IMPROVE

Involving the community to co-produce public services

Co-production methodology

Northern Periphery and Arctic Programme 2014–2020

EUROPEAN UNION
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DOCUMENT HISTORY

Version	Date of issue	Description	Author
1.0	23/10/2015	Initial version	Jose Manuel San Emeterio
1.1	23/02/2016	Input from partners	Jón Freyr Jóhannsson/Jose Manuel San Emeterio
1.2	18/03/2016	Inclusion of Transnational Living Lab Platform details	Jose Manuel San Emeterio

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1 INTRODUCTION

IMPROVE aims to increase the level of innovation in six NPA peripheral regions in the field of technology-driven public service solutions. It adapts a novel living labs-driven approach to maximise knowledge transfers between regions and stakeholders. Real communities will demonstrate the approach by using it to co-produce six services, and develop tools and methodologies for use by other regions to implement the results of the project.

The purpose of this document is to present a novel methodology to guide regions in the process of co-producing new services with their communities in a living lab environment helping them to:

- Establish the innovative living lab ecosystem formed by all the relevant stakeholders
- Effectively carry out the needed adaptation and organizational change in each stakeholder
- Provide the public services providers (civil servants, community managers, volunteers, social enterprises, etc) with the necessary tools and skills to act as local champions leading the process of co-producing the new services
- Engage and involve the community
- Co-produce user-centred, inclusive, responsive and transparent services

The methodology includes a transnational dimension and also provides guidance for the establishment of the IMPROVE transboundary living lab and how the participating regions can have access to other centres of knowledge.

2 WHAT IS CO-PRODUCTION?

First of all, it's important to define what co-production is. There are several definitions for co-production, for the purpose of this document we will use the following definition:

> ***Co-production means delivering public services in an equal and reciprocal relationship between professionals, people using services and their communities. Where activities are co-produced in this way, both services and communities become far more effective agents of change.***

The central idea in co-production is that people who use services are hidden resources, not drains on the system, and that no service that ignores this resource can be efficient. The people who are currently defined as users, clients or patients provide the vital ingredients which allow public service professionals to be effective. They are the basic building blocks of our missing neighbourhood-level support systems – families and communities – which underpin economic activity as well as social development.

Co-production shifts the balance of power, responsibility and resources from professionals more to individuals, by involving people in the delivery of their own services. It recognises that "people are not merely repositories of need or recipients of services", but are the very resource that can turn public services around. Coproduction also means unleashing a wave of innovation about how services are designed and delivered and how public goods are achieved, by expecting professionals to work alongside their clients.

Co-production is central to the process of growing the core economy. It goes well beyond the idea of 'citizen engagement' or 'service user involvement' to foster the principle of equal partnership. It offers to transform the dynamic between the public and public service workers, putting an end to 'them' and 'us'. Instead, people pool different types of knowledge and skills, based on lived experience and professional learning.

3 CONSIDERATIONS BEFORE STARTING A CO-PRODUCTION PROCESS

Before entering into the description of the co-production process it's important to make a preliminary reflection about what should be considered by an organization planning to co-produce new services. The following recommendations are proposed:

