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

D10.3 Report on Dissemination and Communication Activities v1.0

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Editor(s)	Anna Triantafillou, Danae Tsabouraki (ATC)
Contributor(s)	Hector Lagunes (UAH), Luis Rubalcaba (UAH), Kirsty Strokosch (UEDIN), Noella Edelmann (UKON), Ines Mergel (UKON), Faiz Gallouj (USTL), Francesco Mureddu (LC), Anthony Arundel (UM-MERIT), Maria Røhnebæk (INN), Rolf Rønning (INN), Lars Fuglsang (RUC), Anne Vorre Hansen (RUC), Ada Scupola (RUC), Stefano Ventura (UB), Greta Nasi (UB), Norbert Kiss (CUB), Drótos György (CUB), Giorgio Garbasso (PWC), Giovanna Galasso (PWC)
Reviewer(s)	Francesco Mureddu (LC)
Document description	This deliverable reports the accomplished dissemination and communication activities of Co-VAL for the first 18 months of the project, as well as the planned activities for the remaining project duration.

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Executive Summary

Co-VAL, "Understanding value co-creation in public services for transforming European public administrations", is an H2020 funded project on social innovation and open government. The main goal of Co-VAL is to discover and analyze transformative strategies that integrate the notions of value co-creation in public administrations and to provide relevant policy recommendations. Co-VAL focuses its research on exploring the paradigm shift from traditional top-down supply models to demand and bottom-up driven models, where citizens, civil servants, private and third sector organizations voluntarily participate in the design of public services and the delivery of public sector innovations.

Apart from the critical work conducted at the level of Co-VAL's research and policy WPs, another key WP of the project is WP10 concerning the dissemination and communication of the project objectives, research results, policy recommendations, and expected impacts. Dissemination and communication is a critical part of Co-VAL, both in terms of reaching out to, raising the awareness of and informing the general public, citizens, public servants, etc. about the benefits of participatory models for public services design and value co-creation, and also in terms of informing and mobilizing the research and policy communities to actively participate in the transformation of European public administrations. This two-level communication approach is inherent to the rationale and goals of Co-VAL; for people to engage and participate meaningfully in the creation of public services and public sector innovations, they first need to be aware of these concepts and their expected benefits.

From the beginning of the project, a lot of weight was given to defining an appropriate communication and dissemination strategy. Co-VAL's communication and dissemination strategy was created during Month 4 as part of the project's Communication Plan (D10.2). The Plan contains a detailed description of the project's strategy, communication and dissemination channels, tools and activities. Co-VAL follows a two dimensional outreach model, with communication activities targeting a wider and not so specialized audience (citizens and generally people interested in Co-VAL's thematic topics) and dissemination activities targeting more specialized audiences (researchers/scientists, policy makers, public administration practitioners, think tanks). Moreover, Co-VAL's dissemination and communication strategy consists of three phases that run respectively from Year 1 to Year 3 of the project: a) the awareness-oriented phase, b) the result-oriented phase, and c) the sustainability & wider dissemination phase. The Plan also sets the project's objectives in terms of the communication and dissemination impact and defines the Key Performance Indicators (KPIs) to be monitored. The Communication Plan is used as a roadmap for all the activities that have been and will be performed until the project's end. In this framework, the present deliverable aims to report and offer a first summary of all the communication and dissemination tools and activities that were deployed from the beginning of the project until Month 18.

Taking into consideration Co-VAL's two dimensional outreach model, as well as the three phases of the communication and dissemination strategy, the first 12 months of the project were focused mainly on raising public awareness around the project through general communication activities, consistent with the awareness-oriented phase. The tools mostly used during this period were Co-VAL's Twitter account and blog and the topics covered included general information about the project approach and objectives, as well as relevant news and developments in the field of ICT-enabled public sector innovation and value co-creation in public services.

Moving to the second communication and dissemination phase, the result-oriented phase, months 13 to 18 of the project were focused on promoting the first research results produced by the research and policy Work Packages. The tools mostly used during this phase were again Co-VAL's Twitter account and the blog, with the difference that the range of topics covered and the language used, were more specialized and designed to target Co-VAL's expert stakeholders and the research and policy community. Co-VAL's LinkedIn group was also employed as a dissemination tool to promote project news and research results and to also spark discussions within this specialized community around the transformation of public administrations and value co-creation in public services. At the same time, dissemination activities were intensified, with project partners producing a number of scientific publications and delivering project presentations in relevant events and conferences. Co-VAL's first webinar on Government Transformation and Value Co-Creation in the Public Sector was also organized, while Co-VAL's second stakeholders meeting and the first policy event took place in Brussels.

Looking forward to the next eighteen months of the project, the planned activities will continue to focus on disseminating the research results and policy recommendations, the output of which will increase as we reach the end of the project. On top of that, interactions with Co-VAL's stakeholders panel will escalate with the aim to obtain their feedback to ensure that Co-VAL's results and policy recommendations are relevant and actionable.

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Co-funded by
the European Union

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List of Terms and Abbreviations

Abbreviation	Definition
KPI(s)	Key Performance Indicator(s)
WP(s)	Work Package(s)

1   Introduction

Co-VAL aims to explore the notion of value created in public administration via the participation of citizens & civil servants, along with the new ways of integrating respective practices towards transforming public administration services and processes. The project will mainly contribute to the analysis of innovative ways for designing (a) service models for public administration processes, mainly demand-driven (i.e. cases where service providers and the users of services, such as citizens and organizations, are the key actors), and (b) bottom-up supply chains (e.g. from civil servants, front-line workers, citizens/users of the service) that promote the voluntary and active participation of society in the transformative efforts of public administrations. Co-VAL has identified the following four specific objectives:

- Provide a comprehensive and holistic theoretical framework of value co-creation in public services;
- Measure and monitor transformative innovations in the public sector;
- Focus on four areas of public service transformation, i.e. i) digital transformation, ii) service design and blue-printing in the participatory policy-making context, iii) innovation and living labs, iv) innovative structural relationships between public-private-third sector innovation networks and social innovation in public services;
- Be practical and ensure that research results will generate sustainable impact in public administration policy and practice.

In this context, WP10 aims to communicate and disseminate the activities and results of Co-VAL, in order to create awareness towards the benefits of value co-creation in public services among the scientific and policy community, various stakeholders, practitioners, and citizens, and hence to set the foundations for successfully delivering sustainable policy impact.

In this framework, a dissemination and communication strategy (D10.2 Communication Plan) appropriate for the nature and needs of the project was designed early on in the project's lifecycle. Based on this strategy, Co-VAL – over the first 18 months - has carried out traditional, large-scale dissemination and communication activities, through both online and offline channels.

As set out in the Communication Plan (D10.2), Co-VAL's dissemination and communication strategy consists of three phases that run respectively from Year 1 to Year 3 of the project as depicted in Figure 1 below.

- **The awareness-oriented phase** aims at creating stakeholders' awareness and raising public interest. During this phase, which has now been concluded, a dissemination & communication plan was developed, a public website was created, project information material (such as a poster and leaflet) were designed, while workshops to raise the awareness of the stakeholders were also organized. This phase coincides with the first year of the project.
- **The result-oriented phase** shall promote the results of the project to (potentially) interested parties (including the scientific audience). During this phase, which is now running, public deliverables and news are displayed on the project website for viewing and downloading in order to show the progress of the project and to keep the stakeholders updated. In addition,

scientific publications are submitted to scientific journals and presentations are given at conferences and workshops. After completing important milestones, the consortium is publishing press releases, blog posts, and policy briefs. This phase runs through the second year of the project.

- **The sustainability & wider dissemination phase**, which will take effect at the beginning of Year 3, will deploy specific activities in order to ensure the sustainability of the project outcomes. To this end, a detailed sustainability plan will be developed to enable the transformation of Co-VAL in a sustainable think tank. During this phase, different revenue streams will be analysed, as well as presentations and pitches will take place to at least four potential private and public funders.
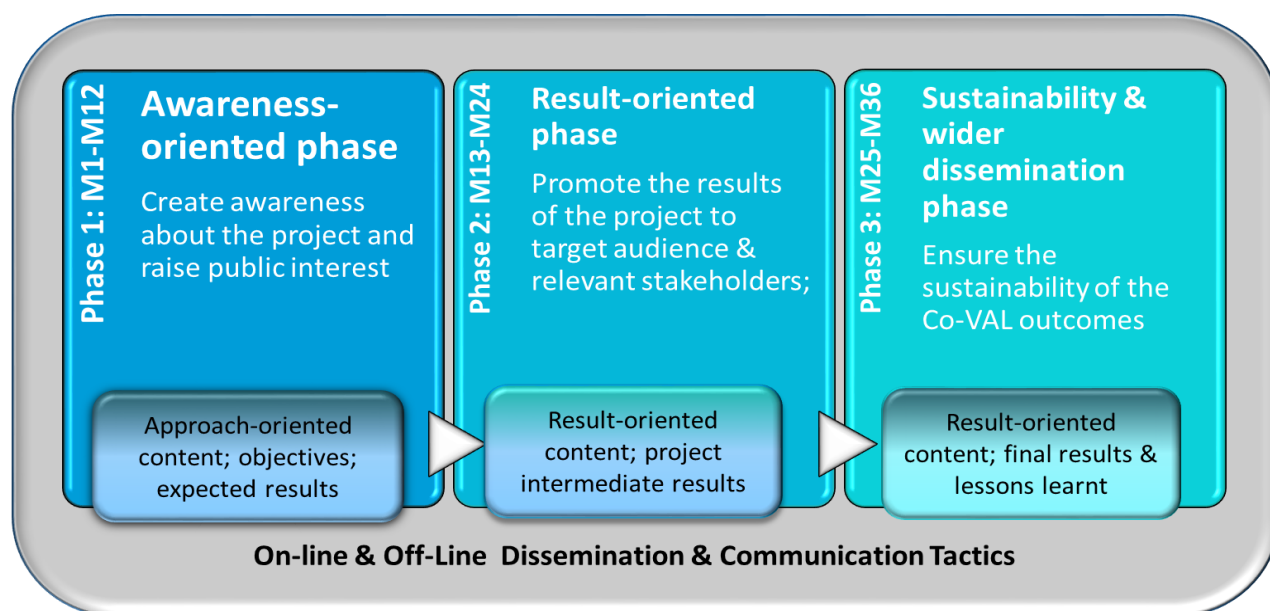

Figure 1: The three phases of Co-VAL's dissemination and communication strategy

D10.3 constitutes the first report on the project's dissemination and communication activities and its submission is placed at the middle of Co-VAL's lifecycle, as well as at the middle of phase two (result-oriented phase) of the dissemination and communication strategy.

During this period, communication activities have been focused on two main goals. One was to concentrate on making the project known among its different target audiences as defined and categorised in D10.2 "Communication Plan" and to raise awareness among potential stakeholders, particularly high-level policy-makers and practitioners, as well as citizens, NGOs, and social innovators, researchers, and developers. The other goal was to bring together and reinforce links between different global communities of policy-makers and practitioners.

Making the project known was key to create awareness for the project, get people on board, and raise their interest in Co-VAL's work. During Year 1, communicating the project objectives, concepts, and expected results was a key task to achieve this. This was best done through channels like the project website, blog, and Twitter, which enabled us to spread information about Co-VAL and to connect with

a wider audience of interested individuals and groups, but also through numerous participations and project presentations in international conferences and workshops.

1.1   Purpose and Scope

The present report describes the dissemination and communication activities that took place during the first 18 months of the project and outlines the planned activities for the remaining duration of the project. More specifically, the deliverable outlines the dissemination and communication objectives and strategy of the reporting period and presents the tools and activities that were undertaken to accomplish the set objectives, disseminate the project, and implement the strategy as it was set out in the deliverable D10.2 (Communication Plan).

1.2   Structure of the Deliverable

The present report is comprised of nine (9) chapters.
Chapter 1 serves as an introduction and presents an overview of the project and its objectives, the work included in WP10 regarding the dissemination and communication of the project, as well as the purpose and scope of the present report. Chapter 2 gives a high-level overview of Co-VAL's dissemination and communication strategy and foreseen activities at a glance, while Chapters 3, presents the project materials that have been created and used for dissemination purposes. Chapter 4, presents the project website and reports on its impact. Chapter 5, describes social media activities, while chapter 6, reports on scientific and non-scientific dissemination & communication activities performed during the first 18 months of the project.

