DELIVERABLE

D3.1 Hackathon Guidelines

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0.3	29/06/2020	Nicola Morelli	AAU	Further specifications on online hackathons and appendix
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Statement of Originality

This Deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgment of previously published material and of the work of others has been made through appropriate citation, quotation, or both.

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Executive Summary

This deliverable sets out the guidelines for the two hackathon cycles to be held in each pilot site. It provides all the operational suggestions that can facilitate the work of pilot managers in order to help smoothly manage the organisation of the hackathons.

It is important to underline that the idea and the concept of hackathon proposed in the easyRights project is different from the mainstream and follows a course that is changing the meaning, scope and spirit of it from a coding marathon for very specialised technical persons to a civic engagement and service co-design event involving many stakeholders with different competencies (not just technical) and useful points of view. The expected result of this hackathon can, therefore, be different from a mere IT application prototype and may include concepts, mock-ups or prototypes of touch points and service interfaces. This will depend on who is participating and on the initial conditions of the actual services the participants will work on.

Further to the above, the heterogeneous combination of knowledge and competencies converging in a hackathon requires a phase of preparation (pre-hack) before the event and a number of post-hack activities to consolidate its results. Hence, the easyRights hackathons do not configure themselves as short marathons of intense coding activities, but also include a longer period (about 3 months, based on previous experience of POLIMI and AAU) of post-hack development time, again involving various stakeholders other than IT developers.

This deliverable describes the activities of the pre-hack, hack and post-hack phases, including a timeline and a collection of operational recommendations for the easyRights partners engaged for the first time in the complex work of aggregating people and resources and running the hackathon.

The present guidelines are based on the past experience of some of the easyRights partners (namely Politecnico di Milano and Aalborg University) in the organisation of similar hackathons for the EU-funded H2020 project *Open4Citizens* (2016-2018). It should however be taken into account that, by the time this deliverable was edited, the COVID-19 crisis changed many of the contextual conditions for running a hackathon, starting from the possibility to concentrate a large number of people in the same physical space. This together with the uncertainty on when the social distancing phase may be considered definitely overcome, has suggested opting for the organisation of *online* hackathons, instead of having them as events held *in presence*, at least for the first of the two hackathon cycles foreseen in 2021-2022.

Therefore, these guidelines bring to the forefront also the new hackathon concept, which is an absolute novelty for the whole easyRights consortium. For this reason, two more decisions have been taken, which slightly deviate from the contractual agreements with the EC: the first is to run a rehearsal online hackathon, in September 2020, involving all partners as both organisers and participants. The second, as described in an Annex to this deliverable, is to hire a professional third party to receive support in the organisation of online hackathons with participants connected from all over the world. Thanks to this additional expertise and grounding on the lessons learnt from the rehearsal hackathon, it is therefore possible that the contents of this deliverable may need an update in the next few months.

1. Introduction

1.1 Deliverable 3.1 in the DoA

The present deliverable is the key output of Task 3.1 (Pilots Capacity Building) of WP3 (Local Hackathon Cycles). In the DoA the task is planned to last for six months since the very beginning of the project and is described as follows.

> "*This is a fundamental task for the project as it aims at "packaging", to the benefit of all partners, the available experience from the H2020 CAPS project Open4Citizens, in terms of guidelines and how-to's authored by POLIMI and addressing the possible aims and scope of the project hackathons, the rationale for organizing two yearly editions at each pilot site, the specific methods and tools supporting the events, a step-by-step handbook for all process related aspects, including communication and dissemination, and the role played by the social learning and collaboration platform. This Task will start in the kickoff meeting and deliver a preliminary calendar across the partnership, with indications of the themes the hackathons will cover in each pilot, their coordination (to avoid overlaps and promote synergies), and the strategies to be adopted for encouraging/engaging all the relevant stakeholders*".

Coherently, deliverable D3.1 is described as a collection of guidelines and "how-to's" borrowed from the Open4Citizens project and particularly the hackathon organisation handbook (*Open4Citizens*, deliverable D3.1, *Hackathon Organisation Handbook*, 30.06.2016).

1.2 The work done

As mentioned in the DoA, the consortium started to examine the hackathons' planning already at the kick-off meeting in Brussels. Here it became immediately clear that a precondition for such planning to generate meaningful contents and dates would have been the definition of the hackathon "challenges" - that is, the tasks assigned to participants - in such a way to make the outputs fully compatible with the ICT components developed within the consortium. This would considerably help make the hackathon results an added value for the easyRights solution and the services improved and made more accessible through it.

Since then, hackathons have been discussed internally many times, especially with the pilot owners who have been exploring the services for (im)migrants as well as planning the work to be done to schedule and organise the hackathon events. These reflections have been accompanied and guided by the two easyRights partners formerly in Open4Citizens (namely Politecnico di Milano and Aalborg University) to share the fact that the concept of hackathon proposed in the easyRights project is different from the mainstream thinking and is structured in three distinct phases: **pre-hack, hack and post-hack**.

For the first aspect, the easyRights hackathon (borrowed from the Open4Citizens project) is not a coding marathon for specialised technical persons but more akin to a **civic engagement and service co-design event**, which involves many stakeholders with different competencies (not just technical) and useful points of view. Its expected result can, therefore, be different from a mere IT application prototype and include concepts, mock-ups or prototypes of touch points and service interfaces.

For the second aspect, the heterogeneous combination of knowledge and competencies converging in a hackathon requires a phase of preparation (pre-hack) before the event and a number of post-hack activities to consolidate its results. Hence, the easyRights hackathons do not configure themselves as short marathons of intense coding activities, but also include a longer period (about 3 months, based on previous experience of POLIMI and AAU) of post-hack development time, again involving various stakeholders other than IT developers.

It was made clear since the beginning that an improved understanding within the consortium of the specific service ecosystems activated in the local pilots would facilitate the definition of the hackathon goals and therefore the release of tailored guidelines. Therefore, the contents of this deliverable became a sort of extra topic, permanently in the agenda of the numerous coordination and alignment meetings with the pilots, which were held during the first project semester.

In the meantime, the outbreak of the **COVID-19 pandemic** started to raise concerns on the possibility to organise the local hackathons in a healthy and safe manner. Therefore, it was decided to run the first cycle of hackathons - to be held in 2021, while the second in 2022 - as online instead of physical events. The decision was based on the positive outputs and feelings from the experience of virtual hackathons initiated by the European Commission in search of prompt solutions to face the global health emergency, such as:

- *The global hack*, 9-12 April 2020[1]
- *The EUvsVirus Hackathon*, 24-26 April 2020[2]
- *Design with Data*, 28 June 2020[3].

Globally speaking, these events (some of which have been attended as participants by selected members of the easyRights consortium) confirmed the feasibility of migrating to virtual/remotely connected mode not only the "easier to organise" conferences or workshops, but also more complex initiatives like these, which need to activate more complex interactions among the various participants. Just as a reminder, in easyRights the intense use of co-design is not limited to the internal dynamics of the consortium, e.g. in relation to requirements gathering and definition of the architecture of proposed IT solutions (on which see deliverable D4.1 also issued in month 6). The hackathons themselves, following the inspiration of the Open4Citizens project, foresee the adoption of co-design methods and tools to facilitate the production of key contents as both inputs and outputs of the coding marathons.

