Open Participation

How online tools could foster user engagement aimed to city development.

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The thesis research question originated from an interest in experiments with web and social media tools, and explores in what ways these kinds of communicative and collaborative media could facilitate opening dialogue among citizens and various actors present in the area of Malmö.
The research approach deemed most suitable for the selected area is a combination of a participatory design methodology and ethnographic research. During the fieldwork phase different use situations were investigated through interviews, surveys and case studies. The purpose of the investigation was mapping the different stakeholders who operate to solve these problems engaging the residents. The modalities of communication of Malmö municipality and its non-profit organizations have been analysed. The results were compared with other researches in the fields.
To understand the motives behind the users’ behaviour, the reasons for active and non-active participation have been investigated, especially those related to social media. Between a form of passive and active engagement a different form of engagement has been identified, that could include the mixed user group of individuals who are interested in being gradually involved in volunteering; having different level of indirect engagement can facilitate these users in “taking the first step” to participate.
The concept was developed as a Facebook App in collaboration with Frivilligcentra. The app will allow the users to define their own engagement path, dividing every local volunteering event in tasks, with different levels of involvement. Overall it may define a new flexibility in the non-profit sector- in the sense of time, place, diversification of the experience, engagement - which could demonstrate that with the support of online tools organizations and users can interact better.
Citizens are interested in communicating with municipalities. They wish to communicate their ideas, complaints, and proposals. Communication with ordinary citizens needs to be taken seriously and respected, input and feedback from residents is valuable for the local governing work.

Various Authors (Akdogan, Lampe et al., Ropponen et al., Maquil et al.) pointed out that involving inhabitants and other stakeholders in decision-making would only facilitate the work of municipalities. They can access the lives of citizens easier; they can collect more accurate information, ideas, opinions, feedback that would all enormously inform the process of policy-making. Residents’ involvement would also bring along citizen support. If people know that what they say is taken into consideration and if they can concretely see their ideas are realized, they would give more support to decisions and policies.

Akdogan discussed the importance for municipalities to take citizen communication seriously: local inhabitants might feel that they have no influence neighbourhood planning, because the authorities already made certain decisions. This obstacle could decrease motivation and the quality of participation. On the other hand, the city management might feel that public participation slows down the decision-making process and raises unrealistic expectations. So, new forms of public participation are needed (Akdogan 2010).

1.1 Area Investigation

The research area investigation has started from the analysis of the previous stages report of the Urban Transition Øresund project, especially from the study about the subtask Collaborative Methods and Tools for Urban Transitions (UT CoMeT). Investigation about what collaborative methods and tools the municipalities utilise in their everyday practice was conducted. Different examples were reported by the UT CoMeT’s interviews, related to analogue and digital technologies, but mostly traditional.

The respondents were asked to generate ideas about how to improve the existing methodologies. The majority of suggestions were related to new methods for facilitating collaboration between partners with many different backgrounds, communication styles, and agendas.

In the report, the wish was also mentioned to continue to work on developing methods for running dynamic dialogues with developers and builders, but also with citizens and politicians. The majority of the respondents also expressed a wish to start testing with social media, and to further explore how these technologies could play a role in urban development processes. (Hellstrom Reimer 2012a; b)

This could be seen as a valuable design opening, which could be interesting from many perspectives because it relates to modalities of interactions that have become a daily routine for millions of users of various age group (social media), which will be implemented in a different context with different purposes.

Social media, and Internet in general, can be seen as a virtual environment that is often planned together with net citizens, people who accommodate the virtual world and use
its services. Participation is a deliberative process that should be open and accessible to the public. In urban planning, there is no doubt that civic participation adds value: it is important to involve citizens in processes that deal with their everyday life and environment.

1.2 Research Question
During the thesis project it would be interesting to investigate web and social media tools, and explore in what ways these kinds of communicative and collaborative media could facilitate an open participation among citizens and various actors present in the area of Malmö.

The research focus would be to explore different possibilities of collaboration among citizens, municipalities, non-profit organizations and different stakeholders involved city development, through web and mobile technologies: digital tools used for communicating with the residents, the methods of engaging with them and how these could be improved.

Another goal would be to design a tool that would allow new forms of cooperative activities and content production. This tool could be integrated, as a plugin, in the existing social platforms, to facilitate the gathering of the users’ data and at the same the sharing of the outcome.

Investigate how online users’ collaboration could facilitate the requalification of an area could be relevant - through user generate initiatives, people proposals, dialogues, online and physical collaborations, etc. - which may led to the creation of a community around the participation theme.

The research question changed several times as the thesis’s analysis of the data progressed. The final one was achieved after the completion of the investigation phase and the comparison with NGOs:

**How could online tools foster user engagement aimed to city development?**

One of the perspectives could be prototyping a tool that visualizes how simple everyday actions - and residents’ involvement - could impact the neighbourhoods in a long-term period, and propose available volunteering activities promoted by the municipalities.

The importance of socialization, whether virtual or not, can change the social and ecological environment of the local society. As noted by Rapponen and Nakki (2010), concrete help for improvement of city environment needs to be matched with an understanding of virtual socialization that can have its positive influence on everyday life.
METHODS

The starting point of any research project - that includes design efforts - is the definition of the methods that need to be used, and a design process to follow in order to reach the expected outcomes.

The research approach I considered most suitable for the selected project is a combination of a participatory design methodology and ethnographical researches. It follows a process with many similarities to the Goal-directed design, yet with adaptations to face the specific situation.

Goal-directed design process, as described by Cooper et al. (2007) combines techniques of ethnography, stakeholder interviews, market research, user models, scenario-based design, to provide solutions that meet the needs and goals of users: “When a designer focuses on people’s goals as well as their expectations, attitudes, and aptitudes, they can devise solutions that people find powerful and pleasurable” (Cooper et al., p.31).

2.1 Reasons for selected methods

The main difference - with Goal-directed design methods - is the use of personas and scenarios, which are substituted with a direct involvement of the stakeholders.

A participatory design approach appeared to be the best solution for the key stages of the design process. “The participation of the intended users in technology design is seen as one of the preconditions for good design” as stated by Kensing and Blomberg (1998, p. 172).

This decision have been taken for two reasons:
Firstly, because I did not possess specific knowledge of the non-profit sector, there was a need of including experts to point out the right direction, such as people working for the city management and non-government organizations.

The Subject matter experts (SME) - as defined by Cooper et al. (2007, p.20): “Experts on the domain within which the product will operate” - are necessary in complex or specialized domains, their knowledge of user and use situation is critical for the design in broad fields. But unlike his methodology, the SMEs are not only interviewed and used as guidance, but also included in the design process, to help the reflection on their methodologies of action, and the citizens' problems. In fact, according to Simonsen and Robertson, all the participants have the chance to increase their knowledge and understandings during a Participatory Design process. Users can understand more about technology, designers about users and their practice (Simonsen and Robertson 2012).

Another motivation to include SMEs is the fact that they coincide with the stakeholders, with one of the user group and main consumers of the design product.

Secondly, the outcome of the project is a digital social platform, which needs to include the insight from the residents and the stakeholders to be a beneficial project for the users. Therefore, to understand how to facilitate them - and how to create a tool that could be valuable - it is needed to design and iteratively validate the results, with them. So co-designing would generate great value, thanks to ‘genuine participation’ defined by
Simonsen and Robertson (2012, p. 5) as “the fundamental transcendence of the user’s role from being merely informants to being legitimate and acknowledged participants in the design process”.

They stress the importance of including the user in the design process not only to explore together about possible and useful technical solution, but also for a ‘political rationale’. The goal of the ‘political rationale’ is ensuring that the voices of various communities and groups are heard in the design decisions that will affect them. This aspect is even more relevant in a project aimed to social innovation (see chapter 3). Simonsen and Robertson (2012) clearly explained the importance of participation in participatory design stating that the individuals, who will be affected by the changes of the implemented design technologies, need to have the opportunity to influence those technologies and the practices of their use.

Since the project is localized in Malmö and related to local issues, it was crucial to observe directly how the NGOs operate in the city. There was a need to directly investigate what residents think about the community involvement, and how volunteers act and organize, to be able to have valid groundings. For this reason a focus on ethnographic observations and interviews has been chosen.

The project’s process can be roughly divided into six phases, which will be discussed in more details in this chapter.

2.2 Understanding the specific context
The analysis of the current initiatives related to the Urban Transition Øresund helped pinpoint the current issues in the Oresund region, and the future long term goals and previsions.
In the preliminary phase it was possible to meet one of the persons responsible for a project linked to UTO in the Kirseberg area. This allowed to get a better understanding of the project, and give the possibility to discuss some of the issues reported in the report’s paper, investigating if they really apply to the selected project case.
It was important to have an inside view of the design opening. The meeting helped to clarify the general sets of problems that the research subject posses – such as the use of social media, the goals of the social innovation in the city of Malmö - related to different levels of use situations – participation of the citizens in local activities, the interest of the residents in participating in the development of the neighbourhood, etc. (see 4.1).

2.3 Fieldwork
The Fieldwork stage employed ethnographic field study techniques – in the form of observation and contextual interviews to provide quantitative and qualitative data about potential and/or actual users, as mentioned by Cooper et al. (2007) in the ‘Research phase’. It also included one-on-one interviews with stakeholders, and subject matter experts.
To achieve a clear knowledge of the users for whom the product is designed, the constraints of the problems, and the goals that are driving design activities, fieldwork is the crucial phase for setting the basis for a valuable design project.
2.3.1 Survey
An online survey was considered the most suitable tool to acquire quantitative data from people living in the city of Malmö, due to the time constraints. The aim was to gain general information regarding how many people are currently interested in community issues, how many are involved in activities related to the improvement of their own district, and in which modalities they interact with the municipalities and neighbourhood associations. The gathered information was analysed and the reoccurrence of answers calculated to understand the general trends within the selected section of the user group.

The expected result was the discovery of recurrent residents' needs or interests. The aim was to find if there is a specific user group which may be in need of a different approach to the NGO and public sector and to find out how large it is. One of the principal outcomes of user questionnaires was an emergent set of behaviour patterns — “identifiable behaviours that help categorize modes of use of a potential or existing product” as defined by Cooper et al. (2007, p.50). These patterns suggest goals and motivations, general aptitudes of potential product users. (see appendix 1)

A quantitative study can be critical for answering board questions in sectors the designer is not familiar with. Gradually narrowing the sub-fields within the investigated contest – e.g. social media for the municipality, user participation in NGO, interest in city development, etc. – helped to define a direction for the design concept and for further investigations.

Real insights can’t be achieved by only analysing numbers or asking impersonal predefined question out of user context. A deeper knowledge can be achieved by qualitative research techniques.

2.3.2 Interviews
Reducing human behaviour to statistics is neglecting important nuances, which can make a difference in the design process. Cooper et al. (2007) discussed the limits of quantitative research, which can only answer questions about “how much”, or “how many”. Qualitative research instead can investigate in the actual complexities of human situations. So their benefits are complementary.

To refine the design opening into concrete user needs, qualitative interviews were needed. As he notes, one of the fundamentals of social sciences addresses that human behaviours are too complex and posses too many variables to be investigated only through quantitative data gathering. The greatest limitation is the impossibility to get all the important impressions, which are not expressed verbally. Borrowing techniques from anthropology, designers have adapted qualitative methods for gaining valuable data on user behaviours, to help design products to better meet user needs.

Ten organizations, involved in facilitating community engagement aimed at the renovations of the city on a small scale, were contacted for one-hour interviews about different aspects of their relation with the stakeholders they interact with – unfortunately it is hard to reach them, since some NGOs don’t posses a fixed structured and many people are collaborating in their free time.
Semi-structured interviews appeared to be the best approach to get a general view on the stakeholders operating in Malmö. Since I didn’t possess any specific knowledge on the non-profit sector, broad questions - but aimed at the selected research area, were needed. They will be described in more details in the next paragraph (An example of series of questions for semi-structured interviews is in appendix 2).

2.3.3 Informal Interviews
Cooper et al. (2007, p.56) has articulated that “most people are incapable of accurately assessing their own behaviours, especially when they are removed from the context of their activities.” The idea of having the interviews during the NGOs events, meetings, or in general at their offices, it’s motivated by the necessity of meeting them, but also to have the opportunity to observe the setting in which they operate, and ask more informal questions inspired by the situation and the environment. Interviews that are performed outside the context of the situations the designer hope to understand will provide less complete and accurate data, according to Cooper et al. The possibility of observing user behaviour in person added more value to the discussion about how users think they behave.

Interviews guidelines
Beyer and Holtzblatt (1998) enumerate four basic principles for engaging in ethnographic interviews, which are the guidelines for this project’s phase:

Context — It is important to interact with stakeholder and the user in their normal work environment, instead of interviewing the user in a neutral setting. Observing users in their own environments, where the interactions occur and questioning them, filled with the artefacts they use, can highlight important details of their behaviours.

Partnership — The interview and observation should take the tone of a collaborative exploration with the user, alternating between observation of work and discussion of its details.

Interpretation — An essential part of the design work “is reading between the lines” of the information given by users’ viewpoint and environment. The facts must be analysed to pinpoint the design implications, avoiding assumptions based on personal interpretation without verifying them first with the stakeholders.

Focus — It’s crucial to focus the questionnaire to capture data relevant to project’s domain issues, but without being too fixed on a structured set of questions that inhibits flexibility.

Considering these guidelines in drafting of the questionnaire, the questions were related to how the entity operates in its area, how it involves the audience in its activities, in which modalities the residents collaborate with the organization, and what medias it uses to reach them.

The preferred subjects to be interviewed are the stakeholders acting in different levels – i.e. Municipality, Municipality driven NGOs, citizens driven NGOs, Neighbourhood associations - belonging to various type of NGOs, dealing with different issues. This allow to have multiple perspectives on the intervention field, but Therefore, with this approach it was possible to compare stakeholder’s recurring actions and audience engagement techniques, both conscious and spontaneous, but applied to
different portion of the user groups and in different specific fields – as: children with learning problems, elderly people, homeless persons, urban gardening, recycling, neighbourhood renovation.

**Results**
The written data collected by the interviews was categorized and indexed by topic, to have an extended insight for every issue addressed by the respondents.
The interviews and the results of the surveys were later compared to the analysed research cases in the primary phase, to examine if the data gained from local situations have similarities with international cases and researches made in other locations. The aim is to inquire if behind the localized and specific behaviours there could be identified general use situations.

Qualitative research can help the progress of design project by improving the understanding of the settings and the design opening; and by providing credibility to the designer, because design decisions can be traced to research results.

At this stage was possible to reach a conclusive refinement of the research question, thanks to the acquired specific knowledge of the Malmö non-profit sector.

It was also suitable to define a problem statement, within the research area, which defines the purpose of the design initiative. It should concisely reflect a situation that needs changing, for both the users and for the business/stakeholder providing the product to the users.

When a precise direction was defined it was possible to evaluate existing competitors to extrapolate best practices, and most important, start involving stakeholders in a co-design process.

### 2.4 Benchmarking

After a clearer view of complexities within the context, it was useful to study different projects belonging to the same field or designed with similar goals, which could be concretely applied to the project area. It was helpful to examine any existing version of similar products, choosing between the major competitors, to gain a sense of the state of the art. The designer needs to engage in an informal expert review of quickly comparing each product against basic interaction principles.

This process allows comprehending the strengths and limitations of products currently available for the users, and provides a general idea of the functional scopes of the competitors.

It was valuable for understanding what is feasible and what is not, also form a technology point of view. It was also important for analysing the possible functions that the prototype would have, selecting the best practices which would be applied to the project use situations.

To achieve a deep understanding, it was necessary to briefly test the cases that seem more adequate to the research project goals, using the platforms basic tasks, to evaluate the easy of use.

