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Co-VAL [770356] “Understanding value co-creation in public services for transforming European public administrations”



D8.5 Report from Online Engagement

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Executive Summary

This deliverable presents the online engagement carried out within the scope of WP8. Specifically, it depicts seven online summits and the seven blogposts providing significant content rather than news.

List of online summits:

- 1. Government in the Service of Citizens – How ‘Co-Creation’ and Design Thinking Are Making European Public Services Truly Human Centric**
21 April 2021
- 2. Human-Centric Digital Government: Decoding the Berlin Declaration**
17 December 2020
- 3. Improving Co-Creation in Public Services**
7 October 2020
- 4. Beyond The State Of Emergency: How Cities Are Working With Citizens To Exit The Lock-Down**
28 May 2020
- 5. The State of "Co-Creation:" New Thinking, New Insights**
16 March 2020
- 6. The Co-VAL Dashboard: The Opportunities Behind Sharing Best Practice in Co-Creation**
11 February 2020
- 7. Government Transformation: How Co-Creation Will Shape the Future of Value Creation in the Public Sector**
13 December 2018

List of most significant blog entries:

- 1. 10-Year Anniversary Factsheet Report: Monitoring E-Government Performance In The Member States**
23 March 2019
- 2. Competencies for the digital transformation of public administrations**
by Prof. Dr. Ines Mergel
8 April 2020

3. How Digital Government Has Risen As An Essential Tool In Times Of Crisis And Lockdown

by David Osimo, director of research at the Lisbon Council, a leading Brussels-based think tank and partner of the Co-VAL project

25 May 2020

4. How living lab approaches are used for co-creation and co-innovation of public services

by Prof. Lars Fuglsang and Dr. Anne Vorre Hansen from Roskilde University

2 June 2020

5. Co-Creating A Digital Identity Ecosystem In Europe

by David Osimo, director of research at the Lisbon Council, partner of the Co-VAL project.

24 September 2020

6. Human Centric Services In Response To The COVID-19 Pandemic Outbreak

by Francesco Mureddu, director at the Lisbon Council, a leading Brussels-based think tank and partner of the Co-VAL project

18 November 2020

7. From Tallinn To Berlin: Five Novelties In The New Declaration On Digital Society

by Johanna Barton and Francesco Mureddu, respectively project manager and research associate and director at the Lisbon Council, a leading Brussels-based think tank and partner of the Co-VAL project

9 December 2020

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1 Introduction

1.1 Purpose and Scope

Work Package 8 aims to ensure information sharing and knowledge flows between the research and policy community, and within each community based on peer to peer mechanisms. The idea is that stakeholders can be engaged since the very early stages of the project to participate in the coproduction of the ideas, approaches and policy outcomes of the project. To this end, WP8 envisages the following tasks:

- Set up of a stakeholder’s panel to enrich the research findings from other WPs with a practice-led perspective on “what works”;
- Creation of a database of good practices based on the “whatworks approach”.
- Creation of a research database to make sure that there is easy access to specific expertise from both practitioners and researchers:
- Online engagement of stakeholders.

This deliverable deals with the online engagement carried out through a series of online summits organized by the CoVAL partners, as well as by the project online blog.

1.2 Structure of the Deliverable

This document is comprised of the following chapters:

- Chapter 2 presents the online summits;
- Chapter 3 outlines the blogging activities;
- Chapter 4 outlines the outcomes of the interaction with policy-makers;
- Chapter 5 concludes.

2 Online Summits

This section describes the 7 online summits carried out within the scope of WP8. The number of the attendants was routinely over 50, and the last event was attended by 134 people.

1. Government in the Service of Citizens – How ‘Co-Creation’ and Design Thinking Are Making European Public Services Truly Human Centric

21 April 2021

During this event, experts from five flagship European projects shared insights from CULT-COOP-11-2016-2017 – Understanding the Transformation of European Public Administrations, the multi-annual Horizon 2020 research programme carried out by researchers from more than 50 leading European research organisations partnering on the projects COGOV, Citadel, TROPICO, Enlarge and our project. The discussion and debate will feed directly into the Portuguese Presidency’s Digital Assembly conference and the European Commission’s emerging Digital Government Action Plan.