In Chapter 7, the target values for the project period are compared against values achieved by considering the KPIs defined in Co-VAL's Communication Plan (D10.2), in order to assess the progress so far. Finally, Chapter 8 provides an overview of the second dissemination and communication reporting period, describing future dissemination activities and indicative dissemination events and scientific journals/specialized magazines that the project will target.

2   Strategic Dissemination and Communication Plan at a glance

This section presents a high-level overview of Co-VAL's dissemination and communication activities to be undertaken throughout the whole duration of the project. During the first reporting period for WP10 (M1 – M18), WP10 focused its efforts on developing and implementing the appropriate dissemination and communication strategy and activities that will result in the most effective promotion of the project at a national, European, and international level. This is achieved through the contributions of all project partners.

Co-VAL aims to make significant contributions to both research and policy by producing instruments to reach different **target groups** involved in co-creation and transformative public sector innovation, as outlined below.

- Researchers;
- Public administration training institutes;
- Think-tanks;
- Policy-makers at EU, national and local level;
- Practitioners at EU, national and local level;
- NGOs and social innovators;
- Citizens;
- Developers.

In order to target these different audiences and stakeholders in an efficient way, we have addressed the different audiences through the appropriate channels and messages s presented in the following table.

Table 1 Approaching Target Groups

Target group	Location	Main Directions for Messages
Researchers	• Scientific publications	During the project, you'll have the chance to deal with a rather new research field, concerning the ways that citizens, civil servants, private and third sector organizations could be engaged in transforming public administration services and processes. In addition, you'll be able to set the standards on evaluating recommended policies and transformative innovations.
Public administration training institutes	• Presentations at scientific conferences	
	• Direct contacts and focus groups	
	• Scientific online communities	
Think tanks	• Project Website	
	• Social Media	
	• Press Releases	
	• Video	
	• Marketing Material	
Policy-makers at EU, national and local level	• Policy briefs	The outcomes of this project will provide you with solid research results and specific policy suggestions on transforming European Public Administrations. That way, you will be able to design specific strategic guidelines on how to integrate the co-creation of value in public
	• Policy events	
	• Stakeholders'/Panel events	
	• Practitioners online communities	
	• Project Website	

Target group	Location	Main Directions for Messages
Practitioners at EU, national and local level NGOs and social innovators Citizens Developers	• Social Media • Press Releases • Video • Marketing Material • Videos • Policy briefs • Events • Project website • Social media • Events & workshops	administrations, providing a sustainable impact on governmental modernization. In the Co-VAL project, we expect to scientifically prove the merits of cases where public service providers and the users of services (such as citizens and organizations) co-create value and transform Public Administration, via bottom-up supply. Furthermore, we aim to provide a complete framework and suggestions you can then exploit and propose specific tasks, either in national or local level.

For the first reporting period, the main objectives for the Dissemination & Communication were the following:

- Build the Co-VAL brand name.
- Produce key dissemination material.
- Disseminate project's vision & objectives.
- Start engaging stakeholders.
- Leverage the participation of different stakeholders.
- Reach out to the wider community of non-experts.

The following figures (Figure 2, 3 and 4) present the dissemination and communication activities that were planned for Year 1, Year 2 and Year 3 respectively of the project. For Year 1, all the activities have been performed and concluded successfully.
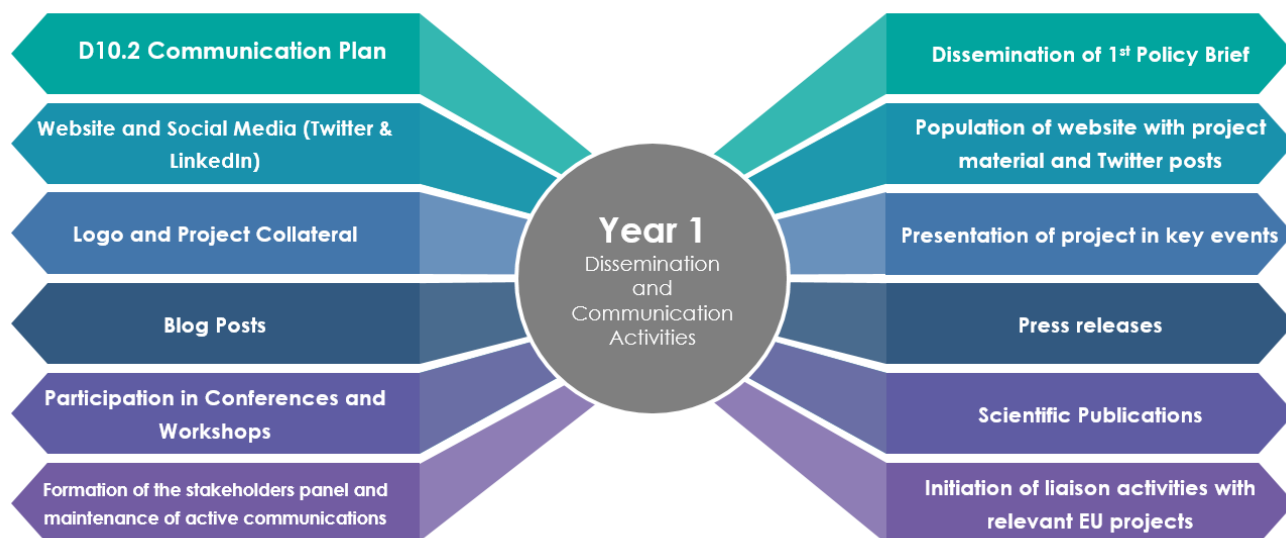
Figure 2: Overview of communication and dissemination activities for Year 1

Regarding Year 2, it should be noted that this deliverable (D10.3) covers the first half of the second year and, as such, some of the activities presented in the following Figure 3 have been performed, while others will be in progress.
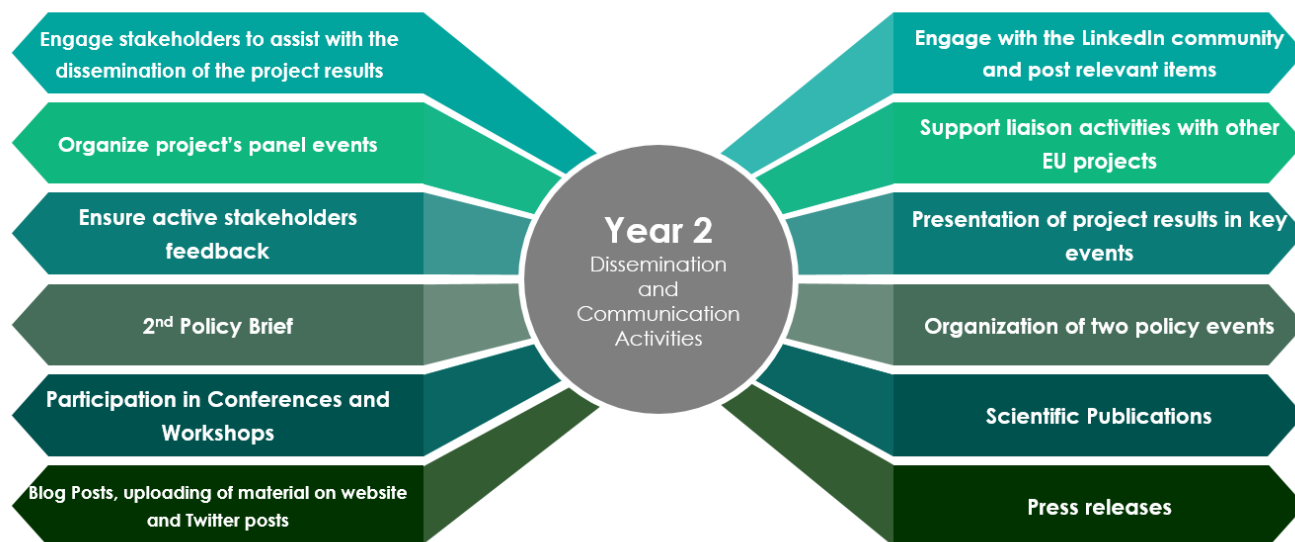

Figure 3: Overview of communication and dissemination activities for Year 2

As for Year 3, the following dissemination and communication activities will be performed as planned.
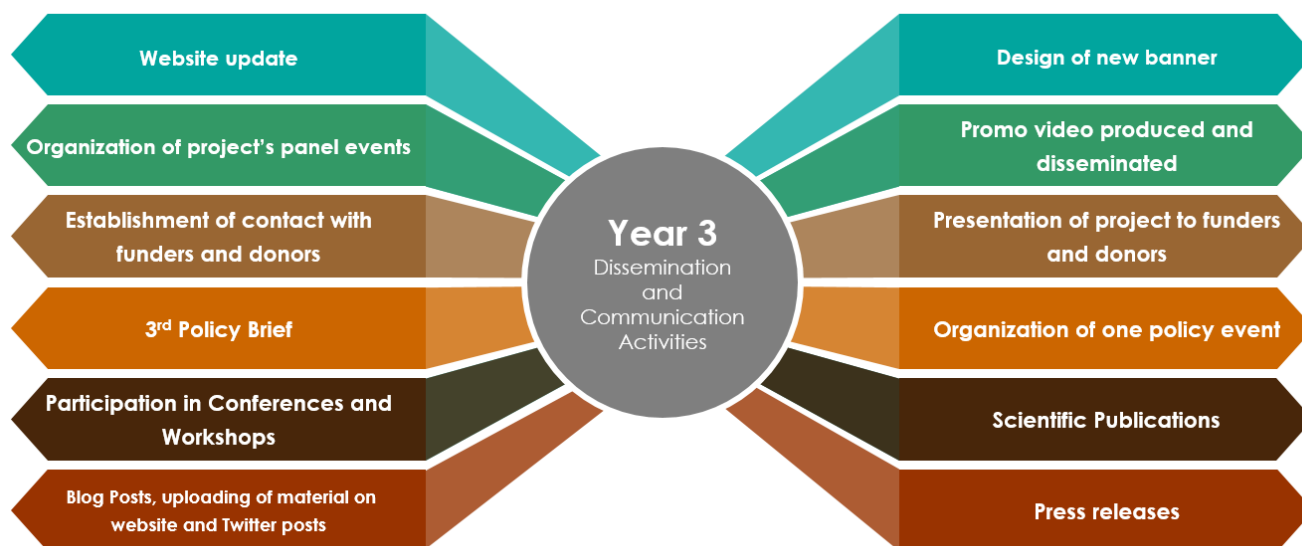
Figure 4: Overview of communication and dissemination activities for Year 3

As seen in Figures 3 and 4, the next major activities for WP10 planned for the following eighteen months of the project (May 2019 –October 2020) are as follows:

- Keep publishing information about the project on the website and blog;

- Update the website;
- Use the power of social networks to engage Co-VAL's audience and share key project activities and results (Twitter and LinkedIn);
- Attend key events like conferences and workshops and deliver presentations of the project's results;
- Prepare scientific publications and articles;
- Engage with the stakeholders' panel and ensure they will provide relevant feedback;
- Publish two policy briefs and organize the respective policy events;
- Create and publish several press-releases;
- Create a promo video, as well as an updated banner for the project;
- Consolidate our cooperation with other relevant EU projects;
- Establish contact with prospect donors and funders and present them Co-VAL's results;

In the following chapters, we provide an overview of the dissemination and communication channels and tools used in the order to set the brand identity of the project and promote the project's concept, activities and initial results.

3   Brand Identity & Project Materials

This section describes the dissemination & communication channels that have been used in order to establish the Co-VAL brand identity and to ensure that all dissemination and communication activities of the project, including reports, website, flyers, poster, presentation slides, and promotional banners have a professional and uniform look. Co-VAL's brand identity also greatly facilitates recognition by stakeholders who cross paths with any of the projects outputs more than once. As channels are considered the different formats and tools that are being used to promote and disseminate project messages, like the project's logo, brochure and poster, website and social media.