### 2.5 Workshops with stakeholders for concept generation

Stakeholders posses perceptions of the user, which differs in depth and personal
involvement from the designer’s. Stakeholders who have continuous relationships with users, as the NGOs, may have important insights on them that will help to formulate the design concept, designing a tool based on their practices and needs.

It was crucial to include an NGO operating in the city of Malmö in the second half of the thesis process, in order to developed the project with the validation of a non-profit organization as a partner. Linking the project to a concrete case for achieving a valid result provide a real feedback and critique by the most competent stakeholders, using them as an avant-garde example. This collaboration allows the designer to benefit of their experience in the non-profit sector increasing the chance to identify correctly the real problems of the stakeholders. Through weekly meeting with the organization, it was possible to have constant feedback on the development of the concept and the prototype. Cooper et al. (2007, p.64) highlights the importance to involve the stakeholders to “confirm previously observed patterns, further clarifying user roles and behaviours and making fine adjustments to assumptions about task and information needs”.

**Co-designing**
The result of the investigations and the data from the surveys were presented to the NGO members. Later, starting from different scenarios and use situations, the participants were guided in a brainstorming exercise to generate a series of concept. These ideas need to be grouped in different topics, features, and progressively refined in a few main concepts through a discussion led by the workshop facilitator. It was also necessary to investigate if any of found design choices could help to attract more interest within the local communities and the partners associations they have contact with.
The designer guides the stakeholder first towards examining problems and progressively expressing solutions. During the workshops, a proposed design solution can be a useful stating point to discuss the user’s goals and needs and the problems they perceive with current situations.
The suggested concepts reflect the interview subjects’ personal priorities, which tend to be shortsighted, and lack the refinement that can have a solution based on extensive researches. Which lead to the next step, the feature definition phase.

**2.6 Features**
The concepts proposed by the stakeholders were analysed and detailed in a written form, starting form the users’ reflection and the critique of the generated ideas – which were discussed during the workshops.

Comparing the stakeholder contribution with the research data, it was possible to achieve a final summary of what information and tools the user group require to accomplish their goals. Only then the designer can define how the product looks and operates. Cooper et al. (2007) underline the importance to think of requirements and features as synonymous with needs, as tools which meet user need in the most simple and synthetic way possible.

The various concepts were then mixed to extrapolate the valuable aspects which could be translated in project’s features, they were summarized to one core, strong value that could be considered innovative compared to the case studies examined.

To test the validity of the idea, it was contrasted with the psychological processes studied in the first part, to see if it could stimulate positive behaviours.
It was also relevant to check that the benefits for users and NGOs, discovered in the analysis of the form of communication, were all present within the features. The output of this process was a stable design concept that provides the logical and interactions structure which is dilated in the next stages.

**Sketches**
At this phase I used user journeys and features to create sketches of screens and behaviours that compose, what Cooper et al. define, the “interaction framework”. Several sketches were used as idea investigation tools to explore the design possibilities – and partially the validity and the feasibility – of every concept.
Snyder (2003) discusses the value of low-fidelity presentation techniques aimed to gain user feedback. She notes that rendering solutions without many detail, in a low-fidelity manner, allows, both the designer and the stakeholders, to stay more focused on the fundamentals: serving the users’ goals and stakeholders’ needs. Presenting design solutions helps designers and stakeholders to refine their vision and understanding of how features can best be developed into a product. Focusing on detailed interfaces and interactions too early can slow down the process, when it comes to the design of complex behaviours and interactions. It was crucial then to render the solution in enough detail to provoke dialogue and feedback, without spending too much effort creating sketches that will be radically modified.

At the end of this stage, one final design proposal in written and drawn form was presented to the partner organization. Modification were made according to their feedback, the final concept was chosen and described in more details.

**2.7 Prototyping**
The Design Framework defines the overall structure of the product’s user experience, from the interface’s structure and arrangement of functional elements on the screen, to interactive behaviours and, to the visual language used. It focuses on adding more details and implementation of the requirements. It is needed to convert the individuated features into tasks.
At this stage the prototyping of the project started, beginning with the definition of the general functions of the digital product. Specific functions were defined comparing the results of the benchmark with the information obtained from the surveys and from the stakeholders’ proposals.

This was a delicate phase of the project; many revisions needed to be made to reduce to the minimum the tools to be implemented and to check that the non-profit organization identified needs and the users’ necessities were both satisfied.

Visual design defines the look and feel of the product; visual elements that communicate visually the concept of the product while providing clear affordances and visual hierarchy. A brief analysis of the technical tools required to develop the digital product was needed. The different possible framework available to develop the tools and functions of the software were investigated.

**Patterns**
One of the requirement of the product was to be integrated inside the social platform
Facebook. Therefore it should use similar design patterns, which are already known to the users. In particular it needed to be build on the mechanism related to creation and sharing of events, simplifying the learning curve. Again Cooper et al. (2007) illustrates the importance of interaction patterns.

2.8 Feedback
The functioning mock up was presented to the selected NGO partner, and tested with a few users – from the participants of the workshops. The main tasks of the platform were showed using the system, to gather feedback on the features of the digital product and identify how the participants perceive the website functionalities and the general flow of the tool. Through the mock up it was possible to invite the users, and analyse from different perspectives if the netsurfing and the functioning of the digital product met the concept's requirements.

2.8.1 Future development
Due to time limitation was not possible to follow an iterative process to gradually implement the findings of the user testing and the clients' feedback. Starting from the acquired testing data, it was necessary to modulate the functions and to understand how the prototype could be improved to better fit the users needs. As a last step a prediction on which types of impacts, from a concrete perspective, could the full project have on the intervention area was described. Overall it was presented what general insights and models, both concrete and theoretical, could be deducted by the experience of this project, and possibly employed in other use situation and project cases.

The following chapters will describe in more details the different phases that has been illustrated in this section, presenting the acquired data or the produce outcome of each stage.
PART I: SOCIAL INNOVATION

Norman et al. (2012) define social innovation as new solutions (products, services, models, markets, processes etc.) that simultaneously meet a social need and lead to new or improved capabilities and relationships, and better use of assets and resources. In other words, “social innovations are both good for society and enhance society’s capacity to act” (Norman et al. 2012, p. 5).

Mulgan (2007, p.8) has articulated a definition of Innovation as “new ideas that work in meeting social goals”. He asserts that Innovation becomes an imperative when problems are getting worse, when systems are not working or when institutions reflect past rather than present problems. This assumption, as it will be analysed in details in the next chapter, is a general feeling of citizens and municipality in the city of Malmo. Therefore Interaction Design oriented to Social Innovation can be considered the research context of the thesis project.

Social innovation can be distinct between incremental and radical innovation. Incremental innovations build on existing knowledge and resources (usually by an established player in the field). Radical innovation on the other hand, characterizes an important change from what was available before – such as the creation of a new market, or the development of a new technology – and therefore it requires new knowledge and resources.

3.1 Five core elements

Norman et al. (2012) identify five core elements that make an activity or practice socially innovative: novelty, implementation, ability to meet a social need, effectiveness and ability to enhance society’s capacity to act. It’s important to keep in mind these core elements, when designing for social innovation.

- **Novelty.** Social innovations do not need to be completely original or unique. In order to be defined as such, a product of social innovation should possess some characteristics that distinguishes it from the previous one, in relation to a particular region, sector, field, market or user.

- **Implementation.** There is a distinction between invention and innovation. Invention is the product or service developing from an idea. Innovation requires the successful implementation and application of an idea from which derives a product or a service.

- **Meet a social need.** One of the main features of social innovation is that it is designed to meet a social need, defined as something which “can cause serious harm or socially recognized suffering” when not met. (Norman et al. 2012, p.5)

- **Effectiveness.** A successful social innovation should meet the discovered social needs more effectively than existing solutions.

- **Enhance society’s capacity to act.** The process of social innovation enhances society’s capacity to act by creating new roles and relationships, developing benefits and capabilities and/or better using assets and resources. It can involve changes in social
relations, can encourage the participation of the most vulnerable or marginalized groups and involves changes to existing relations.

3.2 Common features of social innovation
All social innovations contain the five core elements, but many social innovations possess a number of other common features, as described by Norman et al. It is valuable to summarize the ones more relevant for the project’s design opening.

- **Open and collaborative.** Social Innovation products engage a wide range of actors. Communication technologies have enabled people to come together in new ways of interaction. This generates an open and collaborative form of online production, which has many valuable features. It engages large numbers of people working independently on collective projects without normal structures and mechanisms (organizations, hierarchies, compensation etc.).

- **Co-production.** According to Boyle and Harris (2009, p.11), co-production encourages the idea that “people who use services are hidden resources, and that no service that ignores this resource can be efficient.” It is about shifting responsibility and resources from professionals to users and involving people in the delivery of their own services.

- **Creates new roles and relationships.** Norman et al. (2012, p.6) claims that “many social innovations are developed ‘with’ and ‘by’ users and not delivered ‘to’ and ‘for’ them”, so it is possible to create new social relationships in a various ways – users can lead to new forms of management, better forms of collaboration or improve the inclusion of under-represented groups.

- **Better use of assets and resources.** Social innovation often recognizes, and coordinates assets and resources that would otherwise be wasted or under-used. In some cases, these resources can be latent - such as the skills possessed by communities but not used -, intangible – finance - or physical - buildings and physical spaces. Uncovering and sharing latent assets helps to increase the benefits for the people involved which is one of the main goal of social innovation initiatives.

- **Develops assets and capabilities.** Social Innovations have to develop people’s capabilities, enabling them to meet their needs over the longer term. This capabilities approach is based on the notion that people are in control of their own lives and the source of their own solutions, as claimed by Norman et al. (2012). This is one of the core elements of the thesis research.

3.3 Place for social innovation
Mulgan asserts that Social innovations develop where there is a ‘cross-pollination’ of ideas and a mix of actors and that they grow in all sectors of the economy: within the public sector (the state); within business and the private sector (the market); in the voluntary sector (grant economy); and within individuals and households. He underlines that putting social innovations into practice invariably involves cutting across organizational, sectorial or disciplinary boundaries.
This concept has been summarized in his theory of the ‘bees’ and the ‘trees’. The bees are the small organizations, individuals and groups who have the new ideas, and are mobile, quick and able to “cross-pollinate”. The trees are the big organizations – governments, companies or big NGOs – which are poor at creativity but good at implementation, and which have the tools, and scale to make things happen. Both need each other, and most social change comes from alliances between the two (Mulgan 2007).

3.4 Systemic change
The last step of the social innovation life cycle as theorised by Murray et al. (2010) is the ‘systemic change’. Systemic change is the final goal of social innovation, it is a change that affects the way things are done and the way social needs are conceptualised. As Murray explained, it is never achieved through a single organisation or sector, but it involves complex interactions between consumer behaviour, business practice, legislation and policy. Norman et al. (2012, p.9) claim that, “it always involves a change to attitudes and behaviours and requires people to see and think in new ways. Systemic change requires that there are sufficient incentives for incumbents to change their practice and behaviour”. Due to its complexity only a small number of social innovations reach this stage.

3.5 Social media as social innovation tool
Hothi (2012) has investigated how technology could transform a community’s ability to communicate and collaborate. He suggests that social media reflects the conditions of a neighbourhood: if a community is active off-line, it is probable that this behaviour will translate into online. If a community is not very active offline, it is difficult that social media alone will change this.

The author affirms that the technology “makes participation easier for most, but it does not affect the underlying behaviours and values that really motivate people to get involved” (Hothi 2012, p. 8). But is also true that the flow of information amongst those who are active in their communities has become quicker and more convenient. It’s seen that these websites have helped to connect residents in need with active local residents who are willing and ready to help, as presented in various Young Foundation studies (Norman et al. 2012; Mulgan 2007; Hothi 2012; Murray 2010).

Therefore social media appears to be an adequate tool for sustaining social innovation, if it is not intended as a facilitator to the generation of new community, but as a support aimed to the improvement of the existing ones.

It is now needed a better understanding of the value of social media oriented towards community development.

PART II: SOCIAL MEDIA
Lampe et al. (2012) define “social media” as a term that includes a range of tools and services that all enable direct user interaction in computer-mediated environments. Social media applications are “online systems where users interact with each other supported by a set of technical system features” (Lampe et al. 2012, p. 192).

These systems can include social network sites, wikis, blogs, or content management systems. They involve digital communication supported by computational tools that
extend the types of possible interactions. The social sites include elements of user-generated content, in many forms - profile information, comments, photos, encyclopaedia entries or even extensions of the platform. (Lampe et al. 2011).

Within the social sector, social media have created new possibilities. According to Convio team (2010), in the past, organizations could only broadcast messages with the use of email or a website. What started out as a way to reconnect with friends has grown into a fundamental tool for non-profit organizations to spread awareness about key issues, mobilize supporters, raise funds and create online advocacy movements. All generations are adopting new social behaviours, taking advantage of social technologies online to interact in unprecedented ways. According to Convio (2010), while e-mail, direct mail and traditional websites will continue to play an important role in marketing, social media is now a preferred channel of communication for many people. The benefits for NGOs are now described in more details.

3.6 Trendiness and social proof as drivers of e-community behaviour
Manning (2009, p. 7) asserts that: “When asked directly, people deny that their actions might be influenced by trendiness or popular opinion”. Individuals are influenced by the implicit social norms within their community, that allow them to expect what kind of behaviours could be considered appropriate by society and what on the other hand have to be avoided. She declares that people look for clues to what other people are doing in order to understand the appropriate behaviour in a given situation (Manning 2009). They are always looking for what Manning called “social proof” to guide their own behaviour, and are more likely to participate in initiatives, which have already attracted a large number of participants. This mechanism happens especially when the situation is ambiguous or new.

3.7 Social Contagion
Participation in the online social initiatives can be stimulated if existing participants share their experiences with people in their social networks. Social media’s sharing options allow the participants to communicate experiences and information. These options allow them to see what their friends are doing, enabling social-psychological mechanisms that can stimulate participation with social contagion. Langley and Van der Broek (2010, p. 16) define social contagion as a “behavioural change [which] is driven by stimulating participants to share their experiences with each other”.
The social media applications are used as an infrastructure to diffuse individual attitudes and life-styles. Sharing of experiences gives active members the recognition of their activities, and can be an incentive to other members to become active, according to Lampe et al. (2012).
Social media applications seem to make it easy to take action and therefore stimulate behavioural change.

3.8 Strategies employed by non-profit organizations
In non-profit organizations the ultimate strategic goal is fulfilment of a social mission,
the creation of public value. This strategy has implications for adoption and use of new media by NGOs.

De Vita et al. (2001, p.10) refer the term ‘Capacity building’ to the “ability of non-profit organizations to fulfil their missions in an effective manner” and to improve the overall quality of life in the communities non-profit organizations they serve. The Access to and the use of social media must be a part of non-profits capacity building. The author asserts that a strategic use of technology can enable non-profits entity to communicate their values to a larger public. He claims that collaborations of all kinds are facilitated by the quick communications available over the Internet. Advocacy is simplified and the ability to mobilize individuals and coordinate coalitions can be more easily achieved through the Web (De Vita et al. 2001).

The Convio (2010, p. 7). guide also highlights this importance. “By incorporating social elements into communication plans, a broader audience can be reached, thus impacting the awareness of the organization and opportunities for involvement.” Social media cannot instantly make non-profit’s communications more effective, but it does provide non-profits with the ability to extend the reach of those communications.

Having summarized the main benefits of social media for city communities in general, we report the discovered values of online communication in the project’s intervention field.

3.9 Social Media Benefits

The benefits of the social media use, in the city of Malmo are now presented. The following analysis is backed up by interviews with stakeholders and experts from organizations operating in the city.

From the NGOs perspective, the online tools possess many important qualities:

- Daily Use

Convio team (2010) confirms that the potential of the social networks is clearly related to their daily use; these media can easily reach users, which are part of audience possibly interested in volunteering. “We choose Facebook and Tweeter, because we use them, we know that we can reach friends and other people.” (Douha, Volunteer for SoppKok Malmö, responsible for the communication.)

