



D8.1

DISSEMINATION AND COMMUNICATIONS PLAN

COGOV - Grant Agreement No. 770591



## **Co-Production and Co-Governance: Strategic Management, Public Value and Co-Creation in the Renewal of Public Agencies across Europe**

### **Deliverable 8.1 DISSEMINATION AND COMMUNICATIONS PLAN**

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## 1. Introduction

1.1. COGOV is the EU Horizon 2020 project, *Co-Production and Co-Governance: Strategic Management, Public Value and Co-Creation in the Renewal of Public Agencies across Europe*. It aims to explore and assess the strategic leadership efforts of local governments and other public agencies to transform themselves from *'bureaucratic authorities'* - treating citizens as legal subjects - and *'service providers'* - treating citizens as customers - into *'arenas for co-creation'*. In the latter context, citizens are recognised as experts in their own life and capable of providing useful inputs (in terms of resources, ideas and energy) into the process of public governance. Such 'co-created' public innovation may not only provide more effective services and policies, but could also enhance the responsiveness of the public sector.

1.2 A central motivation for COGOV is to advance European values and the concept of public value by bringing together the European community of public administration scholars and practitioners. While we are looking at a number of key public administration terms and debates (e.g. public value, co-governance, networked governance), *Co-creation will be central*. We will look at: what 'spaces' are available; what different actors are involved; what are the key drivers of co-creation; does it differ between contexts; and what are the strategic dimension and drivers of co-creation. Thus, comparative reflections and transferable lessons are a core element of the research – the question is *what works, in which context and why?*

1.3. This document describes the Dissemination and Communication Plan to be adopted by COGOV. Effective communication, dissemination and exploitation of COGOV results are key to ensuring that the project delivers societal impact.

In the context of this project, the standard H2020 definitions are utilised:

- **Communication** is a strategically planned process that starts at the outset of the project and continues throughout its entire lifetime, aimed at promoting the project's results. It requires strategic and targeted measures for communicating to a multitude of audiences, including the media and the public;
- **Dissemination** involves the public disclosure to a range of target groups of project results and outputs by any appropriate means including through scientific publications in any medium; and
- **Exploitation** means the utilisation of results in further research activities (other than those covered by the project) or in developing, creating and marketing a product or process, or in creating and providing a service or policy outcome.

*Reference: Making the Most of Your H2020 Project (2018)*



1.4. This plan has been formulated in line with the general terms and guidelines defined in the document, *'Making the Most of Your H2020 Project: Boosting the impact of your project through effective communication, dissemination and exploitation'* (EU IPR Helpdesk, 2018). Using this framework allows the project both to achieve its overall objectives and to guide all partners in their communication activities.

1.5. Its purpose is to formalise all communication, dissemination and exploitation actions planned, to provide guidelines on the approach, and to facilitate dissemination of outcomes and results, which leads to the maximum awareness on the project's findings during and after its completion. In addition, the document will be continuously updated along with the project's achievements and contributions from partners.

1.6. COGOV adopts an integrated approach to communication, dissemination and exploitation activities, meaning that these activities are carried out in a synergistic way, rather than isolating 'academic' dissemination from 'broader' communication, and that these activities will be running alongside and complementing research activities. Indeed, we aim to systematically incorporate feedback from dissemination and communication activities into the research work, nourishing it and making it both more cutting-edge scientifically and more practice-orientated. More than just feedback: the engagement of academics and practitioners is a core element of our approach.

1.7. The project commenced on the 1<sup>st</sup> May 2018 with the first meeting of the project team taking place on the 25<sup>th</sup>-26<sup>th</sup> May 2018. Given the three phases of communication, dissemination and exploitation can be defined, this involves carrying out the first stage throughout the entire duration of the project (especially through the website, social media) and through participation at conferences, events. More specifically regarding dissemination, we foresee an accumulation of dissemination events towards the end of the project life (from month 24 onwards), when most results will be ready and dissemination activities will gain more momentum. Exploitation will be particularly important during the immediate post-project phase.



## 2. Communication

### 2.1. Objectives

The COGOV project seeks to detect and disseminate promising models and practices across the EU in relation to the strategic renewal within public agencies (such as local governments, national ministries of public administration and publicly funded agencies in the cultural sector) based on public value and co-creation ideas. The communication plan thus makes a contribution to achieving the project's overall objectives – and is not merely a Work Package in its own right.