Another point in favour of the decision was the already commented, **"staged" nature** of the easyRights hackathons, based on three distinct phases, all being relevant for the respective goals. In addition, the idea gained momentum of splitting up the hackathon meeting schedule in three distinct moments, to be carried out at some days of distance from one another, each having its own specific goals, such as idea generation, mock-up development, and prototyping. In so doing, the negative consequences could be overcome of having "virtualised" meetings that usually last much less than those held in presence (only one day, even less sometimes) making difficult to allow enough time for the development of prototypes.

[1] https://theglobalhack.com/

[2] https://eunitedvsvirus.devpost.com/

[3] https://www.pwc.com/it/it/careers/landing/designwithdata.html

The migration, however, created some extra uncertainty towards the entire process, as there is no direct experience in the consortium of such a delivery mode. Therefore, during the dedicated internal meeting held on June 17th, 2020, two more important decisions were taken by the consortium, which slightly deviated from the contractual agreements with the EC: the first is to run **a rehearsal online hackathon, in September 2020,** involving all partners as both organisers and participants. The second decision, also described in an Annex to this deliverable, is to hire a **professional third party** to receive support in the organisation of online hackathons. Both are inspired from the intention to minimise the mistakes while carrying out this complex, and also rather new, activity.

Consequently, these guidelines refer to both delivery modes, and include indications concerning the *in presence* as well as the *online* hackathons. The following text can therefore be read in a *selective* way, focusing on the virtual hackathon guidelines for the first cycle (year 2021) as well as for the rehearsal of September 2020 and on the physical hackathon guidelines for the second cycle (year 2022). By the time this deliverable is closed the exact dates of September for the rehearsal hackathon have to be decided yet. However, it will certainly be attended by all the easyRights partners and have the goal to produce a detailed hackathon agenda for the four hackathons of the first cycle, simulating the development of the three distinct meetings mentioned above.

By the time the rehearsal hackathon is held, a public tender procedure will be carried out to hire the professional third party (company, NGO or other legal entity) who will technically support its preparation and management, as well as the organisation of the first cycle of hackathons in the four pilot sites. The selection will be done based on the (sort of) Terms of Reference proposed as Annex 1 to this document.

1.3 Structure of this document

For the reasons expressed above, the present deliverable has the following structure and contents. After this Introduction, **Section 2 (Hackathons in easyRights)** summarizes the hackathon concept adopted in the project and differentiates it between the online and in presence versions. **Section 3 (The Pre-Hack Phase)** includes a description of the hackathon's preparatory activities and highlights the importance of the initial conditions of the services the pilot sites will work on. **Section 4 (Hackathon Event)** presents the main activities and expected results of the coding marathon (in the in presence case) and of the three distinct virtual moments (in the online case). **Section 5 (Post-Hack Phase)** includes guidelines and recommendations on how to finalise the good work done during the preceding stages. Finally, **Section 6 (Conclusions)** wraps up the main messages of the document and leaves the door open to its future revision based on the hired third party's additional expertise and grounding on the lessons learnt from the rehearsal hackathon.

The easyRights partners authoring this deliverable explored both the most recent online hackathon experiences and also the few literature references available in the state of the art and have developed the present guidelines trying to prevent pitfalls and provide suggestions for both delivery modes and along the three phases of pre-hack, hack event, and post-hack.

The expected readers of this document (apart from the EC and its appointed reviewers) include the local teams now being set up for the effective coordination of the hackathons as well as interested actors and stakeholders from the local easyRights pilots, other projects of the Migration cluster, etc.

2. Hackathons in easyRights

2.1 What are Hackathons?

Contemporary societies are increasing their efforts to create opportunities for innovation. Such opportunities arise from different sources: from an active use of young creative energies of students and startups, to the concentration of people with different skills and competences working on a specific problem area, as in design jams or co-creation workshops; to the aggregation of people with specific technical capabilities and knowledge, with the aim of tinkering with software, data, and coding (Johnson and Robinson, 2014, Mandernach, 2016).

This orientation to creativity is multiplied in moments of crisis, such as the present one, when a big effort is needed, to think of out-of-the-box solutions to pressing problems, such as the threatening plot of the health crisis and its economic consequences.

Hackathons are one of the most used opportunities to respond to a challenge by creating the conditions for the insurgence of innovation. Hackathons have recently been used, for instance, by the European Union to find solutions for the COVID-19 crisis. They have also been proposed for facing other emergency situations, such as urban pollution, bureaucratic simplification, or problems related to the organisation of contemporary cities.

The term Hackathon comes from the merge of two words: hacker and marathon. The first indicates any skilled computer expert who uses her/his technical knowledge to overcome a problem. The second refers to a long-distance running race, and therefore refers to an exercise of resistance beyond one's own limit. The hackathon concept became well known at the beginning of this century, to indicate events that gather highly skilled technical programmers. Hackathons are sort of failure-free playgrounds for technical experimentation, concentrated in a short period of time (two-three days, usually a weekend, all nights included).

The more recent use of the term however, is extending the original concept; in particular it is widening its focus, which is no longer a piece of software or an exercise of coding, and changing the identification of participants: no longer highly skilled coders only, but also people who are highly knowledgeable on specific themes, coding included. Recently hackathons have been organised, for instance, on the topics of *Hacking the city*, or *Hacking public administration*. The participants to those events included people with specific competences in urban organisation and planning, or in public administration, and also normal citizens, who were invited as *experts in their own life* as customers of public service.

2.1 Roles and approaches of Hackathons in easyRights

Hackathons in easyRights will be used in this extended sense, as creative opportunities to generate solutions that facilitate (im)migrants' access to specific services they meet when arriving in EU countries or when facing challenges in their everyday life in the host countries, due to language barriers.

Why are hackathons used in easyRights? We believe that the creative potential of the hackathon offers good opportunities for generating new solutions that simplify the life of (im)migrants and possibly also the administrative procedure for those who take care of them or supervise the process of integration. Further to that, the mixed culture and technical knowledge of the participants may create conditions for

suggesting solutions that address even broader needs ranging from organisational efficiency of involved municipalities to creating more accessible procedures for (im)migrants that can be transferred outside the original pilot sites.

What are the hackathon expected results and how will they be used? The easyRights hackathons will consider some existing services and work on possible solutions to implement their accessibility. The outputs and outcomes may vary according to the initial conditions, the knowledge of the participants, and the mix of people who will engage in them.

Initial conditions. These include the level of specification and technical status of the service to work on. If the service is already based on an existing digital infrastructure (public database, existing data, existing procedures for communication between different offices or bureaucratic stages) the solution will focus on improving the interface for specific touchpoints that are critical in the service delivery. If, on the contrary, the existing service is prevalently analogue (i.e. not supported by technical infrastructures or clearly defined procedures) the hackathon will aim at suggesting ways to optimise or structure it in a proper way.

Knowledge of participants. The knowledge of participants will determine the level of technical complexity the hackathon will deal with. The participation of highly skilled technical people (e.g. students, coders, innovators from technical start-ups) will make the development of an advanced prototype of an application possible. It should be taken into account however, that the participation of people with local, issue-specific, or personal experiential knowledge is also essential to ensure the accessibility of a certain solution. Should the participation of those people be prevalent in a hackathon, the outcome could be a less advanced concept, to be developed in the post-hack phase.