3.1   Project Logo

Communication and branding is nowadays essential to enhance visibility and awareness of a project. The logo is the main graphic identity element and the key to build a successful dissemination campaign. The logo is placed on all graphic material and documents related to the project. Therefore, the logo's design has been carried out in a way that can be representative of Co-VAL's concept and vision. Figure 5 below presents Co-VAL's logo.

Figure 5: Co-VAL's Logo

3.2   Project PPT presentation

Co-VAL's presentation is part of the project's tools to support dissemination efforts and has been designed to be used by all the partners when they present the project to various events. This task includes the design of the project's presentation template for general purposes, as well as a project presentation that provides a general project overview, background information, motivation and vision, objectives, approach, goal, partners, and contact information. This presentation will be continuously updated during the course of the project. The template is being used in all events and meetings where project results and activities are presented. Both the template and the project presentation are included as Annex A of this report.

Figure 6: Co-VAL's ppt presentation

3.3 Project brochure

The objective of the project brochure is to give an overview of the project, its objectives, results, and expected impact, with the aim to raise the awareness around and visibility of the project and to be distributed at key events and conferences by the project partners. The brochure was also translated in Spanish for local communication needs.

Figure 6 presents the brochure's second page, while the whole project brochure in its English and Spanish versions form Annex B of this report.

Figure 7: Second page of Co-VAL's brochure

3.4 Project Poster

Co-VAL has produced a poster in A0 format that reflects the scope of the project. The poster presents in brief the aims of the project, as well as contact information for further communication, partners' logos, Co-VAL's web-based channels and the EU logo with reference to the project's funding framework.

By being both a printed and electronic poster, Co-VAL's poster enables the consortium partners to use the poster in dissemination events and workshops (Print-On-The-Go), where project results and activities are presented, as well as to disseminate it through their respective websites.
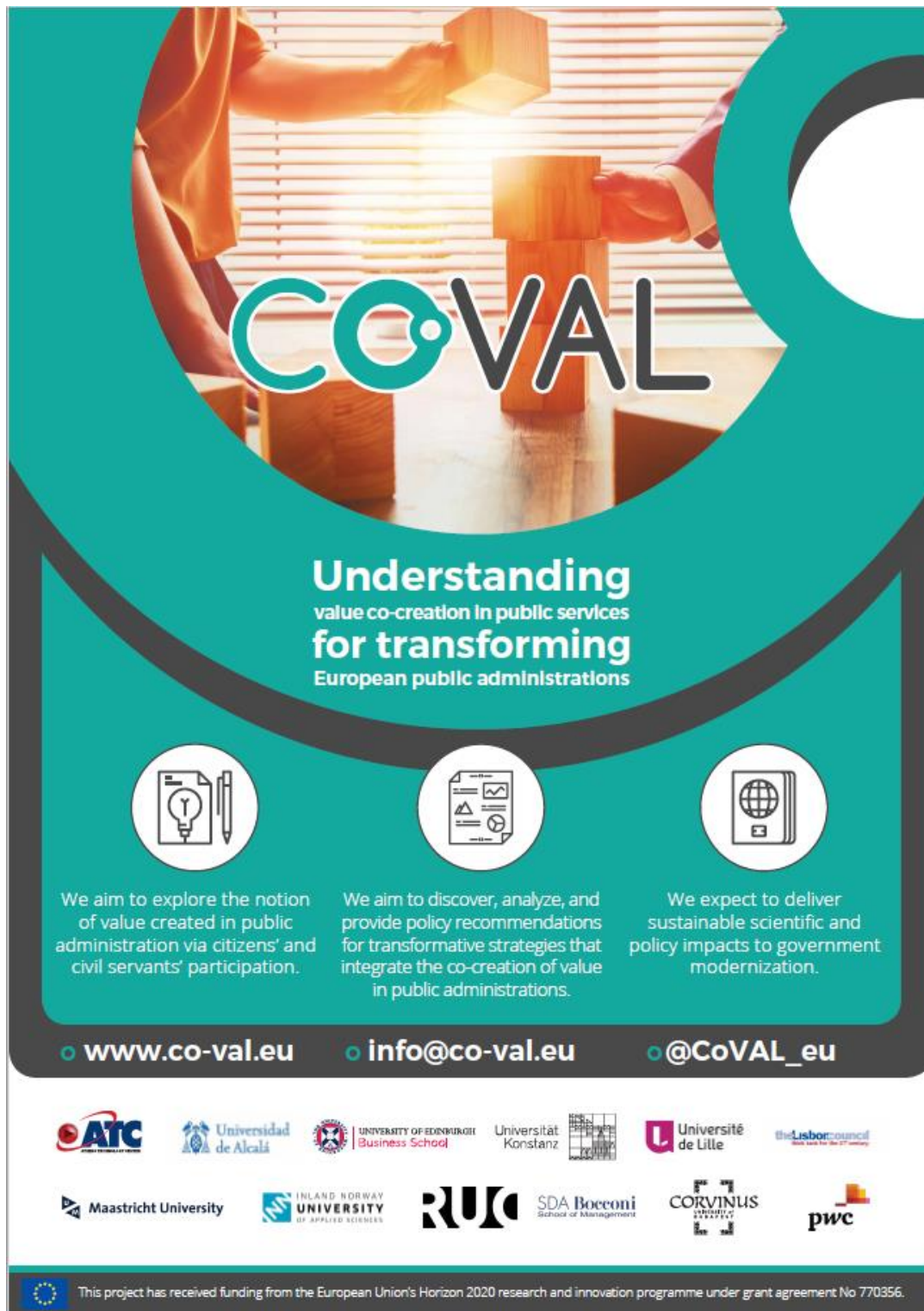
Figure 8: Co-VAL's Poster

3.5   Project banner

A project banner has also been designed for the purposes of communicating the project in various events and exhibitions. Co-VAL's banner (see Figure 8) contains the same information as the poster. The difference lies in their size and purpose of use. A banner is typically longer, is printed on paper or fabric, and is usually suspended from a banner stand, as opposed to a poster that is printed on paper and designed to be attached to a wall or other vertical surface.

Figure 9: Co-VAL's banner

3.6   Press releases

In line with the project's communication plan, a first press release was created in English to communicate the kick-off of the project, its objectives, the expected results and impact. The consortium utilized their own communication channels within their countries and markets, both in English and local

language in order to distribute Co-VAL's first press release. A press release was also published in light of the publication of the first policy brief.
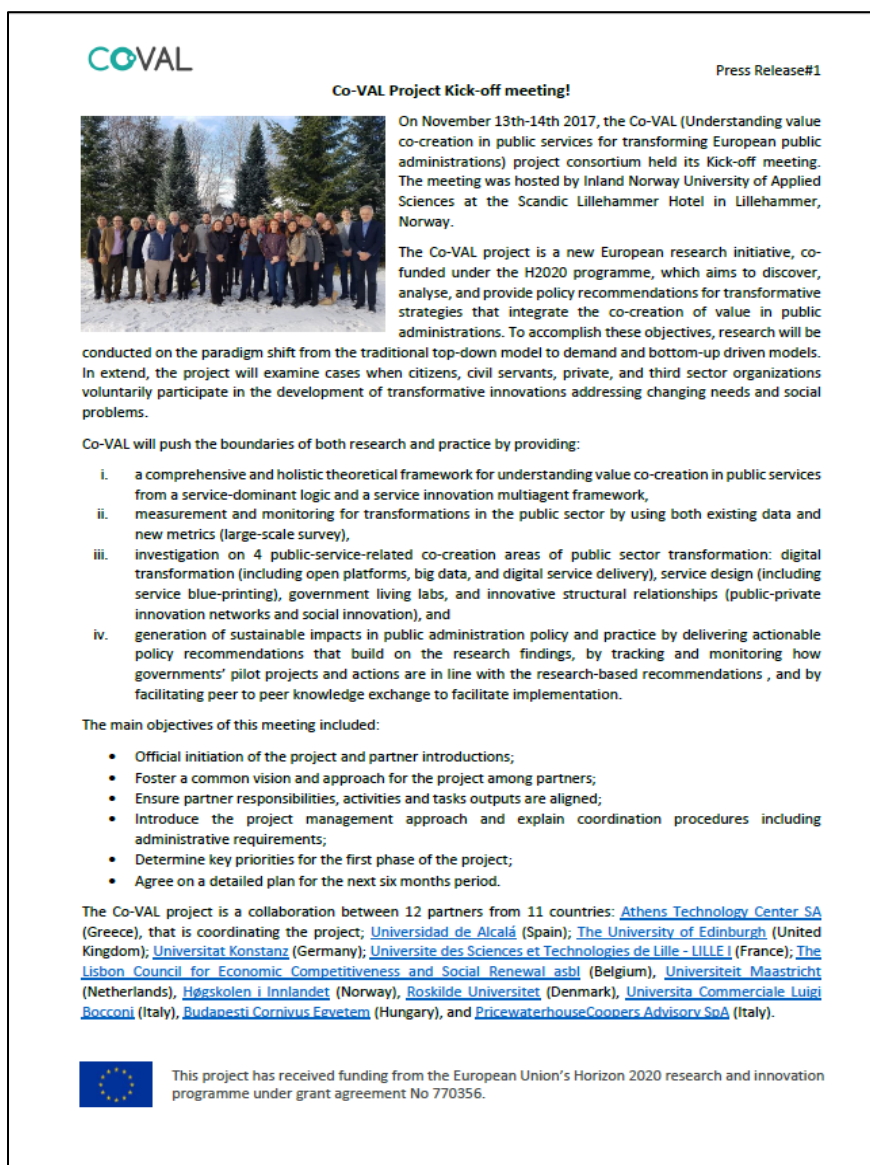
Figure 10: Co-VAL's first Press Release

More press releases are under way, as the research and policy work packages gradually deliver their scientific results and policy recommendations respectively.

4   Project Website

In this section, we describe and report on the impact of the project website which is available under the domain www.co-val.eu.