Keynote speakers include:

- Johannes Hahn, the European commissioner for budget and administration, offering insight on the plans and priorities of the European Commission in public administration;
- Sandy Speicher, chief executive officer of IDEO, the global design and innovation firm, showing how the most advanced design thinking is being used to address social challenges worldwide;
- Kyriakos Pierrakakis, minister of state and digital governance, discussing how the Greek government has radically improved digital service delivery to citizens in these difficult times.

During the event, David Osimo, Director of research at the Lisbon Council, launched [The 2021 Co-Creation Compass](#), a high-level policy brief, intended to spread best practice and collate the growing body of evidence about what works – and what serves citizens best. Other presenters include:

- Lise Hellebø Rykkja, professor, department of administration and organisation theory, University of Bergen (TROPICO project coordinator);
- Erica Melloni, senior researcher, Istituto per la Ricerca Sociale (ENLARGE project coordinator);
- Anna Triantafyllou, Head of Innovation Lab, ATC (CoVAL project coordinator);
- Keith Shaw, professor, department of social science, Northumbria University (COGOV project coordinator).

2. Human-Centric Digital Government: Decoding the Berlin Declaration

17 December 2020

Just days after European Union member states signed the Berlin Declaration on Digital Society and Value-Based Digital Government, a pan-European pledge for a new approach to digital transformation in Europe, the Lisbon Council convened the [High-Level Roundtable on Human-Centric Digital Government: The Berlin Declaration in Practice](#). Before an eclectic audience of highly ranked civil servants, local authorities, researchers and think-tankers, Eileen Fuchs, head of division for digital policy, European Union and international affairs at the federal ministry of the interior for building and community in Germany, kicked off the discussion illustrating the key messages of the Berlin Declaration. Francesco Paolo Schiavo, director of the ministry of economy and finance of Italy; Jonas Slørdahl Skjærpe, chief information officer at the Labour and Welfare Service (Norway); and Maria Taivalsaari Røhnebak, senior researcher in the Co-VAL project and fellow at Inland Norway University

of Applied Sciences (INN), presented how human-centric services and co-creation are paving the way for a digital public service of the future.

3. Improving Co-Creation in Public Services

7 October 2020

The Municipality of Bærum, Athens Technology Center, the Inland Norway University of Applied Sciences, the University of Alcalá and the Oslo Region European Office are organising the webinar [Improving co-creation in public services](#), on October 7th, from 11.30 – 13.00, during the European Week of Regions and Cities (EWRC). The webinar aimed to answer the following research question;

- How can users, stakeholders, owners and service providers work together to improve the impact of co-creation in public services?

To answer such question, Co-VAL has studied – among others – ten cases in five European countries to gain insights into the conditions and potential for user-centered innovation in public services. Among the insights are challenges and constraints related to complexity, use of time and resources, ethical issues and others. The webinar held during the European Week of Regions and Cities used findings from these studies and invited people to participate in processes to improve the impact of co-creation methods in public services.

4. Beyond The State Of Emergency: How Cities Are Working With Citizens To Exit The Lock-Down

28 May 2020

The [High-Level Webinar and Interactive Briefing](#) came after two months of lock-down marked by strict “stay at home” orders fully respected by European citizens, most countries are gradually opening up. When national governments ordered the lock-down, cities had to set up emergency support services for citizens. Now, they are working with citizens to make the opening sustainable. The city of Milan is perhaps the most striking example. The first European metropolis to go in full lock-down mode on 08 March, its local government quickly moved all its services to digital by default. Today, using collaborative platforms and advanced data analytics, it is co-designing with citizens the strategy for opening up. In this interactive webinar discussed how leading cities have used digital channels to help citizens, and how they are working with citizens to exit the lock-down in a sustainable way.

High-Level Speakers included:

- Milan Deputy Mayor Roberta Cocco, discusses the Milan’s plans for opening up, as well as the less noticed transition of digital services from “nice-to-have” luxury to “crucial-to-survive” necessity.
- Martin Männil, chief information officer in Tallinn, Estonia, weighs in with overviews of how its city coped with lock-down, how they plan to re-open – and the increasingly important role of digital services in getting government services to people.
- Ines Mergel, professor of the University of Konstanz, weighs in with a thoughtful keynote and new research.