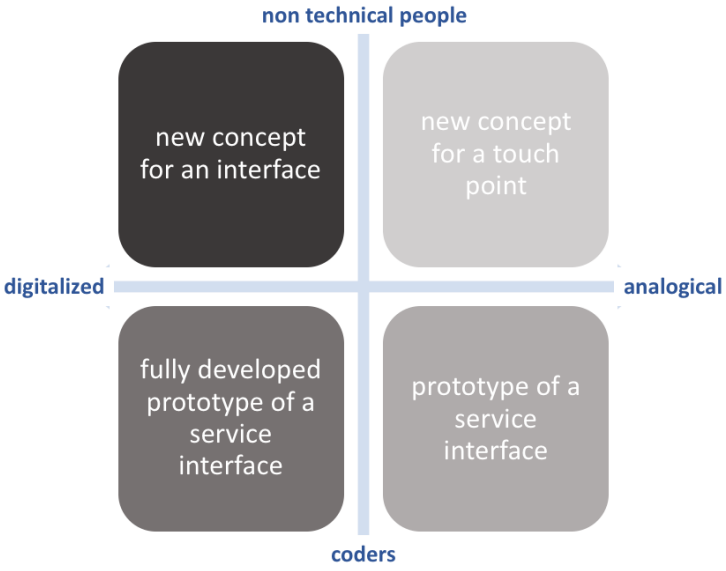

Figure 1: Categorization of possible hackathon outcomes

The outputs of a hackathon may, therefore, vary between the conceptual re-definition of a touchpoint for a service to the partial or conceptual development of an interface to a fully developed prototype of a service interface etc. (see Figure 1).

The phases of the hackathon. Although the hackathon is set as an event in a specific and limited time, it represents a process that needs to be planned, from a pre-hack phase, which can last some months, and followed up by a post-hack development phase, of the recommended duration of three months, in which the output of the hackathon is further developed and tested.

Hackathon rewards. Although the original hackathons offer a way to build a community rather than focusing on a prize, the easyRights project is planning to award the winners to assure their engagement up to the completion of the solution development. The reason for considering a reward is to attract people who are primarily motivated by the competition and potential benefits. We assume there are already some intrinsic motivations from the various participants who aim at solving the issues related to immigration. However, offering an attractive reward is a way to invest also in extrinsic motivation. Participants must therefore be acknowledged and rewarded for investing their time in operationalizing the solutions - at least those that will be considered relevant for follow up.

3. The Pre-Hack phase

3.1 What is the pre-hack phase for

The pre-hack phase of the hackathon is essential to make sure that the key elements of the hackathon are in place at the time of the event. In particular, the hackathon is based on three elements (see Figure 2):

1. The **challenge**, i.e. the service to focus on, their nature, the sequence of events or actions in the course of the service (the service journey), the organisational or bureaucratic gaps that may emerge in their use, the obstacles in achieving a fruitful interaction
2. The **people**, i.e. the people involved in the service, their needs, their organisational capabilities, their (technical or language-related) knowledge and skills, the importance they give to the use of the service
3. The **technical aspects**, i.e. data available for/from the service, technological characteristics the solution should have to be integrated by the service suppliers, their accessibility, technologies available for their users

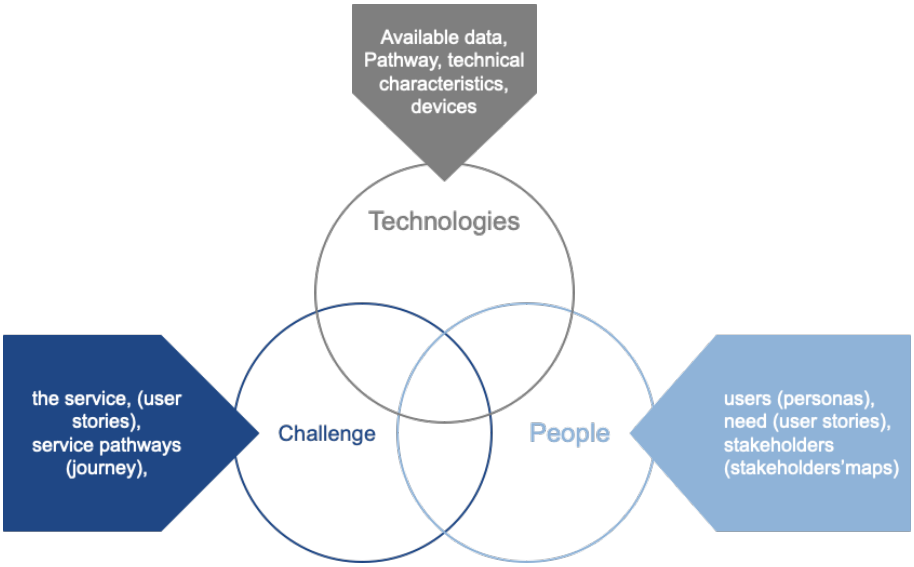

Figure 2: Elements to consider in the hackathon preparation

The pre-hack phase is already started in easyRights pilots: it consists in the identification of the services to focus on, the analysis of the service pathway, the analysis of the service journey, the gaps emerging in the service (obstacles and difficulties in interacting with it), the procedure included and the actors involved in each service. This work started at the very beginning of the project and may last from 3 to 6 months before the hackathon event. Here below, a checklist is provided of aspects to consider and tools to use to collect the essential elements in the pre-hack phase.

Table 1: Questions for the pre-hack phase and tools to support their investigation

	ASPECTS TO CONSIDER	TOOLS
People	Who should be involved in the hackathon? (public administration, (im)migrants, ONG, migrant-assistance groups, etc.)	Stakeholders' map, Service ecosystem
	What do people know about the service?	Stakeholders' map, personas
	What needs need to be taken into account?	Personas
Challenge	What kind of service are we analysing?	Service Journey
	How and when are people approaching the service?	User's story
Technical issues	What documents are used in the process?	Service pathway
	What data are collected/required for the service?	Service data

3.2 Awarding the winner

> "*Prizes have been a hackathon staple for many years now, but this was not always the case. Originally, hackathons offered a way to build community and garner respect. No prizes necessary. As hackathons have entered the mainstream (sorry hipster hacker), prizes are now expected. At increasing levels of visibility, magnitude, and monetary value*" (Gottfried, 2014).

As highlighted by Gottfried, originally the satisfaction of participants' intrinsic motivations represented the only reward even for the winners, while nowadays, and he wrote that in 2014, prizes are expected. This change may have two different, not exclusive, explanations. The first is related to the awareness that hackathon results have proven to be useful for hackathon organizers: for their organisation, for their business, for their reputation (Gottfried, 2014). The second explanation is related to the growth of a sort of hackathon economy: in fact, it is evident that different forms of business are growing around this practice (consultant companies organizing them, professionals available to become tutors and mentors, companies hired for data extraction etc.) and this trend is not coherent with the simple satisfaction of intrinsic motivations of participant.