The purpose of a communication strategy for a Horizon 2020 project is to: engage with your stakeholders; share best practice with other projects; promote the project's activities and results; expand academic and professional networks; raise citizens' awareness of how their money is spent; show the success of European collaboration (*Are you communicating your Horizon 2020 project*: [https://ec.europa.eu/info/sites/info/files/communication\\_guidelines\\_h2020\\_projects\\_web.pdf](https://ec.europa.eu/info/sites/info/files/communication_guidelines_h2020_projects_web.pdf)).

Thus, the objective of COGOV - to move beyond existing knowledge to produce and disseminate insights and recommendations on strategic renewal - has four novel components:

- Integrating wider - and macro level - narratives of downwards facing approaches to public management strategic management with a meso-level focus on the public agency, here seen as a formal organization which has some capacity to act strategically.
- Developing a strategic repository of promising practices available to public managers and other stakeholders that are potentially ready to implement and which have also been rigorously derived.
- Mixing both research activity (some of which itself takes a co-creation perspective) with strong practice-focussed development activities, to generate knowledge that can be usefully applied to the solution of extant problems of those engaged in the delivery of public services
- Producing a combination of different, innovative and evidence based practitioner tools, (such as the CO-CREATOR game) which will be readily available for practitioners.



## 2.2. Communication Strategy

The project's principles underpinning the communication strategy are: clear goals and objectives; a careful definition of the audience; development of a clear message; use of an appropriate medium for different audiences; and a framework to evaluate the strategy.

More specifically, to aid the COGOV project in achieving its planned impact on academics, strategic managers, and policy-makers, the following communications objectives have been initially identified by the Project Board:

- Promote the project and its results among the project's own community (e.g. academic researchers, different stakeholders involved in strategic renewal via co-creation in national, regional and local governance agencies);
- Communicate effectively with interviewees and survey participants to ensure their understanding of broader project objectives and their own role in the COGOV research, followed up by explaining individual results to participants in a manner that is sensitive to their needs and technical understanding;
- Foster stakeholder engagement in COGOV so that stakeholders can both contribute to shaping our research agenda and exploit our results in their own practices. This will be partly achieved via the creation of a Project Advisory Board (see Section 4);
- Communicate the research results to a non-specialist audience, e.g. NGOs, community organisations and the 'general public'
- Formulate key messages for each target group and choose the right medium and means to transport them, including the media/social media
- Make sure that the results are transformed into practical advice both on how to develop new strategies and how they can implemented at the EU, national, regional or local levels;
- Improve the visibility across Europe of both the project and the work of project partners by demonstrating how EU funding tackles societal challenges.
- Define clear (measurable) communication objectives derived from the overall project objectives. A menu of Key Performance Indicators (KPIs) have been established to measure and evaluate the communication objectives set-forth for the Project. They are detailed in section 5.

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### 2.3. Communication Management

In terms of managing and monitoring communication measures throughout the project, the plan will be managed under the auspices of Work Package 8. The steering group managing the development and implementation of the Communication, Dissemination and Exploitation plan has been set up and comprises: Professor Keith Shaw (Northumbria University - Project co-ordinator); Professor Edoardo Ongaro (Open University); and Professor Ewan Ferlie (King's College London). The Steering Group then reports to the Project Management Group.

Internal communications will be facilitated through: emails; project meetings; video conferences and Northumbria's SharePoint file sharing system. In the first year of the project, the following examples from Year 1 include:

- Effective communication with Project Officer: for example, over amendments to Ethics documentation (initially submitted October 31<sup>st</sup> 2018 and then resubmitted February 14<sup>th</sup> 2019) and general revisions
- Regular Meetings between Project Lead and Project Administrator
- Two face-to face team meetings (in Newcastle, May 2018 and Utrecht, December 2018) and regular Skype meetings between WP Leads.
- Bi-lateral meetings between WP leads (KCL-AMU; KCL-UN; LU-Span)
- KCL had a skype meeting also with Rijeka, LU, RUC and TIAS to discuss WP2
- Development of Web site ([www.cogov.eu](http://www.cogov.eu)); twitter account <https://twitter.com/cogoveuproject> and SharePoint site for the sharing of project documentation between partners.
- Creation of COGOV Advisory Group (see below)
- At every project meeting, progress made in Communication, Dissemination, and Exploitation are standing items on the agenda.

It is planned that Professor Ongaro at the Open University (OU) will play a leading role in the design of three COGOV conference opportunities and the policy roundtable, as well as more broadly in dissemination of project results. Additionally, the OU will have a leading role in coordinating the dissemination both at scientific conferences and through specific presentation events.

Under WP 8, all partners will be making a contribution to communication, dissemination and exploitation of results. This will be seen in the sharing of information to be published on the project's website (<http://cogov.eu/>), including reports, blog articles, twitter contributions and media coverage. Advice on dissemination will also be sought from the Advisory Board members.



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Work under this Plan will also be guided by frameworks established in a number of other project documents including the Data Management Plan and the Ethics Policy Document. This plan will also be closely linked to the Annual Work Plans of the project and will be updated to ensure that communication and dissemination activities support the implementation of each Annual Work Plan.



### 3. Dissemination

#### 3.1. The proposal identifies *three target groups*:

- *Academics and Researchers (ARs)*: notably those working in the fields of ‘public management’, ‘public administration’ and ‘social policy’). The project will reach out to academia through a range of publications and notably we plan at least two special issues: one is being developed in Autumn 2019 and it is planned to be published in the journal *Policy and Politics* (guest editors: Jacob Torfing, Ewan Ferlie, Tina Jukic and Edoardo Ongaro), having already secured the commitment by the journal general editors for the special issue; the other is planned at a later stage, to be started at about month 36, to be able to incorporate findings from WP3, WP4 and WP6.
- *Public Policy Practitioners (PPPs)*: defined widely to include: national policy makers, public managers, professionals working in public agencies, political leaders in local and central government, and third sector groups/NGOs representing engaged groups of service users and citizens). The project will reach out to policy-makers through multiple tools. First, an instrument of relevance will be policy briefs. We plan to prepare three *policy briefs* addressing policy-makers and practitioners; we plan to elaborate policy papers mostly from the findings of WP4, WP5 and WP6. One or more of the policy papers could be presented at specific occasions: examples include the exploration of the possibility to hold an event at the Dutch Economic and Social Council; notably, for presentation and discussion of findings drawn from WP6. Second, the final conference will be organised in the form of a policy round table, to be held in Brussels. It is currently been explored the possibility to hold the final policy round table connected to, or even integrated into, a Committee of the Regions Fall Conference in Autumn 2021. Third, the Practice Sourcebook (which will be presented at the final conference / policy round table). It is planned to organise this as a sort of ‘*Handbook of Practices*’, with a format that may make it usable systematically in MPAs (Masters of Public Administration) and a range of other professional educational programmes provided by higher education institutions across Europe.
- *Key Stakeholder Bodies (KSBs)*: such as, the National Departments for Public Administration; National Schools for Public Administration (e.g. the ENA in France, the SNA in Italy and INAP in Spain); the various national Associations of Local Governments (such as the LGA in the UK); and other key national ‘hubs’ for public agencies and local governments will be involved both through the routes outlined for practitioners and through additional events (such as stakeholder conferences) and direct links through members of the Advisory Board.

3.2. The reach of COGOV to encompass such audiences will be strongly enhanced by the choice of personnel to join the Project’s wide-ranging *Advisory Board (AB)*:



- Prof John Bryson, (University of Minnesota, USA)
- Prof Jean Hartley (Open University, Department of Public Leadership and Social Enterprise)
- Prof Siv Vangen (Open University, Department of Public Leadership and Social Enterprise)
- Prof Chris Ansell (UoC Berkeley)
- Prof Albert Meijer (University of Utrecht)
- Prof Mirko Vintar (University of Ljubljana)
- Prof Jean Louis Denis (Québec, Canada)  
Ms Clare Moran, Organisation Development Programme Lead. DG Organisational Development and Operations, Scottish Government
- Ms Pia Marconi, National School of Administration, former Head of Public Administration Department, Government of Italy and former Chair Public Governance Committee, OECD
- Mr Daniele Franco, Board Member, Central Bank of Italy
- Mr Vincent Potier, Director Centre Nationale de la Fonctionne Publique Territoriale, France
- Prof María José Canel, Universidad Complutense, Madrid, Spain
- Dr. Alenka Žužek Nemec Ministry of Public Administration (Slovenia), IT Directorate.
- Prof Isabella Proeller, University of Potsdam, Germany.
- Marcel Guenoun, Research Director of the Institut de la gestion publique et du développement économique, General Secretariat of the Ministry of Economy and Finance and the Ministry of Action and Public Accounts.

When the project was designed it was envisaged that the Board of Advisors - drawn from senior academics and practitioners from a range of countries – would provide advice and feedback to the project team on such areas as: drafts of research papers; access to individuals and organisations likely to be relevant to the research; wider policy impact and dissemination inside and outside the partner countries. It was also hoped that, where relevant, individual board members could attend relevant COGOV team meetings and invited conferences. While advice and support can be provided by email or skype meetings, the project does have a budget to cover some face –face meetings. Three AB members were involved (two present, one on skype) in the Annual Meeting in Ljubljana in June 2019. Following feedback, it was also agreed that (given the range of specialisms in the Advisory Board) it would be most practical to link the Board Member with the WP's that relate most closely to their interests and allow them to provide feedback on specific plans and outputs. Thus, smaller groups within the AB would work more closely with specific WP teams.

3.3. In addition, many of the COGOV partners are senior academics who are key 'networkers' and are well linked into - or indeed lead - major academic networks e.g. Edoardo Ongaro has been serving as the President of EGPA from 2013 to September 2019.



This will facilitate the diffusion of the results from the project into the academic field, along with the production of academic papers. These senior academics are also experienced writers and serve as journal and handbook editors (see CVs in the proposal). This represents a considerable asset which will be leveraged further in gaining access to top level publication outlets (see below).

3.4. The communication and dissemination of COGOV results will contribute to the delivery of a number of *impacts* expected from the project through: raising awareness of the key research questions being investigated; producing timely and reliable evidence addressing key policy issues; sharing new knowledge via a variety of channels; and identifying ‘what works, in which context, and why’,

3.5. More precisely, COGOV will aim to have an impact via:

- Stimulating greater civic participation, trust, engagement and political legitimacy by directly enhancing the evidence-base on the strategic renewal of public agencies across the EU, increasing knowledge on their capacity to engage in participatory and downwards-facing forms of strategic management based on co-creation;
- Enabling a wider processes of evidence-building, reflection and learning to take place across conventional sectoral, agency and national boundaries;
- Contributing to the more effective, accessible, socially inclusive and legitimate production of public services by public agencies and their more effective co-working with groups of users, citizens and NGOs;
- Providing formative (as well as summative) evidence and feedback which will enable organizational learning and service improvement activity in the public agencies working with the project and contribute to wider academic debates;
- Ensuring that national and cross-national findings and analysis are available to inform national level strategies of public management reform where ministries of public administration are seeking to promote public value and co-creation based models and practices more widely within their own country.

3.6. Selecting the appropriate channels to engage with the main target groups at the correct time in the project’s lifecycle is crucial to the success of the dissemination plan. COGOV will utilise a range of mechanisms:



Project Website

The projects website ([www.cogov.eu](http://www.cogov.eu)) is central to external dissemination activities. It has been designed to be simple to access, visually appealing, and informative – of use to a variety of end users and audiences.

The site is geared to enhancing the visibility of the project, serves as the major source of information and communication for external audiences and is regularly updated.

The overall structure of the web site includes:


<a href="http://www.cogov.eu">www.cogov.eu</a>
Home
Project: Description; Work Packages
About Us: Partners; Team; Advisory Board
Events:
Publications (will include all key research documents and reports)
Blog: <a href="http://cogov.eu/blog/">http://cogov.eu/blog/</a>
Contact Details
Social media ( <a href="https://twitter.com/cogoveuproject">https://twitter.com/cogoveuproject</a> )

The web site existed in an early stage during year one of the project, it is now being populated with more information as the key deliverables are achieved and new dissemination opportunities emerge. A contract to revamp and renew the web site will be allocated in early 2020.

Social Media

The advantages of social media will be fully utilized in terms of both research communication and dissemination. All team members shared the recent guide on use of social media for Horizon 2020 projects: [http://ec.europa.eu/research/participants/data/ref/h2020/other/grants\\_manual/amga/soc-med-guide\\_en.pdf](http://ec.europa.eu/research/participants/data/ref/h2020/other/grants_manual/amga/soc-med-guide_en.pdf).

In addition to a number of contributions on the COGOV blog section of the website (<http://cogov.eu/blog/>), the project has also a Twitter account <https://twitter.com/cogoveuproject> where partners are encouraged to contribute.



We also produce a regular COGOV Newsletter available via the web site. 2 have already been produced in 2018-2019.

### Academic Publications

In terms of high quality scientific journals, COGOV will focus its publication strategy on an initial list (based on the CABS list) which includes:

Public Administration Review
Journal of Public Administration: Research and Theory
Public Administration: An International Quarterly
American Review of Public Administration
Environment and Planning C: Government and Policy
Governance: An International Journal of Policy, Administration and Institutions
Health Services Research
International Review of Administrative Sciences
Journal of European Public Policy
Journal of Policy Analysis and Management
Milbank Quarterly
Policy and Politics
Public Management Review
Regulation and Governance

We intend to produce the following academic outputs to be published in leading SSCI ranked journals in the field of Public Administration/Management or related social science journals:

- At least three journal articles out of WP2 and WP3, two out of WP4, and one to two from WP5 and WP6 respectively. We plan to edit at least two special issues, one plan has recently been accepted by the journal *Policy and Politics*.
- In order to enhance immediate visibility and trigger snowballing effect, we have secured an early-out online special issue with the online journal, *Administrative Sciences*, which we expect to publish in summer 2019. Although part of the works we expect to be



published in this specific outlet may derive from antecedent research prior to the start of the project, the editorial introduction and, hopefully, one or more literature review based papers will represent a first direct outcome of the project. This publication initiative enables not just early visibility to the project, but also communication of how we intend intellectually to link the two streams of the strategic management of public services organisations and collaborative governance and co-production;

- Over the course of the project, working papers will be regularly uploaded to the *Publications* section on the project website (<http://cogov.eu/resources/publications/>)
- One additional output will be a Handbook of Practices of Strategic Renewal, published via a leading academic publisher. Partners have good links with key academic publishing houses e.g. Routledge published a book on strategic management in the public services by Ferlie and Ongaro (2015). Team members also have experience in editing major handbooks.

We will also produce:

- an early research agenda paper written on the basis of the initial literature review (WP 1) to stimulate initial interest in the project;
- a cluster of three or four papers summarising the final results of the project (these will be the basis for the academic articles indicated above);
- two published symposia or special issues of a journal with various papers on aspects of the project together with commentary pieces from external scholars and complementary articles from other scholars working in the same broad field; this will help create a research monograph (90-100k words) containing the full results and analysis of the project to be published on the basis of the final report;
- a Masters of Public Administration (MPA) orientated textbook which brings out the educational and teaching implications of the project in an accessible form and including mini case studies and key learning points; we will work with a leading publisher with experience in electronic as well as physical publication in this field.

#### Academic Conferences and Workshops

- We organized an initial Conference contribution via a dedicated conference event within a major conference. This was the 2019 conference of **NISPAcee: the Network of Institutes and Schools of Public Administration in central Eastern Europe** 24-26<sup>th</sup> May (see below). The sessions focused on *Challenges in the strategic renewal of public administrations across Europe*. The panel included 3 presentations from COGOV and



additional speakers will be invited to present their research. The panel aims to attract PA scholars and practitioners interested in the strategic renewal of public administrations across Europe (with special focus on NPM, public value and co-creation). The aim of the panel is to disseminate and receive feedback on intermediate results of the EU-funded project COGOV and to discuss the challenges in strategic renewal of public administrations across Europe.

#### NISPAcee 2019, Prague

##### Panel: Challenges in the Strategic Renewal of Public Administrations across Europe

Tina Jukić, Keith Shaw, Edoardo Ongaro

This Panel represented the 4th type of the panel according to the NISPAcee panels' classifications (informative panels for providing information on a current issue or for **disseminating the outcomes of projects, research activities or innovative programs** to the Conference participants).

Aligned with that, the aims of the Panel were:

- To present the initial results of the EU-funded project »Co-Production and Co-Governance: Strategic Management, Public Value and Co-Creation in the Renewal of Public Agencies across Europe.«
- To discuss the challenges in strategic renewal of public administrations across Europe.

Two sessions were organized (each 90 minutes long). Within each session, the following presentations were given:

##### Session 1:

- Key Insights from a Literature Review on 'Downwards Facing' Models of Strategy in Public Agency Settings (Ferlie et al.)
- Collaborative Innovation in the Public Sector: Theoretical Background and Practical Implications (Jukić et al.)

##### Session 2:

- Exploring Strategy Making in 'non-New Public Management' Public Services Settings: The Case of European Union Agencies (Ongaro & Ferlie)
- The Inspiration from Open Government, Public Engagement and Agile Governance: A Case study of Tax E-filing System Reform in Taiwan (Jung)

The aims of the Panel were reached: 25 participants attended each of the two sessions and very fruitful discussions have provided important inputs into our work.



- We will then organize an Intermediate project conference within the auspices of the **EGPA/ASPA TAD16 Co-creation conference at Roskilde University** in June 2020 and a Final Conference at month 42 in Brussels. These events will provide the opportunity to disseminate, respectively, intermediate and final results of the research and to engage in debates with scholars and practitioners. This final conference will be organized in the format of a policy round table with practitioners and policy-makers. The final conference will provide the opportunity to promote, in particular, the Practice Sourcebook (Deliverable 8.2).

We will actively publicise and promote these conferences via the Twitter profile and the project's website. The Advisory board will also be invited to both contribute to the design of these conferences and be involved in presentations.

The COGOV team will be active participants in various academic conferences and workshops to disseminate the findings to academic audiences. Highly relevant pan European and international annual conferences on public management where we would want to have an active presence include:

- **European Group for Public Administration** – EGPA - annual conference, where Ongaro has a leading role (Edoardo Ongaro is Immediate Past President of EGPA, having served as EGPA President between 2013-2019);
- Importantly, EGPA organises every year a joint conference with its homologue in the US, the **American Society for Public Administration** (ASPA), called Transatlantic Dialogue on Public Management; the conference is held alternatively on either side of the Atlantic and the 2020 conference will be held in Roskilde, Denmark. The conference will revolve around the key COGOV topics and will represent a major opportunity for dissemination of academic findings to a joint European-American audience.
- The **National Institutes of Schools of Public Administration** in central eastern European countries (NISPAcee) annual conferences. Two COGOV panels were organised in Prague in May 2019 and there are similar plans for the NISPAcee conferences in Split (in 2020) and in Ljubljana (2021). Importantly, EGPA and NISPAcee organise a Trans-European Dialogue (TED) Conference every other year, and it is planned a COGOV participation at the February 2020 TED conference in Bratislava, Slovakia;
- **European Group of Organizational Studies** (EGOS) which has a strong public management interest (both Ferlie and van Gestel helped to co organise a stream at EGOS Montreal which led to a special edition of *Public Administration* on the theme of hybrid organizational forms in the public services.
- **The International Research Society for Public Management** (IRSPM);



- A member of the project steering group (Ewan Ferlie) presented on the COGOV project at a **British Academy of Management** conference in November 2018;
- The annual conference of **AIRMAP** in France, the international conference on public administration and management for the francophone community of scholars in the field saw Professor Edina Soldo present two papers;
- The annual conference of **Azienda Pubblica** in Italy, the leading public management conference in Italy will also be utilised

*Bridging dissemination activities for academics and practitioners*

A third plank of dissemination and communication, beyond scientific publications and large academic conferences, includes invitations to academic and practitioner seminars and workshops so project team members are able to present research findings on the specific domain covered by COGOV. We view this as an important dissemination opportunity as it allows dissemination to both academics, policy-makers and practitioners. These are also valuable opportunities via invitations to deliver speeches and keynotes in conferences and seminars

For example, Professor Edoardo Ongaro has delivered one of the opening plenary keynote speeches to the biennial conference “Public Administration in a Democratic Society: Thirty Years of Democratic Transition in Europe”, promoted by the University of Zagreb, the International Political Science Association and the journal ‘Croatian and Comparative Public Administration’, to be held in in Dubrovnik, Croatia, in late 2019.

We will also give brief face-to-face presentations to national and international meetings of policy makers and practitioners, mostly from year 2 onwards, as early results accrue. In particular, we will address key hubs for the development of public management and public governance arrangements across Europe, like the national Departments for Public Administration of EU Member States and the National Schools of Public Administration. We foresee possible events at or with the involvement of:

- Cabinet Office, London, UK;
- École Nationale d’Administration and Centre National de la Fonction Publique Territoriale, in Paris or Strasbourg, France;
- Instituto Nacional de Administracion Publica (INAP), in Madrid, Spain;
- Scuola Nazionale di Amministrazione, in Rome or Caserta, Italy.



In terms of links with practitioners, The City of Rijeka is a member of a number of cities associations and their respective conferences and online channels will also be used to disseminate project results:

- Eurocities: <http://www.eurocities.eu/>
- Major Cities of Europe: <https://www.majorcities.eu/>
- Croatian Cities Association: <http://www.udruga-gradova.hr/>
- GISIG: <http://www.gisig.eu/>

COGOV also plans to plan to organise, in close liaison with European Commission officials, a regular policy roundtable with other H2020 projects in the same cluster, to be held in Brussels, with practitioners and policy makers and based on a combination of informative brief presentations, extended Q&A and, possibly, discussion in smaller groups. The policy roundtable may unfold in a flexible, informal mode and has its roots in two meetings of Horizon 2020 CC-11 Projects in Brussels in October 2018 and July 2019.



## 4. Exploitation

4.1. The 'Co-Creator' Game, Tool Kit and the Sourcebook are practitioner orientated outputs which will continue to be available to the field and which will diffuse widely after the project. In order to ensure online availability of the toolkit and repertoire of practices, the coordinating university (Northumbria) will ensure the website will continue in activity beyond the date of the end of the project.

4.2. The open access arrangements for our data will encourage further cycles of research to come through from other research teams in the future. Academic publications after the life of the project will foster longer term interest in the results and we will work with specialist library staff at Northumbria University to place copy summarising the key messages of such articles and books in the quality and specialist press as and when they are published. We will also continue to seek to give brief presentations to key meetings of policy makers and practitioners on the basis of these published outputs to provide face to face dissemination.

4.3. Crucially, given the way the project is designed, its findings will provide a set of concrete recommendations for policy-makers at local regional and national level –as key project deliverables consist of a set of toolkits. The innovative protocol for the extrapolation of 'best' practices, will here be further developed and applied so as to produce a sourcebook of promising practices available to the practitioners' community across Europe. The practices, in the ways they are conceived here, represent a form of embodied applicable knowledge for replication elsewhere – provided the analysis of contextual conditions enabling the functioning of the chosen practices is carried out according to the outlined protocol. Results of the project are then transferrable to other sites across Europe. Their replication elsewhere will in turn enable the further refinement of the practices and their development, hence acting to enable the longer term sustainability of the results.

4.4. As part of the process, users are systematically involved at different stages, notably through the wide-scope survey in WP3 and the focus groups in WP4 and WP6. The very inclusion of policy partners in the consortium enables the refinement, development, and spread of the practices by having partners in the consortium to act as future 'champions' for the strategic renewal of public services organisations across Europe.

4.5. The care with which the networks have been created by the end of project will allow them to continue to develop in a self-sustained manner. There are already indications of cohesive scientific communities taking shape around the project, and initiatives at which individual members are working (e.g. a worldwide repository of collaborative governance practices) will be supported by the broader network, which will also ensure work will continue beyond the termination of the project.

4.6. The importance of Intellectual Property Rights is enshrined in the Consortium Agreement (CA) and includes a commitment to the protection of the knowledge generated



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and detail of the provisions for project results exploitation and usage and confidentiality rules. The CA has been drafted in line with official Commission guidelines; attribution of IPR among partners is based on the guiding principle in Horizon 2020. All partners have signed the CA.



## 5. Key Performance Indicators (KPIs)

5.1. In addition to other forms of monitoring tools (such as Twitter Analytics etc.) a menu of realistic KPI's will be utilised for assessing the impact of communication and dissemination activities. Illustrative examples (and minimum goals for key indicators) are noted below:

<b>Website</b>	Number of Visitors (at least 100 per month)
	Documents Downloaded (including newsletter, working papers and deliverables)
	Number of people subscribing to the newsletter via the website subscription contact form
<b>e-Newsletter</b>	Open rate (via web site)
	Number sent out (at least two per year)
<b>Social Media</b>	Number of Followers on Twitter (minimum 300)
	Number of re-tweets (Minimum 200)
<b>External Media</b>	Number (and type) of project mentions in general media (at least one mention in both online media & written press in each participating country).
<b>Academic Publications</b>	Number of articles published (at least 20 articles)
	Ranking of Journal (at least 90% from CABS list)
<b>Events</b>	Number of events organised (at least 3)
	Number of presentations at external events (at least 20)
	Numbers attending and/or audience feedback
<b>Exploitation</b>	Number of users of the Co-Creation online game
	Formal adoption of Tool-kit as Training materials



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5.2. During regular project management meetings and annual team meetings communication and dissemination activities will be monitored. Where necessary, modifications will be made in the strategy, communication channels and tools or target groups.

5.3. All partners will contribute to the monitoring of activities in their own country while Northumbria University will collate data from partners on all activities, collect statistics for web site usage and draft social media reports.



## References

- Making the Most of Your H2020 project which gives the H2020 definitions for Communication, Dissemination and Exploitation  
<https://www.iprhelpdesk.eu/sites/default/files/EU-IPR-Brochure-Boosting-Impact-C-D-E.pdf>
- Are you communicating your Horizon 2020 project?  
[https://ec.europa.eu/info/sites/info/files/communication\\_guidelines\\_h2020\\_projects\\_web.pdf](https://ec.europa.eu/info/sites/info/files/communication_guidelines_h2020_projects_web.pdf).
- Grant Agreement and Model Grant Agreement have sections on the legal requirements for dissemination, Open Access and required references to H2020 / EU funding -  
[https://ec.europa.eu/research/participants/data/ref/h2020/grants\\_manual/amga/h2020-amga\\_en.pdf#page=242](https://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/amga/h2020-amga_en.pdf#page=242)
- H2020 Portal page on Dissemination and Exploitation of Results -  
[https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/dissemination-of-results\\_en.htm](https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/dissemination-of-results_en.htm)
- H2020 Portal page on Open Access -  
[https://ec.europa.eu/research/participants/docs/h2020-funding-guide/cross-cutting-issues/open-access-dissemination\\_en.htm](https://ec.europa.eu/research/participants/docs/h2020-funding-guide/cross-cutting-issues/open-access-dissemination_en.htm)
- Guidelines to the Rules on Open Access to Scientific Publications and Open Access to Research Data in Horizon 2020 -  
[https://ec.europa.eu/research/participants/docs/h2020-funding-guide/cross-cutting-issues/open-access-dissemination\\_en.htm](https://ec.europa.eu/research/participants/docs/h2020-funding-guide/cross-cutting-issues/open-access-dissemination_en.htm)
- FAQs on the H2020 Portal on Scientific Publications: For example,  
<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/faq/8287;categories=;programme=null;actions=;keyword=oapubsH2020>
- Social Media Guide for EU funded projects -  
[https://ec.europa.eu/research/participants/data/ref/h2020/other/grants\\_manual/amga/soc-med-guide\\_en.pdf](https://ec.europa.eu/research/participants/data/ref/h2020/other/grants_manual/amga/soc-med-guide_en.pdf)
- Plan for the Exploitation and Dissemination of Results in H2020 -  
[https://www.iprhelpdesk.eu/sites/default/files/newsdocuments/FS-Plan-for-the-exploitation-and-dissemination-of-results\\_1.pdf](https://www.iprhelpdesk.eu/sites/default/files/newsdocuments/FS-Plan-for-the-exploitation-and-dissemination-of-results_1.pdf)