- Emilija Stojmenova Duh, assistant professor, faculty of electrical engineering, University of Ljubljana; head, Public, Private, People Partnership (4P) Digital Innovation Hub; founder, FabLab Network Slovenia.
- Costas Kapsouropoulos, policy officer at the European Commission's directorate-general for communications networks, content and technology (DG-Connect), gives an overview of key policy initiatives ahead.

5. The State of "Co-Creation:" New Thinking, New Insights

16 March 2020

At this [High-Level Webinar on The State of "Co-Creation:" New Thinking, New Insights](#), leading local authorities, researchers and other policymakers discussed new evidence and emerging insights on the cutting edge of European government reform – and the way those reforms can be mobilised to deliver better citizen services. Roberta Cocco, deputy mayor for digital transformation and citizens services at Municipality of Milan, delivered a keynote on how Milan is using co-creation to deliver better services to its citizens. Anna Goss, service design lead at the government digital service (GDS) of the United Kingdom, explained how the UK has managed to built and maintain a world-class digital public service. Konstantinos Kapsouropoulos, policy officer for e-government and trust at the European Commission's directorate-general for communications networks, content and technology, offered an overview of the European Commission's work and future plans towards fostering co-creation of public services. David Osimo, director of research at the Lisbon Council, presented [The State of "Co-Creation:" How Countries, Cities and Regions are Using New Thinking to Deliver Better Services](#), a new policy brief that presents cutting-edge data from a survey of 1,000 European Union public administrations on how they use co-creation of public services and proposes an eight-point programme to create a better policy framework for user-centric digital government service delivery.

6. The Co-VAL Dashboard: The Opportunities Behind Sharing Best Practice in Co-Creation

11 February 2020

Co-creation is the complex process in which citizens stop simply consuming government services and start to play an active role in their design, delivery and execution. Since its concept was first developed, co-creation has captured the imagination of civil servants, academics and public-sector consultants alike, and it is at the core of the recent Tallinn Declaration on digital government. But how are national and local authorities living up to this principle? How can we turn it into a reality for Europe's 508 million citizens? This is what the Co-VAL project has set out to achieve with its Dashboard, a unique tracker for benchmarking the co-creation performance of countries and cities, and for learning from best practice. During the webinar, co-organised with EUROCITIES, the audience has learned how 6 cities and 28 Member States have already used the [Co-VAL Dashboard](#), and how more cities can contribute data on their own experience and projects and learn from success stories around Europe. The Co-VAL Dashboard is a unique tracker for benchmarking the co-creation performance of countries and cities, and for learning from best practice.

7. Government Transformation: How Co-Creation Will Shape the Future of Value Creation in the Public Sector

13 December 2018

For more than two decades, digital technology has driven public transformation – offering administrations a way to provide better, more tailored services and providing those governments with the tools to deliver those better services more efficiently as well. These days, the tables are turning. Now, digital technology is giving citizens themselves a greater say in shaping the services public administration can offer, allowing citizens themselves to “co-create” a new generation of enhanced services and greatly contributing to the level of citizen agency in its relationship to the state. At this cutting-edge [High-Level Webinar on Government Transformation: How ‘Co-Creation’ Will Shape the Future of Value Creation in the Public Sector](#), top policymakers, researchers, theorists, management consultants, think-tankers and other leading members of the Understanding Value Co-Creation in Public Services for Transforming European Public Administrations (Co-VAL) consortium examined the burgeoning movement towards “co-creation” in public services.

Leading experts analysed recent experience and share forthcoming milestones, including case studies from five leading countries (Belgium, Denmark, France, Italy and Spain). In addition, Miguel Alvarez Rodriguez, programme manager for interoperability, directorate-general for informatics, European Commission, presented [The 10th Anniversary e-Government Factsheets Report](#), a new European Commission report, which assesses the evolution of e-government practices at the European Union member-state level over the last decade.