A reward to the winner is therefore essential. It is essential, not only to engage a sufficient number of participants but also to make sure that the post-hack process will be adequately supported, avoiding too many *drop outs* of the winners. The reward would also represent a support to the development phases, in which the winner will be working in collaboration with the IT partners, for finalising a prototype of the solution. The reward must be announced in the communication material, in order to encourage and consolidate participation. Assuring the successful completion of the development phase is crucial for

easyRights, which makes the provision of a reward a key point to be discussed and carefully planned before the hackathon activities start. Let's say it is a key activity of the pre-hack face, to be synergized with other motivational drivers the hackathon challenge will be able to activate.

One question to be answered is: what kind of reward? There are several options available: (1) An in-kind prize selected from recent, most advanced, i-Tech products (e.g. drones, tablets) and bearing in mind that each component of the winning team should get one; this option represents a key motivation driver for ICT specialists in particular. (2) A purchase bonus (the right to buy, use, take benefit from, something people should pay for such as Amazon, Media World, Apple Cards) again to be made available to all the members of the winning team and the value of which should be known in advance and not simply revealed at the hackathon event. The bonus option introduces the possible involvement of sponsors in the hackathon. In other words, rewards can also be assured by sponsors who usually have an interest in the hackathon results; sometimes sponsors are involved for the sake of advertising. Having a sponsor on board is not something to underestimate, however, for the possible constraints it can introduce as well as for the shift of attention from the hackathon's core challenge to the name of the brand. Finally, (3) cash rewards always represent a good option which, on one side, surely guarantees participation while, on the other side, clearly reduces the need of attracting to the event only people with a strong intrinsic motivation.

The best solution for the easyRights project will be discussed and decided among the partners and will consider the completion of the solution development as a key achievement.

3.3 Planning and recruitment

The aggregation of relevant participants to the hack event requires a long process of approaching, informing, and engaging relevant stakeholders. In most cases this process has already started for the first easyRights hackathon cycle, to get relevant information to define the service journeys or to identify relevant documentation. The strategies for involving relevant potential participants depend on the local context, however, some activities may be planned to alert them about the project and its potential benefit. Furthermore, the tools mentioned in Table 1 can be used as a "facilitation medium" to support the dialogue with relevant participants. Asking them to co-produce a service journey may highlight gaps or emerging needs. If needed some stakeholders may be involved in mini-workshops, to list and revise relevant issues to be transferred to the hackathon participants.

The operational aspects of the event need to be planned largely in advance, as they may require a long preparation period. In particular, it is important to define well in advance the date of the event and its timing. Figure 3 below presents an inspiring example of timing for a pre-hack phase, structured along a 6-month period from initiation to the hackathon event.

Timeline. Thinking about the event sufficiently in advance requires the organizers to have clear in mind the number of activities to plan, prepare, announce the event, and to create the adequate condition for it to be a successful experience. Figure 3 represents the richness of the activities and several issues and necessity to be considered.

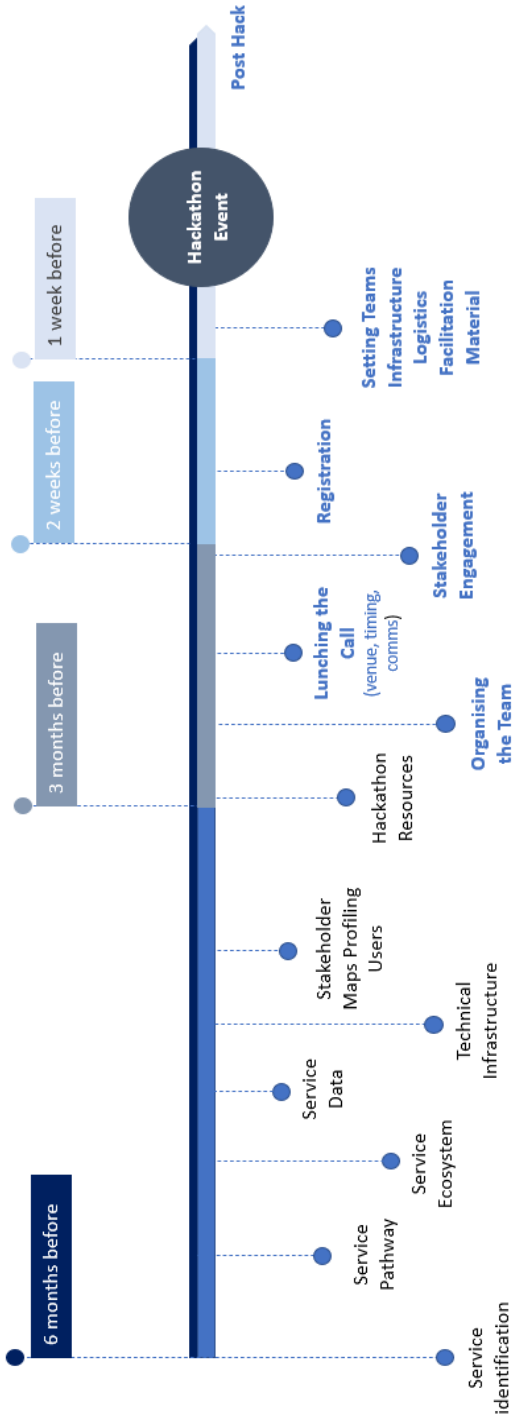

Figure 3: The timeline of the pre-hack phase

Event duration. Usually, hackathons are placed on a weekend and last 2 to 3 days (starting on Friday afternoon and ending on Sunday afternoon). Planning a hackathon over a weekend makes participation possible also for workers or students having lessons duties. The hackathons may or may not include the possibility to work overnight. However, this timing is based on events in presence. Given the present circumstances, the event may also be conceived of to be run entirely online; in that case, the timing may be substantially different, as the attention span of an online event is much lower and the interaction among the participants is different. A possibility is that the hackathon is "diluted" in shorter sessions of 2 to 4 hours per day in a longer period (e.g. during the whole week). This possibility will be investigated in the rehearsal hackathon.

3.4 Getting close to the hackathon event

The activities in the pre-hack phase usually intensify themselves when getting close to the hackathon event. Here below a synthetic timeline is provided that includes key guidelines to be considered at each step of the process. In particular, the guidelines also distinguish specific activities and checks to be done differently for the in-presence and online modes.