The volunteers use it every day so they both have the appropriate knowledge to use them in an adequately successfully way, and don't require the effort to use different tools - as newsletters software - to conduct the communications and advertising routines.

- Personal Approach

A common behaviour of medium and small NGOs is their attempt to have a personal approach in all the communications, presenting themselves not as faceless organisation but as individuals, members of a group. This conduct translates into the social media: NGOs’ members are engaged in the discussions about the issues the organization faces, participating in on-going conversations with users that want to be involved in the association, answering questions or proposal submitted by volunteers.
Why does this matter to non-profits associations? At the core of social media are the social elements it enables, entirely based on connections. To NGOs, these tools help to build relationships by relating to the personal interests and emotions of supporters, thus building stronger bonds, as highlighted by Convio team (2010).

- **Low Cost**
  It is relevant to consider the material benefits of the online presence, which are among the main reasons why small non-profit entities focus the majority of their communications on the web. The NGOs are usually financed by donated money, so they tend not to use money for advertising. Thanks to the accessibility of the online tools, specific competences for develop a basic online communication campaign are not required – as a blog, a youtube channel, a Twitter account, a Facebook page and a CMS website. The process is nearly cost free, and can be delegated to volunteers, so is suitable even for small associations.

- **Virality**
  Another advantage is that organizations can reach more people through an online viral effect. Organization’s members can start from their existing network of acquaintances to involve more people raising the interest, and indirectly use them to spread the information about the activities. Many of the persons who participate the events of an organisation are committed to the cause, so it’s in their own interest to increase the participation. Because volunteers are possibly individuals with high social networking potential, the NGOs’ message may have a high probability of being presented and spread by these users in a short period of time. Recourse to social media would empower supporters to promote the organization, and to share their voice through online media, as noted by Convio (2010). At the same, the social contagion effect can appeal to specific user groups that are sensible to the issues handled by a certain association. “If your friend share it on a social network, and if he comes to the event, you may come also.” (Volunteer for SoppKok Malmö).

It is necessary to take account of the fact that large portion of the persons who interact with an NGO through social media have already had previous contacts with the entity, in most cases the users have seen a public event coordinated by the NGO or received a flyer for activities’ advertising.

- **Real Time**
  The last tangible benefit to mention derives from the online instruments’ feature of giving information in real time. The small and medium size non-profit organisations are usually driven by the very volunteers. So they do not possess a fixed structure, and the coordination is frequently loose. The social media give them the possibility to quickly find the resource needed for an event, to gather people easily, to communicate the possible changes. Overall the chance of a flexible response of the organizational processes to the changing of the circumstances, that can balance the lack of a defined structure.
As a preliminary step, the methods of user engagement of some of the actors involved in the community development -in the city of Malmö- were analysed. All the material presented in this chapter is based on my interpretation of the data gained from direct observation and interviews of: Municipality representatives, NGOs member and citizens. The purpose of the investigation was mapping the different stakeholders who behave to increase the awareness of local issues and operate to solve these problems by engaging the residents.

The process was finalized to an examination on three different levels. In this chapter the following aspects of the stakeholder behaviours are discussed:

- How the various entities communicate with the citizens
- The modalities of user involvement in the decisional processes,
- The importance of the social media in these use situations.

The process focus on how the possibilities offered by social networks can enhance the people participation.

The intended user group could be considered to be the general public, because the research topic potentially relates to every resident living in the city. From the realized surveys, individuals who are sensible to environmental, social or political issues, who have attended non-profit associations events, or have taken part to activities related to these topics, are more willing to participate or become volunteers.

The stakeholders of the project belong to 2 categories: The city municipality, and civic organizations.

Three areas relative to the project’s intervention were identified in the city of Malmö: the Municipality and the organizations directly controlled by it, the non-profit organizations, and the citizens.

It is reductive to consider these areas as user distinct groups, because each one have links to different realities, have several impacts on the city and the people, and they interact with each other in multiple ways. But, most important, same user groups are present within each area. In fact, actors belonging to the municipality, the NGOs and the residents are acting in each of the area but with different aims and degree of participation. The three areas own diverse modalities of communication, with the audience and the stakeholders, and ways to engage the users. As discussed by Mulgan (2007) in theory of the ‘bees’ and the ‘trees’, the setting of the city of Malmo seems adequate for a social-innovation-oriented project.

A selection of the most interesting investigated cases are presented.

4.1 Cases Analysis

During the fieldwork phase different use situations were investigated through interviews, survey and case studies research. The following organizations were reached: Snacka
4.1.1 Snacka Segevång
Segevång is a residential neighbourhood in the north of Malmö. The transformation of Segevång will combine new constructions with renovation and the incorporation of new buildings with older, in close dialogue with both current and future residents, working and meeting with both private and municipal services. A particular focus will be on young people's needs and interests.

For developing this project it was required that the ideas and thoughts held by residents, associations and other interested parties were respected and realized. The work method for guiding the process of renovation was based on a co-creation approach. “How do you want Segevång to look like in the future? Do you have ideas and requests for changes, feel free to leave in suggestions on Snacka Segevång’s Facebook page or at the office!” (www.Malmö.se)

The office Snacka Segevång is a detached part of Malmö Stad and represents the presence of the municipality on a local area. The aim of the organizations is to create a place to allow citizens to give ideas, suggestions and complains about their neighbourhood. A secondary purpose is to provide information to the users - related to what is happening in the neighbourhood, activities, area renovations, sports. The office initiates and coordinates activities, and deals with the fundraising, but delegates the actual organizations to third parties.

The aim of the activities is to increase sustainability, facilitating the creation of new contacts, friends, aimed to the creation of a new community – i.e. a girl opened a women gym in the neighbourhood with the help of the office.

The events are aimed to encourage the participation of the people of the neighbourhood, trying to engage individuals in different communities by putting them in contact with each other. When users go to the office asking for specific help Snacka Segevång basically provides links to other organizations. (see appendix 2)

4.1.2 Soppkok Malmö
The Soppkok Malmö is an initiative taken by individuals - with the aim of highlighting the problem of widespread homelessness in Sweden. The short term goal is to provide
primary aids for vulnerable individuals and groups affected by homelessness. The long-term aim is to help to raise the issue and address it to the community and city management. “Our aim is not to present final proposals on how it should be done in practice, but we want to act as a tool to reduce the gap between the people and give a voice to individuals affected by this exclusion.” (http://soppkokMalmö.wordpress.com)

The organization welcomes anyone who can support their activity and help in the way they can and want to. There are no requirements for participation apart from strive towards their common goal, and share the basic idea of human equality. All the decisions are made together among the volunteers, through open and democratic forms of meetings, stimulating dialogue about homelessness in order to push the issue forward, toward a solution.

The association does not present itself in the form of an organization: it does not ask for help in the form of money, or receive funds from the municipality. “We can do a lot without money, we went much further than we thought because people want to help and they care about these issues” (Volunteer for Soppkok Malmö).

This case especially was analysed for its intense use of social media. In addition to being employed for advertising purpose, it is used to internally coordinate the volunteers - since the NGO does not posses a defined structure- and has to be able to spontaneously find, in a short term of hours or days, the specific resources needed to the event they are preparing. The organization’s online presence is very active, since the web is their main channel for reaching the users for various proposals such as event information, for stories and articles about homeless people, and for specific needs: resources for the activities, people needed as volunteers, equipment and skills to borrow.

The most interesting aspect, discovered interviewing the NGO and attending their events, was the possibility for the citizens to participate in multiple ways, to decide by
themselves how to help, and to propose new modalities of contribution – An example was an hairdresser who emailed the association proposing to help at the event by cutting hairs for homeless persons.

4.1.3 Frivilligcentra
Frivilligcentra is a project based organization committed to help individuals with finding their perfect volunteer or engagement opportunity while supporting civil society through targeted engagement projects. There are many different organizations and volunteering opportunities in the city of Malmö, but many citizens have difficulties to find the most suitable one for themselves. The aim of this organizations is to guide the user in the process of starting the volunteer experience. Frivilligcentra organizes different public happenings to gather various NGOs in an advertising event to reach new persons and to find volunteers. In general it helps other organizations to improve their internal communication, and is aimed at possible volunteers. This organization was chosen as a partner to develop the thesis project with, collaborating for the second part of the thesis, with weekly meetings from the design opening individuation to the feedback on the final prototype.

4.2 Communication with citizens
- Municipality
The municipality (i.e. Malmö Stad) uses traditional media and forms of communication to reach its citizens. The methods for analysis and tools used for collaborating are all related to a passive form of communication, in which the participation of the user is mostly limited to attending the event or receiving the information. Some examples are: the printed material, such as brochures, booklets, flyers, postcards, posters; exhibitions and events, for example street stands, festivals, neighbourhood activities, and digital channels, like social media, videos and websites.

The content of communication is aimed at giving useful information to the residents and to make them aware of specific issues related to the city environment. The respondents, from Malmö Stad, expressed that they were satisfied with the existing marketing campaign, and the media used to spread the information was considered adequate. (An example of the questionnaire can be found in ’Appendix 2’).
According to observations and the survey (see appendix 1), this approach is effective only for people that are looking for specific information, and inquire the office or the web page to gain them, but is not efficient in case of residents who desire to express their opinion.

- **Non-profit organizations**

There is no specific legislation related to non-profit organizations. This degree of independence is highly prized by the non-profit sector, but does mean that it can be difficult to find information about this sector. Therefore communication with citizens is one the most critical issues for NGOs in Sweden.

Volontarbyran, the main online network for volunteer work, claims that this lack of information diffusion often leads to the mistaken impression that there is not much non-profit work going on in Sweden, as it is not as publicly visible and accessible as in some other countries (http://www.volontarbyran.org). However, Sweden is one of the top 5 country for volunteer work and number of people involved in NGO:

According to the Roiatti and Olsson’s (2010) report about volunteering in Sweden, 48 % of all Swedes volunteer on average 16 hours a month and there are over 210,000 non-profit organizations in Sweden.

The civic organizations’ communication strategies are more oriented on digital form of communications. They show an intense use of their Facebook page - an average of post 2 a day instead of 1 per week - and their website. The fan page is used for communicating the activities and the events promoted by the organization. Communication has shifted from a monologue, where volunteers broadcasted their non-profit’s mission, to a dialogue where more and more an organization’s branding and positioning is controlled by their supporters and detractors. Competence in social media is becoming a critical component to every activity an organization pursues in order to make an impact.

4.3 User involvement

- **Municipality**

The projects funded by Malmö Stad – such as Snacka Segevång in the Kiesenber area - have a medium-good level of participation on the local area, and the organization’s presence on the territory is strong - since the offices are usually physical placed in the main area of the communities- but the resonance of the activities is often limited to the neighbourhood where they take place, and often sponsored only locally. This approach is linked to the indirect aim of the creation of a local community.

The traditional methods of communication seem adequate when people are already accustomed to joining activities that take place in the community - even if they acknowledge that many people are not reached and not many residents are involved compared to the number of inhabitants.

It’s important to note that many of the results they are achieving with the use of public money- are the same of several NGOs that organize similar event without funding only with people’s support.

- **Non-profit organizations**

The importance of residents’ involvement and user-given suggestion has a completely
different meaning for NGOs. “We would not be here today if we wouldn’t take suggestions and comments. People write and propose how to help.” (Douha, Volunteer for SoppKok Malmö, responsible for the communication.)

The advices for improvement are valuable because the volunteers have an inner view of the problems; they are the ones dealing with the practical issues through which processes could be refined.

It is also true that all the non-profit organization can operate mainly, or entirely, thanks to the people’s support. This help allows to extend the network of connections finding more possibilities of collaboration - and giving access to new physical and human resources. Overall it is the effort of the one to improve the current situation that permits to the organization to grow.

Stimulating members or external persons to provide suggestions means to take advantage of personal skills of the users, which have benefits both for the NGOs - who can use people’s expertise that they could not access otherwise- and for the users, who they feel free to express their ideas and support the cause in their own way, and see that their commitment is useful and appreciated.

“The suggestions are valuable, even if they are useless, because they demonstrate a deep interest.” (Ilaria, Found raise responsible for Hattiva Lab.)

All of the interviewed addressed the importance of answering every suggestion, irrespective of the media used for the proposition, providing a motivation why or why not it could be fulfilled.

It is evident here how the ‘soft value’ of the comments is much more important than the concrete content of the suggestion, because they are a fundamental part of the user engagement, and the progress of the user - NGO relation.

4.4 Social Media use
- Municipality

The municipal websites do not really offer e-participation tools. Online participation is the most limited feature in the city. This, according to the interviewed, is supposed to be caused by the lack of participatory mentality or is perceived as a lack of local democracy.

Malmö website has a lot of information, but they are perceived as passive, un-updated and generally, and not very accessible to citizens.

There is a section for discussions and suggestions where people can open tickets to talk about various issues, but it is not clear who will read them, if there will be a reply; it is not clear whether they can be linked to a current or future project of the city nor if there are other people who are talking or working on the topic.

The Facebook page is used mostly to communicate events happening in the neighbourhood but also in the city. Only a few users leave comment on it, even if more people see them. The newspapers are more effective.

“People have their interests and busy lives, so they don’t spend much time in the collaboration. They don’t have the time to get involved. There are some volunteers but only a few and they usually promote the activities organized by the office, they spread the word.” (Athanasios - Snacka Segevång manager)
In Malmö stad is generally believed that sending e-mails is the best way of communicating online with municipal officials. The use of social media is instead considered to be more informal, and it occurs only when the information requested or the suggestion given is about minor local issues, which are not personally connected to the inquirer: “If you want to reach Malmö Stad, or politicians you don’t use Facebook.” (Volunteer for SoppKok Malmö.)

- **Non-profit organizations**

A significant difference from the Municipality online communication, or bigger organizations, which use online media for advertising purposes only, is how the people receive feedback and interact with each other.

In a medium sized group (as Soppkök Malmö with 3000 followers) every post has from 2 to 20 comments, and in each one there is one or more comments from the page owner. The interventions vary from responding to the questions asked, thanking for the participation, the ideas, and the compliments, making clarifications about issues discussed in the Facebook post.

The levels of engagement of the NGOs’ members using the social media pages differ, which consequently affects the expertise of the organization’s practices and topics. Unlike the official municipal pages, these expert users often indirectly guide the newcomers, giving information on the participation modalities, and grounded opinions to lead the brief discussions.

4.5 Which direction?

It was challenging to understand which direction to take. The same design opening would have a completely different direction depending on which of the three area presented would be chosen as the project setting.

The NGOs direction was chosen, because they are active in the middle section of the communication and intervention flow, in Malmö city. They posses a strong bond with the territory and with the citizens, as they act mainly locally at a city level or even at a neighbourhood level, and are entirely driven by the residents themselves acting as volunteers.

The non-profit organizations and civic associations are the ones that have the highest interest in involving more people, not only for a practical reason of gaining more resources and help from additional volunteers, but also because their primary goal is directly renovating and developing the areas they are working in, and directly with the people they are supporting.

On the other hand they also posses a connection with the city’s municipality, since they operate in the city of Malmö, and often require for support or permissions by the
municipality. In addition many of association are in need for public funds and state aid, so they often have a relation with the city management; and in general it is necessary for them to confront the difficulties of dealing with the political sector.

Frivilligcentra represented the perfect case for investigating the research question for two main reasons: first, its primary goal is very close to the aim of the thesis research, favouring the citizen engagement in the non-profit sector to indirectly improve the city locally. The second motivation is that it possessed the specific competences on media and communication which are valuable to this project. Its members are expert in non-profit fields so is possible to benefit from their experience to understand the mechanisms behind NGOs’ modus operandi and the needs behind the situations, having an inner view on the problems which would be impossible to acquire in a short term project. They have knowledge of the specific use situations of organizations’ tools and resources in the city Malmö, so they can help specify the best practices to improve them. Therefore Frivilligcentra members has been involved in a participatory design process. The different steps of the design process, from the definition of the concept to the testing of the prototype, were co-designed with the NGO’s members, through weekly meeting. The results of the project’s phases were presented to them for additional validation.

