the exhibition.
2018 – “ELS BARRIS CANVIEN PEL CLIMA”. Within the initiative called *Valencia changes by the climate*, “ELS BARRIS CANVIEN PEL CLIMA” was organized by the Valencia Climate and Energy Foundation, the City Council of Valencia, Las Naves and the Federation of Neighbourhood Association of Valencia as a presentation of ongoing relevant projects under development in the city. It was an open event addressed to all the people who were interested in innovative projects related to climate change.

The objective was to present the specific initiatives that are being developed in the city to fight against the climate change. Together with the Matchup project, the following initiatives were presented and discussed with the attendants:
- "Presentation of the heat map of the city of Valencia". Alejandro Carbonell, Green Urban Data.
- "Innovative plastic management in Sant Marcel·lí". Javier Ibáñez, Las Naves (Plastic Circle Project).
- "Improvement in the response of emergency services to climate change". Carmen Castro, Citizen Protection Area of the City Council of Valencia (Beaware Project).
- "Sowing Orriols" and “Orriols take the street." Manuel Tello, Orriols Convive.
- "Benicalap Más Verde". Iñaki Romero, Paisaje Transversal (Grow Green Project).
- "Valencia by the air". José Manuel Felisi, “Mesura" Platform and Environmental Technician of CAVECOVA (Confederation of Neighbourhood Associations of the Valencian Community).

Further information: [https://www.lasnaves.com/estrategias-ciudad/los-barrios-cambian-por-el-clima/?lang=es](https://www.lasnaves.com/estrategias-ciudad/los-barrios-cambian-por-el-clima/?lang=es)

2019 – “VALÈNCIA CANVIA PEL CLIMA”. Within the initiative called Valencia changes by the climate, the fair “Our light. Our energy” was organized. Several entities, social movements, NGOs, public administrations, universities and research institutes, as well as private companies met and worked together to show citizens that a new form of energy and consumption is possible. The 2019 edition of València Canvia pel Clima! is committed to achieve a new model of city, more humane and current, adapted to the climate change scenario. MAtech joined the fair.

6.5.4 Public event Open Data Day

The II Open Data Day was held on the 11th of March 2020 at the Polytechnic University of Valencia premises. The event activities were designed collaboratively by the Open Data Thematic Working Group7, and the Higher Technical School of Informatics, the Childhood and Adolescence Center of the UPV and Interred among others. The event was addressed on one side to pupils of the primary and secondary schools of the city, to raise awareness about the open data, and on the other side to students of the University, to promote projects and initiatives in the field.

Activities with schools’ pupils. More than 130 pupils joined the event and received a training on the concept and uses of the open data.

Activities with university students. Several workshops were held on the use of open data and the generation of initiatives to be implemented in the school context (see CHAPTERS 4.7 and 5.4.2).

MAtechUP was presented as a use case and the event was covered within Project partners’ social media.

Figure 50 Open Data Day

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7 The Open Data Thematic WG is composed by the Institute of Telecommunication and Multimedia Applications (ITEAM), Kveloce I+D+i (KVEL), FENT ESTUDI, the Chair of Open Government created between the City of Valencia and the Polytechnic University of Valencia, and the Transparency and Open Government department of the Municipality of Valencia (see CHAPTER 4.7, MAtechUP F2F infrastructure).
6.5.5 Public event Save energy with “El Maritim Innova”

The informative event Save energy with “El Maritim Innova”, was held on the 9th July 2020 and it was addressed to the residents of the district Poblados Marítimos to disseminate the Project actions A.4, A.5 and A.28, namely the provision of smart meters and smart controls and the Smart Home Energy Management System (SHEMS).

The smart sensors, smart controls and the SHEMS were illustrated and showcased, with the aim of disseminating the actions and recruiting potential users. Given the Covid-19 health emergency, the event was held virtually and live streamed through YouTube.

The Councillor for Innovation of the Valencia City Council, Carlos Galiana, introduced the act and explained that thanks to this initiative “residents of the Maritime District who are sensitive to energy efficiency in their homes and who are interested in reducing their energy consumption they can participate in this project to learn good practices in relation to the use of energy and have professional advice in this regard.”.

The entities involved made known how to participate in the project, what are the channels enabled to obtain information, what are the environmental and economic benefits that the user can obtain by participating, what the installation of the sensors will consist of and many more questions of interest.