Table 2: Tasks for the pre-hack phase - 3 months before

<table>
<tr><th colspan="2">3 MONTHS BEFORE</th></tr>
<tr><td colspan="2">VERIFY THE HACKATHON RESOURCES</td></tr>
<tr><td colspan="2">- Which organisations can/should be involved in the hackathon? (take into account the stakeholders' maps)
- What expertise should be involved ? (facilitation/technical or both)
- What should be included as prizes for the winner?
- What is the best date for the hackathon? (usually it is a weekend, starting Friday afternoon or Saturday morning, ending up to Sunday afternoon)</td></tr>
<tr><td>IN PRESENCE MODE</td><td>ONLINE MODE</td></tr>
<tr><td>- What is the possible venue for it?
  - take into account the distancing norms
  - consider the security and emergency rules and norms of the space
  - be sure it is or can be open during the WE
  - if necessary, verify the opportunity for the space to be securely controlled during the night</td><td>- Which platform can be used? Make sure you use a platform that supports a large number of participants. The most commonly used platforms are:
  - Microsoft Teams (www.microsoft.com/it-it/microsoft-365/microsoft-teams/group-chat-software)
  - Zoom (www.zoom.us)</td></tr>
</table>

	- GoToMeeting (www.gotomeeting.com) - Google Meet (www.meet.google.com/) - Adobe Connect (www.adobe.com/products/adobeconnect.html) - Remo (www.remo.co/conference/)
ORGANIZE THE COORDINATION TEAM	
Who should do what? In terms of: - Contacting possible guests - Launching the call - Managing communication/social media - Setting up registration - Getting authorisation for privacy issues - Writing the challenge - Managing the agenda	
IN PRESENCE MODE	**ONLINE MODE**

	- Verify that the use of the platform is not difficult when users have medium-quality connection (it may create problems in staying online for them)
	- Be sure to have someone in the team skilled with the selected platform for:
	  - preparing the collaborative environments
	  - managing secure access to it
	  - dealing with sudden technical issues

Table 3: Tasks for the pre-hack phase - 2 months before

<table>
<tr><th colspan="2">2 MONTHS BEFORE</th></tr>
<tr><td colspan="2">LAUNCH THE CALL</td></tr>
<tr><td colspan="2">- Be sure you have clear rules and indications on:
- Deadlines
- The creation and composition of the teams
- Timing and venue
- Possible forms of interaction with the coordination team
- Prizes</td></tr>
<tr><td>IN PRESENCE MODE</td><td>ONLINE MODE</td></tr>
<tr><td></td><td>- Be sure you have clear rules and indications on:
- the creation and composition of the teams (some of the teams may also be directly created by the participants at the moment of registration)
- registration to the platform
- Prepare a tutorial for the use of the platform</td></tr>
<tr><td colspan="2">ENGAGE PARTICIPANTS</td></tr>
<tr><td colspan="2">- Contact organisations/people that may be interested (innovation hubs, ICT developers, universities and students, etc.)
- Organize initiatives, like small seminars or mini-workshops to orient participants' expectations. The mini workshop may explore cases, create interaction with users, present existing solutions, testimonies, or evidences, to reduce the distance between possible participants and the hackathon challenge. Such guidelines apply to both in presence and online mode, with no substantial differences between the two instances</td></tr>
<tr><td colspan="2">PREPARE COMMUNICATION MATERIALS</td></tr>
<tr><td colspan="2">- Design a Logo (if not the same for all the easyRights hackathons)
- Create social media pages (Website, Facebook, Twitter, Instagram, LinkedIn)</td></tr>
</table>

- You can create small videos made with some key participants to re-launch the call with an intense frequency	
IN PRESENCE MODE	**ONLINE MODE**
- Possibly consider producing brochures to distribute locally or posters to exhibit locally and at the event	

Table 4: Tasks for the pre-hack phase - 1 month before

1 MONTH BEFORE	
PREPARE REGISTRATION	
- Tools are available online to support registration to events like this. The most used is eventbrite (https://www.eventbrite.com) which helps the organisers keeping track of the registration and possibly collect data about participants. Such data may also prove useful when forming the teams. The online registration is suggested for both in presence and online modes	
FINALISE COMMUNICATION MATERIAL	
- Send reminders on social media - Consider preparing presentations/blog posts that orient the participants' expectations	
IN PRESENCE MODE	**ONLINE MODE**
- Distribute posters/brochures	
PREPARE THE COLLABORATION PLAN	
Define roles and responsibilities in the organisers' team, including: - General coordination and PR (contact the guest lecturers, authorities) - Organising practical aspects - Communication and graphic layout - Organisation of the final event	

IN PRESENCE MODE	ONLINE MODE

	- Investigate on possible collaboration tools; they can facilitate online communication and collaboration, they include:
	  - Google docs (including tools for collaborative document writing, presentations and excel sheets)
	  - Communication tools, such as Slack, or embedded chats in the online platform
	  - Shared whiteboards, such as Miro, Mural, Conceptboard, Milanote, etc. (more information on this tools is available at https://zapier.com/blog/best-online-whiteboard/#mural)
	PLEASE NOTE: the first hackathon cycle will be preceded by a rehearsal hackathon. It is important that this step is completed about 1-2 weeks before the rehearsal

PREPARE DOCUMENTS IN DIFFERENT LANGUAGES	
- Make sure that all the information material concerning the hackathon is translated at least in the local language	
IN PRESENCE MODE	**ONLINE MODE**
It may prove useful to have a printed copy of relevant documents in local language	

Table 5: Tasks for the pre-hack phase - 1-2 weeks before

<table>
<tr><th colspan="2">1-2 WEEKS BEFORE</th></tr>
<tr><td colspan="2">CHECK THE SUPPORTING TEAM</td></tr>
<tr><td colspan="2">- Be sure you have a team of facilitators with strong facilitation competences to:
- Lead the hackathon and collect feedback and answers to questions from participants
- Take the timing, stimulate discussion and propose warming up exercises
- Take care of the post relevant information (to the private channels or on the social media channels)
- Help break the language or cultural barrier within teams (this is particularly important for hackathons in which people with different competences who will work together)
- Broadcast energy at times when everybody else is down, and the ability to see, listen and anticipate how the group is doing. This is usually coming with a flexible mind to running an event, where problem solving can happen in an improvised way (these are the key characteristics of a good host).
Those guidelines applied without substantial differences to both in presence and online modes</td></tr>
<tr><td colspan="2">VERIFY LOGISTICS AND MATERIALS</td></tr>
<tr><td colspan="2">- Make sure access is granted to the participants</td></tr>
<tr><td>IN PRESENCE MODE</td><td>ONLINE MODE</td></tr>
<tr><td>- Make sure participants can grant access even after the normal office hours
- Look for parking areas
- Order food for after hours, snacks, drinks
- Make sure there are resting areas for participants, especially if they foresee to work overnight
- Make sure there is hand sanitiser and sanitiser for working material</td><td>- Verify that the platform works well, possibly with a large number of users
- Verify the online identification functions
- Send a remind to participants to recommend the use of access passwords (please note: several teleconference platforms suggest access password, this is warmly recommended, to avoid unpleasant intrusion during the hackathon)</td></tr>
<tr><td colspan="2">CREATE THE TEAMS</td></tr>
<tr><td>IN PRESENCE MODE</td><td>ONLINE MODE</td></tr>
</table>

- Create the teams considering different participants' competences (competences may be asked at the registration step)	- The creation of online teams may require the definition of different virtual rooms: one per team and a common room for presentations and discussion. It is recommended that you familiarise with the online platform, to understand how this works.
ORGANIZE SPACE	
- Be sure you have considered various spaces such as: - Teams' working space: space for ideation, implementation team work - Presentation space: a common space where presentation are hosted (e.g. a mid-hackathon presentation) - Inspiration space: a space that hosts common documentation, such as basic documents, information, data	
IN PRESENCE MODE	**ONLINE MODE**
- Lounge space: a space for people to rest, have a snack, network - Inspiration space: Information and inspiration material could also be hung on the wall around the main working room (taking into account the circulation and distance space) - Infrastructure space: printer/scanner and any other infrastructure that could be needed	- Online teams' working space depended on the selected platform and the collaborative work environment
PREPARE THE EVALUATION TEAM AND WORK	
- Make sure they will be there - Provide them with evaluation guidelines - Select people who inspire trust and really know the subject matter - Select them so to have experts in the field, owners of the challenge, service suppliers, end-users - Discuss the criteria with them once they are made aware of the challenge details and the relevance of the service for (im)migrants There is no substantial difference between in presence and online mode for this task.	