Having a detailed overview on the stakeholders currently acting in the city of Malmo, and their behaviours, it is now possible to discuss the problems related to user participation.
The survey (see appendix 1) conducted during the research stages highlights a general lack of interest in contributing in the community development, especially among the young adults (20 - 30 year old), reporting that more than the majority of the user base is not involved in the city community and not will to. 63.7% of the sample declared they would not have taken part in any activities within the community.

Akdogan (2010, p. 235) also observes a similar behaviour related to the online participation: “The lack of need and interest appear as reasons for not visiting the municipal websites.”

5.1 No Neutrality
This data seems discouraging for the project’s goal, however, the majority of the interviewed stated that they often think about how their neighbourhood can be improved.
Referring to the data, respondents desire to be more actively considered in the management of services and life of the community. This statement is supported by the fact that 45.41% of respondents often think about how the services provided by the government of their city could be improved, none of them responded that he had never considered this possibility.

An interesting recurrence is that none of the interviewees expressed a total indifference in considering the local issues. From the data it is possible to make following assumption: No one can be neutral when the problems are present in their daily living space.

This hypothesis is strengthen by the reported experience of the interviewed NGOs - in particular by Frivilligcentra - that address as one of the main challenges is to get people to know about the organizations, and how to participate. “It is difficult to make them realize that they can do something before they don’t come and see for themselves.” (Volunteer for SoppKok Malmö).

Petrosyan (2011, p. 2) clearly exemplified the lack of interest cannot be considered as one of the key reasons: “Not Because of people are lazy or indifferent, but because traditional participation methods are simply not convenient for the modern citizen. The way organizations usually function does not fit into most citizens’ busy daily schedule”.

The majority of the sample (cumulative percentage rate 84.82%) said that they feel quite or even very important to be involved in initiatives that affect their community.
The survey’s data also highlight that they could mainly prove satisfaction where they become aware of having contributed to an improvement in the management of activities and services.
Although they did not took part in the events, the fact of potentially becoming aware of having contributed to an city improvement will generate satisfaction for the users. This hint suggests that the lack of interest is only a superficial reason of not participating.
So why people are not participating more actively?

5.2 An adequate medium
Survey data indicate that 30.3% of subjects happened to get in contact with employees of the public administration of their city, or NGOs controlled by municipality, over the past six months, mainly going in person (48.4%) or through telephone contact (33.3%). Only a small percentage of them preferred to access services by contacting the office via email or Facebook.

“In general, citizens seem to be willing to communicate with local authorities, they wish to communicate their ideas, complaints, and proposals, but they can hardly receive replies from the officials” as highlighted by Akdogan (2010, pag.234).

This broken communication either kills their appetite to try again or they switch to more traditional means, like land line telephone(Akdogan 2010). The survey underlines an interesting aspect: the majority of the sample would feel very important and useful to take advantage of social media through which insert their opinions or give feedback about issues related to the urban area. Data obtained, also verify that the respondents (33.3%) often already use social media tools to get information about the activities organized by the community. Those who considered appropriate to use that tool did it mainly to share sports activities, meetings, political events, cultural events, social and environmental activities, conferences, fundraising. The social media do not inhibits the will to contribute. Therefore, the medium seems potentially adequate for interacting with the municipality and the communities on different levels, but the difficulties of receiving feedback inhibit its use. So which are the other reasons behind this apparent lack of interest?

5.3 Lack of democracy
According to interviewed citizens, Malmo municipality directs to citizens only when needed, this causes a waste of resources with a lousy outcome; it makes often surveys to take decisions about the possible changes to appear democratic.

But the residents address two problems: first, only a small percentage of citizens are asked to responds to surveys, and even if some kind of change is made, many people complain that only a part of the population has been heard.

Second, the resident feel is that this approach it is not a true democratic process, the municipality wants only to appear democratic, and in most cases the changes are limited to the aesthetic or marginal features of the city.

Akdogan confirms that the lack of authentic democratic approach moderates the use of social media to participate: “Online participation is not always desirable, because e-participating would help municipalities to pretend being democratic” (Akdogan 2010, p.234).

According to his observation, citizen participation on the website would look democratic even though municipalities do not take decisions nor make policies in a democratic way

This impression is also diffused among people who are involved in volunteering: the approach of the city management is not oriented in following a real democratic process. The aim is to appear egalitarian; in fact the residents are addressed only for minor changes, mainly related to aesthetic improvements in the neighbourhood.
The lack of interaction or concrete results after interaction may be reasons to lose faith in democracy and lose hope that citizens would ever be involved in local decision-making.

5.4 Social loafing
There is another diffuse feeling – specific to social media - to take into account. A phenomenon that could lead to a lack of active participation through social media is the social loafing, in which people exert less effort to achieve a goal when they work in a group than when they work alone as defined by Karau et al. (1993). This is seen as one of the main reasons why groups are sometimes less productive than the combined performance of their members working as individuals.

Generally, social loafers regularly follow the discussions and content of online communities, but choose not to expand on posts or add to the knowledge of the community. (Shiue et al. 2012) Karau et al. (1993) recognize as the main cause of social loafing the feeling that individual’s effort will not matter to the group. This phenomenon occurs for Malmo’s residents, who have the impression of not being heard or not seeing the outcome of their contribution – e.g. in the municipality online discussion board (see chapter 4).

5.4.1 Lurking
Lampe et al. defines passive users that visit online groups and communities but only read and use the content without contributing as “lurkers” or peripheral users, and they are reported to constitute over 90% of several online groups. “Although a common misconception that lurkers are driven by selfish motivations exists, research suggests that this behaviour is in part due to the inexperience of users with the online community” (Lampe et al. 2011, p. 7).
This assumption match with the hypothesis that the reason for not participating do not derives from a lack of interest. Some lurkers are future active users that are learning how to behave and contribute online.
CONCEPT: INDIRECT PARTICIPATION

Citizens’ opinions and behaviour, and the reasons behind their perceptions, have been analysed. It is now crucial to discuss what is the outcome of the investigated problems: A lack of open user online participation. Open intended as suitable for different stakeholders and users, and transparent to show user contribution and outcome of actions.

At the present day, in the city of Malmö there are two type of participation: there is a passive form of engagement, and an active engagement. From the information gathered during the fieldwork, the investigated actors can be categorized to belong to one of the two category regarding the way how they relate to the community’s residents.

The passive engagement, could be intended as a method of spreading the information in a one way communication, using online and traditional media. These media are used for increasing awareness on the sets of problems dealt by the actor, promoting the communication. Other recorded situation may be the case of interrogating the audience to get their opinion about general or specific issues, or the request of a material contribution to the cause. This form of user engagement is mainly adopted by large NGOs and the Malmö Stad, which have the resources to use traditional advertising and the will of not involving the user directly in the organization.

The active engagement, is instead intended as a concrete involvement of the users, from attending an event to support the cause with volunteer work. This form is most used by small and medium NGOs, which relay mainly on the help of volunteers and the support of the community to act. The individuals are actively engaged, with the ultimate aim of feeling part of the organizations and not employees, being aware of giving a fundamental contribution. Here the engagement is emotive, the persons involved as volunteers are making their skills available to build the organization they are part of.

As it is evident, the two presented scenario are quite distant from each other. Many people, as confirmed by the survey (see appendix 1), would like to be more included in community development, but is difficult to start straight from volunteer work. The approach of many associations is not appealing because, as stated by various volunteers, “it is not easy to take the first step.” There is no flexibility in the forms of participation, no modalities of user communal involvement in between a passive and active engagement. Therefore there could be a different form of engagement that could include this mixed user group of individuals - which represent the majority of residents, 63% of the survey’s user base - that are interested in be involved:

An indirect engagement will allow the users be more included in supporting the resolution of city’s issues, but gradually, from a passive to an active engagement.

“People realise that is not hard to help if they try and see by themselves.” (Volunteer for Soppkok Malmö).
6.1 Aspiring volunteers as improving intermediates
The identified user group appears to be blurry, since it is based more on a desire than users behaviours. But if we compare the mixed user group - people who are interested in being more included in the community development – to basic interaction design and HCI principles, they could be viewed as intermediates.
Cooper et al. (2007, p. 42) notes: “the experience level of people performing an activity tends [...] to follow a statistical bell curve”. He argues that, observing a graph with number of people against their skill level, for nearly any activity that require knowledge and dedication, a small number of beginner users are on the left side, a few experts are on the right, and the intermediate users are the majority in the centre.
“The largest, most stable, and most important group of users is the intermediate group” (Cooper et al. 2007, p. 44). These observations concur with the data acquired by the survey, were the people aspiring to be more engaged are the largest percentage.

6.2 From citizens to designer
It’s difficult to state in detail what could include an indirect kind of participation, which actions taken by the users can be intended as an indirect form of engagement.
But it is possible to think of if as the process that occurs in between a state of passivity to one of activity, as a process that leads the citizen, to an active participation as a volunteer. According to Fisher (1998), Cooper et al (2007). and Henderson and Kyng (1995), this process is a voluntary or spontaneous evolution, which is innate in human beings.

Fischer argues that a large number of new media are designed from a perspective of seeing and treating humans primarily as consumers. A consumer mind-set is a model dominating our culture, which contributes to the degeneration of humans into, what Fisher define ‘couch potatoes’. “A ‘couch potato’ is a colloquial expression for a person who spends a lot of time on a couch consuming information in a passive fashion” (Fischer 1998, p. 1).
This idea finds validation in Malmo municipality’s communication, as well as other larger NGO’s, which is based on advertising to residents and getting information from them, without a clear outcome, as explained in chapter 2.

But citizens are willing to be more involved, as we have seen in the surveys (see appendix 1). In fact he suggests that one of the design fundamental belief is that humans “want to be and act as designers” (Fischer 1998, p. 2). He uses the concept ‘designers’ very broadly for a person who wants to act as “an active participant and contributor in personally meaningful activities”.
According to this definition the project’s user group could be considered as ‘designers’: people who are interesting in participating in the development of their own community, but are not attending for multiple reasons.

Problems occur when someone wants to be a designer but is forced to be a consumer. Therefore, Fischer highlights the importance to give the possibility for user to act as designer. This should be accessible not only to a small group of experts or highly motivated people, but rather to all interested individuals and groups.
So the aim of the indirect participation could also be consider as facilitating the consumers/citizens to become ‘designers’. Cooper et al. (2007) also suggests that one of the main design goals should be to gradually
get intermediate into expertise, avoiding putting obstacles in the way of those intermediates who want to become experts.

6.3 From system to city
Henderson and Kyng (1995) call the users ‘nonprofessional designer’ to highlight their attitude to personalize the tools that are using, to meet the current use situations. When a situation of use changes, the needs changes, and the system no longer match the changed circumstances – because it was designed for a different and/or old situation – ‘tailoring’ becomes crucial. Henderson and Kyng (1995, p.224) define ‘tailoring’ as: “the modifications [that are made] to the tool itself” when computer system behaviour need to change after its initial design is implemented. Consequently the user is “turned designer who is trying to change the way in which technology behaves” (Henderson and Kyng 1995, p.225).

Shifting this theory to social innovation, it is possible to extrapolate a general assumption, relevant for the thesis research. We can consider the system not as a computer system where the user interact with it though a graphical interface, but as the complex system of interdependence relations and social interactions which composes the social sector within the city of Malmo. The social media changed the ‘situation of use’, with new possible communication flow with the Municipality and NGOs, but the ways to relate to the ‘system’, or a part of it, are not changed. A concrete example is Volontärbyrån (see 7.1), the main Swedish volunteering platform, that was founded before the diffusion of Facebook, which radically changed the communication strategies of NGOs. But its core elements are still the same, and now appear out-dated. Therefore the citizens, as ‘nonprofessional designers’ are interested in ‘tailoring’ the system – as explained in the previous chapter - but in need for the means that facilitate it.

The aim of the design process is to give the individual user group a design artefact to support the transition form a state of passive engagement to a one of active engagement, from consumer to designer, from an out-dated system to a tailored system. A needed tool which is currently missing.

6.4 Support Indirect Engagement
To understand how to support this transition it is necessary to analyse the psychological mechanisms, which drive it, in order to take advantage of them in the design artefact. We now discuss what pushes people to “take the first step”.

Batson (1994) suggests that to stimulate community involvement, it is crucial to know what motives might lead people to care about the welfare the community at large. He explains that Intention to participate can arise from either intrinsic factors or extrinsic factors. Intrinsic motivation refers to motivation embedded in the action itself (comes within the individual), rather than from external rewards. Intrinsic motivation comes from the pleasure of completing the task satisfactorily.
On the other hand, extrinsic motivation refers to the motivation coming outside the individual. These are external factors such as money or recognition.

A user can also be motivated to contribute to the community in the expectation that he will receive useful help and information in return, or because the act gives him the perception of affecting the community. Batson (1994) points out that, especially in the non-profit sector aimed to social innovation, the intrinsic factor are much more prominent than the extrinsic ones. Therefore the most important intrinsic factor need to be understood and supported: self-efficacy.

6.5 Self-efficacy
In their daily lives people continuously make decisions about what courses of action to pursue and how long to continue those they have undertaken. Self-efficacy is the ability of accurate appraisal of one's own capabilities, as defined by Bandura (1982, p. 123):

“Because acting on misjudgement of personal efficacy can produce adverse consequences, self-efficacy judgement is a considerable functional value. Judgement, whether accurate or faulty, influences choice of activities and environmental settings. People avoid activities that they believe exceed their coping capabilities, but they undertake and perform assuredly those that they judge themselves capable of managing”

This theory finds confirmation by interviewed NGOs, which address the fear of facing the volunteer work as a diffuse feeling. Judgements of self-efficacy also determine how much effort people will expend and how long they will persist in the face of obstacles or aversive experiences. People who entertain serious doubts about their capabilities slacken their, whereas those who have a strong sense of efficacy exert greater effort to master the challenges.

Bandura (1982, p. 133) also point out that: “Positive incentives foster performance accomplishments”. Gaining knowledge and skills that enable one to fulfil personal standards of merit tend to heighten interest and a sense of personal efficacy. So incentives for goal mastery can contribute to the growth of interest and self-efficacy, but how can be reached if the goal is as complex as become a volunteer?

6.6 Sub-goals Process
As previously clarified, the self-efficacy judgement influences the choice of taking or not taking an action. According to Bandura, in social sciences theory, an important source of motivation – and self-efficacy boost - operates through the processes of goal setting and self-evaluative reactions. This form of self-motivation, which involves internal comparison processes, requires personal standards against which to evaluate performance. By reaching a certain level of performance which generate self-satisfaction, people create self-incentives for their efforts (Bandura 1982). Bandura explains that self-motivation is best summoned and sustained by adopting
attainable sub-goals that lead to the large future ones. Whereas proximal sub-goals provide immediate incentives and guides for actions, distal goals are too far in time to effectively mobilize effort, or to encourage to take action in the immediate future. He stresses the importance of sub-goals:

“Proximal goals can serve as an important vehicle in the development of self-percept of efficacy. Without standards against which to measure their performance, people have little basis for judging how they are doing or for gauging their capabilities. (Bandura 1982, p. 134)”

‘Sub-goals’ attainments provide clear markers of step-by-step progress to verify a growing sense of self-efficacy.