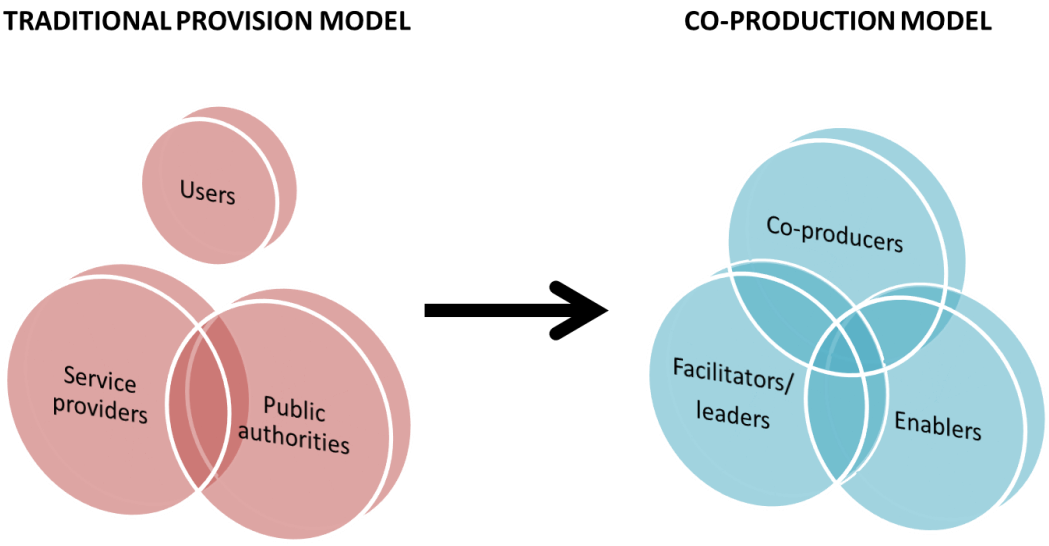
- **Trust the user**. S/he may not be always right but can come up with brilliant ideas on new/improved services.
- **Have a slow but committed start.** Do not pretend to co-produce everything and at all levels. Let the users get used to co-production. Motivate them. Explain the users why their collaboration matters. Show them the benefits of co-building e-services and, therefore, of spending time and energy in these processes. Start asking them about their expectations, perceptions and opinions and, slowly, include them in the service design/production/delivery processes. Give them the information they need to engage them.
- **Manage expectation about public engagement**. Where citizens are engaged their expectations must be managed. They should be empowered and made them feel their time and contribution has been worthwhile. This means being clear about the purpose of engagement and the limits of what the process is intended to achieve, as well as providing feedback on the findings of engagement activity and the reasons for decisions taken as a result.
- **Establish the appropriate communication and interaction channels.** Use the whole range of innovative and digital tools to direct available resources in the direction of innovation. In a period of resource scarcity, it is crucial to direct available resources towards initiatives having high possibilities to produce innovative results. However, do not forget about physical channels, such as the DPS itself, so vulnerable users can also take part in co-producing services and e-services.
- **Commit to implement the proposals that users make.** It is very important that the proposals made by the participants are taken into consideration and further implemented
- **Govern the process.** It is very important to lead and moderate the process through effective strategic thinking, which involves choosing between different arguments, reconciling conflicting opinions and arbitrating between different groups and interests. Intermediaries/mediators/facilitators can play a very important role in this respect.

4 WHO ARE THE KEY ACTORS IN THE SERVICES CO-PRODUCTION?

When referring to co-producing of new public service three main groups of key actors are identified:

- **Service enablers**: they are the organization responsible of the services provided, normally public authorities in the case of public services.
- **Facilitators/leaders**: initially identified as the service providers (civil servants, community managers, volunteers, social enterprises, etc.) in the traditional model they will lead the process of the new services co-production.
- **Co-producers**: they are identified as service users and main recipients of the services in the traditional model that will take an active role in the new service provision model becoming co-producers and being part of the solution.

The following figure shows the transition from the traditional services provision to the co-production model