Figure 51 Save energy with “El Maritim Innova”

The Valencia City Council, the València Clima y Energía municipal foundation, the Las Naves municipal Innovation Center, WITRAC, ETRA Research and Development and the Energy Technological Institute (ITE) participated in this event.

At the end of the streaming, all the doubts and queries that arrived through the chat of the YouTube channel of Las Naves and the hashtag #elmaritiminnova were given through Twitter.
6.5.6 Creatives

To achieve commitment and awareness in energy efficiency during the confinement caused by the pandemic, Las Naves designed some creatives to spread them on social media.

Afterwards, Las Naves has designed creatives to encourage neighbours to participate in an energy efficiency campaign at home.

The latest creatives designed have been with the aim of promoting the European Mobility Week.

The creatives produced are:

1) Extraordinary measures approved by the health alert for electricity, gas and water
https://www.youtube.com/watch?v=78oWOFZEScY&feature=emb_logo

2) Summary of the services of the Valencia Climate and Energy Office
https://www.youtube.com/watch?v=yIx099lBjJE&feature=emb_logo

3) Tips on energy efficiency at home in times of COVID
https://www.youtube.com/watch?v=voZfVe2zX1A&feature=emb_logo
https://www.youtube.com/watch?v=UupQdvq90mY&feature=emb_logo

4) Tips on teleworking in times of COVID
https://www.youtube.com/watch?v=BbVocRQrAAC&feature=emb_logo

5) Creatives to publicize the initiative for energy efficiency in Pobla dels Marítims

6) Mini “pills” from the streaming of the informative online event: Save energy with “El Marítim Innova”.

7) Creatives to encourage people to participate in the European Mobility Week (SEM 2020).

8) Postcard SEM 2020.

6.5.7 Publications

During this period, several posts were published on the local website of the project (www.elmaritiminnova.com) and through the Local Communication Desk partners’ (LNV, KVEL) channels, in order to publicize different activities and actions related with MAtchUP.

In addition, the most interesting news has been translated into English with the intention to be disseminated among European partners.

On the other hand, Las Naves has done during this period a wide coverage on social media, spreading all the news, events and initiatives related to the project. In summary, we can talk about the following figures: 40 tweets, 15 post on Facebook and LinkedIn and 10 on Instagram.
To achieve commitment and awareness in energy efficiency during the confinement caused by the pandemic, Las Naves designed some creatives to spread them on social media.

Afterwards, Las Naves has designed creatives to encourage neighbours to participate in an energy efficiency campaign at home. The latest creatives designed have been with the aim of promoting the European Mobility Week. Moreover, local media have published many news about the Project.

### Posts

1) "MAtechUP presenta nuevas creatividades para luchar contra la vulnerabilidad energética durante la alerta sanitaria".

2) "MAtechUP se suma a la lucha contra el covid-19 y lanza una guía de eficiencia energética para el hogar y el teletrabajo".

3) "MAtechUP respalda la solución urbana para el parking seguro y con recarga de los patinetes eléctricos".

4) "El marítim innova fomenta la sostenibilidad energética en los hogares con una iniciativa de sensorización y formación personalizada".

5) "MAtechUP mejora la eficiencia de los nuevos autobuses eléctricos e híbridos de la EMT".

6) "LAS NAVES y la EMT se suman a la semana europea de movilidad 2020".

7) "El futuro de la movilidad sostenible urbana de València"
   [https://www.lasnaves.com/movilidad/el-futuro-de-la-movilidad-sostenible-urbana-de-valencia/?lang=es](https://www.lasnaves.com/movilidad/el-futuro-de-la-movilidad-sostenible-urbana-de-valencia/?lang=es)

### Clipping

- MAtechUP respalda la solución urbana para el parking seguro y con recarga de los patinetes eléctricos (El Periòdic)
- MATCHUP RESPALDA LA SOLUCIÓN URBANA PARA EL PARKING SEGURO Y CON RECARGA DE LOS PATINETES ELÉCTRICOS (NoticiasDe)
- Patinetes eléctricos cargados y aparcados de forma segura, idea ganadora de MAtechUP (Comarcal CV)
- MAtechUP respalda la solución urbana para el parking seguro y con recarga de los patinetes eléctricos (CEEI Valencia)
- MAtechUP respalda la solución urbana para el parking seguro y con recarga de los patinetes eléctricos (Emprenemjunts)
- MAtechUP respalda la solución urbana para el parking seguro y con recarga de los patinetes eléctricos (Equipamiento y Servicios Municipales)
- [https://valenciaplaza.com/matchup-respalda-la-solucion-urbana-de-parking-seguro-y-con-](https://valenciaplaza.com/matchup-respalda-la-solucion-urbana-de-parking-seguro-y-con-)