As 'sub-goals' can increase the self-efficacy and stimulate the self-motivation to help overcome the difficulties of facing new situations, having different levels of indirect engagement can facilitate the users in “taking the first step” to participate. Dividing the full participation in grades, could allow the individuals which are interested in volunteering, to gradually get more involved, reaching the next step / sub-goal. If we think of it in these terms is much easier to understand how the indirect engagement could be facilitated.
WORKSHOPS

The importance of including the stakeholders in the design process has been discussed in chapter 2. This assumes more significance in the complex field of non-government organizations. As mentioned earlier, according to Cooper et al. (2007), it is crucial to work in close relationship with ESMs: the best feasible method to gain useful insights from them was identified to be a participatory workshop. A participatory approach, which included multiple stakeholders in concept design activities, stimulates their abilities of expressing and producing design ideas. Aim of the workshops was to gain an in depth understanding of the possible use situations related to volunteering, analysing the values of the experiences in the non-profit sector.

Play as a PD methodology
Brandt et al. (2008, p. 4) note that Design could be considered as the envision of possible futures, “framing it as play may prove valuable in exposing how visionary explorations may be unleashed from the sense of inevitability of the present everyday.” Therefore Design games meet the need for a free space of exploration, which is relevant for experimentation in a participatory design process (Binder 2007). Huizinga (1949) defines play as a free activity “consciously outside the ordinary” which possesses a creative power in shaping culture. Using design games for a social innovation oriented project allows taking advantage of the benefits of play for co-designing.

Participants
The participants of the first workshop belonged to the audience user group, with a keen interest in helping others and overall, civic-minded. The five participants were selected as end users, based on their personal experience, related to contributing to the community’s welfare and city’s improvement, and to the daily use of social media. Two of the attendees have a minor involvement in volunteering activities - children teaching, community gardening - and the remaining persons are sensible to environmental and civic development - charity, donations, urban gardening, and politic rally. Three out of five were already confident with the design methodologies used in the workshop. For the second workshop three persons – the executive director, the communication manager and the engagement guide - from Frivilligcentra were invited. They are experts in communication within the non-profit sector, and with years of work and personal experience in collaboration with NGOs.

Simonsen and Robertson (2012) underlined the importance of any user to participate working both ‘as themselves’ - respecting their personal and community's interests - and ‘with themselves’ – reflecting on their own feelings and opinions about an issue and being open towards reflections on their own opinions - but also ‘for the task and the project’ - contributing to reach the shared goals of the design task. The workshop is composed of: a warm-up exercise, a card game and a brainstorm.
7.1 Warm Up
The warm up exercises meant to introduce the subject to the participants, and accelerate the starting of reflections on relevant issues within the research area. By specifying some situations the users have experience of, and they can later ponder more clearly about the associated issues. The goal of these tasks was to explain briefly the existing personal and physical problems related to getting involved in volunteering. During the first step the participants were asked to name a few actions - volunteering activities - that can help to improve the community or themselves.

Among general ways of communal participation - Workshops for people with disabilities, volunteering at animal shelter - a few ideas pointed out novel forms of engagement that included social media.

In the second part, the facilitator prompts the users to explain the motives why they should not participate the activities mentioned in the first warm-up. Many emotional and physical barriers were mentioned in the course of this task. The given motivations for the non-participation were deeply related to the user personal experience, which could be glimpsed in the explanation of the expressed issues.

7.1.1 Warm Up Results
The warm up process was valuable, because the insights gained were very detailed and circumstantial. The information gathered could be considered to have an ethnographical validity since they were all related to actual situation the users underwent. The ideas clearly referred to the macro-area of participation’s problems and the psychological motivations behind those, being very concrete provided interesting, accurate perspective on real, volunteering related, issues. Several ones are reported:

Workshop - Users:
Get bored of excessive NGO advertising - Afraid of give money to wrong people (homeless for drugs) - Don’t know where money is going - Afraid to get involved emotionally - Afraid of facing horrible pictures - Fear of not being included - Afraid of being caught by police - No direct impact on my life - Not sure if I can impact the cause.

Workshop - Frivilligcentra:
Don’t feel part of the group - Not welcomed in a good way - Feeling not adequate age - There is much talk and not enough concrete actions - Do not think they can manage to perform well in the activity - “We have tried this before it didn’t work” - Language issues - Fear of making a fool of himself - Don’t know the existence of the activity - No concert outcome of own actions.

7.2 Scenario Game
Scenarios in different forms, as short narratives describing technology in use, have proved to be a useful language for expressing design ideas (Brandt and Messeter 2008).
The first exercise was a design card game, where the participants investigated possible scenarios, mixing different settings, technologies and participant roles. The facilitator introduced the activity explaining that aim is building a scenario as a story, real or possible, actual or future, about various situations, actions, and activities related to volunteering and non-profit organisations.

Open discussion

The strength of using a scenario game as a starting exercise for the workshop is both analysing the existing settings, giving the attendees the possibility to narrow the problem domain, but also making it easier to deal with the fluidity of the design openings, since the scenarios could be both concrete and flexible, as described by Brandt and Messeter. They assert that it represents an interpretation of a possible design situation, but being intentionally incomplete it is open for discussions and change. This openness can be used to capture use situations on different levels of detail and present different views of the design problem (Brandt and Messeter 2008).

Brandt et al. (2008) describes ambiguity as a key role: the ambiguity in the game material, induced by the open-ended nature of material, evokes thinking and reactions.

In a participatory approach, as described above, design games can be valuable, encouraging the co-design process or, what Brandt et al. (2008, p.7) call design dialogue. The evolving game board configuration carries the imprints of the design dialogue:

“The board game configurations develop as intangible ideas become concrete, explored and reworked through game playing. [...] In game play various constellations are tried out as ‘possible futures’ and explored further as the game proceeds.”

The game pieces are used for experimentation, allowing ideas to take become concrete – consciously or spontaneously - and evoking shared visionary thinking. Let now see how they are designed.
7.2.1 Reflection Cards

The cards are divided in five categories: Media, people, places, expectation/reason, participation.

Johansson (2005) in line with approaches to participatory design, used fieldwork data to design game pieces, to investigate new design openings, producing ‘ethnographically inspired field material’. Therefore the gameplay is based on materials from ethnographical field studies, which seems a good practice to allow the participants to relate and reflect on concrete problems in a realistic setting.

Instead, the game materials used by Ehn and Sjögren (1991), as explained by Brandt et al., are referred to specific activities, artefacts, and technologies, from the environment of the project domain. They use specific representations that possess family resemblance with the everyday environment of the participants, so the game pieces are easy to recognize, take ownership of and manipulate on the game board.

Since both the practices seem valuable in a social sector project, a combination of the two approaches has been followed for designing the game cards.

- Flexible game

The rules of the design game were stated: one participant at a time should pick a card from each category. After the explanation the facilitator made the first scenario, to give an example and showed the process of building the card scenario, and implicitly set the expected level of detail. The example was useful to inspire the attendees to generate their own stories linking them to the first one, and also to respond the questions asked by attendees during the rules' statement.

The cards were not meant to be fixed, but they were causes for reflection to encourage the thinking on possible situations. So even if the majority of the participants used only the given card, the five categories were utilised in different ways: An example is “the people” cards, which were taken as the promoters of an action or the receivers, “the reasons” as the goal to reach or as the starting point, and in some cases the cards from the same category were used twice as the opening part and again at the end. This observed behaviours proved the importance of the role ‘ambiguity’ in designing the game pieces.

Even if the participants felt partially limited by the cards in some instances - especially near the end of the game, when not many cards were left - often they did not stick to the literal meaning of the content, but they contextualized it to the setting of the scenario, or twisted it to compose the story they were thing of.

Another positive behaviour encouraged by the cards was a step-by-step inspiration, looking at the cards’ topics the users gradually composed the story or modify it to achieve a more accurate version of the scenario, being influenced by the settings suggested by the cards.

- Learning game

An important point with using design games to foster design dialogues is that, “they can engage intended users, various stakeholders and the designer in joint inquiry into existing practice and participatory design of possible futures. [...] For this to succeed the games should be designed and played so as to provide the possibilities for mutual learning”, as described by
Brandt et al. (2008, p. 8). This means that the designer should participate actively in the game, not only as observer and facilitator – which are needed for the execution of the workshop - but playing equally as other players. He also notes that, there seem to be no reasons for why he should not let his interests and interpretations become subject to collective exploration.

This point seems to conflict with other formats for participation in design, but it was used as a guideline for the workshop, and it proved its efficacy into boosting the user engagement during the exercises, and in general their enthusiasm. But in fact, this was possible thanks to the desire of the stakeholder to learn more, about methodologies and the context of social media for NGOs, from the designer, and vice versa.

### 7.2.2 Scenario Game Results

The exercises did not produce insights valuable in themselves, except from few future scenarios which possess a level of detail to be considered concept ideas, but they were highly useful in terms of allowing the users to focus on a concrete setting, related to the city of Malmö.

The tasks passively pulled the participants to envision possible ideas which could fit in these scenarios, could be applied to the mentioned use situations, could use the chosen digital tools for the suggested goals.

The process in detail of the first exercise of the workshop is presented:

- The cards in five categories: Media, people, places, expectation/motivation, participation
- One at a time, the participants pick a card from each category
- The 1st person puts the cards on the table (horizontal) and create a story
- The others add more details to the story or ideas variation.
- Go through the cards and creating a cross-over, every participants must use one of the card form the previous scenario.
- The exercise continues until all the card are used or all the ideas were expressed.

In the results of the brainstorm there are clear traces of how the scenario stimulated the reflections on the modalities of use of the existing online tools to support NGOs’ needs, or on how different user groups could be engaged in relation to their skills.

An example is: Give the tools to homeless people to use blogs and vlogs to increase people empathy to the homelessness problem. In the brainstorm sessions it translated in a computer booth in the street to record messages, keeping track of second hand products donations to see who got your donated object.

The Scenario game leads the users to reflection on the issues in related to NGOs’
communication and residents engagement, stimulating and preparing for the idea generation stage.

7.3 Participatory brainstorming
The second part of the workshop was composed by a brainstorming exercise divided into four tasks: Idea Generation, Idea organisation, Critique, Idea Selection.
A fundamental guideline in idea generation is to clearly separate generation of ideas from evaluation of ideas, in order to avoid premature judgment that may obstruct the creative process. Turner (1987) asserts that the temporary universe created around the game during play takes precedence over the reality. Therefore in the game universe, users do not feel to stick to the real world rules. Having set a game environment in the beginning of the workshop – even if only virtually since brainstorming cannot be considered a design game - it has been observed that they usually not linger in premature interpretations or critique.

During the starting step participants where given two subjects, one at a time, the first one was “Audience Engagement trough Social Media (Increasing user participation)” and the other “Tools for volunteers (Tools for organise, spread the word, engage more people)”. The attendees were requested to produce ideas, in a short amount of time related to these topics. In the first workshop the directions were only explained to the participants, creating some confusion during the task - two persons asked which was the topic during the session - in the second one the directions were printed on paper and put on the table to be well visible.

7.3.1 Generating Concepts
The basic rules for brainstorming – as: to write the idea and say it out loud, do not criticize other ideas, focus on the quantity and be inspired by other’s ideas - were explained briefly and an example given by the facilitator inspiring by Osborn’s (1963) traditional method.
In the beginning it was challenging to start generating concepts - most of the attendees didn’t have experience in brainstorming - to spontaneously and quickly reflect on possible practices and situations related to the direction given. It was necessary for the facilitator to stimulate the ideas flow adding some of the concepts that were indirectly discussed during the Scenario Card exercise.
This unplanned approach was very useful for the users, because it simply showed how they could relate the previous reflection to the brainstorm and be inspired by the use situations explored in the preceding phase.
7.3.2 Idea Generation Results

After the first minutes the ideas flow rate increased, and the attendees started to feel engaged and interact with each other, adding variations of other’s ideas, deepening some aspects of a colleague’s concept. Shown below are the ideas produced in the first task:

**Workshop - Users:**
DONATIONS: Kick-starter for NGOs’ projects - Direct money transfer to the supermarket to allow homeless to buy things for free - Connect donors and takers (where you fill in what you have to give and see what is need) - Website to help donate food to webcam feeds of animal shelter - More donation options on recycling machines (connected to local NGOs and issues) - Booth in fast-food, where can choose to donate food to registered homeless people - Keep track of donated products (see who get’s it how use it) - Twitter news for get discounts at shops - Cloths library - Renting equipment web service.

HOMELESS: Pc-boot to allow homeless to blog and vlog - FB group consisting of registered street animals as members expressing their needs.

MATCHING: Matching site where to find others to do volunteers activities together - Voluntary need exchanging for NGOs (“I need a carpenter - I need a web-designer”) - FB group for exchanging cloths - NGOs finds you according to your interests - Carpool in the city to cancel public transportation (secret way of transportation)

**WorkShop - Frivillicentra:**
AMBASSADORS - Physical with others / At the street: Graffiti - Make an art work together about your project - Guerrilla adv actions - Walk around on the street with a sign - Events on street make yourself visual people. Festival tents - Volunteers Party - Engagement café, meeting places - Creative workshops. People as media (to express their experience) - Signs on t-shirts, profile pictures (people do know that you are involved, to make people come ask) - Borrow a person/volunteer at the library - Dinner table (friendship) - Create inspirational material

**NEEDS - PROBLEMS Solving:** A map show were you do the volunteering activities - Connect all the activities that are going on in an city - Search for what is going on (throw things up, against you. Not commercial, generate things for you) - All info in one place - Channel: I need this, I can offer this - Energy filed (feel the mood of a place, group energy place specific) on a web page -Problem Tree (focus on the negative, the existing problem visualised) - Problem solving online and in real life 24 mov02 (you give a challenge, have people trying to solve that challenge have people online contributing) (problem here, can you help solve let’s gather, and try to solve the problem solve together) - Local food store. (write what you are looking for. People can answer)

**ONLINE MEDIA - Combine different media:** Bambozer on mobile phone to report from live events - # for events - Blog about role models involved in NGOs - Volunteers stories thought FB, YT - Open blog to tell about your volunteering experience - Ask for help to find your match / your organisation on FB (group) - Connect before and after, FB and Print - Collaborative 24h movie about what you do - Blog relay race, you get inspired you inspire someone else - Social media campaign “what do you want to do?” - I do this what do you do? - Follow Malmö volunteers on twitter
Photo upload of what you do - Tell about a need on Vimeo (You give the problem away to
some one else to solve it) (sometime we don’t know about problems that do exists)

TOOLS - Knowledge, skills sharing: Drop-in guidance - Knowledge centre for volunteers - Volunteers Party/Festival - Dinner-table (informal conversation affect people, in a friendly way)

(people who don’t know each other to share experience) - Information Materials (when people get interesting you can you something, give them something) - Increase the outreach, exploring what you can do - Borrow a volunteer (buy your volunteer, for 4 hour, I’m yours tell me what to do, buy a basic founding for a business then you volunteer) - Secret friend, at the end they know who you are - Secret Santa - Sell post cards with volunteers pictures - Biking study tour (visit different organisations) - Volunteer pool, borrow each other volunteer - Volunteer study circle, (what do I do with these different organisations, you try first) - Historical walk, yesterday today and tomorrow volunteerism - Creative Workshop (try yourself out)

7.4 Concept Development
The other tasks of the brainstorm engaged the users in a deeper way, after start reflecting on the possible concepts for the non-profit field; they found some scenarios they were interested in, leading to a gradually more detailed analysis of the ideas. During this part the participants started to feel involved in the process, because they saw concretely the value of their contribution to the workshop, therefore the intervention of the facilitator was gradually less needed. This fact encouraged them to discuss how to categorise each idea and trying to identify some general direction of the generated concepts, spontaneously writing down the titles of the group of ideas.