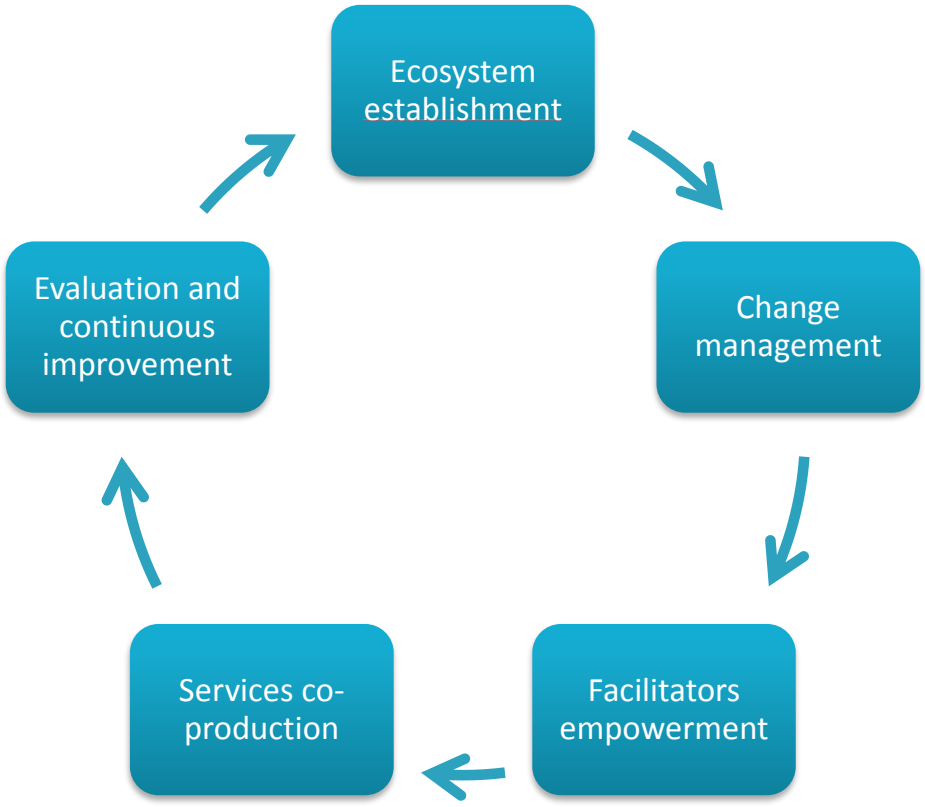


In the traditional model services providers and public authorities work together and have a much bigger role and influence in the service whereas the users are mere receptors of the service.

In the co-production the three main actors work together and have shared roles in the delivery of the new service.

5 THE IMPROVE CO-PRODUCTION APPROACH

Once an organization is decided and committed to start a co-production process the following 5-step cycle approach is proposed. The cycle will be continuously refined and improved.



5.1 ECOSYSTEM ESTABLISMENT

5.1.1 Aim

Bring together all the relevant actors that will be involved in the process of co-producing the future service.

5.1.2 Activities

Activities to be carried within this step include:

Awareness campaign	
Aim	Ensure that the relevant audience is aware about the process that is going to be initiated.
Description	An effective communication campaign is key to start the process. When developing it the following objectives must be met: • Reach all the relevant actors • Correctly transmit the motivation and what is expected from the co-production of the new service In this process it's very important to transmit clear messages to the targeted audience about, from one side, what is expected from them, the important role they have and the value that they are expected to bring into the process and the real commitment of making them accountable in the process. On the other, clear information must also be provided regarding the governance of the process and also keeping a strategic view about what it's intended to be achieved. A key aspect here is to be very clear and make a correct management of all the expectations in order to avoid future misunderstanding that can lead into a lack of motivation from the participants.
Key actors and roles	Public authorities in charge of the service provided will lead this activity
Tools	Communication campaign must consider both online and offline tools. • Online tools such as social media, online presentations, etc can help to reach the audience especially if considered remoteness and distances covered in the targeted areas. • Local information days, other traditional media such as newspapers or radio in order to reach that audience that are not very digital active.

Outputs	A communication campaign that reaches the relevant audience and clearly inform about the motivation of the process that is starting and the expectations and changes sought by initiating and implementing it.

Ecosystem structure

Aim	Provide the ecosystem with the correct means where the co-production process can be developed

Description	This activity is oriented to set up the tools and governance systems that will support the co-production process.
	Within it we identify several aspects to be considered:
	- ***Governance:*** a governance system must be put in place. The system must be open enough in order not to miss inputs and contributions. At the same time, it must preserve that the process become uncontrolled and keeps a strategic focus. A multi-level governance approach is proposed as a solution:
	  ○ Service enabler will be in charge of the overall supervision of the process
	  ○ Facilitators will lead and moderate the co-production process. They will have the capacity of decision-making in the process through effective strategic thinking.
	  ○ Co-producers must be listened and given the opportunity of active participating in the process of defining and delivering the new service.
	- ***Tools for collaboration:*** the ecosystem must be provided with the adequate tools and resources to carry out the process. It must be assured that all the potential actors have access and find a way to actively participate in the process.

Key actors and roles	• Public authorities in charge of the service provided will lead this activity • Service providers and users providing input to take their considerations into account when establishing the structure

Tools	The tools provided must assure that the relevant actors can take part into the process. We distinguish here 2 main groups:
	- Online tools:
	  ○ eParticipation channels
	  ○ Ideas/experiences sharing forum
	  ○ eLearning facilities to carry out training sessions
	  ○ Community support

	○ Collaboration space to share documentation ○ Videoconferencing facilities - Offline tools: in this category we include the facilities that will allow to carry out the process including: ○ Meeting venues prepared for the co-production (i.e. with the possibility of recording the sessions, etc.) ○ Depending on the service demonstration centres can be considered in the process
Outputs	A structure already in place, covering both the organizational and operational aspects to facilitate and support the co-production process

5.1.3 IMPROVE existing experiences

Some experiences coming from the IMPROVE regions can be used as good practices to consult when develop some of the activities included in this step, for example:

eSpinn , Västernorrland (Sweden)

eSpinn is a cooperation digital platform that enables local actors – companies, associations and citizens to advertise upcoming events, tourist activities, locations etc for a broader audience using a combination of location-based information (maps), graphics and text. The project was carried out through a spiral shaped knowledge- and innovation process where new perspectives were co-created and co-designed, tested and evaluated in workshops with end users from different categories.

