



Communication and dissemination strategy

Deliverable 5.1

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Deliverable abstract

This document serves as a guide for the design and implementation of the communication and dissemination strategy adopted by GovTech4All. It summarizes the objectives, activities, implementation methods, and responsibilities of the partners involved in the process. The document also includes a presentation of the main target audience and a description of the strategic channels through which they will be reached, as well as a description of the stage of development of these channels.

The present document *D5.1 Communication and Dissemination strategy* is a deliverable of *Work Package 5 – Outreach and Communication*.



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Table of Participants

Acronym	Full work
LISBONCO	The Lisbon Council for Economic Competiveness
BETAI	Wildtriumphs LDA
GRNET	National infrastructures for research and technology
LANTIK	Lantik S.A.M.P
AYTO	Ayuntamiento de Madrid
BRON	Bron Innovation
ICTU	Stichting ICTU
GOBE	Oda Ventures SL
DAOL	Biedriba Latvijas Digitalais Akselerators
GOVMIND	Govmind GMBH
AMTEGA	Agencia para la Modernization Tecnologica de Galicia
MAETD	Ministerio de asuntos economicos y transformacion digital
IALT	Viesoju Istaiga Inovciju Agentura
DIMUM	Direction interministérielle du numérique
15	
16	
17	

Table of abbreviations

KPI	Key Performance Index
GDPR	General Data Protection Regulation
TBD	To Be Defined
TL	Task Leader
WP	Work Package
WPL	Work Package Leader



1. Executive Summary

Communication and dissemination (C&D) are a key element for the success of the project. Through its C&D activities, GovTech4All intends to maximize the impact of its actions and raise awareness of new ways to deliver public sector innovation, based on collaboration between innovative players such as startups or SMEs and government agencies using the methodology of GovTech.

The Communication and Dissemination strategy contained in this document will serve as a beacon in organizing and managing the communication and dissemination activities carried out by the partners and in amplifying the magnitude of their impact.

The strategy will be a living and adaptive document, evolving throughout the project period in response to lessons learned during its implementation. This is especially crucial considering that GovTech is still in its infancy, undergoing exploration and development, emphasizing the necessity of an agile communication approach to enhance the overall success of the project. Furthermore, the strategy seeks to bolster relationships within the vibrant European GovTech community and GovTech Connect.

The strategy development process included the collaboration of all consortium partners, led by BRON. Together they provided input to identify key events, determine action plans, select optimal communication channels, and establish necessary procedural guidelines for the planning phase.

The following sections will be elaborated upon:

- communication objectives
- the identification of stakeholders and target groups.
- the communication channels identified as strategic.
- the organizational procedures and processes for managing the planned activities.



2. Introduction and overall strategy

2.1 The GovTech4All project

European Citizens expect great digital public services which requires innovation and use of new technologies by the public sector. GovTech4All is where governments come together to adopt the best solutions developed by startups and other governments across the European continent.

The objective is to cultivate a dynamic public sector technology market to ensure that governments adopt and (re)use the best solutions rather than simply those that align with existing procurement processes or those not hampered by the "not invented here" syndrome. GovTech4All aims to facilitate access of startups in the drive to foster innovation in public administrations through novel procurement processes as well as fostering the (re)use of the best solutions in Europe across borders.

GovTech4All is the inaugural implementation of GovTech4All Framework Partnership Agreement. The initiative brings together 21 influential GovTech organization from across 14 countries in Europe with a singular purpose – to catalyze the creation of a unified European GovTech community and market.

In this project, both public and private sector organizations, research bodies, and NGOs will work together to learn from each other by collaborating to share insights, execute common pilot initiatives and enhance the prominence of GovTech at the national and EU levels. Concretely, the project's central focus revolves around the delivery of three pilots:

1. Secure information in cross-border data spaces.
2. Helping EU citizens obtain social benefits with personal regulation assistants.
3. Startup challenge for innovative procurement.