7.4.1 Critique
The most fruitful part was the critique sessions, where the attendees were asked to discuss the concept of the brainstorm. The person who produced the idea started the
dialogue explaining the concept. It was inspiring to see how individuals with different competences highlighted different values. Every participant added different detail to the ideas linking and mixing the concept that presented converging benefits and use situation. Each item was discussed from various perspectives, reflecting on the benefits for the involved stakeholders, and the potential innovation that could bring to the non-profit sector. By their own initiative, the users discussed the groups defined in the previous task and tried to combine the ideas, taking the strong points on each of them, into a broader concept, similar to a design opening but with a specific direction.

7.4.2 Valuable Discussion
It’s relevant to report the discussion about the main direction that captured the attentions of the attendees from Frivilligcentra, in which the participants were interest up to make a conceptual sketch to describe the functions.

Problem tree: The aim is to solve problems in real life but starting connecting online, concrete issue combined with remote help. The problems could be visualised as leaves, and see who is working on the problems, see the roots from where the problems grows; users and NGOs could try to solve the problems form the roots, or from the branches. “You don’t start with an idea of engagement and then see the problems, you start with the problems. Then you start visually seeing growing the positive things.”
Participants could be working on the same issues, than they could meet thought the website and collaborate, and other people could visualise how they are contributing.
“You will have the positive things compared visually to the negative. I will get so much propositional if someone is addressing or solving the problems I’ve seen.”
It will be interesting to combine different aspects in a problem tree site: Ask for help, point problems, and borrow volunteers. “I could get in contact with more people to discuss and see if something can be done concretely.”
It is needed in Malmö a place to visualize and collect all the info in one place: For persons who want to be volunteers, who want to start a new project, for NGOs which want to see the changes. A platform “for people who want to do little things, on short experience, not signs up to get always engaged.”

7.5 Reflections on the difficulties
Since the investigation topic is broad, the attendees experienced some difficulties in the beginning of every exercise to find a starting point, a specific direction that they could relate their experience too. This matter is partially due to an imperfect workshop’s organisation, which would have needed a more defined focus that could have helped the participants to picture a more accurate mental representation of scenarios.
One of the mentioned problems was the difficulty of thinking about a possible situation or solution using the combination of the five cards’ categories, because some cards’ content did not match well especially related to the expectation/reason, which according to two of the participants were better to have a blank card where to write the meaning behind the composed scenario.

On the other hand an exact focus would probably have produced less diversified material, narrower range of ideas, the users could feel not very interested in the chosen perspective, or forced to pick a direction, in this case. As explained by Brandt et al. (2008) the benefits of ‘ambiguity’ would have probably generated less value.

One of the aims of the exercises was to gain an inner view of the issues and the use situation connected to the non-profit sector, so it was a valuable opportunity to be inspired by the experience of the participants, of their specific in-depth knowledge.

Overall the decision of selecting a direction instead of a precise focus was a good choice to allow the user to relate more to their personal experience when providing ideas during the workshop.
CONCEPT: OPEN PARTICIPATION

The project work idea is to design a platform that will gradually engage the users, starting from a passive engagement to lead to an active complete involvement, implementing the sub-goal theory. The app will allow people to connect with the association and to get involved by themselves, without an intermediary that need to arrange the participation of the users to the NGOs events. A personal intervention will be needed only in the case of a complete contribution as volunteer work.

Volunteerr

8.1 Volunteerr

The aim is to design an open platform to bring the actor together, and to show conceptually and visually that the various organisations are working on different aspects of the same topics, communicating a feeling that their agendas are not competing but indirectly collaborating to confront local issues. Providing an overall view of all the actors socially active in the area of Malmö is meant to convey the idea that the several entities are not only concerned only about their particular issues, but also about being a part of a bigger picture. This approach will allow to reach more people and give the possibility to become volunteers irrespective of which organisation they will be part of, asserting that the concrete help to the community is more important that the specific goal of each association.

The App will display a map of the city of Malmö with the local problems in the area, with the goal of making people aware that in their neighbourhood there are currently active issues. The map would to make citizens see that there are individuals who are working to solve the difficulties they have a direct experience of. This approach was motivated by the fact that the residents are sensible to the sets of problems they affect their daily life, even very partially, so they are more willing to get involved despite only in a low grade – see chapter 5.

The map will not be fully navigable, because its purpose is to visually locate where the current challenges are, not to precisely geo-localise them; highlighting the actors working
on the territory and their activities more than the specific position of every NGO. The sketch map will present three different layers: the challenges - the events - the activities (see 9.2).

8.2 Open Participation
The software will provide different levels of participation giving the users the possibility of choosing freely the modalities of their engagement, providing alternatives that implies a various range of choices regarding how much time is possible to donate, what typology of help is wished to give, what cause it is wanted to support. With this model the individuals can develop their own path, and progressively be involved according to their interests, time and personal reasons. I defined this hypothesis, based on the ‘indirect engagement’ assumption and the sub-goal process (see chapter 6), ‘open participation’. It does not limit the people to form of participations, within the social sector, which are no more suitable for modern citizens, as discussed in chapter 5 and 6. It will be possible to start with an idea of engagement, setting the desired parameters, and then see the problems and the related NGOs which are involved, or begin from the problems of the community and visually seeing the positive interventions maid by the various associations.

8.3 Engagement path
It will be possible to choose between three categories of contribution, and each category will include different levels of participation, splitting an NGO event in simple tasks. “Human”: will be the activities related to personal intervention and skill - as assisting elderly people, help to set the equipment for an event, design a poster. “Social”: will include the effort aimed to involve more people in the event, networking skills to increase the reach-out - such as affix poster, bring 2 friend to the event, share 10 times on social medias, write a post about the NGO. “Material”: will be related to physical contribution like second hand clothes for the homeless, the borrowing of equipment, or the donations of products for the freeshops.

No bindings
Membership of an organisation and volunteering with that organisation are important aspects of the Swedish non-profit sector. Potential volunteers still sometimes find that they are expected to become a member before they are allowed to volunteer, as stated by Frivilligcentra. However Roiatti reports that this link is becoming much less strong as people become more interested in volunteering which fits into their lives and interests at
a particular point in time. (Roiatti and Olsson 2010) 
The users will have the possibility to use their skills to help different organisations, 
without necessarily be bonded to one. This characteristic was inspired by the ‘Volunteers 
pool: borrow a volunteer’ idea. 
With the support of Voluntree, individuals who don’t want to or don’t have the 
opportunity to durably collaborate with an organisation, will have the possibility to take 
small actions, from home, or through Facebook, or with their friends. They could choose 
not to be always engaged but volunteering only to certain events, contributing to one 
NGO or multiple, have a weekly task or a one shot experience. 

Feedback 
Therefore the users could keep track of their personal itinerary, visualising in their profile 
all the help given, the hours spent, and the events they collaborated to set up - directly or 
indirectly - sharing all the activities on the social media. 
As noted by various authors (Akdogan 2010; Lampe et al.; Rapponen and Nakki 2010; 
Boyle and Harris 2009) one of the motives that encourage people to participate is the 
possibility of receiving feedback on the action taken, for this reason a section of the 
software will be designed to show the personal impact. Every user will be able to visualise 
a summary of the completed activities, the hours dedicated to them, and the outcome of 
the activity highlighting the task accomplished by the several users; in the form of 

8.4 Different stake for different stakeholders 
The platform is designed for be a beneficial tool for different stakeholder, with different 
aims. 
It is valuable for first time users who are interested in having more information on the 
current issues in the city territory, and, at a later stage, are willing to give help to 
organisations for their events, getting more involved step by step. 

The app can be useful for volunteers which regularly collaborate with an association, to
find more volunteering opportunities consenting them to use their experience for different causes, to have a more detailed vision of the associations operating in the city of Malmö - and, for example, who are more in need for help. Another important feature will permit them to record their progresses, to see the time they invested and the outcome of their interventions, to share their action with their friend to involve them in the activities.

The third user group are the NGOs active in the area, which can register in the platform and through a dedicated back-panel, insert their incoming scheduled events, and setting the needed resources and assistance for them. Since these associations often do not posses a structured organisation, the tool could facilitate the coordination. It would provide a recapitulative view on the resources needed; volunteers participating and which task required they attend; the external persons who want to be involved. The most valuable function for the NGOs is the choose of the activity which can be splited in simpler tasks. in this way they can precisely address specific needs and ask for a specific help without the need of involving people to find the right contact or to obtain a particular resource: its the platform - and the users - which can provided the asset needed or a direct connection to it.

8.5 Features
A detailed overview of the expected features is now presented, as a synthesis of the fieldwork data interpretation and the collaboration with Frivilligcentra. The features will be used for the design framework definition, converging in the prototype.

Local / All info in one place
Interactive map will show in the general screen:
- all the non-profit activity of the city of Malmö
- where the activity take place
- all the active NGOs

Facebook integration
The NGOs can register on the platform integrated as a Facebook app - which link will be included in the Organization social media page. The events submitted in the platform, the updates, the request for aid, will be visible as Facebook posts and tweets. The users, after a disclaimer about using the profile information and post on the profile, can access the platform with their account.

Activity Tree-network
- Visualize the existing problems/causes in the different areas of the city - LVL 01 (the friends that are involved in the problems are displayed)
- Visualize the possible solutions: currently active events, volunteering opportunities, help needed - LVL 02 (comparison between negative issues and positive actions)
- Visualize the details of the selected activity: Different modalities of participation, people currently participating, friends participating, similar activities - LVL 03 -
See what people are doing, how they are participating.

- Details of chosen action of participation: task requested, level or accomplishment, sharing - LVL 3.1 - Different levels of participation are possible (different sub-goal to reach the aim of the activity and solve the partial specific issue) from spread the word online to join as a member of the NGOs

**Add a new activity**
The NGOs can add an activity, setting: place, time, level of participations (the different actions/tasks which the user can select in the activity, according to needed aid), general info, pictures. NGOs can put activities in different forms for every event.

**Join an activity**
- Users/volunteers can give their general availability and receive the invitation at the events where their skills/availability is required.
- Can choose a specific time or area and see which activities are available
- Can choose a specific modality of engagement and see which activities are available
- Can choose a specific problem/cause and see which activities are available
- Can use the map to find an activity to join.
It will not be necessary to be a member of one

**The actions taken in the platform are shared in the social media (Facebook - Twitter)**
The sharing will be both a form of advertising for the platform and the event, and a way to incite friends with similar interest to try to be involved in volunteering.
According to the social contagion, seeing an action taken by an acquaintance can inspire other people to open a dialogue about the cause, when it is related to local issues (see chapter 3)

**Impact of every user can be seen in his/her profile**
In the user profile will be visible: - Hours dedicated - Causes supported - A summary of the actions taken - The participated activities – Future joined events.
One of the main reasons for not taking part in the activities, aimed at the community development, is a lack of feedback, and the impossibility to see own actions’ outcome.

**Matching with friends**
It will be possible to see the actions completed by friends, as a news feed on the side. While navigating the platform, the persons, included in the users’ friend list, which are participating in currently active events, will be visible - as an icon of the profile picture.
In the map an overview screen, all the acquaintances actually involved in activities will be shown. Seeing other friends actively participating may encourage sharing an activity with them, to join the event they took part together.

**Activity Recap / Outcome**
An outcome of the activity will be present as an aggregator of all the online contents that will be produced from the event experience, such as: videos and pictured with the tags of the people who took part in an activity – specifying the contribution of each participants -
blog posts, tweets and comments.
The photo-feedback is a powerful tool to enrich the memories of the event and to virally advertise the NGOs, and show an objective and real vision, taken from user perspective of the volunteering experience. It is a form of validation for other individual, which can see what the NGO is concretely doing, and the grade of satisfaction of the users.

- **Self-Action**
Users can connect and get active by themselves, the support by a third party will be required only to became a volunteer member of the NGOs. All the others actions/tasks don’t require a direct involvement of a staff member but can be accomplished by themselves or with the help of other users.
Users need to decide by themself which type of contributions suits them better; having no experience about the various NGOs, with the platform they can try different indirect engagement before decide to became a volunteer for a specific organization.

- **Real Time**
The NGOs need to quickly gathered people, for basic activities, especially small organization that don’t have a fixed structure and a detailed schedule. The tool could allow NGOs so set up an activity in a few minutes and start collect volunteers through social media, in a structured and automated way, accelerating the process of contacting people.

- **Bigger picture**
It will be possible to see the connection between problems, activities, and to see the outcome to feel part of something important even with a small local action.
Having defined a precise concept, with specific requirements to meet the discovered needs, it is crucial to investigate the state of the art. A benchmark analysis will provide a general understanding of the concept’s technical feasibility, the design patterns related to the non-profit sector, and how similar ideas have been implemented in different contexts.

### 9.1 Benchmark

Benchmarking process is not intended to have the value of related works. It is a concrete analysis to get an overview of the competitors, an understanding of what is already done and how. It also function as a source of inspiration for the design framework phase which will follow.

Four products have been selected, chosen by different approaches and types of interactions. Related to traditional form of web interactions but with a excellent using ease, a big database of NGOs, a social media platform well integrated with Facebook, a website with an engaging approach to volunteering.

#### 9.1.1 Give a Minute!

The limits of discovering creative ways of providing feedback for citizens are pushed further everyday. In the United States there are many such specialized initiatives. One of the most interesting ones is Give a Minute! ([www.giveaminute.info](http://www.giveaminute.info)) “Give a Minute is a new kind of public dialogue. It only takes a minute to think about improving your city, but your ideas can make a world of difference”. It gives opportunity to everyone to post their ideas and then get feedback from different people, which later can be presented to the city management. There are a variety of issues as demands of having tramway or bike lines.
Even if the functions of the website are quite limited, the easy of use is its strength point. Sharing an idea is easy and quick, and can be done using SMS, and the navigation of the website is inspired by Google maps, so it is possible to easily navigate through the ideas of the different cities. “Who’s listening?” is the first menu button, to highlight that the user generated content could have an impact on the decisions taken in by the city direction. “City’s featured leaders will send personal responses to their favourite ideas. All ideas will be reviewed by community leaders from the private and public sector”.

The main limitation of the project is that is still a passive interaction and an implicit crowdsourcing, because the people cannot have a direct feedback on their ideas, there is no feature to see the evolution of an idea, how it inspired the municipalities or how it was applied to the concrete situation.

9.1.2 Volontärbyran

“It feels good to be involved with something that helps others, and at Volontärbyrån we want to help more people to have opportunity to do this.”

Volontärbyrán is a non-profit organisation which uses a website to make easy for volunteers and non-profit organisations in Sweden to connect with each other. The purpose is to publicise volunteering opportunities throughout Sweden, and train non-profit organisations in volunteer co-ordination. The aim of the service makes it easy to both search for and advertise volunteering opportunities, and it is free for both volunteers and NGOs.

Many companies are encouraging employees to volunteer during working hours. Volontärbyrán provides customised company volunteer program for business partners. The website helps to find suitable non-profit activities for employees, organise group volunteering and guide through the process of creating a volunteer program for the selected company.

It’s simple for the organisations to register and put their activities on the website, but it always require the moderation of staff member.

On the other end the platform is only on large scale, dividing the volunteering opportunities by region, without a localisation that presents the different actors working in every city’s areas. It is structured as a billboard where you find non-profit associations, and it’s designed similar to a job listing website.

The main limitation is that the users are required to be very motivated to use the website, and they need to be already involved in the volunteering field or have decided to take the “big step” of becoming a volunteer.

In fact the website do not provide any level of engagement except for part time or full
time volunteer work, so the users need to look a the different opportunities, read the information that explain how they are requested to be involved, contact personally the NGOs and at a later stage meet with them. The organisation gets a precompiled email about the request of participating then it needs further contacts with the persons. Any submitted information and interest request by the users will be forwarded to the association as an email, the benefit for the NGOs is not different form getting an email request from their own site, the information provided will be more structured, but there is no delegation of work, or any different tasks for the users except the physical volunteering.