You can find here more information about the eSpinn Good Practice.

5.2 CHANGE MANAGEMENT

5.2.1 Aim

Adapt the involved organizations and their processes to the new model of services provision

5.2.2 Activities

Input gathering	
Aim	Gather all the relevant information about the service that will be produced to put the right processes in place
Description	Once the ecosystem is in place and the key actors are identified it's time to make an initial exercise of listening the relevant actors involved in the process. Their inputs must be taken into consideration when defining the new process. This activity must also serve to gain buy-in from those that will be involved in the process. It's advisable to establish different types of consultation depending on the groups targeted: - Users will be consulted about desired outcomes of the service, in other words, what they are going to get out of the service. - Service providers will be consulted about the solutions that can give response to the service demanded - Public authorities will be asked about the implications (organizational, regulatory, etc.) that affect to the service delivery When carrying out this activity it's important to motivate the participants and keep balance between openness in order not to miss valuable inputs but also preserving the strategic and realistic view about what is expected to achieve. As final exercise, all the information must be analysed together and concrete the actions that needs to be reviewed to prepare the scenario for the new service co-production (ex-ante evaluation)
Key actors and roles	• Public authorities in charge of the service provided will initially lead this activity. • Service providers will contribute with their inputs and also help the public authority to make the analysis and define the measures needed to set up the new service model • Users to actively contribute sharing their needs and demands
Tools	• Surveys • Individual interviews • Focus or thematic meetings/workshops • Brainstorming sessions

	• General info meetings involving all the actors • Analogous environments studies
Outputs	A set of recommendations on the measures that must be implemented by the involved organizations to be ready for the new model

Processes preparation	
Aim	Put the right conditions in place to carry out the co-production process
Description	Based on the recommendations received from the previous activity, this activity will focus in the establishment of the adequate conditions that will permit to carry out the co-production process. The type of work expected here can vary depending on the service but may include: - Regulation revision to guarantee that the process can be carried out according to what is expected or if some aspects must be reshaped - Revision of the human resources available. This includes the assessment of their skills and capacities regarding the service that needs to be provided. This task will serve to identify strengths to potentiate and gaps to be covered (either upskilling the staff or identifying new actors that will participate in the process). It can also serve to identify those ambassadors that can help in the transition to the change or promotion of the new service - Identification of technologies or solutions needed in the process - Implement organizational changes in the case they are needed to carry out the process. This may include the simplification or definition of new procedures, etc
Key actors and roles	• Public authorities to review the regulations and organizational issues • Service providers to identify which assets and resources can be brought into the process
Tools	• Individual interviews • Information sessions • Management tools (impact and risk analysis, communication plan, etc) • IT systems • Pre-assessment tool (see Appendix 1)
Outputs	• Processes and organizations adapted to carry out the co-production • Identification of skills that need to be trained/outsourced

5.2.3 IMPROVE existing experiences

Some experiences coming from the IMPROVE regions can be used as good practices to consult when develop some of the activities included in this step, for example:

Siun Sote , North Karelia (Finland)

Siun Sote is a plan of service production structure and operational organisation prepared by the North Karelian social welfare and health care project which responds to the national need to reform social welfare and health care services.

Its central principles are strengthening of basic services, promotion of the welfare and health of people, creation of adequate and equal access to social welfare and health care services through a fully functional, coherent, effective and cost-efficient service structure as well as creation of service packages that correspond to the needs of citizens.

Siun Sote is an innovative example of the introduction of project management (LEAN Methodology) into social and health care.

You can find here more information about the Siun Sote Good Practice.

5.3 FACILITATORS EMPOWERMENT

5.3.1 Aim

Prepare the facilitators to lead the process and spread the knowledge to co-produce the public services

5.3.2 Train the facilitators

The main activity will focus in running training programmes for the facilitators:

Training the facilitators	
Aim	Prepare the facilitators to lead the process of co-producing the public services
Description	The train-the-trainers concept is proposed, i.e., train the facilitators not only in the skills they need to lead the co-production of services but also to be ambassadors that can transfer their knowledge to other potential champions with the objective of spreading the methodology and apply it to the maximum possible number of services and products in a sustainable way. The training programme will include 2 main parts: 1. General module including: Effective communication and engagement, Facilitation skills, Decision making enhancement 2. Specific modules related to the service to be co-produced The programme should consider both the physical and virtual aspects since it's aimed to exploit all the possibilities that the digital technologies offer to deliver services in remote and low populated areas. The train-the-trainers programme has two main components: - development of the content for the courses: it will include multimedia and digital content that will be available in the Living Lab Manager - Online/offline courses: online sessions will be carried and available through the Living Lab Manager. The idea is to try to take advantage of the digital technologies supporting the process. This aspect is even more important if we consider the remoteness of the possible participants. In addition to online sessions, each partner will also attend physical sessions to reinforce the process of training the local champions.