2.2 GovTech4All Communication strategy

The GovTech4All communication strategy is designed to promote the projects activities and results to targeted stakeholders and to the society, through a strategic and effective approach. A range of communication channels have already been established through the existing consortium for GovTech4All, with the ambition to further tailor and scale our efforts within the context of the project.

Various communication tools and platforms will be used to facilitate fluid communication, provide timely updates on activities and documents, and enable information sharing amongst partners, the GovTech community as well as European society overall.

To ensure the successful implementation and operation of the GovTech incubator, addressing various challenges, establishing shared objectives, and nurturing a GovTech Community, it is essential to schedule regular and well-organized partner meetings. These meetings will occur through monthly knowledge-sharing meetings, workshops, and events. Online platforms will serve as the primary channels for collaboration and communication, offering advantages in terms of time efficiency, cost-effectiveness, and environmental sustainability. We will use the Teams collaboration platform for conducting meetings, managing documents, and coordinating activities within GovTech4All.



2.3 Expected outcomes and impacts

Input from partners will contribute to the definition of new instruments aimed at fostering innovation. The pursuit of individual C&D Specific Objectives (SOs) will collectively contribute to achieving the expected outcomes and impacts.

Specifically, the expected impacts can be summarised in the following points:

- Strengthen the consortium and partner country relationships.
- Capture, store, and disseminate knowledge and insights (Target groups are listed in section 4),
- Enhance expertise in GovTech-related areas. Raise awareness of the GovTech incubator and knowledge sharing amongst stakeholders and target groups.
- Create and maintain a clear project identity when communicating with stakeholders and target groups, adhering to the GovTech4All brand book for
- Promote knowledge sharing and awareness through social media channels and other communication mediums.
- Foster partnerships with analogous initiatives and projects.

3. Communication objectives

3.1 Overall strategy

This document details the GovTech4All communication and dissemination strategy along with the methodology and procedures for engaging stakeholders and target groups.

The primary emphasis of the project's communication is to effectively communicate the results and deliveries achieved through its diverse activities. Consequently, these communication endeavours play a vital role in nurturing the future development of GovTech.

GovTech4All will foster the deployment of new digital services, promoting innovative digital government solutions and putting in place the right mechanisms to ensure Interoperability by default. Lessons learned from the resulting projects (i.e. solutions, training programs and concepts developed) will be accessible and reuse of the best solutions will be encouraged across the EU and may be scaled up through the Common Services Platform.

In addition, in the long term, it aims to extract lessons learned from the experience of running the incubators that could be relevant and useful for all European governments. The GovTech Incubator is not just a combination of pilots, but it is itself an experiment to improve the way government innovates through technology. It is an ambitious project aimed at testing solutions to a long-standing problem: can governments develop high-quality, effective solutions by working with the best available technology, while assuming that any solution should be interoperable and scalable throughout the EU.

As such, the whole initiative can provide a key contribution to improving the quality of technology used to address public challenges, and how it is managed. It can help by moving GovTech out of the current niche and into the mainstream. The lessons learned from the project will be shared with the wider digital government community through dedicated studies, policy briefs and high-level roundtables in WP4.



GovTech4All communication and dissemination strategy will be implemented by all its partners. The actions will be coordinated by BRON, which is the leader of WP5, Outreach and Communication. All consortium partners will leverage their networks to promote the results of the projects. More information about the partners' roles and responsibilities is provided in Section 6 of the present document.

3.2 Communication and dissemination objectives

GovTech4All communication and dissemination strategy is based on the following general objectives, with a purpose to coordinate the internal collaboration and dissemination within and across borders. The dissemination activities are designed to consolidate the project in the following directions:

3.2.1 Consolidating the internal consortium through knowledge sharing

To foster internal collaboration and facilitate co-creation in partners' activities, internal communication plays an important role.