The information are only textual, and often require some times to read all the facts needed to understand the offered opportunity, the platform is clearly inspired by websites which however are addressed to a different user group and with diverse user experience.

As an organisation, Volontärbyrån has an important role as a mediator between NGOs and companies and users, but the potential of the platform is not fully used.

9.1.3 Causes

“If you’ve ever thought about organizing a boycott, creating a petition, or raising money for a good cause, you’ve come to the right place.” (http://www.causes.com)

“Causes” is a free online platform that provides easy-to-use tools aimed at drive change. The user group is broad, mainly composed by people sensible to social issues that want to share ideas, find supporters, raise money, with the hope of making an impact. The goal is to help individuals to reach more people and gain more support. The users start by customizing one of the templates - ranging from a petition to a page designed to capture video views - to fit the users aims and aspirations, and eventually drive towards a possible real-world impact. The persons can browse through some of actions inserted by other users or NGOs - sorted by popularity and expiration date - to find the ones that could interest and use their support.

There are three types of interactions, which could be categorize as passive, but posses 3 slightly different levels of “indirect participation”: Donate, Sign the petition, Pledge.

Fundraise, recruit, video, petition, poll, quiz, stories, photos, note, are the possible action the promoter of the cause can publish on the website. The functions will generate a page
where the user can take the simple actions described, with the count of people participating. This is interesting because allows different forms of quick indirect participations, shown as single cases entries. The causes present on the platform are all not related to local problems, there are no contents in the website linked to place specific issues. Some are related to non-profit organizations and their events but most are only for general cause on a national and international level.

There is only a long distance interaction, with no concrete possibility of participating more than donating, and a personal connection only at an ideal level. Every Causes is a single case that lasts a predefined time-span, there are no links between the cases. There is present a connection, not well specified, with the NGO that started the cause and other causes started. There are different actions for every cause, but they are not easy to visualize since the connection between the action and the general goal are unclear.

"Causes" is an easy tool for Organizations that want to rise money, since it possess a good visibility on social media, and a simple user interface. There are also small tasks like watching the video or pledge the cause. It is effective only for big organization that can sponsor their action and donate $1 for every pledge. Take the pledge is a good catch phrase.

According to the data presented on the site, about 30% of people who visit the pages take action, and over 20% of them share it with friends. So far, over 170 million people have taken action for over 500,000 unique campaigns. Every campaign on “Causes” is automatically integrated with Facebook’s custom open graph, which means that the actions are easily shared via Timeline and newsfeed. The ability for supporters to tweet, email, and post
a Facebook status update is well included on every campaign page of the platform. The Facebook integration is well designed. Users can join with their social media accounts; the likes on Facebook to NGOs are transformed in support to campaigns. All the actions taken of by social networks’ friends are showed in the news feed - and automatically added on the friend list on the platform if an action is made on Facebook.

A feature that is not present is the possibility of have information on the results of the causes, after they ended, there are no feedbacks and no outcomes of the completed causes, only updates from the page owner, mainly for thanking the people who contributed are included. Thus it is not possible to see the results of users’ help. Overall most of the allowed actions of the website are not very different from the Facebook like, they are just more organised and structured.

9.1.4 GiveGab
“We want to make more, happy volunteers and increase volunteerism around the world.”

GiveGab is a social network for volunteers, dedicated to helping volunteers and non-profit organizations to find each other in their local communities. The goal is to create an online environment that encourages volunteering hours, donations, and social interactions. The website helps the users to find volunteer opportunities they're passionate about in their local community and beyond, log volunteering hours, communicate with friends and create a volunteer resume. Volunteer managers at non-profits, schools and businesses can use GiveGab to create and manage events, promote their programs, recruit volunteers, track volunteering hours and report on all the good they’re doing in their communities. The idea of measuring the impact of every person is interesting. It adds gamification
elements increasing the feeling of rewarding in acting. It also serves as objective and social proof of personal commitment, since the other users can visualize how much any people have contributed to a single organisation. In fact, every users can see how many hours he or she committed to volunteering, and the worth in dollars - which maybe is not a proper feature for a platform planned non-profit entities.

The playful style is emphasized by the colourful visual design and the cartoon graphic. Even if this approach may be more suitable for some user groups, and could not be the optimal design choice associating a playful graphic with serious social issues. It’s possible to see how much any organisation is active, in terms of current hours dedicated to the NGO by the volunteers, events or post inserted in the platform, and people who subscribed.

Users can join associations as “members” - similar action to joining a Facebook group - with no previous requirements. The page of the NGO contain general info, volunteers can see the events with a brief description, and they can join one event - if there are spots left - and the user’s name will be displayed among the participants. The new events are published like Facebook posts.

The activity is not specified in detail and is not clear which will be the tasks and the requirements, this increase the fear of participation and lower the personal self-efficacy to face the situation. The event needs a personal contact for more details, and in many case the user needs to go to the association website and contact them to join. Therefore the main benefit is still partially limited to advertising. A relevant feature to involve different actors to collaborate for a common purpose, is the possibility for also universities and companies to register with a dedicated profile type.

9.1.5 Outcome

The intended outcome of the showed process is to extract best practices of online platform for non-profit sector. The drafting of a complete benchmarking chart and report is considered to be time consuming, therefore the information are used as inspiring material for the next stage.
9.2 Prototype proposal
The final prototype will now be presented, the concept of the Voluntree platform is designed as a Facebook app (see 8.1). Within the design of the structure and the feature of the app, the benchmarking gathered insight could be traced back.

**Issues - Level 01**

On the right side of the page it is possible to visualise news: friends’ and favourite NGOs’ activities. Filters are present to display only the desired information.
- NGO adding an event
- NGO adding an activity
- NGO adding an outcome of an event
- Friend joining an event
- Friend completed an activity

On the left side of the page, a generic map shows the issues on the city of Malmö, localized per neighbourhood. All the friends participating in events related to the issues are visible. The size of the circle depends on the number of the events and the participants. An icon indicates the current level of the interface.
Clicking on one of the issues it is possible to visualise a summary of the events organised by the various NGOs. For each event are showed: The name and logo of the NGO (with a link to their Facebook page or website), the place (with a link to Facebook maps), the date and time, the title. Below the possible activities within the event and the number of participants are displayed.
Clicking on one event panel it is possible to visualise the extended information about the event. In addition to the previous info, a description of the event and pictures are shown. At the bottom, all the possible tasks, intended as modalities of participation, are available for that particular event, with a short description. A button allows the users to propose new form of helping.

Clicking on one activity it is possible to visualize more information about it, see the people who already joined that task, send a short message to the NGO, and join the activity.
In the profile basic user information plus, the friends in the platform, the hours spent volunteering (to gain the hours the NGOs need to confirm that the person attended the event) and the subscribed organizations (favourites) are visualized. In the lower part the upcoming events, and the completed activities with the task fulfilled, the event details, and hours used are displayed; and the possibility to add the NGOs to favourites.
If the user already have an idea how getting involved or participating as a volunteer, it is possible to search for events with specific parameters: setting date time and distance, and/or one of the 3 modalities of participations: Practical Aid - Material Help - Human recourse. After setting the parameters the matching events will be shown.

**Outcome**

The user, after completing an activity, could see the outcome of the event he took part, in a page that aggregates information taken form the social media, or directly linked to the platform by the NGO, in the form of pictures – with the tag of all the participates and the typology of help given – blog entries, tweets and comments, and the volunteers hours gained.

**NGO interface**

The organizations will use a personalize UI that will permit to add new events and set the needed activities. NGOs can confirm that the registered users actually attended and completed the activity, and add outcome of the event. It is possible repeat event on weekly or monthly basis, for reoccurring initiatives – such as weekly meetings or elderly assistance.
User Journeys

User interested in volunteering

- Johnny sees that his friend David shared a volunteering activity on Facebook, he’s going to help Soppkok mounting the stands for their event
- He clicks on the link, and automatically logs in with his Facebook account.
- He sees the Event panel on the platform with the activity his friend joined
- He is interested in the event, but he’s busy that day, so he clicks on another activity to watch the details
- He could participate just donating second-hand cloths and meet his friend too.
  - He joins the Activity.
- That day Johnny goes with David to the Soppkok event to donate.
Volunteer

- Maria is engaged in volunteer work, and often sees the updates of Greenpeace. She sees that the NGOs are using a new platform.
- She logs in into the Facebook App and sees the various issues in the city of Malmö, she clicks on the recycling one; she sees that some of her friends are already volunteering there.
- She visualizes the events related to this topic, and picks a recycling workshop. It is not by Greenpeace but it interests her.
- She picks more than one activity because she wants to contribute as much as possible.
- She attends the event, and after a few days she can see the video of the events and share it with her friends
Non-profit Organization

- Möllevångsgruppen are organising a Freeshop in Folkets Park, last time not many people attended.
- They try to advertise on Facebook, and on the platform. They create the Facebook event and upload it to the platform, and then they add the various activities.
- They invite all the members and people they know to join one of the activities.
- One of the activities is to spread the word and bring more people.
- Their visibility is increased and they can meet many potential members.
Going back to the research question, it is relevant to present a final brief summary of what has been discovered through the thesis development.

How could online tools foster user engagement aimed to city development?

- In the city of Malmö, among the stakeholders actively devoting themselves to the city development, the non-profit organisations seem to be the most interested in the involvement of users. The analysis of related researches and interviews with municipal representatives of Malmö stad, have displayed only a partial interest in involving citizens.
- At the state of the art online tools, in particular Facebook, foster user engagement mainly for non-profit organisations.
- The social networks present many limitation, and the investigated motives for non-participating affect the social media too.
- The difficulties of “taking the first step”, in start participating can be encouraged by setting a set of sub-goals which present different levels of engagement, allowing the users to define a gradual and personalised engagement.

The thesis research produced three main knowledge contributions related to social innovation and modalities of participation:

- Fake lack of interest
  Qualitative and quantitative researches, carried out in the city of Malmo - discussed in chapter 5 – have demonstrated that the non-participation is not originated by a lack of interest as some authors (Akdogan, Lampe et al.) and Malmo stad representatives assert. The various identified problems granted diffuse feeling that user contribution is not valued.

- Indirect engagement
  It has been impossible to define in details the project’s user group based on characteristic and behavioral patterns due to its mixed typologies of individuals. Therefore it was identified through user needs: the need of a flexible community engagement. A suitable participation for the modern citizens interested in the improvement of their neighborhood, which I defined ‘indirect engagement’. The hypothesis is supported by Fischer's consumer-designer assumption, and the user learning curve describe by Cooper et al.

- Open participation
  Through sub goals is possible to encourage user motivation, increasing the perception of
the value of his/her actions, based on the self-efficacy theory. Applying it to the Frivilligcentra’s concept of Problem-tree, led to what I called ‘open participation’ hypotheses. A discovered modality of participation in the city of Malmo, where the user can both increase his self-efficacy both for reaching more complex goals gradually and choosing different level of participation, in between a passive and an active engagement.

The sub-goal process is implemented in the project prototype to test this hypothesis that it might meet both the need of a flexible modality of participation and self-motivation.

‘Open participation’ is the most relevant contribution for the research community and Malmo social sector’s stakeholders, but unfortunately it seems to be the less validated.

The sub-goal process (Bandura 1982) is a theory of proven effectiveness, and one of the fundamental theories of behavioral science, but it might lose its efficacy if the process of goal-setting and self-efficacy judgment is mediated by social media. The goal-setting process is supported by the activity ‘tasks’ where the full participation is split up in different levels, corresponding to different grades of required effort and engagement (see chapter 8).

The self-efficacy judgment is sustained by the visualization of the outcome of user contribution, visible in the profile page, and the comparison with friend’s action.

This model has been successfully implemented in the platform, according to Frivilligcentra experience (see 10.2). But even if in theory they are successful, the only concrete proof is testing a fully working prototype in the real environment of Malmo social sector.

However is it possible to compare the concept to the core elements of social innovation, described in chapter 2.

10.1 Socially Innovative

“The non-profit sector is not ready for a different form of participation.” (Alexandra - Executive Director, Frivilligcentra).

Using the prototype of the Voluntree platform, one of the first reactions of a manager of Frivilligcentra was related to the difficulty for the NGOs to implement new methodologies for participation.

The reflection was addressed in a positive way, to highlight the potential of the app in introducing ways of acting within the non-profit sector.

It’s significant to reflect whether the platform and the research can be considered socially innovative, comparing the their characteristics with the Norman’s et al.’s (2012) five elements that identify social innovation - described in chapter 3.

- Novelty

The Voluntree App is not unique, actually there are many other platform designed for volunteering. But it is properly designed for the background of the city of Malmo. Compared to other NGOs’ platform Voluntree’s features are specifically conceived for the user group representing the majority of the residents, not only those who already interested in volunteer work, like its competitors.

- Implementation
It was not possible to test the App in a real environment. At any rate, the validation about its extensive usefulness, given by the NGO partner, is a good starting point for a successful future implementation.

- **Meet social need**
The interest of citizens in being more involved, playing an active role, as well as the concern of municipality to involve citizens in their neighborhood development are both fulfilled. This occurs thanks to the gradual involvement explained by ‘indirect engagement’ hypothesis.

- **Effectiveness**
Various features make the App different from its competitors - Facebook integration that stimulates social contagion, visualization of local issues, impact and outcome of the contribution, real time activities - but the leading innovation is the flexibility of participation in volunteering activities based on tasks.

- **Enhance society capability to act**
From the NGOs point of view Voluntree develops a better use of resources, increasing the user outreach, and most importance, it visualizes and coordinates the needed resources. From the residents perspective it grants them the possibility to help other individuals and/or improving neighborhoods without a full time commitment, which does not suit their lifestyles.

**10.2 Feedback**
The prototype was tested with 3 users and the members of Frivilligcentra. During the sessions the attendees were asked whether the process of joining and searching activities was clear, and the various functions of the mock-up were understandable. The final stage has seen an open discussion about the main feature and how these ones could benefit the users and the NGOs.

**10.2.1 Foster self-motivation**
According to the participants, the possibility of keeping track of the participated events and the completed active/tasks is valuable. It could encourage users and NGOs to reflect on the action taken and concretely evaluate the impact of every single person on the issue, and in long term in the city of Malmö. “Look to the future, but keep track of the past.” (Malin - Communication Manager, Frivilligcentra).

As Bandura (1982) exemplifies, the process of self-evaluation is one of the essential reasons that pushes the actors to pursue long-term goals (see chapter 6). Especially for volunteers, it could be precious to track what every experience - in the form of activities conducted and happening attended - added to personal knowledge.

“I can look at this and see what gave to me, what I should do more.” (Karin, Engagement Guide, Frivilligcentra).

Another important aspect is linked to the memories of the experience itself: pictures, videos and documentation, connected to participated events will be visible on the platform.

Having a summary of an activity as a “collection of memories” - as it defined by one of the Frivilligcentra members - is a powerful tool an appropriate remind of users’ experiences.
Since it highlights how they are gradually moving on in the process of personal engagement with both the local issues and long-term causes. It fosters the emotional involvement in helping other people, as well as personal connection with the community and the single individuals. “Volunteering is about believing in a cause but also a lot about friendship.” (Malin - Communication Manager, Frivilligcentra)

10.2.2 Validation for task based participation
The most relevant finding of the prototype feedback sessions, was expressed by the executive director of Frivilligcentra. The non-profit organisations present in Malmö are not giving their audience different possibilities of getting involved in the volunteering sector. Analysed competitors’ products, and the interpretation of the survey, highlighted the impossibility for the NGOs to be flexible in the forms of participation. “The NGOs are not good in a middle way” (Alexandra - Executive Director, Frivilligcentra).

Most of the organisations, at the state of the art, are not capable in providing a one time experience for the user. Flexible variety of participation forms are not considered by most of the association, or in some cases - such as Soppkok Malmö - are taken into consideration but in an unstructured way that prevents them from take advantage of the benefit of this process.