4.1   Website Overview

As the central node for dissemination purposes and the main dissemination and communication channel, the Co-VAL official website was built since the early stage of the project (31st of January, 2018). The website serves as a collaboration tool for knowledge, experience and best practice sharing, as well as for results consolidation and dissemination support. The project website is continuously maintained to provide up-to-date information and material of the project deliveries and news.Figure 10 below presents the website's homepage.
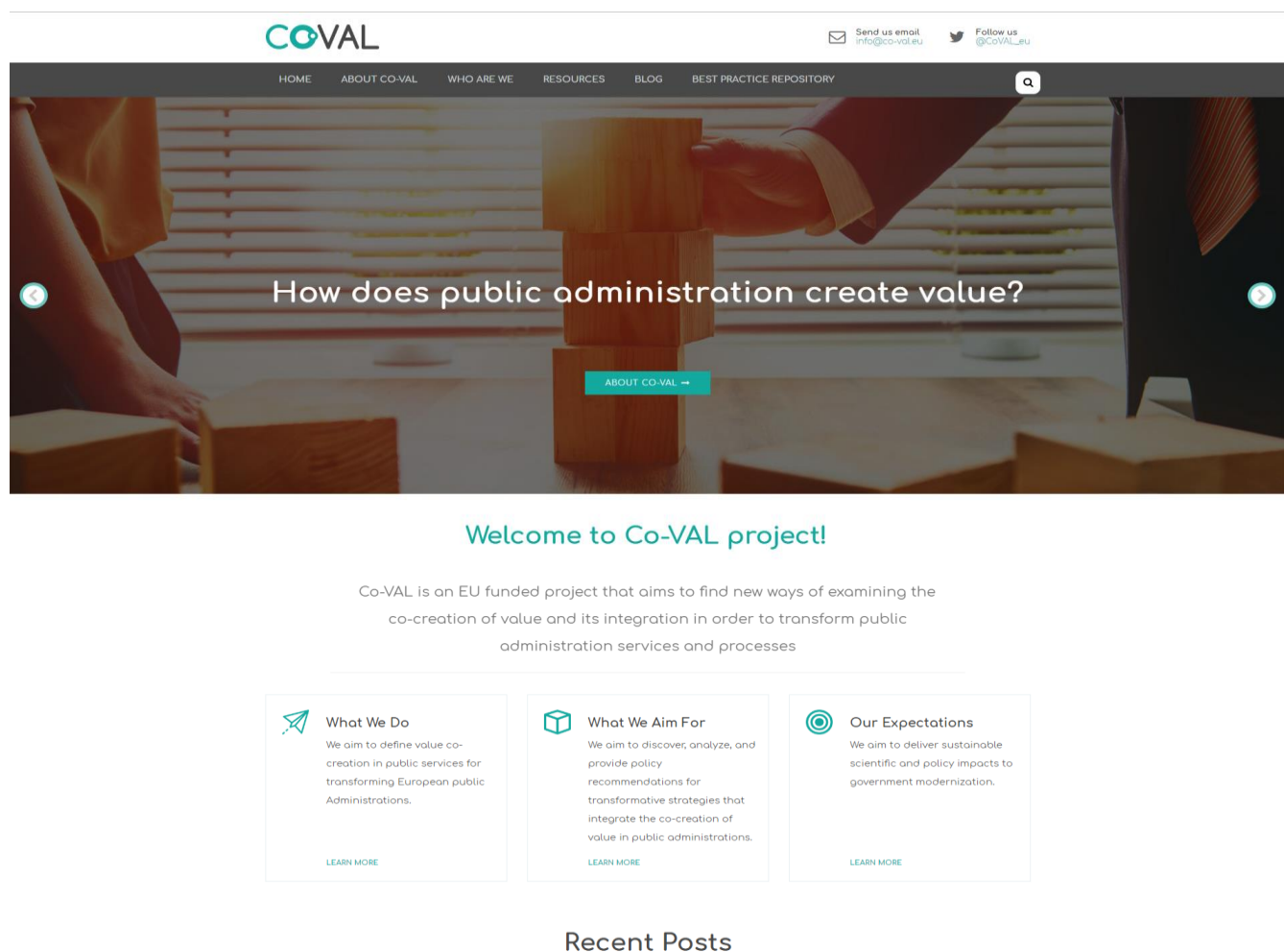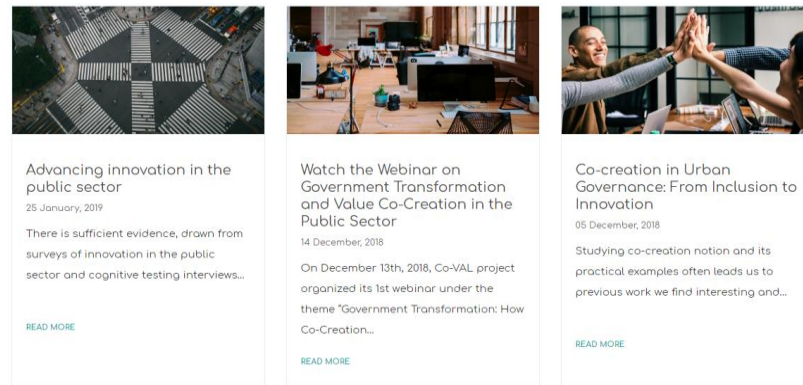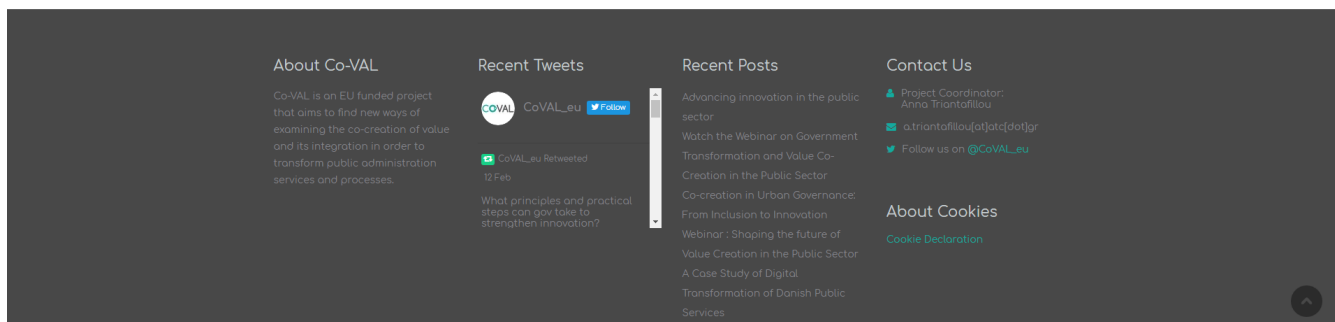
Figure 11: Co-VAL website homepage

Apart from the standard webpages like the "About Co-VAL" and "Who we are", we have also created a project repository, where visitors can browse and download all public deliverables of the project, project publications, as well as the project's collateral (logo, banner, brochure, poster).

Moreover, Co-VAL maintains an active blog, where we upload interesting posts about the project and its results, as well as about relevant news from Co-VAL related research fields. Figure 11 presents an example of one of our blog posts with the higher engagements. Having a blog is one of the most effective ways to attract visitors, spread effectively project news, and update regularly the site, which increases the website's Search Engine Optimization and results in higher rankings.

Figure 12: Example of Co-VAL blog posts

4.2   Website analytics

This section presents figures from the Google Analytics page of the Co-VAL website from the day of its creation to the time of drafting of the present report. On aggregate, from the beginning until now, a total of 1.565 new users have visited the website, while the website has a total of 8.562 page views. Through the whole period that the website has been operating, we have a stable number of daily users

with increments appearing whenever there is an important project activity, such as in June when the 1st stakeholder panel took place.
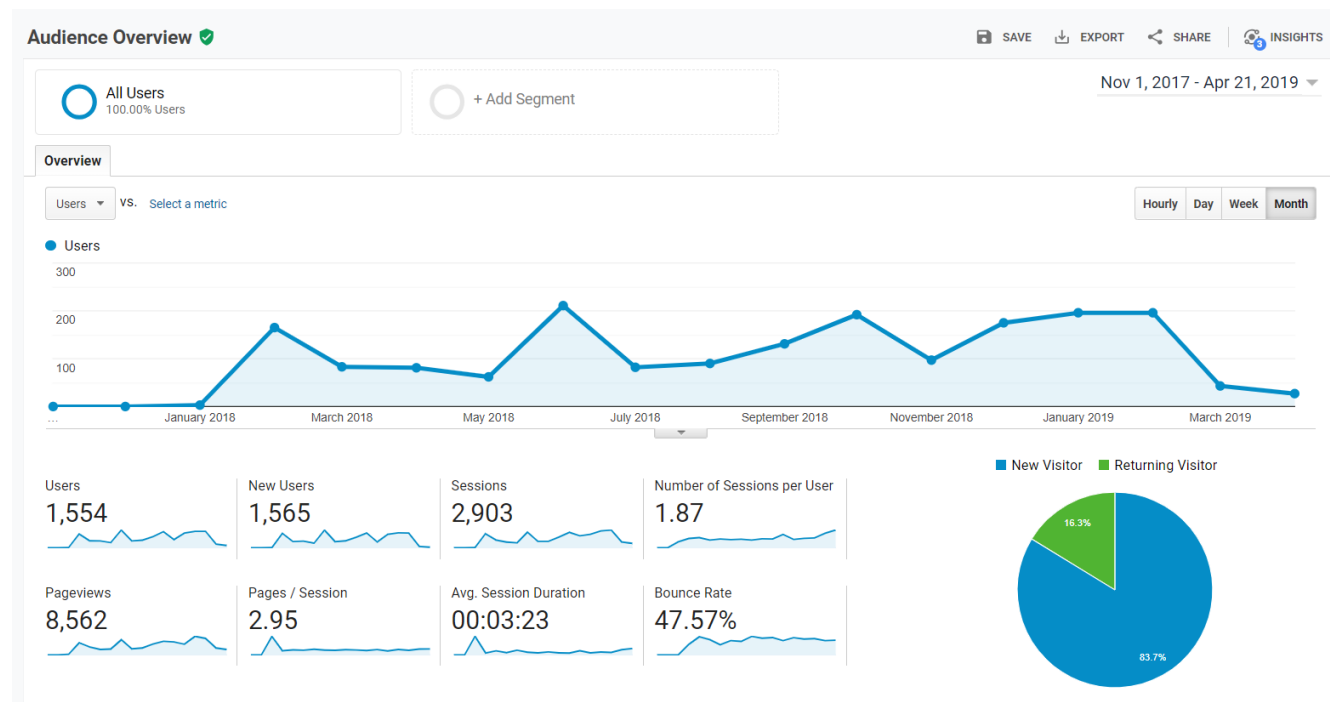
Figure 13: Overview of Google Analytics for the Co-VAL website

Regarding the geographical distribution of Co-VAL's audience, it is interesting to note that Co-VAL has achieved a wide reach, with website visitors coming from almost all over the world and covering all the five continents (currently no visitors from a few Latin American and Asian countries and most African countries – see Figure 14: Overview of geographic distribution of Co-VAL website users below). The top three countries with the most visitors are the United States, the United Kingdom, and Greece, as depicted in Figure 15 below.
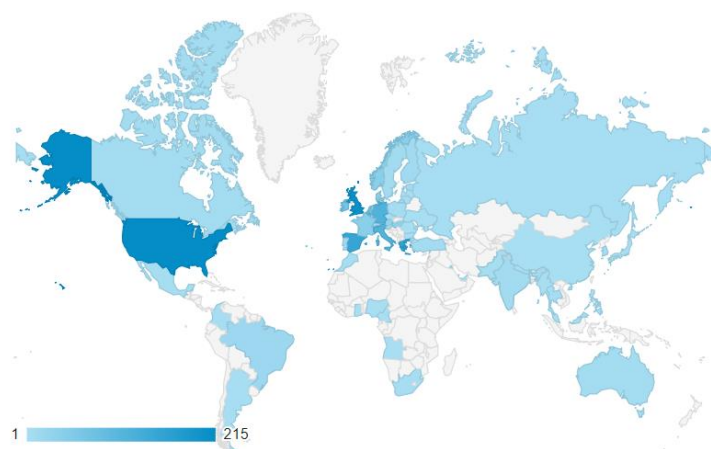
Figure 14: Overview of geographic distribution of Co-VAL website users

| Country	Acquisition			Behavior		
	Users ↓	New Users	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration
	1,554 % of Total: 100.00% (1,554)	1,565 % of Total: 100.00% (1,565)	2,903 % of Total: 100.00% (2,903)	47.57% Avg for View: 47.57% (0.00%)	2.95 Avg for View: 2.95 (0.00%)	00:03:23 Avg for View: 00:03:23 (0.00%)
1. United States	215 (13.45%)	214 (13.67%)	221 (7.61%)	48.42%	1.33	00:00:30
2. United Kingdom	204 (12.76%)	204 (13.04%)	242 (8.34%)	50.41%	2.75	00:01:41
3. Greece	156 (9.76%)	154 (9.84%)	798 (27.49%)	43.11%	4.12	00:06:32
4. Spain	149 (9.32%)	147 (9.39%)	298 (10.27%)	47.99%	2.62	00:02:39
5. Belgium	123 (7.69%)	113 (7.22%)	210 (7.23%)	49.52%	2.59	00:02:37
6. Germany	116 (7.25%)	115 (7.35%)	154 (5.30%)	51.30%	2.45	00:01:44
7. Italy	114 (7.13%)	108 (6.90%)	198 (6.82%)	47.98%	2.66	00:02:24
8. Ireland	69 (4.32%)	69 (4.41%)	70 (2.41%)	35.71%	3.40	00:01:12
9. Netherlands	63 (3.94%)	63 (4.03%)	95 (3.27%)	53.68%	2.28	00:02:25
10. Norway	42 (2.63%)	41 (2.62%)	93 (3.20%)	50.54%	3.04	00:02:21
11. France	41 (2.56%)	38 (2.43%)	56 (1.93%)	48.21%	2.89	00:02:52
12. Denmark	38 (2.38%)	36 (2.30%)	84 (2.89%)	53.57%	2.39	00:02:36
13. Hungary	37 (2.31%)	35 (2.24%)	54 (1.86%)	53.70%	2.70	00:02:41
14. Austria	27 (1.69%)	27 (1.73%)	43 (1.48%)	62.79%	2.14	00:02:08
15. Brazil	18 (1.13%)	18 (1.15%)	19 (0.65%)	73.68%	1.63	00:00:29
16. Estonia	11 (0.69%)	10 (0.64%)	13 (0.45%)	53.85%	2.00	00:02:51
17. Finland	11 (0.69%)	11 (0.70%)	15 (0.52%)	0.00%	3.80	00:04:16
18. Portugal	11 (0.69%)	10 (0.64%)	28 (0.96%)	42.86%	2.61	00:04:06
19. India	10 (0.63%)	10 (0.64%)	11 (0.38%)	81.82%	2.09	00:01:22
20. Luxembourg	10 (0.63%)	10 (0.64%)	14 (0.48%)	0.00%	3.64	00:04:12
21. Sweden	10 (0.63%)	10 (0.64%)	12 (0.41%)	50.00%	3.33	00:02:58
22. (not set)	10 (0.63%)	10 (0.64%)	10 (0.34%)	0.00%	0.00	00:00:00
23. Australia	9 (0.56%)	9 (0.58%)	9 (0.31%)	22.22%	5.78	00:05:32
24. Canada	9 (0.56%)	9 (0.58%)	9 (0.31%)	55.56%	2.78	00:01:47
25. Turkey	9 (0.56%)	10 (0.64%)	24 (0.83%)	54.17%	1.83	00:01:47