Introductory Remarks and Special Presentation:

- Miguel Alvarez Rodriguez, programme manager for interoperability, directorate-general for informatics, European Commission
- Belgium: Stéphanie Lepczynski, senior director, the Lisbon Council
- France: Christine Liefoghe, associate professor, economic geography, urban planning and regional development, University of Lille
- Italy: Francesco Mureddu, associate director, the Lisbon Council
- Spain: Luis Rubalcaba, professor, economic policy, department of economics and business administration, University of Alcalá
- Denmark: Ada Scupola, senior associate professor, department for communication, business and information technologies, Roskilde University

3 Blogging Activities

This section presents the seven of the most popular and interesting blog entries in the [CoVAL blog](#) providing significant content as derived from the research activities of the CoVAL project. The blogs have a total of 7,000 page views.

1. 10-Year Anniversary Factsheet Report: Monitoring E-Government Performance In The Member States

23 March 2019

At the Co-VAL [High-Level Webinar on Government Transformation: How 'Co-Creation' Will Shape the Future of Value Creation in the Public Sector](#), Miguel Alvarez Rodriguez, programme manager for the ISA²programme at the European Commission's DG informatics (DIGIT), shared early findings of [The 10th Anniversary e-Government Factsheets Report](#). The report is now available and compiles 10 years of data about e-Government strategies, legal frameworks, key actors managing public service delivery, technical infrastructure and services in 34 European countries. Among others, it shows that nine countries claim the adoption of ICT-friendly laws is one of their main achievements in the e-Government field in the past decade. Also, the delivery of digital public services at the local level is mentioned as a crucial element to take into account in a digital transformation agenda, as stressed in Co-VAL's policy brief by Lisbon Council Director of Research David Osimo, entitled [How Local Government Reform is Key to Europe's Digital Success: A Six-Point Programme for eGovernment Renewal](#). The 10th Anniversary e-Government Factsheets Report is full of best practices and lessons learned from around the European Union and further and represents an interesting tool for administrations that wish to deepen their digital transformation strategies.

2. Competencies for the digital transformation of public administrations

by Prof. Dr. Ines Mergel

8 April 2020

The blog post reports how nowadays the digital transformation of public administration is increasingly shifting the focus to competencies instead of processes and tasks. HR departments and managers must now consider in which areas their employees have special skills that can be adapted to meet the new challenges in a digitalised workplace. In the future, administrative processes will be partially automated. This means that tasks can be completed proactively and with little human intervention by machines. This will make it possible for administrative staff to focus on complex processes. In other words, processes in which there are individual or multiple human decision-making processes and negotiation requirements that can only be met through interaction between different employees. In that regard, the blogpost distinguishes the different forms of competences and then clarify who needs which competences. Individual competences include, for example, technical competence ("digital literacy"), which mainly includes the ability of individuals to access and evaluate information in different media. Information literacy then additionally requires that administrative staff have the ability to know when there is a need for information, to identify this information and to use it effectively for a given problem. In addition, the need for digital fluency, such as an open-minded attitude towards the usage of alternative technologies in order to be able to switch seamlessly

between different applications. However, all this does not happen in a vacuum, but instead requires the digital readiness of organisational capacities.

Finally, the blog post provides some key points:

- The digital transformation of public administration requires both digital skills and digital agility.
- This includes skills for changing the world of work, such as project management skills, but also leadership skills.
- Digitisation is shifting the focus from tasks to competences that can be acquired through both formal training and informal learning.

And some recommendations for action:

- Digital transformation has little to do with IT skills, but rather with digital readiness and maturity.
- In order to achieve this digital readiness and maturity, training programmes should be designed in the public sector that do justice to different individuals.
- The focus should be on the change processes within the framework of the organisational culture and on concrete measures for change management.