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- VALÈNCIA PARTICIPA EN EL FORO EUROPEO ¿LAS CIUDADES INTELIGENTES RESPONDEN AL COVID-19? (NoticiasDe)
- València presenta en un foro europeo su respuesta inteligente para combatir la pandemia COVID-19 (Emprenem Junts)
- València presenta en un foro europeo su respuesta inteligente para combatir la pandemia COVID-19 (Equipamiento y Servicios Municipales)
- http://www.valencia.es/valencia/noticias/NOTICIA_073371?lang=2&seccion=5&temId=11&nivel=5_2_11

recarga-para-patinetes-electricos
7 Covid-19: Lessons learnt and future applications

Several actions had to be postponed or modified in Valencia, due to the health emergency related to the Covid-19, such as the site visits and the Matchup Special Prize UPV Mentoring (both postponed). The 6th Transnational Meeting was held online (16-25 June 2020) and the feasibility of other planned events is being analysed, like the 7th Transnational Meeting, end of 2020.

The health emergency has greatly increased the use of digital tools and many of the face-to-face activities have been redesigned to become online events, such as the campaign to recruit tenants for Smart meters and Controllers+ Smart Home Energy Management System, which is being performed mainly remotely through teleconferences, website and social networks.

Moreover, due to the Covid-19 new urgent needs arose in the district, so that many initiatives were modified, and new ones have been implemented in response.

Both aspects, the unfeasibility of face to face events and the fast changing of the social context in the city and the district compelled us to reflect about the implications of the current situation on the engagement of citizens and therefore the design and implementation of participatory activities.

Open questions and lessons learnt are the result of the analysis of the team in charge of the citizens’ engagement, as follows.

THE IMPORTANCE OF F2F ACTIVITIES. Cooperative work and relationships between the people who participate in the citizen engagement activities have been affected. Although virtual encounters have continued and were intensified, not seeing each other face to face affects the type of personal relationship that can be established. Face-to-face meetings help to strengthen alliances, increase synergies and promote the creation of new transversal projects. This type of meetings is essential in citizen engagement processes to strengthen the participatory infrastructures and achieve greater motivation in participants.

INEQUALITY. Older people or those with less means have seen hampered their opportunities of participation during this pandemic. Although many people have increased their skills in the use of digital tools, there are various sectors of the population that have stopped participating due to Covid-19.

The pertinence of replacing F2F activities with other formats and the way this is performed, should be carefully studied and fine-tuned according to the targeted participants.

SOCIAL AND ECONOMIC CRISIS. In addition, our societies are experiencing an unprecedented socio-economic crisis, with falls-out on the social and labour situation and the psycho-emotional wellbeing of wide portions of society.

Mental, emotional, social and labour falls-out of the pandemic directly affect the citizens’ engagement and should not be underestimated.

ADAPTABILITY TO CONTEXT. Local partners have shown a great capacity to adapt and respond to the needs of the context. It is worth highlighting the development of innovative communication campaigns that were carried out during confinement to offer...
tools to those people whose situation had been worsened by the lockdown (see for instance Chapter 6.5.6).

Citizens' engagement is about people in real-life scenarios so that any participatory process has to be aligned to the changing reality and raising needs.

NEW ON-LINE FORMATS. Local Communication Desk reacted with great agility to the situation, and the activities and events planned were creatively redesigned so that they could be performed on-line and all the established security measures were respected.

VIRTUAL MEETINGS. Virtual meetings have increased. This format allows us, on many occasions, to be more operational and efficient.

Digital tools proved to be efficient and powerful for engagement processes and should be further explored to widen their functionalities and applicability to diverse scenarios and participants.

However, these considerations are not conclusive, since the health emergency and related restrictions are still in place at the date of writing this report.
8 Conclusions

In this deliverable, the methodological framework and the current state of development of the new citizens’ engagement strategies in the city of Valencia has been explained, along its four main steps: ecosystem analysis, diagnosis, action plan, dissemination and communication. Some preliminary considerations are presented herewith.