Figure 15: Top 25 countries with the most website users

Figure 16 below presents the top referral channels for The Co-VAL website. Most website traffic (above 80%) is direct or comes from organic search. Direct traffic is defined as visits with no referring website. When a visitor follows a link from one website to another, the site of origin is considered the referrer. These sites can be search engines, social media, blogs, or other websites that have links to other websites. Direct traffic categorizes visits that do not come from a referring URL, while organic search

traffic is defined as traffic coming from search engine results that is earned, not paid. Following direct and organic search, acquisition of users (around 18%) comes from referrals (other websites) and social media, mainly Twitter. This is to be expected, as Co-VAL doesn't use paid search results or ads, while the percentage of referrals and social media is within the normal rates for a website such as Co-VAL (academic and scientific oriented content interesting for specific audiences that are not heavy social media users).
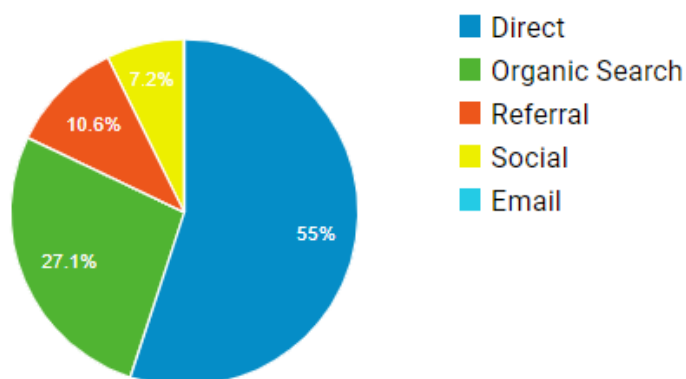
Figure 16: Top Channels for Co-VAL's website traffic

Finally, concerning the webpages that attract most of the website's users, Figure 17 below presents the list of the 10 most popular webpages within the Co-VAL website.

Page		Pageviews	% Pageviews
1. /		2,925	34.16%
2. /overview/		662	7.73%
3. /who-are-we/		611	7.14%
4. /public-deliverables/		474	5.54%
5. /blog/		468	5.47%
6. /material/		331	3.87%
7. /publications/		285	3.33%
8. /results/		265	3.10%
9. /approach/		200	2.34%
10. /impact/		162	1.89%

view full report

Figure 17: List of most visited webpages

5   Social Media channels

Social media profiles play a pivotal role for the project to reach a wide range of audience. Constant posts and updates of status on social media profiles on the projects developments, news and sharing of best practices and research developments, increase audience engagement and help to achieve interaction with the users. This is of particular importance to the project, as it is related to public services innovations, so the attraction of very specific audiences, like policy makers and experts on public sector innovation, is vital. Social media proves to be most effective in dissemination and communication due to the popularity, ease of access and rapid information flow. The project social media profiles were created on Twitter and LinkedIn, the link to Co-VAL's Twitter account was integrated into the project website, and an additional feed flow is being shown on the project website, inviting users to browse through the interesting topics posted on Co-VAL's Twitter.

Regarding the distinction between communication and dissemination tactics, it should be noted that different social media channels are appropriate for delivering different messages to different audiences. Twitter is a great channel to interact with people based on their interests and activities without necessarily knowing these people personally. It's a tool for beginning relationships with users that share similar interests. On the other hand, LinkedIn is particularly suitable when it comes to deepening relationships initiated and developed elsewhere. Based on this distinction, Co-VAL uses Twitter mainly to promote general material to a wider and not so specialized audience, in the sense of communication, while the LinkedIn group is used to target a network of experts by delivering messages of special interest, in the sense of dissemination.

5.1   Twitter

Co-VAL's Twitter channel (https://twitter.com/Co-VAL_eu) was the first communication channel that was created. Figure 17 shows the Co-VAL Twitter page. Up to date (22/04/2019) Co-VAL has posted 214 tweets, has 224 followers, and follows 402 accounts.
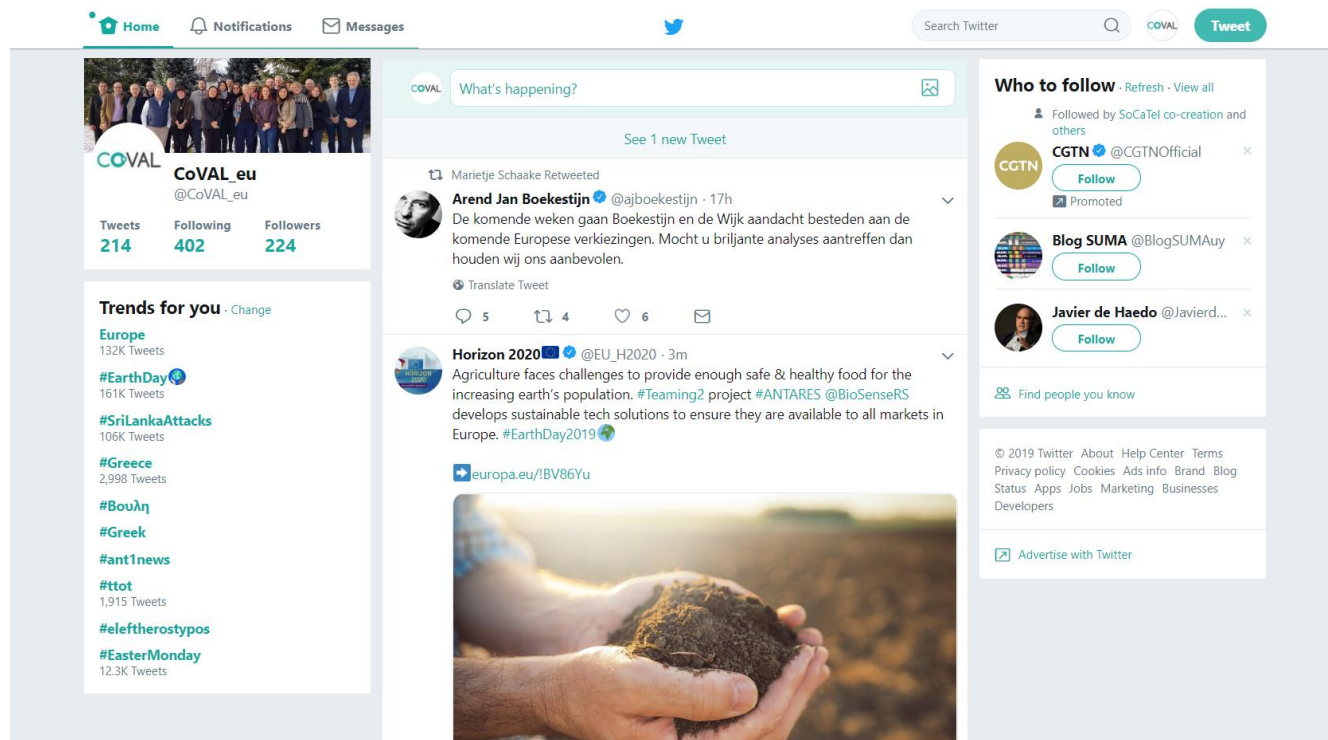
Figure 18: Co-VAL's Twitter page

Regarding the performance of our Twitter account, numbers seem overall very promising. The account has gained a wide audience - taking into account Co-VAL's rather specialized topics of interest – with some very influential followers (e.g. several followers of Co-VAL have a very wide network of thousands and even hundreds of thousands of followers), which means that when these accounts interact with Co-VAL (they like or retweet a post) their network of followers also see this post increasing vastly the reach of Co-VAL Twitter posts.

Figure 19: Examples of Co-VAL's top followers

Figure 20 below shows a breakdown of Co-VAL's Twitter audience per interest and per country.

Interests

Interest name	% of audience	
Dogs	98%	
Science news	97%	
Space and astronomy	96%	
Tech news	94%	
Politics	93%	
Geography	86%	
Commentary	84%	
Sporting events	80%	
Technology	79%	
Government	79%	

Country

Country name	% of audience	
Spain	15%	
United Kingdom	12%	
Germany	10%	
Belgium	8%	
France	5%	
Italy	5%	
Turkey	5%	
Netherlands	5%	
United States	4%	
Greece	4%	
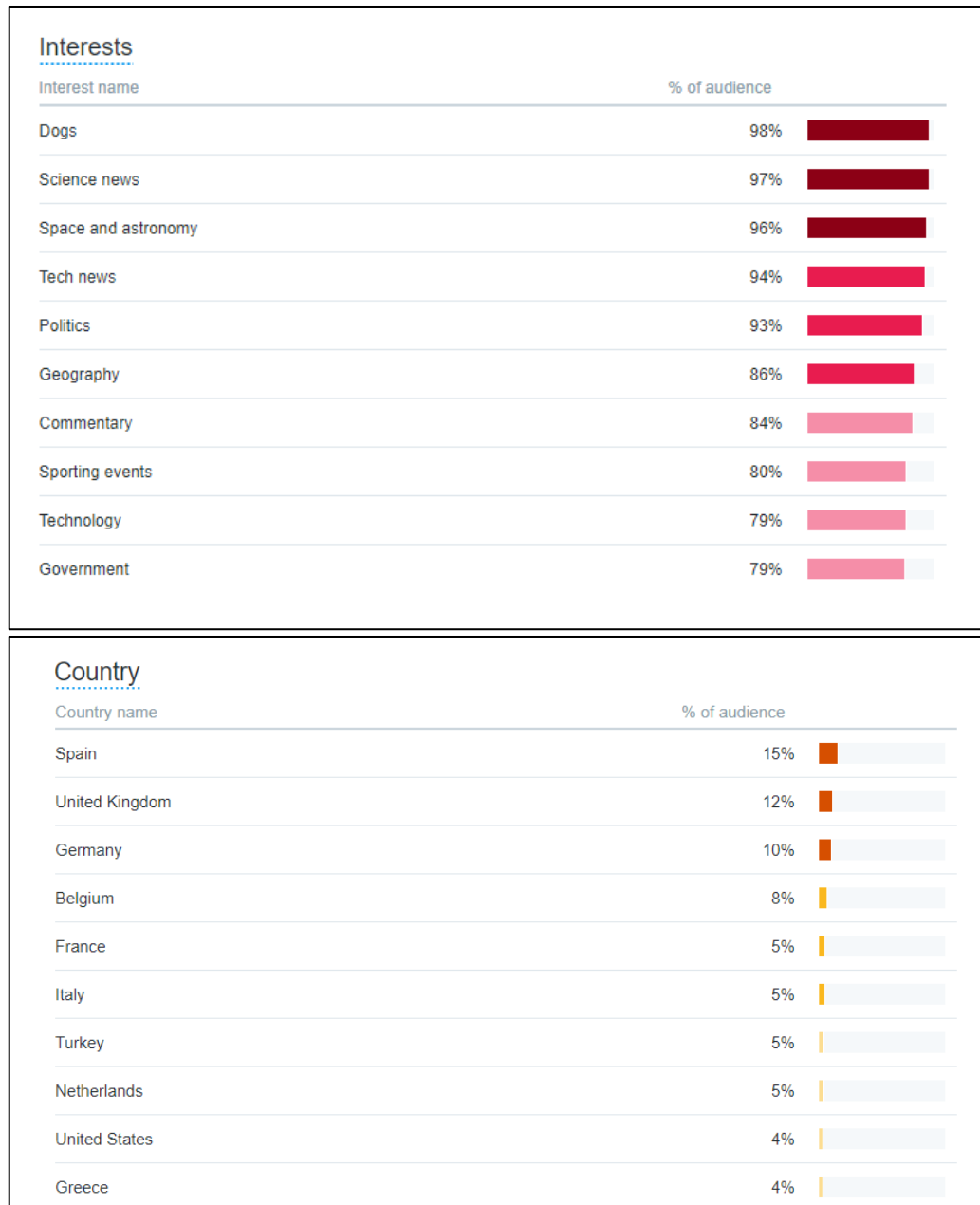
Figure 20: Breakdown of Co-VAL Twitter followers per interest and per country

It should be noted that the Twitter page displays a constant upward trend, with the number of tweet impressions, profile visits, mentions, and followers increasing every month. For example, for April 2019, all the account statistics had an increase compared to the previous month (see Figure 21 below).