PUBLISH THE HACKATHON CODE OF CONDUCT
- Write and publish a hackathon code of conduct. Hackathons should run according to a shared set of values, that make sure that all the participants' rights are respected, including the rights for data concerning privacy and data ownership. At the same time the code of conduct should regulate the terms of participation, contribution or the way to leave the hackathon. The code of conduct will be published on the media and advertising channels and at the moment of registration, and will be distributed to the participants within the documentation at check-in. Please note that you want it to be read and considered, not just hastily checked the box to approve before registration! There is no substantial difference between in presence and online modes for this task.

Table 6: Tasks for the pre-hack phase - just before the event

JUST BEFORE THE EVENT	
CHECK LIST FOR ESSENTIALS	
IN PRESENCE MODE	**ONLINE MODE**
- Power extension per table - Fast and reliable Wifi (Can it connect all of your participants? Etc. etc.) - Projector available - Microphone (if the room is large) - Accessibility (e.g. wheelchair-friendly entrances, timed lock-downs, etc) - Toilets and bathrooms - Post-it notes, flipcharts, brown paper rolls, A3 papers, whiteboards, large papers, pens to draw with, crafting materials, …. - Printer/scanner	- Create separated virtual rooms per team - Presentation/discussion room - Links to basic collaboration tools (e.g. Miro, Slack, Google Docs)

4. Hackathon event

4.1 Event timeline

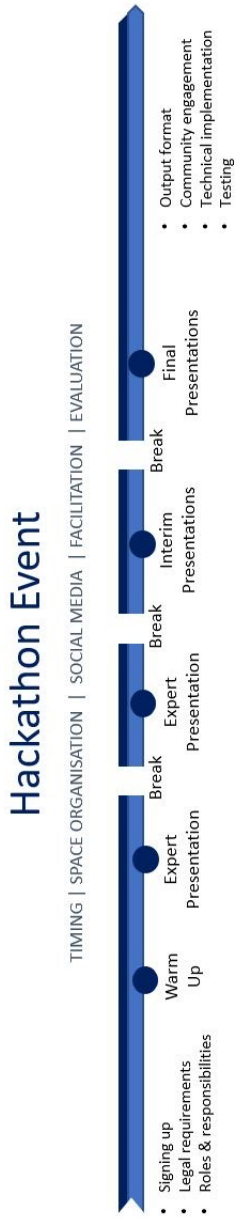

Figure 4: Timeline for the hackathon event

Whether the hackathon is planned in presence or online mode it should take into account the availability of people (from work, from lessons and school, from prior activities). For this reason, if an event in presence is planned, the hackathon should start on a Friday afternoon or a Saturday morning: in both cases it should take into account people availability after work, therefore the starting time on Friday afternoon could be in the second part of the afternoon (e.g. at 17:00), to give to more people the opportunity to attend in person. If planning an online hackathon, which is anyway lasting shorter than in-presence, late afternoon or evening are also good for working days as well as, also, covering Saturdays or Sundays.

4.2 Hackathon event activities

A stepwise description of the different activities is reported below.

Table 7: Detailed description of hackathon event organisational activities

<table>
<tr><th colspan="2">CHECK IN</th></tr>
<tr><td colspan="2">- Make sure to verify the identity of participants
- Provide them with information material including program for the event, service journeys, service pathways
- Ask for GDPR authorisation: participants should sign authorisation about the use of their personal data, use of pictures, etc.</td></tr>
<tr><th>IN PRESENCE MODE</th><th>ONLINE MODE</th></tr>
<tr><td>- Allow at least 1 hour for registration
- Information material provided when signing up including
  - a map of the place,
  - a coloured or numbered card, that can be used for aggregating the teams (same colour = same team),
  - instructions on security/sanitary issues
- GDPR authorisation: A template will be provided about this
- Further information (e.g. service journeys, service pathways) could be provided to each group or hung on the wall in a common space</td><td>- Allow at least 15 minutes to solve any technical problem
- GDPR authorisation: an online template will be provided during online registration</td></tr>
<tr><th colspan="2">STARTING UP</th></tr>
<tr><td colspan="2">- The event should start up with some presentation and facilitation exercises. Facilitation exercise should work as icebreaking and may include playful activities, in which the participants in the same</td></tr>
</table>

team introduce each other, specifying key info, such as their competences and their expectation from the hackathon.
- The theme of the hackathon will be presented at the beginning of the event, possibly having detailed and focused presentations from experts or from "problem owners" (that could be (im)migrants telling about their experience, public administrators explaining the service journey, support organisations explaining frequent problems, or frequently asked questions). Take into account that the problem may be quite familiar for some of the participants, but quite unknown to others. Therefore set the tone of the presentation "with the beginner in mind". It won't harm those who are familiar with the problem, to have a recap, and perhaps a framing of their knowledge into the expectation of the hackathon.
- Be mindful about the tone of voice and mood you set during the event; it is better to be more playful than strict, and if you make sure that timing is kept within acceptable boundaries, there is nothing else that can go really wrong. If the mood is playful, it is easier to get through the inevitable drips of low energy long hours into the evening.

There is no substantial difference between in presence and online modes for this task.

DURING THE TEAMWORK

- The facilitator should present the program and set the timing for each phase of the hackathon. It is suggested that the teamwork is split in exercises, with a specific time limit (after which there could be a new phase or a presentation), in order to make the team work more efficiently and focused.
- Different phases could be introduced by further presentations, that specify the requirements for the service or the expected results (this information could be provided by experts from the easyRights technical team).
- Guarantee breaks: occasionally a break is valuable for the teams; they get stuck in their thinking or an endless debate in their room, or just simply go mentally exhausted during the process. To break that routine, a planned break can give a new boost. This dynamic of diverging (in teams) and converging (into the full group) keeps a good balance of activities throughout the online time, which suits all sorts of participants. Breaks can include:
  - *Convening moment*: A convening moment is a facilitated break, where all the hackathon participants come together, and there is an energizer activity conducted, or a "flashlight" (each individual in the convening moment says something for max 30 seconds, doing a round of speeches). This is a good way to have a snapshot of all the teams, and you can intervene with some experts for those who are very behind or could use some external minds to look at their work. Such activity builds bonds again in the way that everybody speaks up and people listen to everybody – there is a conversation starter for all. Based on the speeches, people interested in similar things can find each other easier.
  - *Lightning talks*: Lightning talks are "mini-keynotes", where the experts around can present a short, 15 mins introduction for their domain of expertise. If you have invited experts at your event, use them in such a way! If you don't have many experts, then you might be able to find some participants who are really skilled in one thing or another. Such experts could be asked to share some tips and tricks or basic knowledge on how to do an activity that is valuable for most

teams (e.g., how to make data exploration in Excel or similar). The key is to have 15 minutes intro into the topic and then teams can try out new techniques, and perhaps reach out to the expert for further guidance. If teams get inspired to do the next steps based on the fresh learnings, then it is already a success. Lightning talks can be scheduled in advance, but do not panic if you could not do it before starting the event. Just try to probe your participants and see who are the ones who are really knowledgeable things, and try to have the lightning talks scheduled in a way, that it somewhat resembles the overall process of the teams (e.g., have a talk about 'effective presentations' around the final blocks of the working time; or have a talk about 'data exploration' around the beginning of the working time).