	The sessions will be recorded and incorporated in the Living Lab Manager to be accessible by organizations interested in future services co-production.
Key actors and roles	• Service enablers to sponsor and offer the courses • Facilitators/leaders to upskill and play an active role spreading their knowledge to other potential future facilitators
Tools	• On-site courses • Online courses material and webinars
Outputs	• Training material available • A number of facilitators ready to lead the co-production of the process

5.3.3 IMPROVE existing experiences

Some experiences coming from the IMPROVE regions can be used as good practices to consult when develop some of the activities included in this step, for example:

Stronger Public Management, Bifröst(Iceland)

A program to improve the knowledge, ability and skills of managers in public service, especially in municipalities to help them becoming better equipped to deal with the increasingly demanding and complicated environment. Collaboration between managers is also aimed.

The teaching method is a mixture of distance learning and on site teaching. You can find here more information about the Stronger Public Management Good Practice.

5.4 SERVICES CO-PRODUCTION

5.4.1 Aim

Deliver user-centred, inclusive, responsive and transparent services made by and for the community.

5.4.2 Activities

When referring to services co-production involving the community activities will vary significantly from one service to other. It's also important to make an initial differentiation depending the different roles and opportunities offered to the community, namely:

- Serviced co-design
- Services co-development
- Services co-delivery

Services co-design	
Aim	Involve the community in the definition of a new service or policy
Description	A co-design initiative allows the community to participate in the definition of a new policy or service. In this kind of initiative, the community is consulted about taken into consideration in relation to the service that will be developed. We refer here to the input gathering activity because it has a lot of commonalities with this.
Key actors and roles	• Facilitators/leaders will lead this activity. • Co-producers actively participate sharing their ideas and needs.
Tools	• Surveys • Individual interviews • Focus or thematic meetings/workshops • Brainstorming sessions • General info meetings involving all the actors
Outputs	Requirements list to be considered when developing the service

Services co-development	
Aim	Use the knowledge and capacities of the community to develop the new service
Description	A co-development initiative involves the community citizens—as individuals or in groups—in creating a service to be used by others. The activities here will vary depending on the service developed.
Key actors and roles	• Facilitators/leaders will lead this activity. • Co-producers actively participate sharing their knowledge about the service developed.
Tools	Tools may significantly vary depending on the service developed. Common tools that can be applied: • Project management methodologies (PMP, Prince, Agile, Lean)
Outputs	The main output will be the service ready to be piloted and tested in a real environment.

Services co-delivery	
Aim	Directly involve the community in the provision of the service
Description	The co-delivery approach involves the community—as individuals or in groups—in delivering a service to others. For example, health and mental health programs, including family intervention programs and community support programs.
Key actors and roles	• Facilitators/leaders will lead this activity. • Co-producers actively participate sharing their knowledge about the service developed.
Tools	Tools may significantly vary depending on the service developed. In the case of IMPROVE, technology-driven services have a significant importance, subsequently the following tools may be used: • Videoconferencing tools • Web-based solutions • Remote monitoring
Outputs	Services provided with the direct involvement of the community as part of the solution.

5.4.3 IMPROVE existing experiences

Some experiences coming from the IMPROVE regions can be used as good practices to consult when develop some of the activities included in this step, for example:

GIS Participative Tools, Donegal(Ireland)

A project which attempts to curtail that loss of local knowledge, to capture the local knowledge in a geographic database and share publically through web mapping. By working with local historical societies in County Donegal a web mapping application was setup for local communities to "crowdsource" local field names etc into a database. Working together with identified local champions and holding information sessions in local community halls we were able to build up an active digitising communities.

You can find here more information about the GIS Participative Tools Good Practice.