Figure 21: Overview of Twitter statistics for April 2019

5.2 LinkedIn

Co-VAL's LinkedIn account is a closed LinkedIn Group moderated by ATC and LC, titled Public Sector Transformation, numbering more than 3.370 members from the policy, research and public sector communities.

The LinkedIn group was initially created within the CROSSOVER project funded by the EC FP7 program and merged with the eGovPoliNet project. Currently, Co-VAL maintains and enhances the Community created. The logic behind this choice was that it was deemed more effective to build on and exploit this already established community of 3.000+ users, rather than start a new community from zero, which would consume more project resources and probably would never reach this number of users.
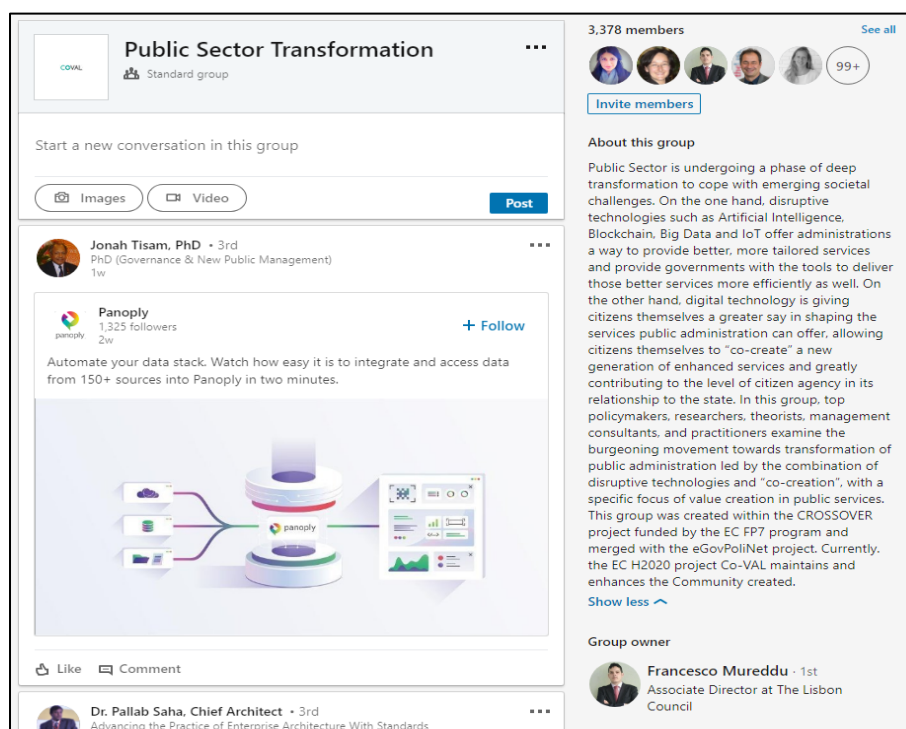
Figure 22: Co-VAL's LinkedIn group homepage

6 Dissemination & Communication activities

This section summarizes the communication and dissemination activities that have been performed by Co-VAL partners throughout the first 18 months of the project. These activities are split into the following categories:

- Scientific publications.
- Participation in events.
- Other dissemination activities.
- Stakeholders panel and related events.
- Policy briefs and policy events.
- Liaison activities with other related EU funded projects.

6.1 Scientific Publications

During the first 18 months, project partners submitted several publications in relevant journals and conference proceedings. Table 2: List of Co-VAL publications below present's details about the publications that Co-VAL partners have submitted during the reporting period.

Partner	Type of publication	DOI/Link	Title	Main author	Title of the periodical or the series	Publisher	Publication year
UKON	Publication in Conference proceedings	http://kops.uni-konstanz.de/handle/123456789/42975	Citizen-oriented digital transformation in the public sector	Ines Mergel	Proceedings of the 19th Annual International Conference on Digital Government Research: Governance in the Data Age: dg.o 2018	ACM Press	2018
UKON	Article in Journal	http://kops.uni-konstanz.de/handle/123456789/43163	Nutzerperspektive in den Vordergrund stellen	Ines Mergel	Innovative Verwaltung	Springer Professional	2018
UKON	Article in Journal	http://kops.uni-konstanz.de/handle/123456789/44199	Digitale Verwaltung umsetzen	Ines Mergel	Innovative Verwaltung	Springer Professional	2019
UM-MERIT	Article in Journal	doi.org10.1016/j.respol.2018.12.001	Advancing innovation in the public sector: aligning innovation measurement with policy goals	A. Arundel, C. Bloch, B. Ferguson	Research Policy	Elsevier	2018

Partner	Type of publication	DOI/Link	Title	Main author	Title of the periodical or the series	Publisher	Publication year
USTL	Publication in Conference proceedings	https://halshs.archives-ouvertes.fr/halshs-01934282/document	Services in innovation networks and innovation networks in services: from traditional innovation networks (TINs) to public service innovation networks (PSINs)	Benoît Desmarchelier, Faridah Djellal, Faïz Gallouj	28th RESER Conference, "Services in the age of contested globalization"	RESER Conference	2018
RUC	Publication in Conference proceedings	10.1109/PCTDDE.2018.8624818	A Case Study of Digital Transformation of Danish Public Services: Actors and Policies	Ada Scupola	2018 11TH CMI International Conference: Prospects and Challenges Towards Developing a Digital Economy within the EU	IEEE	2019
RUC	Article in Journal	https://doi.org/10.13052/nbjict1902-097X.2018.014	Digital Transformation of Public Administration Services in Denmark: A Process Tracing Case Study	Ada Scupola	Nordic and Baltic Journal of Information and Communications Technologies	River Publishers	2019
RUC	Publication in Conference proceedings	https://forskning.ruc.dk/da/publications/a-research-note-on-living-labs-exploring-the-link-to-public-value	A research note on living labs – exploring the link to public value and service coproduction	Lars Fuglsang, Anne Vorre Hanen	28th RESER Conference, "Services in the age of contested globalization"	RESER Conference	2018

Partner	Type of publication	DOI/Link	Title	Main author	Title of the periodical or the series	Publisher	Publication year
RUC	Chapter in a Book	10.1007/978-981-13-7725-9	Human-centric service co-innovation in public services from a practice-based perspective: a case of elderly care	Lars Fuglsang	Human-Centered Digitalization and Services	Springer	2019
USTL	Chapter in a Book	https://doi.org/10.1007/978-3-319-98512-1	Service Economies and Complexity	Benoît Desmarchelier	Handbook of Service Science, Volume II, Chapter 31	Springer	2019

Table 2: List of Co-VAL publications

6.2   Participation in events

The following Table 2 lists all the events Co-VAL partners attended during the reporting period. The events consist of conferences, workshops, seminars, and keynotes in relevant events.

It should be noted that project partners were very active and have participated in more than 33 events covering a wide variety of Co-VAL related topics, such as public sector innovations, service design, value co-creation in public services, digital transformation, living labs, public policy evaluation, measurement of public sector innovation, etc. The vast majority of the events partners attended had an international reach and audience, while the presentations of project results that took place were attended by a significant number of researchers, policy makers, social scientists, and public administration employees, resulting in a widespread and effective dissemination of Co-VAL and its results.

Partner(s) responsible	Type of activity	Place & Date of Activity	Description of the activity	Title of activity/event	Type of Audience	Size of Audience	Countries addressed	Link
LC	Participation to a Conference	Milan, Italy November 26-28, 2018	Presenation of the project and Co-VAL's policy brief "A six-point program for eGovernment renewal".	Digital Italy Summit	Policy Makers	300+	Italy	https://www.theinnovationgroup.it/events/digital-italy-summit-2018/?lang=it
LC	Participation to a Conference	Samos, Greece July 2-4, 2018	Presentation of the Co-VAL project at the 2018 Samos Summit during speech on Digital Transformation of Public Administration.	8th Samos 2018 Summit on ICT-enabled Governance: Government 3.0	Scientific Community, Civil Society, General Public, Policy Makers	30	International	https://samos-summit.blogspot.com/p/the-8th-samos-2018-summit-on-ict.html
LC	Organization of Webinar	Online December 13, 2018	Webinar on value creation in the public sector.	Shaping The Future Of Value Creation In The Public Sector	Scientific Community, Policy Makers	65	International	http://www.co-val.eu/blog/2018/11/27/shaping-the-future-of-shape-the-future-of-value-creation-in-the-public-sector/
RUC	Participation to a panel	Taastrup, Denmark April 18, 2018	The event invited stakeholders from research and practice to debate the role of third sector collaboration with the public sector in Denmark on the design and provision of social services.	SOLIDUS PANEL: Welfare state in transition – learning from co-production	Civil Society, Scientific Community, Policy Makers	Scientific Community (20), Civil Society (10), Policy makers (5)	Denmark	https://solidush2020.eu/solidus-panel-welfare-state-in-transition-learning-from-co-production/

Partner(s) responsible	Type of activity	Place & Date of Activity	Description of the activity	Title of activity/event	Type of Audience	Size of Audience	Countries addressed	Link
RUC	Participation to a Conference	Gothenburg, Sweden September 20-22, 2018	A research note on living labs – exploring the link to public value and service coproduction.	28th RESER Conference: Services in the age of contested globalization	Scientific Community, Industry	Scientific Community (90), Industry (10)	International	https://reser2018.com/
RUC	Participation to a seminar	Glostrup, Denmark March 13, 2018	The topic of the seminar was: Innovation spaces, living labs and test centers – does it work?	REG-LAB seminar: Innovation spaces, living labs and test beds – does it work?	Scientific Community, Policy Makers, General Public	Scientific Community (10), General Public (35), Policy makers (10)	Denmark	http://reglab.dk/wordpress/analyse-category/andet/
RUC	Presentation of project research	Roskilde, Denmark October 2, 2018	Presentation of Danish digital transformation practices.	Policy and process tracing of Danish digital transformation practices	Scientific Community	15	Denmark	
RUC	Presentation of project research	Copenhagen Denmark April 26, 2019	Presentation of the Danish Results of WP3 (Process Tracing of Danish Digital Policies) to managers & employees of the Center for Digitalization and Innovation	The Danish Science Festival	Policy Makers, Civil Society, General Public	70	Denmark	http://forsk.dk/indbakke/why-is-denmark-no-1-in-europe-concerning-digital-transformation
UAH	Participation to a Conference	Castellon, Spain October 4, 2018	Presentation of an overview and recent results of the project Co-VAL in the 3rd International Conference on Innovation with keynote speech.	III Jornada Internacional de Innovación (3rd International Conference on Innovation)	Civil Society, General Public, Policy Makers	Civil Society (100), General Public (20), Policy Makers (10)	International	https://www.elperiodicomediterraneo.com/noticias/especiales/iii-jornada-internacional-innovacion-llega-mano-mediterraneo-becsa_1174005.html