3. How Digital Government Has Risen As An Essential Tool In Times Of Crisis And Lockdown

by David Osimo, director of research at the Lisbon Council, a leading Brussels-based think tank and partner of the Co-VAL project
25 May 2020

This blog describes the need to sustain the political urgency that emerged during the crisis for what concerns the implementation of digital services aimed at sustaining. Specifically, in time of pandemic crisis and lockdown, digital government had suddenly become an essential service. By and large, many governments have had risen to the challenge. Digital teams have worked day and night to provide emergency services (such as financial support to the self-employed) and collaboration tools (videoconferencing for meetings, digital signature for decisions). Suddenly, the online channel is the only channel. However, the rush could not hide the fundamental weaknesses of “normal” digital-government services. Far from making things better, the surge in use has revealed a host of underlying problems which policymakers must move decisively to address. To address such issues, the governments needed a new pact among all levels to accelerate the achievement of the Tallinn Declaration commitments. These topics were further discussed at the webinar “Beyond the state of emergency” on Thursday 28 May 2020, and in the op-ed [Why Digital Government is an Essential Service](#).

4. How living lab approaches are used for co-creation and co-innovation of public services

by Prof. Lars Fuglsang and Dr. Anne Vorre Hansen from Roskilde University
2 June 2020

This blog post presents the [Deliverable 5.2 ‘Report on Strategic Case Studies’](#), which aims to answer the research questions:

- How do living labs evolve as organizational and institutional structures for innovation in real-life settings based on co-creation and co-innovation of public services?
- What are the future potentials of this specific approach to public sector innovation?

The deliverable focuses on the cross-case analysis of the 21 case studies across 9 EU countries, and more specifically on the concept and method of innovation and living labs and how living labs and other participatory and experimental methods are used to enable value co-creation based on co-innovation of public services. The overall finding of the cross-case analysis is that living labs have some specific characteristics relative to other experimental and inclusive approaches to public sector innovation. These are:

- Space/place matters as both a physical and mental framing of the innovation activities
- organizational learning for all stakeholders is a key (side-)effect
- Living labs hold potentials for democratic engagement that reaches beyond developing the mere public service. Therefore, a living lab logic for public sector innovation is proposed.

5. Co-Creating A Digital Identity Ecosystem In Europe

by David Osimo, director of research at the Lisbon Council, partner of the Co-VAL project.
24 September 2020

The blog post explains how getting digital identity right is becoming even more important not just to digital government, but to the European digital economy as a whole. eIdentity is a fundamental component of the Digital Single Market. It is the infrastructure that enables innovative solutions such as data portability as planned in the revised Payment Service Directive, and it is a business opportunity in itself. But to get it right, governments need to adopt proper co-creation throughout the different phases of development and involve all the key stakeholders. In that regard, the 2014 eIDAS regulation is a milestone in this context, as it stated that public administrations in any EU member state must recognize electronic identification (compliant with the eIDAS standard) from other EU member states. While the eIDAS regulation was unanimously praised as an original and innovative framework, because it focused on standards rather than on specific solutions, its implementation proved slower than planned. As of today, only 15 Member States have completed the notification process – the basic starting point originally planned by September 2018.

6. Human-Centric Services In Response To The COVID-19 Pandemic Outbreak

by Francesco Mureddu, director at the Lisbon Council, a leading Brussels-based think tank and partner of the Co-VAL project
18 November 2020

The blog post reports what happened last year due to the pandemics when several European Member States have implemented a wide array of human-centric public services focused on financially supporting citizens during the lockdown. In particular, Hungary, Greece, Belgium, Italy, Netherlands, Germany and Denmark have implemented a set of digital service aimed at mitigating the impact of the lockdown on citizens and businesses. The services seemed rather successful, and two countries seem to have been more successful than the others in the implementation: Germany and Denmark. Regarding Germany, it has implemented a set of financial transfers accessible by filling a simple application form online including supporting material using an API. The services were set up overnight and were met with satisfaction of citizens, which received their money almost immediately, and lack

of criticism in the media. Regarding Denmark, the most important service is the compensation scheme to companies, as it assumes that the state, under certain conditions, intervenes and covers the fixed expenses. The application for the financial support was very easy (through the Danish Business Authority website) and the services seems to be generous. The Danish case is also very interesting because it seems to be the only case in which the service was co-created and user-centric design approaches were used.