IN PRESENCE MODE	**ONLINE MODE**

- Make sure that technical experts and other facilitators are available, to circulate among the teams and collect questions, or provide indications that have not been provided at the beginning of the hackathon. They will also have the task to make sure that the work in each team is progressing. They could belong to a group of problem owners or technical experts and should be able to intervene in a team's work, if needed.
- If the hackathon is running overnight, you should provide some side rooms where people can rest. If you can arrange some mattress or comfortable chairs, that is helpful, but you can also just announce it to your participants to bring along their own sleeping bags.
- The venue should support the dynamics of "working per team" and "gathering altogether". Teams need a table with enough seats, and it's even better if they can have their "war room" – a corner where posters and post-its can be hung on the wall.
- In case you have access to a large room, there are various ways to separate team spaces; you can construct temporary walls with curtains, boxes, etc. The sketchiness of such constructions fosters creativity.
- Make sure teams always have tools and templates available
  - Idea generation cards
  - Business canvas
	- Make sure that the same team of experts is available online for questions made by teams.
	- If the hackathon is planned in different days and steps (idea generation -> Mock-up -> Prototype) then make sure that teams get supports also during the work they do off-line before coming back to the collective work on the platform
	- Also make sure teams do always have users available as relevant interaction counterparts
	- Keep the teams engaged along the breaks so that they all participate during the online sessions
	- Make sure teams always have **tools** and **templates** available in the collaborative environment
	  - Idea generation cards
	  - Business model canvas
	  - Service journey templates
	  - Blueprint template
	
	Convening moments: participants can attend in common virtual rooms.

- ...
- Guarantee breaks: You shouldn't mind if not everybody joins a break – some people like not to break their good flow of focus. It's perfectly normal.
  - *Coffee break*: a traditional way is to have a coffee break (as simply as just announce around that there is fresh coffee and some fruits), and people will slowly emerge. There is usually at least one person per table who wants to stand up and have a break, and he will grab the rest, though it might take a while (such as a developer doesn't want to stand up until finished with fixing a bug). The importance of the break is also to make teams meet with other teams – you are aimed at building a community, thus inter-team interaction is essential to make bonds.
  - *Convening moments*: participants can stand in a circle.	

PRESENTATIONS OF OUTPUTS AND CLOSING STEPS	
- The hackathon should close up with a final presentation of the works. - The final event and the presentations are a good opportunity to give a chance to the participants to get feedback on their work. - Each presentation should illustrate the main features of their project, the main considerations and justifications for their choices. The presentation could also be an open event that allows a wider public (those who have not participated in team work) to observe and perhaps comment on the project. - The final event also gives resonance to the hackathon, possibly attracting the attention of partners that could support the post-hack development. - It is a good practice to have someone less busy to take care of the closing. By the closing, your team will be exhausted, so it is somewhat better to give the responsibility to someone else than the ones who are especially head-start busy.	
IN PRESENCE MODE	**ONLINE MODE**
- Presentations: Each team should be given 10-15 minute presentation	- Presentations: Each team should be given 3-5 minute presentation (longer presentations

- To do this, and to make sure that there is enough safe space for all the public, the presentation could be broadcasted on social media channels.	would discourage the online public, that would leave the event). - To better control the length of the presentation it could be useful to limit the number of slides and to define their content (e.g. 1 slide for the general introduction, 1 slide for the technical specifications, etc). - The online event can be broadcast with a Facebook live event.
EVALUATION AND CLOSING CEREMONY	
- The evaluation is an important moment in the hackathon event, because it provides feedback to the teams, possibly suggesting improvements. Furthermore an evaluation is essential to motivate the participants and to provide a fair process to assign a final award. - The evaluation team should be given enough time to evaluate the proposals and to present their motivations for the evaluation. - They should award the winning team(s). Those guidelines apply, without substantial differences, to both in presence and online mode	
SOCIAL MEDIA SUPPORT AND REPORTING	
- Make sure that the communication teams is continuously active in social media	
IN PRESENCE MODE	**ONLINE MODE**
- Make sure that the communication teams is continuously taking pictures of the events and activities	- Make sure that the communication teams publish pictures on social media or collect citations or visual contributions from the teams
PREPARING FOR THE FOLLOW UP	
In order to use the output of the hackathon for the post-hack technical development, make sure: - The technical partners of the consortium act as a key role in suggesting the format, or possibly templates - The teams will be given indications about the format and the expected requirements for the final definition of their project.	

5. Post-hack phase

5.1 Keeping communication intensity high

Immediately after the event, it is crucial to keep the communication very active and intense. The winners can be announced, their solution presented and widely advertised and this should be made by clearly framing the solution into the project as a whole as well as in the related pilot context. It is appropriate to keep communication on social networks very intense by publishing interviews to participants (eventually recorded during the event), the presentations made by the teams, and the speechers of components of the jury.

Staying in contact with all the participants may be also very productive, eventually also trying to develop opportunities for their (non-winning) solutions to be presented again in the future to the project consortium, to suppliers of similar services, to public authorities in other local contexts, to public events focussing on public service innovation etc.

This post-hack communication is crucial to keep people stuck around the initiative up to the complete development of the solution so as to involve them in the testing activities and in the process to integrate the solution into everyday life.

5.2 Sustaining the momentum from hackathons

It is very important that the follow-up activities for the final development of the output(s) starts as soon as possible after the event. The winning team(s) will be in charge of the technical implementation and will be supported by the easyRights technical team, in coherence with the need to integrate the winning solution(s) with the ICT components developed by the easyRights team.

Relevant in this phase is to keep the winning team fully committed and engaged: guaranteeing frequent meetings with the service providers (especially the ICT support team of the service provider), with the pilot coordination team, with users and with (im)migrants support organisations. The meetings may be devoted to check the status of the solution development, to produce feedback from the users' side, to create the right conditions for the solution to be rapidly adopted.

If related to the first hackathon cycle, the post hack phase can be associated with early dissemination activities of the second hackathon to be presented as strictly related to the first, as well as being fed by the lessons learnt from the first one. In this respect, collecting feedback from the participants, driving end-users to reflect on the second service, exploring in-depth the second service in relation to potential benefits coming from the hackathon to be planned ad hoc is surely productive for the new cycle.

The collaboration with the winning team should also guarantee an in-depth reflection on the possible exploitation of the solution, obviously in coherence with the business opportunities to be explored for the project outputs and exploitation plan. Warning: the exploitation perspective should be an issue to be considered also when developing the hackathon call, since some elements of the exploitation may also constrain the use of the winning solution and the agreement with the winning team should already be considered and therefore mentioned.