Partner(s) responsible	Type of activity	Place & Date of Activity	Description of the activity	Title of activity/event	Type of Audience	Size of Audience	Countries addressed	Link
UAH	Participation to a Workshop	Madrid, Spain October 23, 2018	Presentation of an overview of the project Co-VAL in a workshop on Innovation for Public Officers	Workshop on Innovation for Public Officers	Civil Society	50	Spain	
UAH	Participation to a Conference	Malaga, Spain October 4-5, 2018	Presentation of an overview and recent results of the project Co-VAL	X Jornadas de Modernización y Calidad (10th Conference of Modernisation and Quality).	Scientific Community, Civil Society, General Public, Policy Makers	Scientific Community (80), Civil Society (30), General Public (50), Policy Makers (200)	Spain	http://jomcal.malaga.eu/opencms/export/sites/jomcal/.galeria-descargas/X_JOMCAL/X_JOMCAL.Programa_2018.pdf
UAH	Participation to a Conference	Pamplona, Spain October 24, 2018	Presentation of an overview of the project Co-VAL with a keynote speech on social innovation.	II Semana Internacional de Actualización: Empresa, Política e Innovación Social (2nd Conference in Business, Policy and Social Innovation).	Scientific Community, Industry	Scientific Community (50), Industry (10)	International	https://www.unav.edu/en/web/instituto-empresa-y-humanismo/actividades/conferencias

Partner(s) responsible	Type of activity	Place & Date of Activity	Description of the activity	Title of activity/event	Type of Audience	Size of Audience	Countries addressed	Link
UAH	Participation to a Conference	Gothenburg, Sweden September 20-22, 2018	Presentation of the project Co-VAL in the 2018 Conference of the European Association for Research in Services.	28th RESER Conference: Services in the age of contested globalization	Scientific Community, Policy Makers	Scientific Community (200), Policy Makers (30)	International	https://reser2018.com/
UAH	Participation to a Conference	Mallaga, Spain October 8, 2018	Dissemination of printed materials of Co-VAL, and face-to-face communication of general information of the project.	II Jornadas de Evaluación de Políticas Públicas (II Conference of Public Policy Evaluation)	General Public, Policy Makers	General Public (20), Policy Makers (80)	Spain	http://www.juntadeandalucia.es/institutodeadministracionpublica/institutodeadministracionpublica/servlet/descarga?up=126535
UAH	Participation to a Conference	Toledo, Spain October 24-26, 2018	Dissemination of printed materials of Co-VAL, and face-to-face communication of general information of the project.	IV Conferencia de Innovación Pública Novagob (4th Novagob Conference on Public Innovation)	Scientific Community, General Public, Policy Makers, Media, Other	Scientific community (30), General Public (20), Policy Makers (200), Media (15), Other (50)	Spain	https://www.congresonovagob.com/programa/
UAH	Participation to a Conference	Dubai, UAE February 25, 2019	Presentation titled "Understanding Value Co-Creation in Public Services for Innovation: Structural Transformations and Public-Private Networks in the UAE"	Innovation Arabia 2019	Scientific Community, Industry, Civil Society, Policy Makers	50	International	https://www.eiseverywhere.com/ehome/innovationarabia/conference-program
UEDIN	Participation to a Conference	Milan, Italy January 23-25, 2019	Presentation of findings from WP1 systematic literature review.	4th PUBSIC Conference	Scientific Community	60	International	https://cense.business-school.ed.ac.uk/2018/04/06/call-for-papers-the-4th-pubsic-conference-23-25-january-2019/

Partner(s) responsible	Type of activity	Place & Date of Activity	Description of the activity	Title of activity/event	Type of Audience	Size of Audience	Countries addressed	Link
UEDIN	Participation to a Conference	Lausanne, Switzerland September 5-7, 2018	Paper reporting findings of the systematic literature review on citizen participation presented at EGPA conference.	2018 EGPA CONFERENCE Title of presentation: A Public Service Logic approach to service design and delivery	Scientific Community	12	International	https://www.egpa-conference2018.org/
UKON	Keynote presentation	Speyer, Germany May 17, 2018	Presented keynote address on digital transformation in practice, research, and teaching.	Knowledge and Idea Transfer for Innovation in Administration (WITI)	Scientific Community	200	Germany	http://www.uni-speyer.de/de/forschung/projekte/witi//witi-auftaktveranstaltung.php?p_id=2077
UKON	Keynote presentation	Munich, Germany October 25, 2018	Keynote presentation on digital transformation in public administrations.	Open Government Day	Scientific Community	300	Germany	https://www.muenchen.de/rathaus/Stadtverwaltung/IT-Referat/Projekt-E--und-Open-Government/Veranstaltungen/Open-Government-Tag.html
UKON	Keynote presentation	Berlin, Germany November 16, 2018	Keynote presentation on results of expert interviews on digital transformation in German public administrations.	Herausforderungen für den modernen Staat: Wissenschaft und Praxis im Dialog"	Scientific Community	200	Germany	https://budrich.de/Zeitschriften/dms_symp-einl_2018.pdf

Partner(s) responsible	Type of activity	Place & Date of Activity	Description of the activity	Title of activity/event	Type of Audience	Size of Audience	Countries addressed	Link
UKON	Participation to a Conference	Delft, The Netherlands May 30 - June 1, 2019	Organized panel, wrote and published panel description.	19th Annual International Conference on Digital Government Research: Governance in the Data Age	Scientific Community	50	International	http://dgsoc.org/event/dgo-2018/
UKON	Participation to a Conference	Edinburgh, UK April 11-13, 2018	Presented theoretical framework on Digital Service Teams in the Public Sector.	XXII IRSPM Annual Conference 2018	Scientific Community	30	International	http://programme.exordo.com/irspm2018/delegates/presentation/389/
UKON	Participation to a Conference	Lausanne, Switzerland September 3-5, 2018	Presented systematic literature review and findings	2018 EGPA CONFERENCE	Scientific Community	15	International	https://www.egpa-conference2018.org/#responsive
UM-MERIT	Participation to a Conference	Cape town, South Africa November 29, 2018	Delivered a lecture on Annual innovation and development	2018 Annual Public Sector Innovation Conference	Policy Makers	60	International	https://www.eventbrite.com/e/annual-innovation-and-development-lecture-innovation-in-the-public-sector-tickets-51958135181#

Partner(s) responsible	Type of activity	Place & Date of Activity	Description of the activity	Title of activity/event	Type of Audience	Size of Audience	Countries addressed	Link
UM-MERIT	Participation to a Conference	Ottawa, Canada June 28-29, 2018	Presentation titled "Social innovation and the public sector: issues and obstacles"	3rd Annual Conference of the Global Forum on Productivity	Scientific Community, Policy Makers	200	International	http://www.oecd.org/global-forum-productivity/events/gfp-ottawa.htm
UM-MERIT	Organisation of a Workshop	Canberra, Australia December 19-20, 2018	Two lectures on same topic, one at the offices of the Australian Bureau of Statistics (ABS) and the second at the Department of Industry, Innovation and Science	Trends in Measuring Public Sector Innovation	Policy Makers	40	Australia	
USTL	Participation to a Conference	Gothenburg, Sweden September 20-22, 2018	Presentation of a paper titled "Services in Innovation Networks and Innovation Networks in Services: from Traditional Innovation Networks (TINs) to Public Service Innovation Networks (PSINs)", and discussion	28th RESER Conference: Services in the age of contested globalization	Scientific Community	100	International	https://reser2018.com/
USTL	Participation to a Conference	Gothenburg, Sweden September 20-22, 2018	Presentation of a paper titled "Users' involvement in value co-creation: The more the better?" and discussion	28th RESER Conference: Services in the age of contested globalization	Scientific Community	100	International	https://reser2018.com/

Partner(s) responsible	Type of activity	Place & Date of Activity	Description of the activity	Title of activity/event	Type of Audience	Size of Audience	Countries addressed	Link
USTL	Participation to a Conference	Rabat, Morocco

October 19-20, 2018 | Presentation of a paper titled "L'implication des utilisateurs dans la co-création de valeur : le plus, le mieux ?" and discussion | 2nd International Conference on Services, Tourism and Retailing | Scientific Community | 80 | International | http://reser-online.net/?p=318 |
| INN | Project Presentation | Oslo, Norway

November 27, 2018 | Presentation of the Co-VAL project and how it could be useful for other national projects | Presentation to researchers working at the project "Integrate"(Path ways to work) | Scientific Community | 15 | Norway | |
| CUB | Participation to a Conference | Wellington, New Zealand

April 16, 2019 | Presentation at the IRSPM 2019 conference: "Opportunity or threat? The impact of digitalization on co-producing and co-creating public services" | IRSPM Conference 2019 | Scientific Community, Civil Society, | 15 | International | http://irspm2019.com/irspm19 |
| CUB | Participation to a Conference | Wellington, New Zealand

April 17, 2019 | Presentation at the IRSPM 2019 conference: "The role of case managers in an IT-based co-production service for public space improvement" | IRSPM Conference 2019 | Scientific Community, Civil Society, | 15 | International | http://irspm2019.com/irspm19 |

Table 3: List of events attended by Co-VAL partners

6.3   Stakeholders panel and related events

The purpose of having a panel of stakeholders in Co-VAL is to guide research activities through the vision of practitioners, experts and policy makers, whose task is to work on transformation processes at the high level of European Public Administrations (PAs).

The Co-VAL stakeholder panel consists of about 25 stakeholders working together with Co-VAL consortium members, with a high interest and expertise on issues related to the research areas of Co-VAL. Stakeholders were selected on the basis of their interest in the topic and the experience-expertise they can bring to the panel.

The first of planned stakeholder panel meetings already took place in Budapest (Hungary), on June 21st 2018. The meeting was carried out during a one-morning session. The main purpose was to get to meet the stakeholders, to present to them the project and initiate a discussion, thus creating engagement.

Figure 23: Photo from the 1st stakeholders panel

The second stakeholders meeting took place on April 5th, 2019 in Athens, Greece. It was a half-day meeting with the members of the stakeholder panel with the aim to present them Co-VAL's research results up to the time of the meeting and collect their feedback and personal experiences in the fields of digital transformation, service design, living labs, and innovation networks.

The session was designed to be interactive and followed a design thinking process, in order to give the opportunity to stakeholders to present their experiences and provide Co-VAL's researchers with insights from a practice oriented perspective. Following the presentation of project results and progress achieved so far delivered by research partners, stakeholders, as well as consortium partners, were divided in two groups for the design thinking sessions that took place in the framework of the meeting. Group A attended the 1st design thinking session on digital transformation, while Group B attended the 2nd design thinking session on service design, living labs, and innovation networks.