5.5 EVALUATION AND CONTINUOUS IMPROVEMENT

5.5.1 Aim

To improve the process of co-production based on recommendations received from the actors involved

5.5.2 Activities: Feedback gathering

Feedback gathering	
Aim	Take the perception of the actors involved in the process
Description	This activity will consist in collecting the information coming from the actors involved in the process. Highlight here the factor that, although presented at the end, this activity is suggested from the very beginning of the process and applied not only when the services is delivered but also providing "continuous listening channels" during all the stages of the process. When carrying out this activity it's important to use both quantitative and qualitative methods to collect the information needed for the evaluation. The qualitative dimension can be carried out through individual or group interviews or online testimonials recording. For the quantitative part it's necessary to organize a set of indicators that at least cover the following categories: participation and resources.
Key actors and roles	• Services enablers to lead this activity with the help of the facilitators • Facilitators/leaders and co-producers actively participate sharing their perception on the service and ideas for improvement
Tools	• Surveys • User-satisfaction questionnaires • Individual or group interviews • Testimonials recording
Outputs	Feedback information to be assessed for its adequacy and introduce changes for an improved process

5.5.3 Activities: Service evaluation

Service evaluation	
Aim	Identify improvement opportunities based on the community experience
Description	This activity, as the previous one should be constantly running. When referring to evaluation it's advisable to plan the evaluation process in the beginning. The process how it's presented here includes an ex ante evaluation based on the information collected during the input gathering activity. Ex post evaluations must be conducted too, for example, efficacy, impact, efficiency, equity, responsiveness, satisfaction, adequacy, and sustainability evaluations. Once evaluated the information this must be translated into a requirements list to be formally approved and the changes in the process will be implemented.
Key actors and roles	Services enablers to lead this activity with the help of the facilitators
Tools	• Dashboard of indicators • Cost-benefit assessment (monetary) • Cost-efficacy assessment • Cost-usefulness assessment • Change management meetings
Outputs	Requirements list to be implemented in the process

5.5.4 IMPROVE existing experiences

6 HOW TO DO THIS TRANSNATIONALLY. THE IMPROVE TRANSBOUNDARY LIVING LAB NETWORK

The methodology here explained is expected to give response to an organization that individually plans to co-produce new public services with their community. Although the facilitators will intensively work in their local context the project aims them to become part of what we call the transnational network of public services producers. This network is aimed to be a cooperation space where the participants can share their experiences, propose actions to continuously improve the services provided and also find support from other members of the network which have successfully dealt with similar issues.

A transboundary or transnational living lab service, containing a node in each partner region, focused on the development of technology-driven public services for peripheral and sparsely populated areas of the NPA. The service will be capable of integrating other regions and stakeholders into the network

A key part of the service is the integrated suite of online living lab services necessary for the management and expansion of the transnational living lab, effectively a transnational collaboration platform containing all the tools necessary for stakeholders to engage, exchange knowledge and co-develop the public services. The platform will be designed by and for the community and will at least include the following:

- eParticipation channels
- Ideas/experiences sharing forum
- eLearning facilities to carry out training sessions
- Community support
- Collaboration space to share documentation

The IMPROVE project has already set up a platform to cooperate transnationally and facilitate regions in their co-production process. If you are interested in being part of this Living Lab contact us by emailing to improvenpa@ernact.eu.

7 LESSONS LEARNT

This section gathers the main lessons learnt from the experience of applying the co-production methodology within the IMPROVE project. It is aimed to provide useful information about things to do and mistakes to avoid based on the real experience of the IMPROVE participants when developing the co-production of the services.

7.1.1 Webinar techniques and problems

Webinar technique and problems	
Aim	The decision on using "Skype for business" platform for webinars was based on the assumption that it could easily accommodate large groups attending the online-webinars, also it's easy interface for recording and sharing the recordings
Description	There was a "test session" one day before the first Webinar and it was successful, the recordings were of acceptable quality and did not need much editing. The only real editing needed was recognized as trimming the beginning, getting rid of the first minutes needed to get sure the sound was acceptable and that the sharing of slides was possible, also trimming the final minutes of the session
Problems encountered	Although the test meeting went well we experienced difficulties. Among the difficulties were: • Forgetting to mention that it was easy to share PowerPoint files, but not as easy to share the slides in pdf-format. The presenters at one particular webinar did not have the slides on PowerPoint format at hand, as they thought they would not need them. The facilitator at Bifröst had not the possibility of fixing this, resulting in extensive editing afterwards, getting the right slides in picture format over the presentation area of the recording • Sound problems due to not quite good enough microphones, the best setup would have the presenter using a headset with microphone to increase the sound quality as well as preventing interference of a "sound-loop" of the speakers through the microphone • Sound problems due to not having a fast enough web (or WiFi) connection, enough bandwidth was needed to accommodate both sound and video from the presenter • Unknown to the facilitators at Bifröst there was a software failure in "Skype for business" from Microsoft that resulted in that the

	recording feature in Skype was not functioning at all. At the last minute the facilitators had to switch to alternative software for screen recording. • Due to some technical problems not possible to fix on the spot the quality of the video was not good enough, resulting in webinars recordings in less quality than satisfactory. • It turned out that the problem with Skype was known to Microsoft, but they could not fix the problem until a month later.