The general approach of many entities is to ask the individuals to dedicate more time to the volunteering work, to give more resources, instead of guiding the users in a gradual process of engagement. Therefore, both users and Frivilligcentra expressed their interest for the concept of dividing the user participation in various task to allow them to personalise their experience.

10.2.3 SMEs perceived benefits
- Easier participation
The testing participants addressed the benefits for the users, as an ease for the users themselves to start the participation with a single activity instead of joining an organisation for a complete volunteer work. We can consider this perception expressed both by users and Frivillingcentra members, a validation of a good implementation of the sub-goal process. As they stated, dividing the first steps of user engagement in task could allow the individuals to gradually confront the complexities of starting a new action and facing potentially problematic difficulties.

- Decisional power
The participants suggested that there could be also effects on the personal competences in facing public and local issues, increasing the perception of having more decisional power and weight in the city improvement. The users, through the participation and the commitment within their community, gain the sense of controlling and influencing the process. This benefit could help overcome the perception of the lack of democracy (see chapter 6) even if indirectly.

Another result gained from the use of the platform is the availability of intangible resources – as time, information and knowledge – which will be virtually tangible – since stored in the platform - ; as well as the creation of new social relations, increasing the means of social capital within the community.
- **Optimize event organization**

According to the testing participants, it would be positive for NGOs to implement the process of splitting the events in small tasks, allowing different persons to take care of different aspects. This process would not be time consuming for the association - which is in general a major issue - since it could be integrated in social media, and the information automatically taken form the Facebook events.

As underlined by the attendees, associations usually plan the activities as a list of requirements and actions to meet them, but use it only for internal use - as seen in many event pages of various NGOs in Malmö. They use the list for internal use instead of taking advantage of it in order to involve the users in the process and give them the possibility of choosing. “Learning for the NGOs to spilt in task will help them.”
(Alexandra - Executive Director, Frivilligcentra).

- **NGOs Intranet**

Looking at the platform from another use perspective, Frivilligcentra members also suggested that it could also work as an intranet for big organisation that usually has many events and activities related to different issues, and are composed by different groups, that often work independently without an optimal coordination. The app presenting an overview of all the planned events will facilitate the coordination systems among the volunteers “so every member can see what is going on, and it is an easy and quick way.”
(Karin, Engagement Guide, Frivilligcentra).

### 10.3 Future scenario

A possible future scenario could be the project may change the ways NGOs relate with the users and engage them, the assumption was confirmed by Frivillgentra. This transformation could be interpreted as a small scale ‘systemic change’, the last step of the social innovation process as explained by Norman et al. (2012).

Non-profit organisations now provide volunteering activities relative to different topics and sectors offering only one form of participation, both online and offline: attending the events as volunteers (examples can be found in chapter 9).

Through the designed platform the entities could experiment new forms of participation able to permit them to dynamically respond to users interests and expatiations, and to generate a personalised experience that suit them better.

Overall it may define a new flexibility in the non-profit sector - in the sense of time, place, diversification of the experience, engagement -, which could demonstrate that organizations and users can successfully interact with the same quality and modalities as now, but on more levels of emotional and practical engagement.
REFERENCES


Bandura, A. 1982. Self efficacy mechanism in human agency, American Psychologist, Volume 37, No2; 122-147.


Hothi M. 2012, Local 2.0 How digital technology empowers local communities, ©The Young Foundation.


Petrosyan, S. 2011. *Impact of Social media on urban planning*, “Death and Life of Social Factors” Conference at University of California, Berkeley, USA.


Communication with municipalities
A survey was conducted on 33 subjects, mean age range 20-25 years, to analyse the characteristics of the relationship and the modality of communication with employees of the municipality in the residence area of the respondents, as well as the degree of participation and involvement in activities organized by groups within the community. Each questionnaire consisted of 19 items of which 13 with multiple choice and 6 with the possibility of open-ended questions.

The questions number one, two and three have been formulated to investigate whether the subjects contact the administrative staff of their municipality of residence, the ways they usually interact with it and if they have taken part of activities promoted by the communities. Tables on the distribution of absolute frequencies and percentages for each of these items are reported:

<table>
<thead>
<tr>
<th>Over the past 6 months, have you ever contact the staff of the public administration in your city?</th>
<th>Absolute frequencies</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>10</td>
<td>30,30%</td>
</tr>
<tr>
<td>No</td>
<td>23</td>
<td>69,70%</td>
</tr>
<tr>
<td>Don't Know</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>33</td>
<td>100,00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How do you communicate with the municipality?</th>
<th>Absolute frequencies</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone contact</td>
<td>11</td>
<td>33,30%</td>
</tr>
<tr>
<td>E-mail</td>
<td>4</td>
<td>12,20%</td>
</tr>
<tr>
<td>Physical presence</td>
<td>16</td>
<td>48,40%</td>
</tr>
<tr>
<td>Facebook</td>
<td>2</td>
<td>6,10%</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>33</td>
<td>100,00%</td>
</tr>
</tbody>
</table>
Did you happen to take part in activities organized by groups within the community?

<table>
<thead>
<tr>
<th></th>
<th>Absolute frequencies</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>12</td>
<td>36,30%</td>
</tr>
<tr>
<td>No</td>
<td>21</td>
<td>63,70%</td>
</tr>
<tr>
<td>Don't know</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>33</strong></td>
<td><strong>100,00%</strong></td>
</tr>
</tbody>
</table>

Data collection indicate that 30.3% of subjects happened to get in contact with employees of the public administration of their city over the past six months, mainly going in person (48.4%) or through telephone contact (33.3%). Only a small percentage of them preferred to access services by contacting the office via email or Facebook (percentage frequencies of 12.2% and 6.10% respectively). 63.7% of the sample declared they would not have taken part in any activities sponsored by his fellow citizens.

Items in range 7-14 were included in the questionnaire to investigate the degree of involvement of respondents in activities promoted by the community. Particular attention was given to the assessment of whether and how individuals consider important to make a contribution, and they were asked to assess any emotions related to the sharing of experience in order to increase a more active participation. Also in this case tables of the distribution of absolute frequencies and percentages are reported:

<table>
<thead>
<tr>
<th>How important would you consider to be personally involved in initiatives that affect your community?</th>
<th>Absolute frequencies</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not important at all</td>
<td>1</td>
<td>3,04%</td>
</tr>
<tr>
<td>Little important</td>
<td>3</td>
<td>9,10%</td>
</tr>
<tr>
<td>Rather important</td>
<td>15</td>
<td>45,41%</td>
</tr>
<tr>
<td>Very important</td>
<td>13</td>
<td>39,41%</td>
</tr>
<tr>
<td>Greatly important</td>
<td>1</td>
<td>3,04%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>33</strong></td>
<td><strong>100,00%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Do you ever think about how services could be improved?</th>
<th>Absolute frequencies</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes always</td>
<td>5</td>
<td>15,18%</td>
</tr>
<tr>
<td>Yes, often</td>
<td>15</td>
<td>45,41%</td>
</tr>
<tr>
<td>Yes, sometimes</td>
<td>13</td>
<td>39,41%</td>
</tr>
<tr>
<td>------------------</td>
<td>----</td>
<td>--------</td>
</tr>
<tr>
<td>Yes, rarely</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>No, never</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>33</td>
<td>100,00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Would you consider useful to make a personal contribution to the administration of the services by the public administration?</th>
<th>Absolute frequencies</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>15</td>
<td>45,41%</td>
</tr>
<tr>
<td>No</td>
<td>4</td>
<td>12,20%</td>
</tr>
<tr>
<td>Don't Know</td>
<td>14</td>
<td>42,40%</td>
</tr>
<tr>
<td>Total</td>
<td>33</td>
<td>100,00%</td>
</tr>
</tbody>
</table>

Referring to the data, subjects desire to be more actively considered in the management of services and general life of the community. This statement is supported by the fact that 45.41% of respondents often think about how the services provided by the government of their city could be improved, none of them responding that he had never considered this possibility. To be more detailed, the majority of the sample (cumulative percentage rate 84.82%) said they feel quite or even very important to be involved in initiatives that affect their community and, where they become aware of having contributed to an improvement in the management of activities and services, they could mainly prove satisfaction.

In reference to the question "would you consider useful to make a personal contribution to the administration of the services by the government?" The results were distributed almost equally between the response “yes” and the answer “don't know”, emerging that more than a net denial of the assertion in the item, subjects claimed a general indecision probably determined by not feeling fully involved in the initiatives promoted by the community.

Proposals for a more active participation
Open-ended questions were also included with the explicit intention to gather proposals directly from the people being surveyed about different aspects. Were also inserted open-ended questions with the explicit aim of gather proposals directly from the people being surveyed about different aspects. Some people would like to personally participate in activities that interest them concretely giving their contribution, there are those who would feel more involved actively participating in public decisions, and would like an increased diffusion of initiatives by improving advertising. One respondent proposes to inform other members.
of the community of the problems that afflict it, another would consider productive to suggest ideas, someone else intends to recommend ideas on recycling, sustainability and dissemination of simple rules for daily life more "eco" and more "green", both within the community than in their own homes. Other proposals have been:

- Give feedback on the effectiveness of the initiatives or propose alternatives;
- Recommend a centre for young people directly being involved in the organization of activities;
- Inform the neighbours about issues concerning the collection of waste; Participate passively, adhering to any proposed initiatives.

Our sample had the opportunity to freely reflect on the specific type of contribution that each participant could give to make improvements in the administration of services by the local public administration. The majority of respondents gave interesting insights, which can be summarized by saying that it would be useful to conduct surveys, to provide the knowledge, to better frame the real issues relating to the community, to educate pro-sociality and to active citizenship and solidarity, form a neighbourhood committee, to accept the advice of the citizen who lives the reality and know the usefulness of the services, and then identify alternative procedures that reduce the bureaucratic process.

To the question "how else would you like to participate?" the following alternatives have been reported:

- Organize a fundraising to donate to the district so that it can be more economically independent, thus improving the neighbourhood;
- Make some free time available for participate in the realization of interesting proposals;
- Create forms on the sites, debates within the municipalities, e-mail; feedback and opinions;
- Constructive criticism and discussion groups where they can express their opinion freely;
- Meeting-debate, round tables, citizen council;
- Simple word of mouth.

Use of Social Media
Items within the range 4-6 and those in the range 15 -17 were made to discover if the subjects have never used social media tools to gain information on the activities organized by the community, to write opinions and feedback on problems inherent in the local area, and if they have used social networks to inform other people about the activities. Tables of the relative frequencies and percentages are again showed below.
<table>
<thead>
<tr>
<th>Have you ever used social networks to inform others of an activity?</th>
<th>Absolute frequencies</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes always</td>
<td>5</td>
<td>15,18%</td>
</tr>
<tr>
<td>Yes, often</td>
<td>10</td>
<td>30,31%</td>
</tr>
<tr>
<td>Yes, sometimes</td>
<td>5</td>
<td>15,18%</td>
</tr>
<tr>
<td>Yes, rarely</td>
<td>1</td>
<td>3,04%</td>
</tr>
<tr>
<td>No, never</td>
<td>12</td>
<td>36,30%</td>
</tr>
<tr>
<td>Total</td>
<td>33</td>
<td>100,00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Would you consider useful to be able to use a social media that you could use to give feedback and opinions about issues in your neighbourhood?</th>
<th>Absolute frequencies</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not important at all</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Little important</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Rather important</td>
<td>13</td>
<td>39,41%</td>
</tr>
<tr>
<td>Very important</td>
<td>18</td>
<td>54,51%</td>
</tr>
<tr>
<td>Greatly important</td>
<td>2</td>
<td>6,06%</td>
</tr>
<tr>
<td>Total</td>
<td>33</td>
<td>100,00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Through the mobile phone?</th>
<th>Absolute frequencies</th>
<th>Percentages</th>
</tr>
</thead>
</table>
Data obtained allow to verify that 33.3% of respondents said they often use social media tools to get information about the activities organized by the community, while 36.3% of them admitted that had never resorted to social networks to inform other people of any initiatives. Those who considered appropriate to use that tool did it mainly to share sports activities, meetings, political events, private parties, cultural events (book presentations, concerts, craft markets etc.), social and environmental activities, conferences, fundraising. An interesting aspect concerns the finding that the majority of the sample would feel very important and useful to take advantage of social media through which insert their opinions or give feedback about issues related to the urban area, including through mobile apps. The technological tools more useful to be able to make a contribution are, according to users' thought social media, the internet, smartphones, Facebook, and e-mails.

It was finally tried to define more clearly the areas of service management in which citizens would have found it more useful to take advantage of social media services. The following areas were identified:

- public transport;
- refuse;
- carried out activities;
- past (citizen) event;
- future (citizen) event;
- local administration;
- recycling;
- sustainability;
- quarter renovation;
- local issues;
- neighbourhood restoration;
- new services / infrastructure needed;
- improvement of services.

Table of the relative frequencies and percentages is showed below.

<table>
<thead>
<tr>
<th>Have you ever used social media tools to express your opinion about ...</th>
<th>Absolute frequencies</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public transport</td>
<td>9</td>
<td>27.27%</td>
</tr>
<tr>
<td>Refuse</td>
<td>4</td>
<td>12.12%</td>
</tr>
<tr>
<td>Carried out activities</td>
<td>8</td>
<td>24.24%</td>
</tr>
<tr>
<td>Past (citizen) event</td>
<td>7</td>
<td>21.21%</td>
</tr>
<tr>
<td>Area</td>
<td>Count</td>
<td>Percentage</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-------</td>
<td>------------</td>
</tr>
<tr>
<td>Future (citizen) event</td>
<td>19</td>
<td>57.57%</td>
</tr>
<tr>
<td>Local administration</td>
<td>4</td>
<td>12.12%</td>
</tr>
<tr>
<td>Recycling</td>
<td>3</td>
<td>9.09%</td>
</tr>
<tr>
<td>Sustainability</td>
<td>7</td>
<td>21.21%</td>
</tr>
<tr>
<td>Quarter renovation</td>
<td>3</td>
<td>9.09%</td>
</tr>
<tr>
<td>Local issues</td>
<td>10</td>
<td>30.31%</td>
</tr>
<tr>
<td>Neighbourhood restoration</td>
<td>2</td>
<td>6.06%</td>
</tr>
<tr>
<td>New services</td>
<td>5</td>
<td>15.18%</td>
</tr>
<tr>
<td>Improvement of services</td>
<td>6</td>
<td>18.18%</td>
</tr>
</tbody>
</table>

As shown in the table, the three areas more indicated were "Future (citizen) event" (percentage 57.57%), "Local issues" (percentage 30.31%) and Public transport (percentage 27.27%).
INTERVIEW 17 april 2013 - Snacka Segevång - Athanasios Patsias

GENERAL INFO
- Can I have some information about the project?
- Which are the current challenges?

USERS ENGAGEMENT
- What kind of informations people usually ask for?
- What kind of informations are given publicly?
- What kind of informations are given privately? (one to one)
- What the main issues and needs for the people?
- What type of activities are usually organized (by this office)?
- What kind of audience usually participate?
- What audience would you like to engage?
- In which ways? - Diversify, Broaden, Deeper participation
- Did you experienced a difference between the real audience and the expected one?
  Where you satisfied?

PARTICIPATION
How people usually contribute?
What generally do they propose?
What generally do they complain about?

COMMUNICATION
- What type of media you use for communicating with the residents?
- What kind on information you share through email? Social Media?
- How much are the social networks important for your job, and for reaching the people?
- Why? What do you use mostly for?
- Which improvements have been made?
- What are the problems related to the use of social media? getting the audiences, etc.

AIMS
- In which ways do you would like the people to participate?
- is there any other ways to relate users to the project than organized activities?

- Can i have more documentation on the project and the Kieseberg area?
  Which are the associations and cultural / civic organizations in the area?