ECOSYSTEM ANALYSIS

The municipality of Valencia has been strengthening its participation infrastructure and multiplying the participatory processes in the city in the last years. The availability of such an environment eased the elaboration of new citizens’ engagement strategies and may enhance any further engagement-based strategy.

Therefore, any future attempts should take into consideration and be connected to the existing participation ecosystem, while present and future actions implemented within the ecosystem should promote open access to information on the processes performed in order to enhance informed action planning and decision making, cross-fertilization, relevant stakeholders’ involvement and to avoid overlapping and unnecessary overload.

DIAGNOSIS

Internal. A deep understanding of the participation level allowed by each MAchUP action was key to establish the citizens’ engagement strategy within the project. To this end, all the actions planned within the Valencia pilot site were analysed and their level of participation (informative, consultative, collaborative and empowering level) identified. The strategy for the engagement in the pilot site was therefore based on the type of participatory activities feasible according to the pilot actions features. This analytical exercise, performed individually and jointly with the Valencian pilot partners, allowed a focused, tailored and feasible strategy, avoiding false expectations in citizens that may end with low participation rates and mistrust in the future.

External. The action plan was based, as mentioned, on the very own features of each MAchUP action, but also on a participatory diagnosis (WS3) performed in M15, involving Administration, Knowledge Transfer Centres, Companies, Citizenship and Civil Society Organizations representatives. The participatory diagnosis built on previous processes results and provided the vision of participants about how to consolidate and enhance the project impact on their Quality of Life. The results of the participatory diagnosis have constituted the main action lines for the collaborative activities so far and so will be in the next months:

- Education and training
- Public policies & citizen engagement
- Employment and entrepreneurship

ACTION PLAN

The engagement activities within MAchUP were planned, according to the different participation levels identified (informative, consultative, collaborative) and the participatory diagnosis (WS3) outputs.
**Informative level.** Several activities aimed at informing citizens about the project actions are planned. A local brand and website were created in the first place in local languages, in order to disseminate the project actions and make them understandable in the local contest (https://elmaritiminnova.com/). The kick-off meeting, the participatory diagnosis, and the public presentation of the local brand and website were then performed. Accordingly, the dissemination and communication strategy enhanced these actions. Besides, visits will be realized to the demo site, allowing citizens to fully understand the actions features and implications.

**Consultative level.** Actions towards energy consumption and mobility, and the energy performance in private houses require the willingness of citizens to provide information. Therefore, potential users need are being identified and will be recruited, and a communication campaign deployed accordingly. Some mobility interventions also require input from neighbours in the district on needs and habits related the services offered and access to residential buildings, although specific consultative actions were not needed so far. In both cases, the understanding of the actions in the local contest is key.

**Collaborative level.** The objective of the collaborative participation level is to partner with the public in each aspect of the decision-making. Accordingly, non-technical actions related to public policies improvement and participation, and the promotion of employment and entrepreneurship were tackled. The actions were approached as a trigger to strengthen and widen the impact of the project on the citizens’ quality of life. Based on it, a group of engaged actors (organizations, public administration, companies, citizens’ associations) was set up, which will act as core group and driving force along the defined action lines: education and training, employment and entrepreneurship, public policies and Open Data.

However, citizens’ engagement take place in real-life and changing scenarios so that participatory actions need to be adapted to the context and aligned to raising new needs. The Covid-19 pandemic proved how important is this capability while implementing engagement strategies.

**DISSEMINATION AND COMMUNICATION**

As shown, the dissemination and communication plan supported the citizen engagement strategy along all its phases.
9 References


Annex I. Other relevant actors and services in the district

Public services

- SPORTS
  Poliesportiu Cabanyal
  Poliesportiu Beteró
  Poliesportiu Dr. Lluch
  Poliesportiu Nazaret

- MARKETS
  Mercado Municipal del Cabanyal
  Mercado Municipal del Grao
  Mercado Municipal de Nazaret

- HEALTH
  Centro de Salud Serrería I
  Centro de Salud Vicente Brull
  Centro de Salud de Nazaret
  Centro de Especialidades del Grao

- CULTURAL
  Biblioteca Casa de La Reina
  Biblioteca Constantí Llombart
  Teatre El Musical