Key success factors	Preparation for the facilitator of the webinar
	• **Timely invitation** for the meeting, such an invitation will include a link for the meeting. The invitation should include information on:
	  • the **purpose** of the meeting
	  • how **long** the meeting will last
	  • **who will be present** at the meeting/webinar
	  • **clearly state that the meeting will be recorded**
	• Two or more days before the meeting send a short description of **how those not running Skype can attend the meeting**, it is enough to click on the link in the invitation
	• Make sure that **all the necessary logos are visible** so that they are included in recordings. Some programs require a certain size of logos and sometimes the placement is critical
	• Perform **test meeting** the day before the meeting/Webinar
	• **Be prepared to use another technique for recording** just in case the Skype recording function is not working as it should be. Programs like Camtasia Studio can be used
	• Well in advance of the meeting **make sure you have the names of those presenting** at the Webinar
	• Make sure **what kind of material will be presented**:
	  • PPT slides (easy to present and record in Skype)
	  • PDF of slides are not as easy to present, but the sharing of a desktop or sharing a program window might solve the problems, but make sure that it works, use the trial meeting to check this
	  • Sharing something in a browser or another program. Try beforehand if that is possible
	• The facilitator should have copies of the ppt slides or pdf files in case the video from the presenter is not good enough, if the presenter is not on a fast network it can be difficult to get both the video and audio streams from the presenter, but usually it is easier to get good audio, so be prepared to take over the video part, the slides or pdf files

7.1.2 Recording training material, presentations or online meetings

Recordings, audio and video	
Aim	Often a good short video can be used to present a topic. The video then made available for viewing whenever suits the user. Recording on-line meetings is usually part of the functionality of the software used for meetings, such as Skype. Look at prior chapter on tis issue
Description	When designing a video clip or presentation make sure you know how it is going to be used f.ex. viewed in a browser or a standalone video player (such as VLC, Windows Media Player. As the size for viewing in a browser is less than you can accommodate in a video player you have to make sure that the smaller details presented in the video can be seen scaled to the browser window If the video is intended for continuously playing at a "kiosk" there might be a different approach than when it is intended for viewing by a single person at her/his computer or tablet/phone
Key success factors	Videos are great for presenting all sorts of information and for training. Here is a checklist with things one might consider when making training videos or videos portraying other kind of information • Try to make shorter videos rather than larger. 3-10 minutes' videos are better than 20-40 minutes (larger than that will seldom be watched in a single session of the viewer and should be broken into smaller pieces if possible) • Use a script for the video, remember to pause the recording while you are thinking about the next "paragraph" or idea, else one tends to make some hesitation sounds that the viewer could get tired of hearing • Try to have a lively tone in your voice, not monotone reading of a script. One way of addressing this problem is to have pictures of people faces in front of you (preferable of people you know and like). In most cases the presenter's voice will be less monotone. • Most software for this use have the feature of adding a picture of the presenter to the screen canvas. Although feature like this can help when attending an online meeting, one should consider not using this option