5.2 Testing and evaluation: community follow-up

The technical implementation will normally be followed up by a testing phase, in which the final output will be used in a limited testing environment (e.g. a specific migration office, or a migrant centre, or a specific interaction among some of the stakeholders). Testing should involve the entire easyRights solution, the so called mediation grammar including the ICT components as well as the methodological approaches. The testing activities should be well planned to guarantee:

1) Learning by the different actors of the local service ecosystems: end-users, service suppliers, supportive organisations, policy makers and easyRights partners (see Deliverable 5.1 for a more detailed description)
2) Eventual improvement of the hackathon solution as a whole, as well as the single components developed by the easyRights consortium
3) The widening of the community activated around the project initiative.

Testing should be supported by a well-developed evaluation tool, made consistent with the assessment framework supplied in Deliverable 5.2 and adapted to the specific characteristics of the context and the service being the object of the hackathon.

In case the hackathon is related to the first cycle of the project, the results of the testing phase together with a presentation of the solution and its perspective for the service innovation can be considered part of an introductory presentation for the second hackathon cycle so as to guarantee the transfer of the lessons learnt and a sense of belonging to a unique initiative.

6. Conclusions

6.1 Looking at the guidelines

The guidelines presented in this deliverable are meant to be a step-by-step guidance to the hackathon process and in this sense, address the easyRights partners engaged in the contractual task of delivering new forms of creative cooperation within their respective communities that will work on a common aim: the improvement of specific services to support (im)migrants in different European contexts.

The relevance of these guidelines lies also in their coverage: they are not limited to the easyRights hackathon event, which is anyway different from other and more conventional forms of hackathons, but also extend to the pre- and post-hack phases. This extension is justified by organisational needs, but also by the will to aggregate a Quadruple Helix community before the hackathon event (see Deliverables 5.1 and 5.2), who can provide adequate suggestions and solutions to the proposed challenges.

Moreover, the extension of the hackathon guidelines to the post-hack phase is required, to make sure that the results of the hackathon are not forgotten about, as it happens for many hackathon events, but have an adequate follow-up and develop into prototypes that can be promptly and easily integrated in the easyRight platform, in collaboration with the technical partners of the consortium.

6.2 Limits and possible integrations

The uncertainty caused by the COVID-19 crisis, which forced the easyRights consortium to opt for online hackathons, at least for the first cycle to be held in 2021, will possibly require additional guidelines or adjustments of the present guidelines, which can emerge first from the rehearsal hackathon planned for September 2020 or from the lessons learnt after the first cycle of online hackathons. Such amendments will possibly be documented in a second iteration of these guidelines or in the first hackathon report (M12), in order to make sure that the learning process for this new form of creative exercise can be used also in the future, either by the EU public administration or by the design and research community in general.

The same uncertainty about the organisational form is forcing the editors of this document to keep an open perspective on the post-hack phase, in particular on the way the prototype will be developed and on the collaboration between the hackathon winners and the technical partners of the consortium. Such development will be the result of a negotiation among the stakeholders involved, which will also be documented in later developments, in order to consolidate the learning for the next hackathon cycle.

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Johnson P and Robinson P (2014) Civic Hackathons: Innovation, Procurement, or Civic Engagement? Review of Policy Research pp.349-357.

Nandi A and Mandernach M (2016) Hackathons as an Informal Learning Platform Proceedings of the 47th ACM Technical Symposium on Computing Science Education February 2016 Pages 346–35

Open4citizens D3.1 *Hackathon organisation Handbook*, (June 2016), Project Title: OPEN4CITIZENS-Empowering citizens to make meaningful use of open data.

Other hackathon guides:

OutSystems Hackathon Starter Kit. Available at https://www.outsystems.com/hackathon-kit/

The MLH Hackathon Organizer Guide. Available at https://guide.mlh.io/

Annex 1: Job description for external facilitator of online hackathons

Compared to hackathons in presence, online hackathons need a different timing and possibly a different duration. This short description summarises the essential requirements for an external partner to be hired to manage the facilitation and organisational aspects of an online hackathon.

The hackathon challenge

The challenge the hackathons will focus on will be further specified for each hackathon. In general terms the participants will start from an existing service for (im)migrants, which has been analysed in the previous months. Each pilot owner, in collaboration with the technical partners, has identified a number of datasets available and the requirements for each existing service. The challenge in the hackathon is to develop a prototype of interaction between (im)migrants and services, that integrates the characteristics of the existing services and the potential of the new service offered by the easyRights technical partners. It is expected that the prototype could be defined at different levels (from a simple concept to an initial interaction prototype) at the end of the hackathon, with the possibility for the hackathon winner, to complete the development of the prototype in the post-hack phase, in collaboration with the technical partners. The level of definition of the prototype will depend on the technical competencies of the hackathon participants and the initial definition of the technical characteristics of the service (e.g. the existence of a database, the integration of the service in an existing online service, etc.).

Number of events and format

There will be four easyRights hackathons in different pilot locations: Birmingham (UK) Larissa (EL) Malaga (ES) Palermo (IT). The organisation of the hackathons also includes a rehearsal hackathon to be held online among the easyRights project partners, which will have the aim of familiarising them with the online hackathon approach, plan and simulate the interaction with online participants, and spot any possible issue that may arise from the direct experience of the event.

The online hackathon could have two possible formats:

1. A concentrated exercise of 2 to 3 days, possibly in weekends, similar to the hackathons in presence, or
2. A diluted hackathon, in which the participants work online over 3 to 5 days in sessions of 3-4 hours per day.

Timing and duration

The four hackathons will be held in the period between October and November 2020. The rehearsal hackathon will take place in September 2020.

The concentrated hackathon should have a duration of ca 20 hours, starting from Friday afternoon and ending on Sunday.

The diluted hackathon should have a duration of 12 to 20 hours, possibly distributed in 3-4 consecutive days.

The rehearsal hackathon should last for 1 to 3 days (even not consecutive) and have shorter sections.

Role of the external partner

The external partner is supposed to have some documented experience in the organisation of online hackathons and to facilitate the work of the easyRights hackathons. During the hackathon, the facilitation includes

- An introduction to the hackathon,
- Keep timing (breaks, presentations),
- Run on-going exercises
- Provide instructions to the participants,
- Organise interim and final presentations.

In the pre-hack phase the facilitator is also supposed to

- Participate to the choice of the most suitable online tools for communication and collaboration
- Support rehearsal hackathons
- Provide suggestions about possible guests, formation of groups, possible attendant to invite

The external partner may also be in charge of the distribution of the awards to the hackathon winners. If the external partner also accepts this task, the awards money will be transferred to the external partner.

It is not expected that the external partner will take care of the translation of information material into the local language, but there will possibly be a need for collaboration between the external partner and the groups that will take care of the translation.

Expected effort

The effort required for this work should correspond to 80-100 working hours (including the hackathon planning and preparation and organisation).

Copyright clause

The easyRights Consortium consists of:

- Politecnico di Milano, Department of Architecture and Urban Studies (POLIMI)
- Aalborg University, Department of Architecture, Design and Media Technology (AAU)
- Fondazione LINKS - Leading Innovation & Knowledge for Society (LINKS)
- Comune di Palermo (PMO)
- Birmingham City Council (BCC)
- 21C Consultancy Limited (21C)
- Municipality of Larissa (LAR)
- Panepistimio Thessalias - University of Thessaly (UTH)
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