- HEALTHCARE / SOCIAL
  Centro Especializado de Atención a los Mayores
  Centre Salut Mental de la Malvarrosa
  Centro Ocupacional Isabel de Villena
  Centro de Día de Jóvenes Malvarrosa
  Centro de día de menores San Vicente Paúl en Nazaret

- OTHERS
  Observatori Canvi Climàtic

Citizens and civil society organizations

- YOUTH ASSOCIATIONS
  Asociación Infantil y Juvenil Nou Grup
  Juniors Parroquia del Rosario
  Juniors Parroquia Sta Mª Del Mar

- MUSICAL SOCIETIES
  Sociedad Musical Unión de Pescadores
  Sociedad Musical Poblados Marítimos
  Ateneo Musical del Puerto
  Coral Parroquial Virgen del Rosario del Canyamelar

- SEAFERING HOLY WEEK
  Junta Mayor De La Semana Santa Marinera
  Corporación de Sayones
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Hermandad del Sant Cáliz de la Cena
Santa Hermandad de la Muerte y Resurrección del Señor
Hermandad del Stísimo Cristo del Salvador Y del Amparo
Hermandad de María Santísima de las Angustias
Cofradía de la Oración de Jesús en el Huerto
Real Cofradía de Jesús en la Columna
Germandat de la Coronación d'espines del Nostre Senyor Jesucrist
Germandat del Santíssim Ecce-Homo
Real Hermandad de Jesús con la Cruz y Cristo Resucitado
Corporación de Longinos
Hermandad del Stísimo Cristo del Perdón
Hermandad del Stísimo Cristo del Salvador
Corporació Granaders de la Verge
Hermandad del Santo Silencio y Vera Cruz
Corporación de Petoriansos Y Penitentes
Hermandad del Santo Encuentro
Real Hermandad de la Santa Faz
Hermandad de la Crucifixión del Señor
Hermandad del Stísimo Cristo de los Afligidos
Hermandad de Vestas del Santísimo Cristo del Buen Acierto
Cofradía de Granaderos de la Virgen de la Soledad
Hermandad Descendimiento del Señor
Hermandad del Santo Sepulcro
Real Hermandad de la Flagelación del Señor
Hermandad de Jesús De Medinaceli
Real Hermandad de Nuestro Padre Jesús Nazareno
Pontificia y Real Hermandad del Santísimo Cristo de la Concordia
Hermandad Stísimo Cristo de la Palma
Cofradía de Granaderos de la Virgen de los Dolores

-FALLAS (Municipal festivity)-
Rosario - Plaza Calabuig
Arquitecto Alfaro - Francisco Cubells
La Cruz, Plaza - Los Angeles
Blocos Platja
Jose Benlliure - Teatro de La Marina
Barraca - Trav. Iglesia Rosario
Justo Vilar - Plaza Mercado Cabañal
Progreso -Teatro de la Marina
Barraca - Columbretes
Ramon de Rocafull - Conde Alaquàs
Vidal De Canelles - Sanchez Coello
Jose Benlliure - Vicente Guillot
Escalante - Marina
Reina - Vicente Guillot
Barraca - Espadán
Escalante - Amparo Guillen
Padre Luis Navarro - Remonta
San Pedro - Virgen de Vallivana

-POLITICAL PARTIES-
EUPV
PODEMOS Círculo Marítimo
This project has received funding from the European Union’s Horizon 2020 research and innovation programme under Grant Agreement N°774477

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COMPROMÍS Marítim
PSPV Marítimo
CIUDADANOS València
PP.CV Marítimo

- RELIGIOUS
  Parroquia Cristo Redentor - S. Rafael Arcángel
  Parroquia Nuestra Señora de los Ángeles
  Parroquia Sta. María Del Mar
  Parroquia Ntra. Señora Del Rosario
  Iglesia Evangélica Rey de Reyes
  Iglesia Evangélica El Salvador
  Iglesia Evangélica “Rúgul Aprins”

- SPORTS
  Club Atletisme Poblats Marítims
  Ca Running Poblats Marítims
  A.D. Sociedad Deportiva Poblats Marítims
  U.D. Marítimo Cabañal
  Club Futbol Cabanyal Canyamelar
  Club Muntanysme Maritim
  Asociación Valenciana de Fútbol de Botones
  Club de Håndbol Canyamelar-Maritim
  Fòrum de l’Esport

- OTHERS
  Cofradía de Pescadores