Figure 24: Photo form the 2ⁿᵈ stakeholder panel (2ⁿᵈ design thinking session)
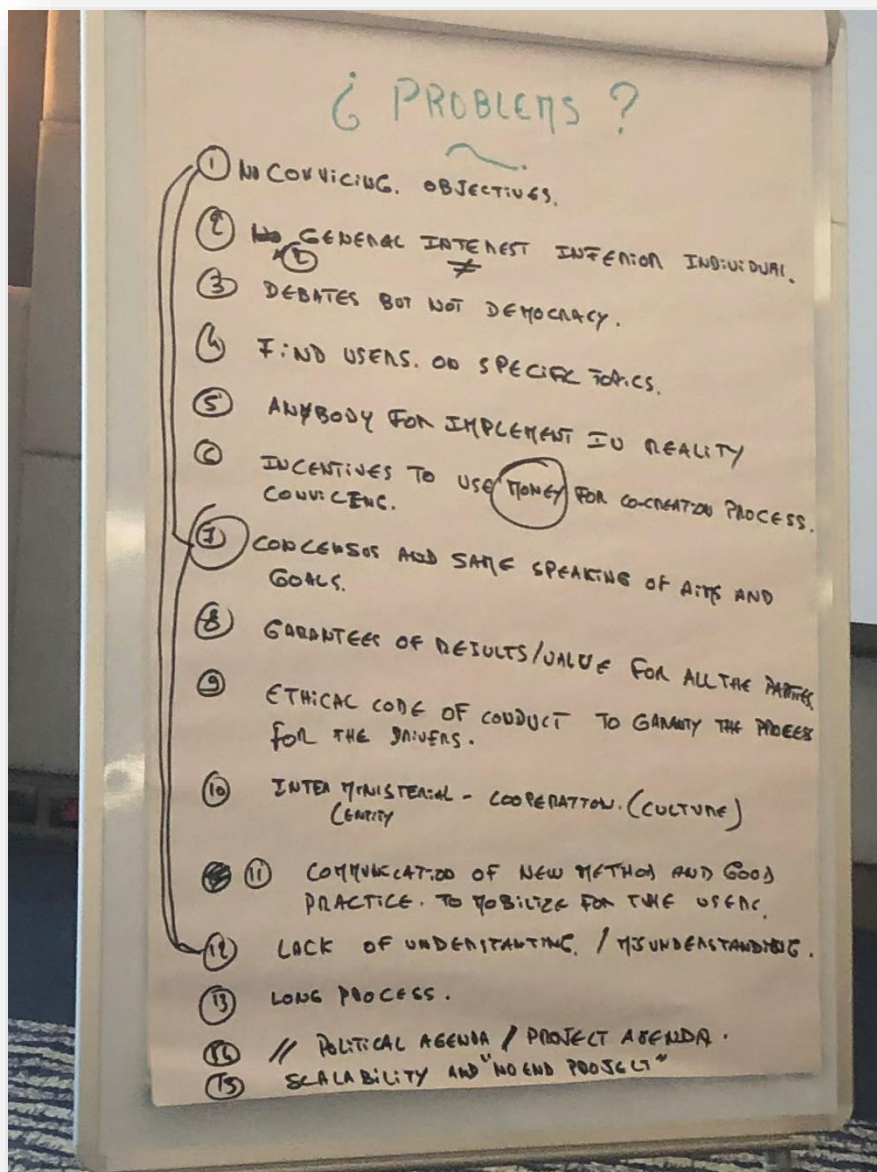
Figure 25: Output of design thinking sessions during the 2ⁿᵈ stakeholder panel

The session on digital transformation was coordinated by Mr. Giorgio Garbasso (PwC) and Mr. Piero Pascucci (PwC). The objective of the session was to enable participants to share cases of digital transformation that they have worked on in a structured, as well as interactive, manner and to identify pain points and enabling factors in cases of digital transformation of the public sector. Mr. Olivier Garry, also member of the Co-VAL stakeholder panel, coordinated the session on service design, living labs, and innovation networks. The objective of the session was to enable the participants to share relevant cases of service design, Living labs and innovation networks. Participants exchanged experiences, discussed related barriers and problems occurring during the implementation process and ways to address those issues.

6.4   Policy briefs and policy events

Co-VAL's first policy brief was published on March 14, 2018 titled "How Local Government Reform is Key to Europe's Digital Success: A Six-Point Programme for eGovernment Renewal". It was decided that the first policy brief should be produced at the beginning of the project, capitalizing on the Milan Digital Week and on the success of the recent Tallinn Declaration and based on the demand of policy makers (Sikkut and Piacentini) to push the Declaration agenda.

The policy brief was presented in Milan Digital Week, a flagship festival for innovation, design, and transformation through digital technologies. The policy brief was commented and appreciated by Roberta Cocco, Councilor for Digital Transformation and Citizens Services at Municipality of Milan, and Diego Piacentini, Government Commissioner for Italy's Digital Agenda.

General impressions and interest for the policy brief were very high. The policy brief got 1,751 opens and 255 downloads on LC's website, while Diego Piacentini posted a tweet about it with many engagements. Moreover, Agenda Digitale, the leading Italian magazine on Italy's Digital Agenda, published an extensive article presenting the policy brief and its implications for eGovernment. The 1st policy brief was disseminated through Co-VAL's channels (Twitter, website, press release), as well as through the partners' own communication channels.

The 2nd policy brief will be published end of May – start of June 2019 and it will focus on Co-VAL's recent research results of WP1, WP3, WP4, and WP5. A policy event to present the second policy brief is planned to take place in June 2019.

6.5   Liaison activities with other related EU funded projects

In order to ensure complementarities and in the interest of maximizing benefits, synergies have been established between existing projects and initiatives. This ensures that information is exchanged among the projects on workshops, consultations, and networking events.

Co-VAL has established linkages with the following projects that have similar topics to Co-VAL:
- Enlarge
- Tropico
- Citadel
- CoGov
- Siscode
- Socatel

ATC and UAH participated in a joint meeting aimed at fostering the creation of a network and the exchange of knowledge among the Horizon 2020 projects funded under the call CULT-COOP-2017. A joint slack channel was created to facilitate communication between the projects.

7   Dissemination & Communication Impact assessment

This section deals with assessing the impact of the performed dissemination and communication activities by comparing their quantitative indicators against the Key Performance Indicators (KPIs) as set in Co-VAL's Communication Plan (D10.2). Based on the KPIs and their description in D10.2 "Communication Plan", and considering the dissemination and communication activities so far, the following table presents an indication of how effective these activities were during the 1st reporting period of the project. The "yellow" status indicates that the target KPI has not been achieved yet, while the "green" status indicates that the target KPI has already been achieved.

Key Performance Indicator	KPI target Y1-Y3	KPIs M1-M18	Status
No. of website users	5000	1.565	🟧
No. of Twitter followers	200	224	🟩
No. of LinkedIn members	200	3.300	🟩
No. of tweets and retweets with project hashtag	1000+	280	🟧
No. of tweeters using the specific hashtag	200	124	🟧
No. of tweet impressions using the hashtag	50,000+	34.750	🟧
No. of press releases	10+	3	🟧
No. of policy or academic conferences attended by project participants	12+	30	🟩
No. of presentations in events, conferences etc.	12+	14	🟩
No. of participants reached through policy or academic conferences	1000+	3.450	🟩
No. of Co-VAL policy events	3	0	🟧
No. of participants in Co-VAL policy events	120	500	🟩
No. of Co-VAL panel events	5	2	🟧
No. of stakeholders in Co-VAL panel events	25	22	🟧
No. of produced brochures	2	1	🟧
No. of produced posters/banners	2	1	🟧
No. of collaboration activities with other EU initiatives/projects	3+	1	🟧

Key Performance Indicator	KPI target Y1-Y3	KPIs M1-M18	Status
No. of papers produced	> 50	10	

Table 4: KPIs tracking for M1-M18

Most key dissemination and communication objectives are still in progress as expected since we are currently running through the first half of the project duration, but we can see that more than 30% of the Key project objectives have been achieved already by now. We will continue to track the KPIs to ensure that all of the key dissemination and communication objectives will be achieved by the end of Y3.

8　Future Plans

The second half of the project will be focused more on communicating and disseminating the project's research results and policy implications to the different target audiences, producing results oriented dissemination material, but also on connecting with audiences, relevant communities, and research projects across Europe for input and collaboration.

We will keep participating in events, conferences, and workshops and will continuously seek for opportunities to promote Co-VAL through publications. Moreover, we plan to strengthen our collaboration with Co-VAL's stakeholder panel through the organization of more stakeholder meetings and the frequent communication we already have with them through official and unofficial channels.

During the second half of the project, we will also focus on publishing and disseminating Co-VAL's policy briefs and organizing the accompanying policy events to involve as much as possible the European community of policy making and public administration.

8.1　Indicative dissemination events

Table 5 presents some indicative venues (events, conferences) that have already been identified as useful for Co-VAL dissemination within the 2nd half of the project (May 2019 – October 2020).

Title of event	Place	Date	Topics	Partner
Velfærden innovationsdag/innovationsforløb (the welfare innovation day)	Copenhagen, Denmark	6 June 2019	Yearly conference on innovation in the public sector organized by the popular journal 'mandag morgen'. Policy-oriented.	RUC
NISPAcee annual conferences	In European and other cities	Annual	Public administration.	CUB
Congress Government 360	Utrecht, The Netherlands	9 October 2019	Government 360 ° is the annual conference on information management within the Government. This edition is dedicated to 'Smart ICT for social issues'. Public administration.	UM-MERIT
IRSPM International research society for Public Management	In European and other cities	Annual	Public administration and management.	INN, UB
COST co-organized 7th EMES International Research Conference	Sheffield, England	24-27 June 2019	Social innovation, sustainable development through social enterprise.	RUC

Title of event	Place	Date	Topics	Partner
RESER2019	Ceuta, Spain	September 2019	Service innovation in private and public services.	RUC (and probably others)
OpenLivingLab Days 2019	Thessaloniki, Greece	2-5 September 2019	Social innovation, co-creation, living labs.	UAH
Conference on services	Rabat, Morocco	19-20 October 2019	Public and market services.	USTL

Table 5: Indicative dissemination events for M19-M36

8.2   Indicative scientific journals and specialized magazines

Table 6 presents a list of scientific journals and specialized magazines that will be targeted to maximize the impact of the scientific work to the target communities within the 2nd half of the project (May 2019 – October 2020).

Journal Name	URL	Partner
Research Policy	https://www.journals.elsevier.com/research-policy	UKON UM-MERIT RUC BOC
Government Information Quarterly	https://www.journals.elsevier.com/government-information-quarterly	UKON
Public Administration Review	https://onlinelibrary.wiley.com/journal/15406210	UKON UM-MERIT RUC BOC UEDIN
Public Management Review	https://www.tandfonline.com/toc/rpxm20/current	UKON UM-MERIT RUC BOC
Public Administration	https://onlinelibrary.wiley.com/journal/14679299	UKON UM-MERIT RUC BOC

Journal Name	URL	Partner
Structural Change and Economic Dynamics	https://www.journals.elsevier.com/structural-change-and-economic-dynamics	UM-MERIT
Public Money and Management	https://www.tandfonline.com/loi/rpmm20	UM-MERIT BOC UEDIN
Organization Studies	https://journals.sagepub.com/home/oss	UM-MERIT RUC BOC
Administration and Society	https://journals.sagepub.com/home/aas	UM-MERIT BOC
VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations	https://www.jstor.org/journal/voluntas	RUC
Journal of Social Entrepreneurship	https://www.tandfonline.com/loi/rjse20	RUC
The Innovation Journal: The Public Sector Innovation Journal	https://www.innovation.cc	RUC
Social Enterprise Journal	https://www.emeraldinsight.com/journal/sej	RUC
Journal of Public Administration Research and Theory	https://academic.oup.com/jpart	BOC
Policy and Politics	https://policy.bristoluniversitypress.co.uk/journals/policy-and-politics	UEDIN, RUC
British Journal of Management	https://onlinelibrary.wiley.com/journal/14678551	UEDIN

Table 6: List of indicative scientific journals

9   Conclusions

This deliverable, D10.3 Report on Dissemination Activities v1.0, is part of the WP10 "Dissemination and Communication" and has provided information regarding the project's communication and dissemination activities during the first 18 months of the project (November 2017 - April 2019). An overview of the related communication tools and communication/dissemination activities that have been used in order to disseminate the project's results were presented.

In general words, after the first half of the project has been completed, we can conclude that our dissemination efforts are on track. Dissemination and communication at project level are running on a daily basis and the progress made by the consortium is very visible and partners are actively participating. Through the monitoring of the set communication and dissemination KPIs we are able to keep track of the progress and identify quickly which activities need more attention and which have surpassed the objectives.

The dissemination and communication activities focused on reaching representatives from all the different target audiences through i) publications to journals and proceedings of conferences, ii) presentations of dedicated project results to scientific, industrial and policy conferences and events, iii) organisation of webinars and policy events, iv) participation in scientific and policy events to foster collaboration with interested stakeholders, and v) distribution of communication material within the consortium's network.

More specifically, articles in journals have been published, mainly in European journals, but also in journals with a worldwide reach. The number of scientific publications for the first half of the project could be seen as relatively low, but the number reflects the fact that research results were generated later on in the course of the project, combined with the fact that the process for publishing a paper in a peer-reviewed journal is lengthy and time consuming. On the other hand, a high number of presentations of the project have been carried out at a European and international level targeting mainly the scientific and policy community, but also civil society organizations, innovation networks, industry representatives, and public administrations. In addition, the research partners have participated in many national and international conferences, disseminating the project's scientific results in a variety of audiences across the world.

Finally, Co-VAL has established – through its stakeholders' panel - a network of very useful contacts with practitioners and policy makers that have hands on experience in the fields of co-creation and social innovation and can provide valuable feedback for Co-VAL's research results and their transformation to policy recommendations.