7. From Tallinn To Berlin: Five Novelties In The New Declaration On Digital Society

by Johanna Barton and Francesco Mureddu, respectively project manager and research associate and director at the Lisbon Council, a leading Brussels-based think tank and partner of the Co-VAL project

9 December 2020

This blog post describes to what extent the Berlin Declaration on Digital Society, signed on the 8th of December 2020 by the digital ministers from all 27 Member States of the European Union, differentiates from the Tallinn declaration (2017) and introduces five novelties in comparison to its predecessor:

1. It includes a new focus on fundamental rights and democratic values – in line with the recent European focus on the rule of law;
2. It places co-creation of public services enabled by digital literacy at the centre of public sector innovation;
3. It reinforces the link between sovereignty and interoperability, making it clear that the latter is the fundamental enabler of the former to better serve citizens. To this end, it points to the role of the new data spaces;
4. It reiterates the importance of ensuring accountability for machine learning in public decision making, already present in the General Protection Data Regulation;
5. With regards to the COVID-19 pandemic and environmental sustainability, it squarely places digital government at the service of creating a more resilient and sustainable digital society.

4 Outcomes of the interaction

The interaction with policy-makers at a very high level (such as with Commissioner Johannes Hahn and Minister Kyriakos Pierrakakis) carried out through the online summits has enriched the project to several extents:

- First, all the participants to the webinars have become part of the Co-VAL stakeholders' community and have been exposed to the project output. In this respect, the participants to the webinars have been added to the Co-VAL stakeholder list, which accounts for almost 2000 entries, complete with name, surname, role, institution, email address. The development of such a community is one of the main results of the project and will work towards ensuring its sustainability;
- Second, the participants engaged the consortium partners in their events, further increasing the cross-fertilization extent, as well as in Horizon 2020 project proposals. An example of such an event is the participation of Francesco Mureddu (LC) in the H2020 project Policy Cloud webinar series. Examples of proposals written with stakeholders engaged in the webinars are SPOTTED (CEF with the City of Milan, under revision) and SUSTAIN (H2020 Green Deal with Milan Metropolitan City and Polytechnic of Milan, under revision);
- Finally, the participants to the webinars have provided an extensive amount of feedback as far as the following topics are regarded:
 - o Further research topics to pursue:
 - How does entrepreneurial behaviour influence public sector co-creation practices and the generation of public value;
 - Which different public value streams should be studied;
 - What is the role of elected politicians (e.g. ideology, qualification, parliamentary support) to encourage/promote/deter co-creation;
 - How does entrepreneurial behaviour transform public services with innovation;
 - How to improve professional training both for clerks and companies and individuals, to allow full contribution and participation;
 - What is the role of the AI in the automatization of the services and with it, the new administration;
 - What is the role of "institutions" to allow the transformation of public services?
 - How does entrepreneurial behaviour drive organizational agility in the public sector;
 - How to share responsibility in the hierarchical structure of the various bodies of the public sector, to maximise learning and to still preserve the required harmonization requirements;
 - What is the role of de IA in the automatization of the services and with it, the new administration?

- Improvement of policy recommendations provided in the project:
 - Provide a short infographic with links to examples on actions;
 - Provide a set of clearly defined KPIs to be used we can use to measure the success of co-creation efforts, and to measure the success of the digital services that were created using these co-creation efforts;
 - Increase focus on the need for action at the local govt level, highlighting more good examples as from Milan and strengthen knowledge sharing, policy transfers and upscaling between local govts;
 - Expand on how to carry out the recommendations provided and add some good practice examples;
 - Provide guidelines with a panorama of methodologies and technics that support face to face and online co-creation processes;
 - Suggest an annual monitoring on use and dissemination of co-creation;
 - Provide more empiric evidence about the effectiveness of co-creation;
 - Clearly indicate the relevance to ongoing work (e.g. EC Moonshots);
 - Develop a guide of how to improve co-creation in Public Administration through these recommendations;
 - Define the best practice to co-create value and avoid value co-destruction;
 - Elaborate on requirements for successful co-creation in the different approaches (e.g. citizens' skills for co-production using API's);
 - Tackle other forms of experimentations within the public sector (so not only co-creation) which are likely to bring innovation about.

5 Conclusions

The deliverable briefly presented the online summits carried out by the project and the most interesting blogs produced. All the related material will be available on the Co-VAL website for the next three years, while the information regarding the summits will be available on the Lisbon Council website and YouTube for the foreseeable future.