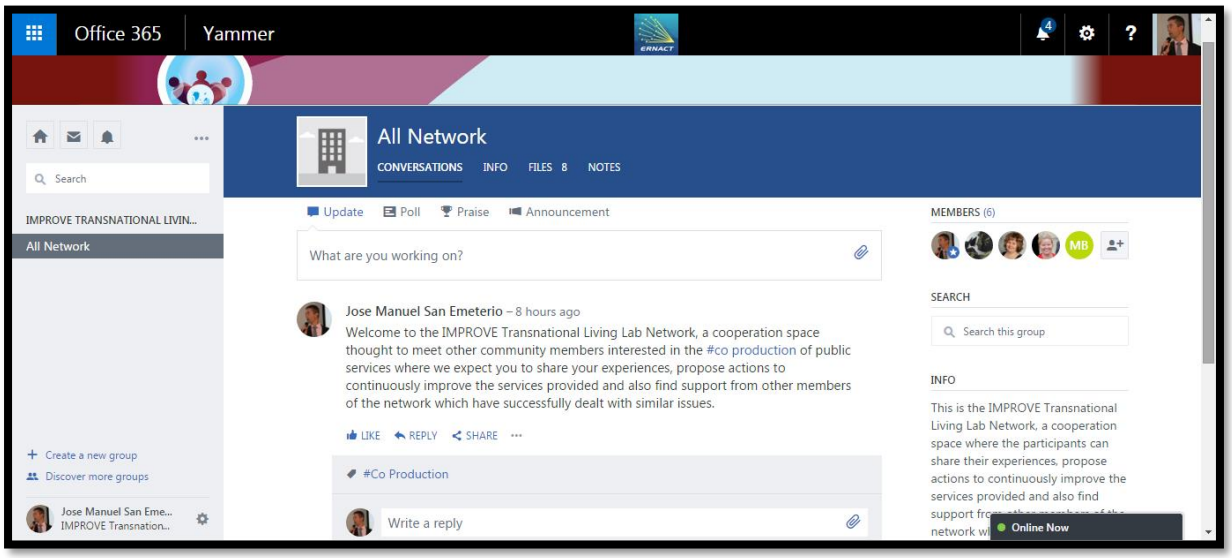
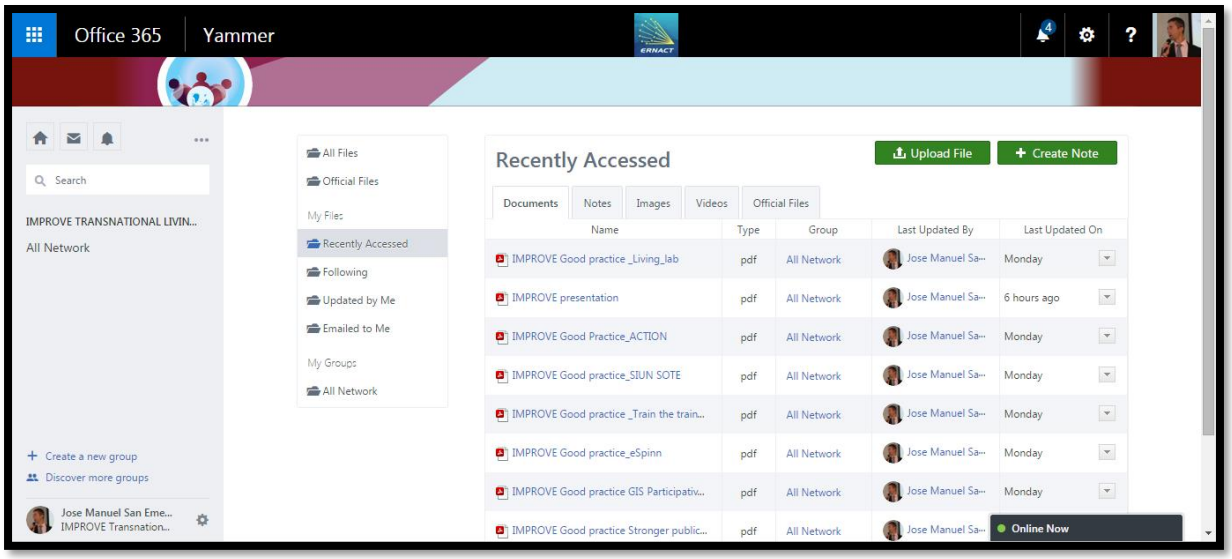
	• Remember that you are most often addressing a single person rather than a group, address the viewer according to that. If you address a crowd you might be losing the "bond" with the viewer. • Think of the size of screen area used to watch the video, its often better to record smaller section of a screen than full size as the details might get lost when the video will be resized to for a player or a browser • Most software used for recording presentation videos allow you to edit the video, most often this is not a difficult task. Consider editing in the way of minimize silent parts, usually they get recorded when the presenter is thinking about the next thing to say, although sometimes a silent part is a part of the design of the presentation. Also consider editing/cutting away the meaningless sounds you might utter without really paying attention to them
Tools	Camtasia Studio, from Techsmith.com, is one of the best product to use for recording the computer screen, both the audio and video, as well as editing other video material. The product also allows defining some interaction with the user such as quizzes or "branching" to another video based on a selection of triggers or clicks of a mouse On Techsmith's web there are short and good quality tutorials

8 REFERENCES

9 APPENDIXES

9.1 APPENDIX 1 – FACILITATORS ASSESSMENT TOOL

Find here the IMPROVE Facilitators assessment tool

9.2 APPENDIX 2 – TRANSNATIONAL LIVING LAB NETWORK

Screenshots of the Transnational Living Lab Network platform: