INTERLINK

WP7 – Dissemination, exploitation and sustainability strategy

D7.4 – Dissemination and communication plan v3

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Glossary

ENTRY	DEFINITION
Communication	The strategically planned process that starts at the outset of the action and continues throughout the entire lifetime of the project, aimed at promoting the action and its results. It requires strategic and targeted measures for communicating about (i) the action and (ii) its results to a multitude of audiences, including the media and the public and possibly engaging in a two-way exchange.
Dissemination	The public disclosure of the results by any appropriate means (other than resulting from protecting or exploiting the results), including by scientific publications in any medium.
Exploitation	The utilisation of results in further research activities other than those covered by the action concerned, or in developing, creating and marketing a product or process, or in creating and providing a service, or in standardisation activities.
Project results	Any tangible or intangible output of the action, such as data, knowledge and information whatever their form or nature, whether or not they can be protected, which are generated in the action as well as any attached rights, including intellectual property rights.

Use of results	The direct or indirect utilization of foreground resources in further research activities other than those covered by the project, or for developing, creating and marketing a product or process, or for creating and providing a service.

Acronyms

ABBREVIATED	EXTENDED
DMP	Data Management Plan
FAIR	Findable, accessible, interoperable, and reusable data
HEI	Higher Education Institutions
HRB	Horizon Results Booster
R&I	Research and Innovation
TSOs	Third Sector Organizations

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Executive summary

As set out in the latest version of the [Grant Agreement n. 959201](#), the Dissemination and Communication plan v3 contains all activities and tools as guidelines for the Consortium to spread the results of Interlink. Providing a comprehensive account, D7.4 furnishes a detailed summary of activities undertaken during the project's timeline from M12 to M36, encompassing both pilot initiatives and the management of events and materials. These are designed to enhance the uptake of INTERLINK results among a diverse set of beneficiaries, concurrently aligning with the objectives outlined in the Sustainability and Exploitation plan featured in D7.9:

- Dissemination activities and knowledge transfer (chapter 1)
  - 1.1 INTERLINK results
  - 1.2 Utilization by Public Administration partners
  - 1.3 Knowledge transfer by Research partners
  - 1.4 Topic related events, webinars
  - 1.5 Open Research
- Final communications materials and events (chapter 2)
  - 2.1 Infographics
  - 2.2 6th Newsletter
  - 2.3 Final Press Release
  - 2.4 Final Animated Video
- Clustering activities (chapter 3)
  - 3.1 Horizon Results Booster - Mod B
  - 3.2 Cluster event (6th December 2023)

Furthermore, document D7.4 refers to D5.5 for the developments that occurred within the Consortium, such as the partners who managed the 3 pilots (Chapter 4). The conclusion offers insights into the attainment of Key Performance Indicators (KPIs) related to dissemination and communication. Annex contains visual materials as Infographics.

Introduction

Strategic **communication**[1] within the context of a Horizon 2020 European project is a meticulously planned process commencing at the project's inception and extending throughout its entire lifespan (Grant Agreement art. 38.1). The primary objective is to champion the project and its outcomes effectively. This necessitates the implementation of strategic and precisely targeted measures for communicating both the project itself and its achievements to diverse audiences, encompassing not only the media and the public but also fostering a potential two-way exchange. The target audience extends beyond the project's immediate community to include the media and the broader public, creating a dynamic and engaging dialogue that transcends traditional boundaries. To truly connect with society, the emphasis is on showcasing the impact and benefits derived from EU-funded Research and Innovation activities. This involves addressing and presenting viable solutions to foundational societal challenges.

Dissemination[2] embodies a commitment to transparency and the wide-reaching sharing of its outcomes, emphasizing the public disclosure of results through diverse means (scientific publications across media and events). The primary objective is to transfer knowledge and results effectively, fostering an environment where others can readily access and leverage the findings (Grant Agreement art. 29). The overarching aim is to facilitate the uptake of results, thereby maximizing the impact of research funded by the European Union. The focus lies squarely on ensuring that outcomes are available for practical utilization, engaging audiences such as the scientific community, industrial partners, Third Sector Organisations, and policymakers who have a vested interest in harnessing and applying these results for their respective purposes.

Exploitation[3], at a different but related level, the process involves the utilization of results beyond the scope of the immediate action to encompass a broad spectrum of endeavors (Grant Agreement art. 28). This includes application in subsequent research activities that surpass the boundaries of Interlink. Moreover, these results find value in the development, creation, and marketing of products or processes, demonstrating their versatility in contributing to innovative solutions (see Deliverable 7.9). Additionally, the outcomes can play a pivotal role in the creation and provision of services, showcasing their applicability in diverse sectors. Furthermore, the impact extends to standardization activities, emphasizing the adaptability and potential for widespread adoption of the achieved results across various industries and domains. This comprehensive utilization underscores the far-reaching implications and multifaceted contributions that project results can make to advance knowledge, innovation, and practical applications.

The demarcation between the mentioned activities, particularly in the realms of communication and dissemination, can be nebulous, often exhibiting overlapping

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[1] EC Research & Innovation Participant Portal Glossary/Reference Terms.

[2] *Ibidem.*

[3] *Ibidem*.

characteristics. Tools and materials can fluidly shift between communication and dissemination roles, contingent upon the intended audience and content. Simultaneously, the dynamic interplay between dissemination and exploitation is evident. While these aspects can be considered independently, they are frequently intertwined, each influencing and propelling the other. Activities such as pilots, prototype development, data and open access management, as well as knowledge and innovation management, highlight this symbiotic relationship, fostering a seamless connection between the two fields.

Within INTERLINK, the Consortium recognizes the essential roles of communication, dissemination, and exploitation of their distinct timing, objectives, focal points, and the specific target groups they engaged. Throughout the INTERLINK execution, communication becomes integral companions to innovation, persisting for its entire duration (see fig. 1 - Communication, Dissemination, Exploitation timing). Meanwhile, activities related to disseminating and exploiting results will extend beyond the conclusion, ensuring continued publicity of results and ideally fostering increasing awareness and interest.

Fig. 1 - Communication, Dissemination, Exploitation timing

Special effort was required for Cluster activities to maximize impacts at a larger and European level.

1. Dissemination activities and knowledge transfer

The COVID-19 pandemic has underscored, more than ever before, the significance of fostering Research and Innovation (R&I) collaboration and investing in finding solutions to society's most formidable issues and demands. In Europe, aiding the recovery of Member States stands as a paramount objective, alongside promoting green and digital transformations. Tackling these challenges necessitates a heightened level of ambition that establishes stronger connections between R&I, the economy, education, and training. To achieve this, it is crucial to translate R&I findings into practical economic applications, while also disseminating valuable knowledge as widely as possible to enhance the resilience and competitiveness of both economies and societies.[4]

In the light of these challenges, the main objectives of the dissemination of the INTERLINK results have been specific groups of stakeholders:

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[4] Horizon Europe. La guida, APRE, 2021.

1. Municipalities and Local Authorities: operating at a local level, these bodies form the foundation for implementing INTERLINK actions. Following the principle of subsidiarity, these authorities, being closest to citizens, possess optimal opportunities to engage them in active citizenship initiatives.
2. Ministries and Government Authorities: involving these authorities is crucial for ensuring the nationwide sharing of INTERLINK methods within the countries where consortium members are based. They can also act as multipliers, transferring innovative practices proposed at a local level to other regions and territories within the same country.
3. European Institutions, Agencies, Joint Undertakings: engaging these bodies as stakeholders is vital for disseminating INTERLINK methods at a European level. Utilizing dissemination platforms and online repositories of news and contents related to these bodies can enhance the spread of project knowledge.
4. TSOs (Third Sector Organizations): these stakeholders can promote and implement INTERLINK innovations, aiding the consortium in expanding its network to maximize the impact of the INTERLINK proposal and potential future proposals.
5. Higher Education Institutions (HEI): HEIs, such as universities, play a crucial role in disseminating the social and technological innovations introduced by the INTERLINK project. They serve as connections to wider networks of research and development institutions, contributing to the further development of innovative practices.

Effectively reaching these diverse stakeholders necessitates the consideration of various venues, media, and communication materials, as outlined in Chapter 2.

In INTERLINK, dissemination activities and knowledge transfer serve a purpose beyond merely accounting for the use of public funding. The overall **dissemination** objective was to create a positive impact by integrating a new collaborative governance model; a co-business model; Interlinkers, core digital enablers; and the collaborative platform into the public services market, linking PAs and citizens. This was achieved by informing the scientific community or HEI (see next 1.2 on how knowledge transfer has facilitated a virtuous conversation between research partners, academia and society); engaging Third Sector Organisations (see D7.9 Sustainability and Exploitation plan) and policymakers from Municipalities, Local Authorities and Governments (see D7.8 EU Policy briefs, 2nd Release). From another perspective, the Consortium defined how to **use** project results: all partners are required to actively use them or arrange for their utilization by another authorized entity, even after the conclusion. This takes into account the legitimate interests of partners, including potential commercial exploitation, as well as other constraints such as data protection regulations, privacy, confidentiality, trade secrets, Union competitive interests, security standards, and Intellectual Property Rights.

In the Post Project Agreement, partners establish intellectual property rights management (roles, responsibilities) for outputs beyond the project's end date. Intellectual Works Covered are software components of the INTERLINK platform, Interlinkers, and Knowledge Interlinkers. Partners commit to cooperation for updates,

maintenance, and accessibility for one year beyond 31 December 2023.

By default, software Interlinkers are open-source under the Apache 2.0 license. Those components can be reused by respecting the requirements sent out by the Apache 2.0 license (https://www.apache.org/licenses/LICENSE-2.0)

By default, Knowledge Interlinkers are open-source under Creative Commons CC BY-SA 4.0 (Attribution - Share Alike). Those Interlinkers can be reused by respecting the requirements sent out by the Creative Commons license. (https://creativecommons.org/licenses/by-sa/4.0/).

Specific software Interlinkers depend on other licenses and may require prior authorization before reuse.

Partners were also responsible for ensuring compliance with **Open Research** requirements for scientific publications, as specified in the Grant Agreement. Open Access to research data is likewise outlined in the terms and conditions of the Grant Agreement, with a general principle of being "as open as possible, as restricted as necessary" (see Data Management Plan).

1.1 INTERLINK project results

The project's objective is not just the development of a new technological platform but rather the establishment of a novel approach to crafting and co-producing public services. This approach engages Public Administration partners as early **adopters**. For each Project Objective, the Consortium pinpointed results and interested actors (see table 1).

Table 1: INTERLINK project objectives, results, adopters

Project Objective	Project results	Adopters and other interested actors
PO1 - To develop a new collaborative governance model based on partnerships between public administrations, citizens and companies.	1.1: new collaborative governance model for public-civic-partnerships. 1.2: co-business model guidelines for co-produced services.	Adopters: City managers, Administrators Other interested actors: TSOs, SMEs, Citizens, Universities
PO2 - To provide a set of Interlinkers, digital enablers that will standardize the basic functionalities needed by private actors to co-produce a service, in order to eliminate the technological barriers and foster the delivery of interoperable, inclusive, sustainable and ethical public services.	2.1: Interlinkers, core digital enablers to support service co-delivery between PA and private actors. 2.2: Set of templates covering legal, social and business aspects of service	Adopters: TSOs, IT solution providers. Other interested actors: PAs, Research centres.

	co-delivery.	
P03 - To deliver the INTERLINK framework and operational platform, an open software system leveraging mobile communications that will facilitate the co-production of services between PAs and private stakeholders.	3.1: Collaborative platform facilitating partnerships between PAs and private stakeholders and allowing PAs to monitor service customization and delivery.	Adopters: Administrators. Other interested actors: IT solution providers.
P04 - To identify the legal framework for co-creation and co-delivery of services, making sure INTERLINK Enablers and governance models are compliant with EU regulations and are usable in cross-border services.	4.1: Report on legal requirements for co-delivered services.	Adopters: PAs. Other interested actors: TSOs, IT solution providers, citizens
P05 - To evaluate and assess the impact of the INTERLINK solution in three proof-of-concept use-cases representing meaningful and complementary examples of the class of services targeted by INTERLINK.	5.1: Policy briefs illustrating recommendations for the introduction of the INTERLINK solution in public administration through the EU.	Adopters: European Commission, Policy makers. Other interested actors: Administrators.

1.2 Knowledge transfer by Research partners

The knowledge and expertise of the project have been transferred to competent organisations, public and private bodies, that form the partners' networks.

Fondazione Bruno Kessler (FBK): FBK has undertaken to disseminate project's scientific contributions through articles in relevant journals, publications, events:

- [Challenges and Opportunities for ICT in Co-production: A Case Study of Public Service Innovation in an Italian Municipality](#) (Chiara Leonardi and Elena Not, 2022). In **International Conference on Digital Government Research (DGO), 2022**.
- [A Case Study of Cross-Organizational Co-Design with Public Bodies: Opportunities for a Collaborative Platform](#). **11th International Conference on Communities and Technologies (C&T) (C&T '23), May 29–June 02, 2023, Lahti, Finland**. ACM, New York, NY, USA, 6 pages (Chiara Leonardi, Elena Not, Matteo Gerosa, and Roberta Lotti, 2023)
- Designing a digital environment to support the co-production of public services: balancing multiple requirements and governance concepts. Submitted to the Special Issue on "Smart Government Development and Applications", ACM Digital Government Journal DGOV (Elena Not, Chiara Leonardi, Diego López-de-Ipiña, Daniel Andres Silva Palacios, Ruben Sanchez Corcuera, Raman Kazhamiakin, Matteo Gerosa) -- *under review*
- Talking about Gamification with Public Administrations: Exploration around Incentives and Rewards in Co-production. Submitted to the **CHI conference on Human Factors in Computing Systems, 2024**. (Chiara Leonardi, Elena Not,

Raman Kazhamiakin, Nawaz Khurshid, Diego López-de-Ipiña, Ruben Sánchez-Corcuera, Daniel Andres Silva Palacios, Pauli Misikangas) -- *under review*

Moreover, it intended to leverage the scientific and technical expertise cultivated during the project as the foundation for new funded projects, both at the national and EU levels, thus further expanding the impact of INTERLINK's outcomes. FBK's mission extended beyond conducting top-notch research; it also involved applying research findings to tangible applications that can make a positive difference in the local community and enhance the quality of life for its residents. FBK achieved this through a range of high-impact initiatives focused on critical areas such as health, energy, and digital society. Through its Digital Society department, FBK maintained active collaborations with numerous public administrations, both local and national. It actively promoted the INTERLINK platform within its portfolio of solutions for smart cities and communities.

University of DEUSTO: INTERLINK presents a significant opportunity to enhance DEUSTO's MORElab research group's expertise in research and innovation related to tools and methodologies that promote the realization of Open Governance. This endeavor resulted in a valuable scientific impact through publications in reputable journals and conferences:

- [Fostering multi-stakeholder collaboration through coproduction and rewarding](#) (Diego López-de-Ipiña, Julen Badiola, Daniel Lauzurica, Daniel Silva, Roberto Carballedo, Diego Casado-Mansilla, Elena Not, Chiara Leonardi, Pauli Misikangas).
  - **International Conference on ubiquitous computing and Ambient Intelligence (UCAmI), Córdoba (Spain), 2022**
- [A collaborative environment to boost co-production of sustainable public services](#) (Diego López-de-Ipiña, Julen Badiola, Daniel Andres Silva, Diego Casado-Mansilla, Elena Not, Chiara Leonardi, Ana Ortiz-de-Guinea, Igone Porto).
  - **International Conference on Smart and Sustainable Technologies, Splitech 2022**
- [Interlink: democratizando la cocreaciòn de servicio pùblicos](#) (Diego López-de-Ipiña, Julen Badiola, Daniel Silva, Roberto Carballedo, Igone Porto, Noemi Kalocsay).
  - **Revista de Ingenieria - Facultad de Ingenieria, n. 23 - 2022**
- [A Collaborative Environment for Co-delivering Citizen Science Campaigns](#) (Diego López-de-Ipiña, Daniel Andrés Silva, Rubén Sánchez, Elena Not, Chiara Leonardi, Maite Puerta, Oihane Gómez-Carmona, Diego Casado-Mansilla & Felipe Vergara)
  - **International Conference on ubiquitous computing and Ambient Intelligence (UCAmI), Riviera Maya (Mexico), 2023**
- [Tackling co-delivery in co-production processes](#) (Daniel Andrés Silva, Rubén Sánchez, Diego López-de-Ipiña, Elena Not, Chiara Leonardi, Roberto Carballedo, Matteo Gerosa, Felipe Vergara).
  - **International Conference on Smart and Sustainable Technologies, Splitech 2023**

In essence, INTERLINK journey empowered DEUSTO with the knowledge and capability to provide versatile IT enablers and partnership tools based on web technologies,

fostering the collaborative delivery of public services among diverse stakeholder groups, including PAs, citizens, and private enterprises.

Radboud University (RU): RU disseminated its scientific contributions within the realm of public management and administration. RU has a strong presence within academic networks like the European Group of Public Administration (EGPA), the International Research Society for Public Management (IRSPM), and the co-production thematic group of the International Institute of Administrative Sciences (IIAS). Additionally, RU maintains connections with several national and international public administration entities. These connections leveraged to endorse the INTERLINK toolkit and implement it in practical initiatives. The dissemination activities by the RU team included:

- a published article: [Assessing the Quality of Digital Coproduction](#) (Ina Radtke, Noortje Hoevens, Taco Brandsen, and Marlies Honingh), Administrative Sciences, 2023, 13 (3), 69
- Papers and presentations at academic as well as academic-practitioner transfer conferences, including the conferences of EGPA and IRSPM, the D.GO and the SCCON,
- organized event: co-production seminar together with the inGOV project in May 2022
- organization of a panel on the experiences in the INTERLINK and inGOV projects at the 10th open meeting of the IIAS study group on 'co-production of public services'
- inclusion of research results in teaching: in the Radboud BA courses and the EMPA programme at the Hertie School, Berlin
- In Preparation: Edited volume on digital co-production (signed contract with Edward Elgar)

1.3 Topic related events, webinars

- International Conference on ubiquitous computing and Ambient Intelligence (UCAmI), Riviera Maya (Mexico), 2023
- International Conference on Smart and Sustainable Technologies, Splitech, 2023
- 11th International Conference on Communities and Technologies (C&T) (C&T '23), May 29–June 02, 2023, Lahti, Finland

1.4 Utilization by Public Administration partners

The project results were utilized by Public Administrations, with a primary focus on those directly involved in the project.

Italian Ministry of Economy and Finance (MEF): The INTERLINK framework and the insights gained from the use case will serve as valuable resources for the Directorate of Information Systems and Innovation in handling future instances of reuse and customization. The Directorate experience will set a precedent that can be emulated by other Public Entities in the Country. This endeavor will be facilitated by MEF's established reputation as the foremost IT innovator within the Italian Public Sector, as well as its

strong connections with key stakeholders such as the Agency of Digital Italy, the Italian Ministry for Technological Innovation and Digitization, and the Digital Transformation Team.

Ministry of Environmental Protection and Regional Development of the Republic of Latvia (VARAM): VARAM, as the national regulatory body responsible for public service delivery in the Republic of Latvia, is committed to establishing stronger connections among various stakeholders and communities within the public sector. This effort aims to foster a novel and improved governance model for service delivery. The technological deliverables will play a pivotal role in enhancing specific public services offered at customer service centers, while various methodologies like co-design and user assessment will engage end-users and Third Sector Organizations in the process of service improvement. Furthermore, the lessons learned throughout the project will be shared with other institutions in Latvia to inspire them to embark on a similar path of progress.

Zaragoza Municipality and eTopia Foundation: the INTERLINK toolkit will be presented as a best practice, to be showcased within four prominent networks where the city hall is actively engaged:

- Eurocities' Knowledge Society Forum
- City Coalition For Digital Rights
- Centro Iberoamericano de Desarrollo Estratégico Urbano - CIDEU (with Latin-American outreach)
- SMART CITY Advisory Board of IDEA

To expedite the transformation process resulting from the integration of new tools and technologies into public services, the outcomes will be made sustainable and scalable. This will be achieved through an in-house dissemination and training program conducted in the Open Urban Lab (the design thinking lab of the smart city) and via the Etopia Academy (the training program focused on new technologies and services).

1.5 Open Research

The European Commission actively champions the overarching concept of Open Research by endorsing **open access** within its framework programs, with the goal of advancing science and innovation across public and private sectors. This commitment involves making project results and data widely accessible to various societal stakeholders, researchers, innovators, and the public.

The INTERLINK approach is in line with the Commission's commitment to opening up science by improving the transparency of project results through the continuous flow of content on the official website and Linkedin profile, has tested its effectiveness during the various iterations of the pilot projects, in the collaborative environment and in the schemas, in the individual Interlinkers and enablers developing a Data Management Plan (DMP), ensuring that relevant data is findable, accessible, interoperable, and reusable

(FAIR), and delineating procedures for capturing, handling, and managing research data throughout and beyond the project's lifecycle (see D6.3 Data Management Plan v.3).

In Table 2, the lists the official platforms and public space in which the Consortium has been considering to allocate the project results.

Table 2: Open Research, a list of European website, platforms

Name	Description	Link
OpenAIRE	The Open Access Infrastructure for Research in Europe is an electronic gateway for peer-reviewed articles and other important scientific publications (pre-prints or conference publications).	www.openaire.eu
Open Research Europe	Open Research Europe is an open access publishing venue for European Commission-funded researchers across all disciplines, with no author fees (rapid publication, open peer review, and indexing in databases such as Scopus and PubMed).	https://open-research-europe.ec.europa.eu/
Horizon Dashboard	An intuitive and interactive knowledge platform where you can extract statistics and data on EU Research and Innovation programmes – sorting by topics, countries, organisations, sectors, as well as individual projects and beneficiaries!	https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/horizon-dashboard
Research and Innovation Success Story	A collection of the most recent success stories from EU-funded Research & Innovation.	https://ec.europa.eu/research-and-innovation/en/projects/success-stories https://research-and-innovation.ec.europa.eu/contact-us/research-enquiry-service_en
CORDIS	Multilingual articles and publications that highlight research results, based on an open repository of EU project information	https://cordis.europa.eu/en
Innovation Radar	A data-driven method focused on the identification of high potential innovations and the key innovators behind them in EU-funded Research and Innovation projects.	https://digital-strategy.ec.europa.eu/en/activities/innovation-radar
Horizon Results	A public platform that hosts and promotes research results thereby widening exploitation opportunities. It helps to bridge the gap between research results and generating value for economy and society.	https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/horizon-results-platform

2. Communication activities

The INTERLINK approach to communication involved a strategic process that included setting well-defined goals, carefully selecting target audiences, choosing pertinent messages, and employing appropriate communication tools and channels, spreading milestones, deliverables, and outcomes of the project.

From a methodological point of view, the communication team fostered an open and inclusive environment where each partner's communication skills, channels and tools were recognized and integrated. Team members engaged in active listening and constructive feedback sessions, promoting a culture of mutual understanding and shared goals. A range of communication tools, such as Miro board, project on Canva, video conferencing, and collaborative document sharing.

Monitoring the project's progression, the third scenario within communication encompasses **Future sustainability, exploitation, and reporting for the year 2023**, aiming to achieve the following objectives:

1. Explore prospect/customers for INTERLINK products/services (global level)
2. Develop marketing materials for future sustainability and further exploitation capitalising on the innovations achieved
3. Report to citizens/EU on how their money is spent

Recognizing the vastness of society, the Communication team opted for a focused outreach strategy rather than attempting to reach the entire population. Emphasizing the societal benefits, the Communication team highlighted its impact updating on a monthly basis the official site (www.interlink.project.eu) and the Linkedin Profile (https://www.linkedin.com/in/interlink-project/). Targeted content was produced to facilitate audience engagement and enable the utilization of project results, including technological solutions, approaches, methodologies, legal frameworks. Rather than presenting a mere list of Interlinkers, schemas, enables, the Communication team crafted a narrative that resonates with citizens, public administrations, organisations using the Storytelling canvas and the Hero's journey (see 2.4 Final Animated Video). All public deliverables and scientific publications have been uploaded to the website to improve dissemination and knowledge transfer, amplified by Linkedin posts.

2.1 Infographics

Monitoring results and designing infographics were key aspects of effective communication. The design of infographics involved all partners, collecting facts and figures in a spreadsheet, validating them and creating eye-catching and easily understandable graphics to convey succinct information (see Table 3: Collecting numbers to design infographics).

Table 3: Collecting numbers to design infographics

Figure	Description	Handler	Verified	Notes
1	Collaborative Environment	dipina@deusto.es	Yes	
3	Use cases in 3 different EU countries		Yes	
4	Co-production schemas	dipina@deusto.es	Yes	Currently 4 schemas are officially available in the dev and demo instances of the system. To be checked by Deusto whether other schemas used in sister european projects should be reported here. It would probably be good to count the original schemas suggested by the system + the schemas produced by use case owners by customization. The project will finish with 6 schemas loaded, one additional for SOCIO-BEE and another for GREENGAGE. Modified trees do not count as new schemas unless they inspire the creation of a new one which is then used in the future.
9	Scientific papers		Yes	
10	Project partners		Yes	data confirmed in the latest amendment of the Grant Agreement
11	Events (cluster, webinar, public events) - attended, managed		Yes	
22	Public Administration involved	angelo.mazzoli@mef.gov.it dsarasa@fundacionzcc.org Santa.Sipola@varam.gov.lv	Yes	* From ZGZ Pilot 2 public administrations involved: City Council and University * From MEF 13 different public administrations involved * From VARAM 2 Pilot 7 different public administrations involved

71	Interlinkers developed	not@fbk.eu	Yes	21 software Interlinkers and 50 knowledge Interlinkers (source of information deliverable D3.3)
227	Public servants involved	angelo.mazzoli@mef.gov.it dsarasa@fundacionzcc.org Santa.Sipola@varam.gov.lv	Yes	* From ZGZ Pilot: 20 servants involved * From MEF Pilot: 181 public servants involved * From VARAM 2.Pilot: 26 public servants involved
286	Citizens reached	Santa.Sipola@varam.gov.lv dsarasa@fundacionzcc.org	Yes	* From ZGZ Pilot about 250 users involved * From VARAM 2.Pilot 36 citizens involved
428	Users involved	angelo.mazzoli@mef.gov.it dsarasa@fundacionzcc.org Santa.Sipola@varam.gov.lv	Yes	* From ZGZ Pilot about 250 users involved * From MEF Pilot: 115 public servants involved * From VARAM 2.Pilot 63 users involved.
80	Working sessions to test pilots	dipina@deusto.es	Yes	Diverse cross-testing sessions, 2 per iteration, i.e. 4 in total were organized. Besides, pilots individually organized several individual sessions to ensure the platform and measurement instruments were in shape for the actual piloting. Concretely, in iteration 2 MEF undertook 29 engagement activities, VARAM undertook 11 activities and Zaragoza 18, which makes a total of 58 activities across the three pilots. In summary, more than 80 activities were organized across the two pilots' iterations.

2.2 6ᵗʰ Newsletter

Subject: INTERLINK inspires co-production of public services with groundbreaking Collaborative Environment

We are thrilled to share some exciting news from INTERLINK, a project that has been at the forefront of innovation in public service co-production. After an intensive 36-month journey of research and experimentation, INTERLINK is proud to announce the successful culmination of its innovative approach, inspiring a new way public services are co-produced.

Transformative Collaborative Environment
INTERLINK engaged over 20 Public Administrations and 420 users in the development of the INTERLINK Collaborative Environment. This revolutionary platform, supported by 77 Interlinkders and 6 comprehensive co-production schemas, serves as a one-stop shop for Public Administrations seeking to democratize the creation of new services directly with end-users.
The INTERLINK Collaborative Environment is a result of 190 internal meetings to design a platform suitable for different stakeholder networks. Key features include co-producer organization and process management, a comprehensive guide for co-production processes, recommendation of Interlinkers, and the publication of success stories. This user-friendly platform offers capabilities such as defining co-production approaches, building public-civic communities, provisioning tools, and running and monitoring adoption.
Iinterested to know the technical details? Download the deliverables
👉 https://interlink-project.eu/impacts-deliverables/

#Interlinkers
Interlinkers are common building blocks that provide interoperable, reusable, EU-compliant, and standardized functionality for public service co-production management. The Interlinker catalogue, with 77 Interlinkers grouped into thematic clusters, addresses various co-production challenges. These enablers support co-production guidance, capacity building, and service development within a robust and standardized framework.
Watch the 👉[Final Video on YouTube](#)

Pilots in Italy, Latvia and Spain

INTERLINK conducted pilots in Italy, Latvia, and Spain to test the Collaborative Environment. The pilots involved various public bodies and focused on areas such as Participatory Strategic Planning, unified municipal services improvement, and digital enhancement of urban innovation hubs.

Discover the INTERLINK pilots 👉 https://interlink-project.eu/pilots/

Community Building and Rewarding System

INTERLINK emphasizes community building to democratize the creation of public services. The project introduces a co-business model that engages and rewards active co-producers, ensuring the long-term sustainability of co-production outcomes. This model supports co-exploitation, bringing additional benefits to original authors when their work is used by others.

INTERLINK represents a paradigm shift in public service co-production, fostering a collaborative, inclusive, and user-centered approach. It not only transforms co-production strategies but also builds vibrant and engaged communities committed to shaping the future of public services. We invite you to explore the Collaborative Environment on www.interlink-project.eu

2.3 Final Press Release

Interlink Revolutionizes Public Service Co-Production and Community Building with groundbreaking Collaborative Environment

[City, Date] — After an intensive 36-month research and experimentation, Interlink proudly announces the successful culmination of its innovative approach to co-producing new and innovative public services. Engaging over 20 Public Administrations and 420 users, the Interlink Collaborative Environment, supported by 77 Interlinkders and 6 comprehensive co-production schemas, emerges as a transformative one-stop shop for PAs seeking to democratize new services directly with end-users.

"The INTERLINK project has been a testament to the power of collaborative innovation." - says Matteo Gerosa, the Project Coordinator - "Our journey has yielded transformative results, including an innovative governance model born from interdisciplinary collaboration, a flexible ICT-based co-production guide, and a set of co-production enablers (Interlinkers). The foundation of our positive impact lies in a robust community-

building process that democratizes the creation of public services, fostering shared understanding and a profound sense of responsibility. As we conclude this remarkable journey, the INTERLINK project stands as a landmark of innovation, inspiring the future of collaborative endeavors for the betterment of society."

Focus 1 – The Collaborative Environment

It took 190 internal meetings for partners to design a platform suitable for different stakeholder networks to facilitate co-production of public services. Designing such a platform was a highly intricate task, requiring digital tools that support various collaboration aspects, such as fostering interaction, motivating participants, mobilizing resources, and facilitating shared decision-making. Moreover, the platform should accommodate the specificities of potentially diverse governance models and adhere to requirements ensuring the quality and trustworthiness of the produced services. Additionally, compliance with EU regulations was essential, as they impose specific restrictions and recommendations on the digital services adopted by public administrations.

*The platform has been tested in three distinct use cases, which include 80 work sessions in pilot initiatives, providing a robust and user-friendly Collaborative Environment as a community web portal. Key **features** include:*

- *Co-producer organization, team, and process management*
- *A comprehensive guide for co-production processes, providing a step-by-step "how to" guide based on a given co-production process schema*
- *Recommendation of Interlinkers most suitable for chosen co-production tasks*
- *Selection, instantiation, and registry of usage of a given Interlinker, contributing to the completion of co-production process tasks*
- *Interlinker catalog showcasing imported and co-produced Interlinkers*
- *Cloning of processes for internal replication and reuse of previously created co-production processes.*
- *Publication of success stories from cloned and pruned co-production trees, encouraging third-party replication and providing a valuable resource for those setting up their collaborative processes.*

*The Collaborative Environment offers a multitude of **capabilities**, including:*

- *Defining Co-Production Approach: tailoring co-production strategies based on service type, delivery stage, and regulatory frameworks.*

- *Building Public-Civic Communities: facilitating the creation of interest communities around specific public service provisions through brokerage and networking tools, leveraging mobile communication capabilities and apps.*
- *Provisioning Tools: enabling the seamless deployment, activation, and execution of services, utilizing the required enablers and the Interlink platform.*
- *Running and Monitoring Adoption: collaboratively overseeing the adoption process with citizens, private bodies, and civil society.*

At the heart of the INTERLINK approach is the aim to create or customize services within specific contexts, whether it be a city, private organization, or a community of citizens.

This approach allows for the creation of new services by PAs or private entities, defining a series of activities crucial for the co-production process:
- *Engagement Enablers: utilizing technological, non-technological, and partnership enablers essential for the service.*
- *Service Customization: options for integrating with other tools, setting up notifications, or other specialized actions that provide users with a more tailored experience, and adaptation to local regulations.*
- *Team Formation: allowing citizens, private entities, and PA officials to apply for defined roles in a controlled and transparent manner.*
- *Dissemination Activities: conducting activities necessary for promoting the service within the community, such as instantiating templates for promotional materials and creating communication and feedback channels for end-users.*

Focus 2 - Interlinkers
Interlinkers are common building blocks, provided as software tools or in the form of knowledge offered digitally, that offer interoperable, re-usable, EU-compliant, standardised functionality for public service co-production management. These enablers are designed to support the co-production of effective, participatory, and sustainable public services. They can be applied:
- *To guide co-production: Co-production enablers that guide and support teams in the collaborative execution of the co-production initiatives.*
- *To build capacity: Partnership tools and knowledge resources, which tackle the legal, social, and business aspects to make co-delivered public services viable and feasible in time.*

- *To aid service development: Technical enablers for co-delivered services, aligned with other existing EU-wide initiatives to foster interoperable and sustainable public services.*

On the platform is available the Interlinker catalogue which is flexible, allowing for the addition of new resources to meet specific co-production needs. Grouped into thematic clusters, 77 Interlinkers address various co-production challenges such as stakeholder engagement, service design, development, sustainability, and evaluation.

Interlinkers offer diverse forms of reusability, allowing knowledge to be downloaded for offline use or edited collaboratively within the Collaborative Environment. Sharing resources internally or externally is facilitated, ensuring accountability by tracking usage to inform contributions and resource effectiveness. The formal model for representing Interlinkers aligns with European standards for reusable software components for PAs, ensuring a robust and standardized approach.

Focus 3 - Pilots

The project involved 10 partners from Research and Academia, Business and Public Bodies, developing three pilots to test the Collaborative Environment in Italy, Latvia, Spain.

Italy *- The Ministry of Economy and Finance (MEF) has a vast experience in the bottom-up collaborative approaches, always looking for opportunities to further develop its expertise and remain at the forefront of innovation. To this end, MEF tested the Collaborative Environment by developing a mock-up of a Participatory Strategic Planning Module which allows Public Bodies and their staff to actively participate in the definition of the MEF's Strategic Plan.*

Latvia *- The Ministry of Environmental Protection and Regional Development of the Republic of Latvia aim has been to improve the provision of unified municipal services through the improvement of service descriptions available on the Latvian State Portal (https://latvija.lv/EN). Through involvement of various stakeholders in the co-production process, the Ministry of Environmental Protection and Regional Development of the Republic of Latvia tried to make them more useful and accessible. The need arose from the conclusions driven by Unified State and Municipal Client Service Centres (CSC) which encounter clients who have all means of digital access capabilities to public services, but they choose to use services in person or with assistance of CSC due to the complicated service descriptions and confusing instructions: e-service descriptions were improved*

using CE, where various players were involved, like digital agents, social workers, and representatives of the municipalities.

Spain - *The aim of the Municipality of Zaragoza is to: complement and boost, through a digital layer, physical co-creation and co-delivery activities; expand the community built around its flagship urban innovation hub Etopia Center for Arts & Technologyby gathering high quality feedback (reporting and tracking), by simplifying the , way in which stakeholders' access to the centre's material and immaterial resources (through transparent booking and resource management); improve a more accessible and open catalogue of services; promote the transition from users to co-producers and co-deliverers, which is consistent with an agile and "open source" approach in how innovation communities' work; test innovative methods to enhance the engagement and participation level of the communities around Etopia through tokenization and gamification. Specifically, three important pieces of participatory technology such as the Collaborative Environment, the Booking Activity Module and the Loyalty Module were tested in real conditions to the extent of their applicability for community building purposes, and subsequently develop a broad range of co-creation, co-design, co-production and co-delivery activities to put the technology in motion and gather the appropriate feedback.*

Focus 4 - Community Building and Rewarding system towards a co-business model
Co-production, facilitated by Interlinkers, aims to democratize the creation of public services by fostering inclusiveness, sustainability, involvement, responsibility, and improved relationships. ICTs support a shared understanding of the complexities of public administration, building trust through open involvement in processes. Maintaining a core group of stakeholders throughout design, development, and delivery stages is crucial: Interlink aids in reducing fragmentation and facilitating handovers between stakeholders, ensuring continuity in long-term processes,
relying on constant communication and involvement in key decision-making processes, strengthening the community and fostering trust in the public administration.

INTERLINK has developed a sophisticated co-business model to engage and reward people who co-produce. Co-business enables support from the co-production ecosystem, provides means to reward active co-producers, and helps in ensuring long-term sustainability of co-production outcomes. In addition, co-business supports the objectives of co-exploitation, defined as "the exchange of benefits to maximize the gains from co-production", by bringing additional benefits to the original authors when their work is used by others.

Take away

INTERLINK emerges as a transformative force, not only in co-production strategies but also in building vibrant and engaged communities committed to shaping the future of public services. Interlink's achievement represents a paradigm shift in public service co-production, fostering a collaborative, inclusive, and user-centered approach strengthening both local and online communities.

For Media Resources: https://interlink-project.eu/media-kit/

2.4 Final Animated Video

The final video was realised through a collaborative process involving all partners and an external supplier.

The first step was to administer a questionnaire to gather input on the content and style to be adopted, then shared in a storyboard. A *tableau* was then created on Miro to receive suggestions and work both synchronously and live (during the Plenary in Bilbao, June 2023) and asynchronously (see fig. 2 - The Hero's journey on Miro).
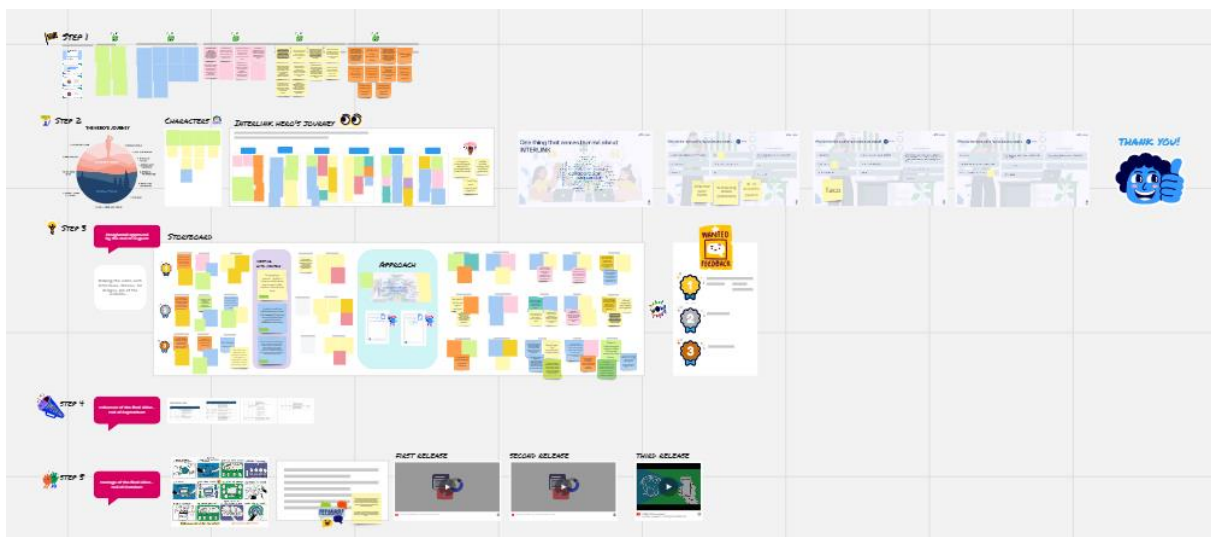

Fig. 2 - The Hero's journey on Miro

The plot of the video is inspired by the hero's journey, the common template of stories that involve a hero who goes on an adventure, is victorious in a decisive crisis, and comes home changed or transformed. The storytelling approach was chosen to tell the story of INTERLINK and the collaborative environment to public administrations and general audiences.

Watch the video on www.interlink-project.eu.

2.5 The Commercial kit

The Commercial Kit is designed to redirect with a carousel the LinkedIn audience, especially Public Administrations and Third Sector Organisations, to a landing page on the official website with the aim of prompting a specific call to action. The landing page is a web page designed to achieve specific goals, such as encouraging visitors to take action or convert users who come from an ad or a post. In contrast to the other pages, the landing page is specifically crafted for a particular campaign (product, service, iniziative), furnishing visitors with information essential to the presented offer. It is designed as a standalone page, separate from the main site, limiting navigation. The page encourages users to promptly take action (e.g. "contact us" or "subscribe now" or "Buy now") by clearly and concisely showcasing the benefits of the proposal.
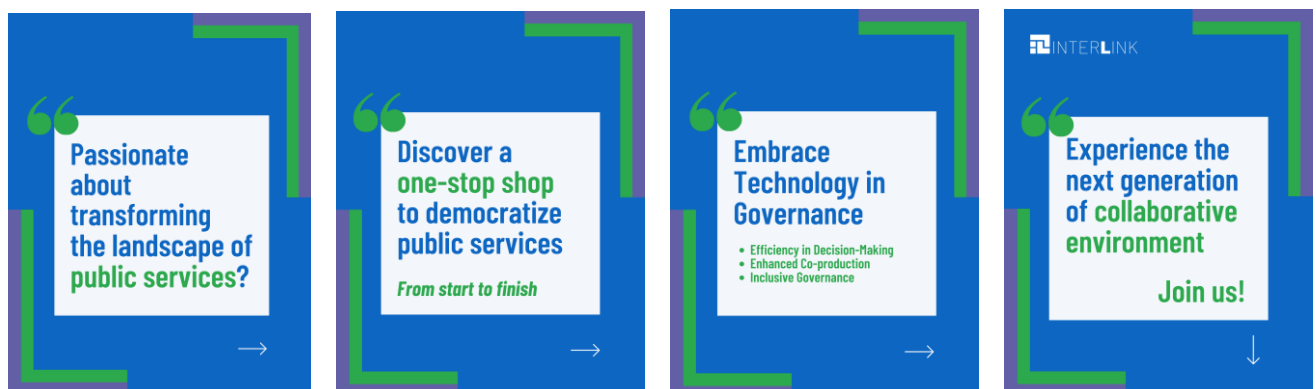
The journey is:
LINKEDIN POST (CAROUSEL) —----> LANDING PAGE (WEBSITE) —------>DEMO
Have a problem? —--------------> Here is the solution! —--------> Call to action: contact us!

Audience: Policy Makers, PAs

LINKEDIN POST #1 (Carousel)

🌐 Breaking Barriers: Unleashing Innovation in Governance

"All of us can do our part." This powerful statement resonates with the potential within each citizen, mayor, private company, and third sector organization to contribute to community well-being. Whether it's creating an energy community, a shared service for families, or a transport service for the elderly, the possibilities are vast.

🗺️ Overcoming Obstacles

We acknowledge the challenges you might face – the lack of financial support, bureaucratic hurdles, and a lack of dialogue among stakeholders. But what if we told you that technology could be the key to transforming these challenges into opportunities?

💻 Technological Empowerment: a one-stop shop!

Imagine an intuitive platform that serves as a bridge between Public Administrators (PAs) and citizens, a space where collaboration is not hindered by bureaucracy, but rather fueled by innovation. We call it "collaboration dynamic".

🚀 Introducing Interlinkers: the catalysts for change.

This is not just imagination – this is the reality we're striving for. Interlinkers are software, web apps, procedures, guidelines, templates, and tested processes, ready for you to use effortlessly.

🔗 How to Start

Go to https://interlink-project.eu/for-policy-makers-pas

#TechnologicalGovernance #InnovationForAll #CommunityEmpowerment

LANDING PAGE #1

Welcome to INTERLINK COLLABORATIVE ENVIRONMENT - Where Innovation Meets Collaboration!
Imagine having an intuitive platform that empowers you to bring together PAs and citizens, creating a dynamic space for co-producing a new generation of user-centered services. At INTERLINK, we believe in the power of collaboration to shape solutions that cater to individual needs.

START NOW —---> Demo version - https://demo.interlink-project.eu/

Unlocking Innovation Through Collaboration
INTERLINKis an all-inclusive environment where technologies, skills and tested practices engage citizens with an accessible platform, customizable with Interlinkers and a reward system.

Introducing Interlinkers - Your Gateway to Resources
Imagine having access to a diverse range of resources, all at your fingertips. We introduce Interlinkers, a collection of powerful tools including software, web apps, procedures, guidelines, templates, and tested processes. These resources are designed to empower you in addressing individual needs with efficiency and effectiveness.

Why INTERLINK?
User-Centered Approach. We prioritize the needs of users. By bringing together PAs and citizens, we ensure that the services developed are not only innovative but also tailored to meet the unique requirements of individuals.
Collaboration dynamics. Through continuous feedback loops and iterative processes, we ensure that our collaborative environment evolves to meet the needs of the community. We call it collaboration dynamics: you can easily identify suitable and useful experiences, reusing patterns, methods and tools; share your success stories to inspire others and be rewarded!
Rich Resources. Interlinkers are a treasure trove of resources. Whether you're looking for software solutions, web apps, guide lines, schemas, or well-established procedures, you can find them all in one place.
Efficiency and Simplicity. We believe in making innovation accessible. Our one-stop shop is designed to be intuitive and user-friendly, ensuring that you can focus on what matters most - creating impactful services.

Join Us on the one-stop shop: our Collaborative environment
Are you ready to be part of a community that values collaboration, innovation, and user-centric design? Join INTERLINK and embark on a journey where you can easily co-create innovative solutions, share your success stories and inspire others.

Get Started Today
The democratization of public services is not an easy task, but it leads towards a more just and inclusive society: start now!
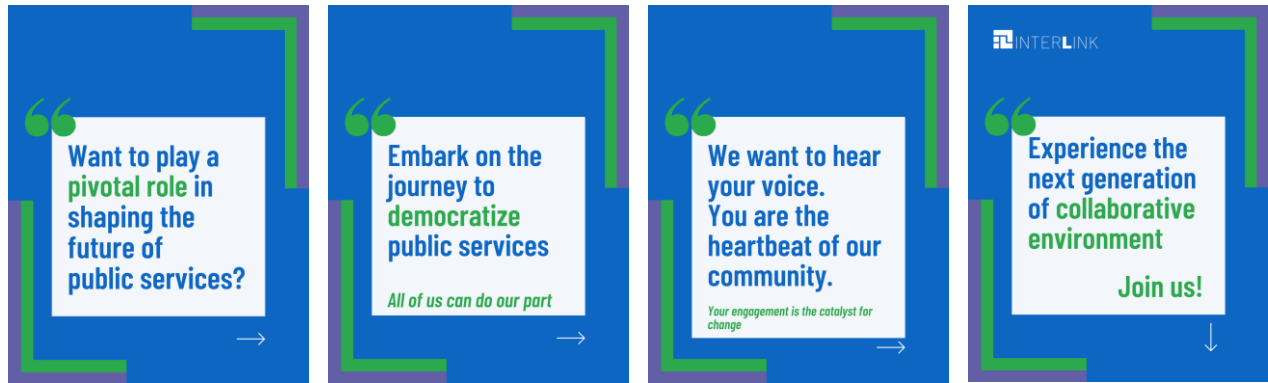Explore the INTERLINKcollaborative environment (demo version)

Link: https://demo.interlink-project.eu/

Audience: Citizens, TSOs, Businesses

LINKEDIN POST #2 (Carousel)

🌐 Unlocking the Power of Public Services: You are the core!
At INTERLINK, we believe in redefining the landscape of public services, making them not just functional but extraordinary.

🌟 1. User-Centric Innovation
We are committed to co-producing public services that meet your real needs as a citizen. How?

🔗 2. Collaboration dynamics
Through continuous feedback loops and iterative processes, we make our collaborative environment evolve to meet your needs and those of the community. We call it collaboration dynamics: you can easily identify suitable and useful experiences, reusing patterns, methods and tools; share your success stories to inspire others and be rewarded!

💻 3. Technological Empowerment: a one-stop shop!
Harness the power of technology to streamline processes, eliminate bureaucratic bottlenecks, and effortlessly enhance the complexity of public services with a variety of tools. In a one-stop shop!

🌍 4. Inclusivity and Diversity
Our commitment to inclusivity ensures that public services address your diverse needs. By fostering the democratization of public services, we create solutions that leave no one behind, promoting social equity and justice.

📈 5. Transparency and Accountability
Foster trust through transparency. Our platform promotes openness in decision-making processes, enhancing accountability and ensuring that you have a clear understanding of how public services are being managed and delivered.

🔗 Join us in transforming public services into a beacon of efficiency, collaboration, and innovation: https://interlink-project.eu/for-citizens-tsos-businesses/

#TechnologicalGovernance #InnovationForAll #CommunityEmpowerment

LANDING PAGE #2

Welcome to INTERLINK COLLABORATIVE ENVIRONMENT - Where Innovation Meets Collaboration!
"All of us can do our part." As citizens, you play a pivotal role in shaping the future of our communities. The power to create positive change is in your hands, and we invite you to explore the limitless possibilities that lie ahead. We understand the challenges our communities face – from financial constraints to bureaucratic hurdles. Initiatives for the common good may seem daunting, but what if we told you that technology could be the key to turning challenges into opportunities?

JOIN US —---> Demo version - https://demo.interlink-project.eu/

What is our collaborative environment?
Imagine a one-stop shop that connects you directly with Public Administrators (PAs), breaking down barriers. Envision a platform where your voice matters, and your ideas contribute to the co-production of user-centered services that address both collective needs and individual aspirations.

Why Embrace Technology in Governance?
Efficiency in Decision-Making. Technology streamlines processes, ensuring swift and informed decision-making that directly impacts your community.

Collaboration dynamics. Our platform fosters collaboration, breaking down silos and encouraging diverse perspectives. Your input is crucial in shaping the future.
Inclusive Governance. Technology promotes inclusivity, enabling engagement from a wide range of citizens. Your participation fosters a sense of shared responsibility for our community.

Introducing Interlinkers: Your Gateway to Possibilities
Welcome to a reality where Interlinkers empower your initiatives. These resources, from software to web apps, guidelines to templates, are designed for effortless use. They are the tools that transform your ideas into meaningful progress, bridging the gap between aspiration and achievement.

Join Us on the one-stop shop: our Collaborative environment
You are the heartbeat of our community. Your engagement is the catalyst for change. Embrace a vision where technology acts as an enabler, connecting us all in a community where ideas flow freely, decisions are made collectively, and initiatives for the common good flourish.

Start now!
The democratization of public services is not an easy task, but it leads towards a more just and inclusive society: join us!
Explore the INTERLINKcollaborative environment (demo version)
Link: https://demo.interlink-project.eu/ - https://demo.interlink-project.eu/dashboard

#TechnologicalGovernance #InnovationForAll #CommunityEmpowerment

3. Clustering activities

In the context of Horizon 2020, clustering activities play a pivotal role in fostering collaboration, knowledge exchange, and synergies among various projects and stakeholders. These activities involve the grouping together of projects that share common goals, themes, or areas of interest. The objective is to enhance the impact and effectiveness of individual projects by encouraging the exchange of best practices, lessons learned, and innovative solutions. Ultimately, to amplify the collective impact of European projects, promoting a collaborative environment conducive to driving innovation, advancing research, and addressing societal needs on a broader scale.

In *DT-GOVERNANCE-05-2018-2019-2020 New forms of delivering public goods and inclusive public services*, the INTERLINK project was selected with InGov, ACROSS, mGov4EU and clustering activities have been facilitated cross-fertilization of ideas, the establishment of networks, and the creation of a collaborative ecosystem that transcended individual project boundaries. By bringing together diverse expertise, resources, and perspectives, these activities contributed to a more comprehensive and integrated approach to addressing complex challenges as eGovernance, eServices, citizens engagement, co-production approach and democratisation of public services.

3.1 Horizon Results Booster (HRB) – Module B

Together with representatives from inGOV and mGov4EU, led by ACROSS project management, INTERLINK took part in the HRB 1 Service, Module B, dedicated to assisting Governance for the future – Cluster projects in the development and execution of a complete dissemination plan. Various initiatives were undertaken, including the creation of fact sheets and video pills, the provision of a capacity-building course, and the development of a Policy Brief targeted at Policy & Decision Makers.

These actions, meticulously carried out by the HRB service delivery team, effectively facilitated interaction and the production of dissemination materials aligning with the Cluster key results, focussing on the **eGovernance** domain in Europe.

3.2 Cluster event (6th December 2023)

Fig. 3 - The banner to promote the cluster event

The event, jointly organized by the H2020 Governance-5 2020 sister projects ACROSS, INTERLINK, and inGOV, brought together a diverse audience eager to delve into the intricate world of Governance for the future cluster and witness the evolution of public services through collaborative efforts. The focus on the co-creation approach, involving citizens, policymakers, and stakeholders, proved to be a resounding success, paving the way for a new era in the public sector. Participants had the unique opportunity to discover firsthand how collaboration is the driving force behind shaping the future of public services. The event featured insightful discussions, presentations, and case studies from experts in the field, offering a comprehensive view of the innovative strategies being implemented across Europe.

Agenda:
- Welcome and presentation about H2020 cluster and projects ACROSS, INTERLINK and inGOV
- *ACROSS co-creation approach and governance model*
  Presentation by Max Kortlander, Public Researcher at WAAG Futurelab
- *INTERLINK and governance model*

Presentation by Matteo Gerosa, Head of Project Management Office at Fondazione Bruno Kessler, and Professor Taco Brandsen from Radboud University
- *inGOV co-creation approach*
  Presentation by Mariza Konidi, Senior Project Manager at Uni Systems
- Open debate – Discussion on strengths, weaknesses and future opportunities

One of the key highlights of the event was the emphasis on citizen engagement. The co-creation approach showcased how citizens are active contributors to the decision-making process, ensuring that public services are not only efficient but also tailored to meet the needs of the people they serve. Policymakers and stakeholders, working hand in hand with citizens, demonstrated a commitment to building a more inclusive and responsive governance framework. The event served as a platform for fostering connections, facilitating knowledge exchange, and building a community dedicated to driving positive change in public services.

Experts in the field shared their experiences, shedding light on the innovative strategies that are making a tangible impact on public administration. From cutting-edge technological solutions to novel policy frameworks, the event provided a holistic view of the diverse approaches being undertaken to enhance public services and eServices.

4. Partners on Communication

In its various manifestations, communication has been crucial at the local level, among partners, and especially as a key issue in the construction of the Interlinker catalog. Indeed, many Interlinkers pertain to the broad sphere of communication, such as engagement, tools and channels, and visual content production tools. This holds true even during the different phases of pilot development, as communication, by its nature, serves to connect and build communities, support management and decision-making, facilitate the exchange of knowledge among stakeholders, and collaborate on common projects. For further details, please refer to the deliverable D5.5 – Use-case deployment and operation report v2.

Conclusion

Reporting to citizens/EU citizens on how their funds are spent has involved a dynamic approach to the dissemination and communication plan, which the team has monitored and updated constantly. This involved assessing the suitability of messages and communication channels for specific audiences, systematically gathering feedback to

gauge effectiveness, ensuring the narrative alignment with INTERLINK results, and visualizing complex data to enhance public understanding.

In essence, executing effective communication, dissemination, and exploitation activities have necessitated an integrated approach. Implementing a structured and systematic approach to plan, coordinate, monitor and evaluate all impact-related activities, such as using collaborative and hybrid tools (Miro, Canva, design thinking tools, as well as face-to-face meetings, webinars), certainly contributed to achieving some KPIs written in the proposal (see table 4: Communication and Dissemination KPIs).

Table 4: Communication and Dissemination KPIs

Dissemination tool/channel	KPI	Expected	Goal and target	Actual
Media articles	Number of press coverages	10	To gain visibility at regional and national levels. Press coverage will be focused in Italy, Latvia and Spain, but at least 1 press release for each of INTERLINK countries is expected. Target groups: Public Administrations (Local, National and EU level), TSOs.	10
Conferences and events	Number of conferences attended	20	To get in close contact with academic and industrial "stakeholders" from other regions and countries. Target groups: Research community, IT companies.	14
Scientific publications	Number of journal and conference papers	12	To promote project ideas, concepts and results in scientific research and applied research communities, and get feedback from relevant stakeholders in these communities. Target group: Research community.	11

Annexes

Infographics

Passionate about transforming the landscape of public services?

→