- We will conduct monthly meetings, in the form of webinars that are open for everyone to attend. The meetings topics will be derived from lessons learned and challenges emerging from the GovTech Incubator. Potential topics may include defining a challenge, public innovation methodology, scaling GovTech solutions/products, procurement, among others.
- Partners will use their social media channels to disseminate lessons learned and consortium Activities. Additionally, three reports will be produced on topics that are pertinent to GovTech topics, which will be shared with stakeholders.
- To facilitate this effort, we will provide guidelines and a calendar of activities to ensure the smooth execution of these tasks.

3.2.2 Strengthening national communities in partner countries and raising awareness on the lessons learned and results at the EU level and beyond.

The project is, by design, open to the inclusion of new partners. A crucial aspect of external communication will therefore be to reach out to relevant actors who wish to get involved, with national digital agencies playing a key role. One of the objectives of external communication is to bring new partners on board and strengthen the ownership of senior management among the partners.

- We plan to organise two on-site events to which stakeholders, target groups, and partners will be invited. During these events, we will share the overall results of the GovTech incubator. Whenever possible, these events will be coordinated with other pertinent GovTech activities and events to foster the development of an EU GovTech ecosystem. Specific efforts will be made to reach currently underrepresented stakeholders within the consortium.



4. Stakeholders, target groups, messages and phases

GovTech4All target groups include both national and international stakeholders, the consortium partners and their ecosystems, SMEs and startups in the digital and innovation sector, as well as the public sector and European citizens on the whole. Communication will be tailored according to the primary target group for the particular GovTech activity or pilot. We also recognise important secondary target groups that need to be considered and catered to – such as GovTech4All partners, technology suppliers, educators, regional- and international support systems as well as the general public. Communications collaboration will also be initiated with other GovTech4All networks, such as the CivTech Alliance, Govtech Leaders Alliance, and Code for all, in order to support further information dissemination in Europe and beyond.

To strengthen coordination and collaboration between partners, internal communication within the consortium will be crucial. While these all require slightly different approaches, language and tone, our overall messaging generally focuses on four core areas:

- **What:** What is GovTech4All? (Promoting digital innovation to improve public services by bringing together key GovTech players at national and local level, from government, universities and startups.)
- **Why:** Why GovTech4All? (Fostering a competitive European startup ecosystem)
- **How:** How can we foster a competitive European startup ecosystem? (Fostering a new way of managing digital innovation in the public sector by raising awareness and the profile of GovTech initiatives inside and across countries. Also, create a governance infrastructure to support EU-level development of GovTech in the long term.)
- **Who:** Who is GovTech4All for? (Addressing both national and international stakeholders and the consortium partners and their ecosystems)

4.1 Target groups

Target Group	Public	Private	Other	Definition
Startups		•		GovTech Startups GovTech Scaleups
SMEs		•		Providers
Citizens			•	Consumers Potential users
Policy makers	•			Ministries and departments
Service delivery administrations	•			
Politicians	•			
Central eastern European countries	•	•	•	Countries not part of the consortium.
Consortium partners	•	•	•	People and partners in the consortium.

The list describes types of actors that make up target groups for the project. A detailed list based on the consortium members' knowledge of European, national and regional key players will be drawn up and updated during the project's implementation.



4.2 Stakeholders

Target Group	Public	Private	Other	Definition
EU	•			The EU Commission EU Agenda
International organisations			•	OECD The World Bank
Accelerators and Incubators	•	•	•	GovTech
Academic institutions			•	Within EU
Investors		•		Related to GovTech
Funding	•			Innovation managers, system architects etc.

The list describes types of actors who are stakeholders for the project. A detailed list based on the consortium members' knowledge of European, national and regional key players will be drawn up and updated during the project's implementation.

4.3 Key messages

GovTech4All key messages have been driven by the aim to convince targeted groups of the value of the project and assure its objectives are clearly stated, understandable, and accessible.

Therefore, GovTech4All proposes five key messages, each of them referred to a specific group of stakeholders (public sector, SMEs/startups, and policy makers) that will be engaged during the lifetime of this project.

1. GovTech4All brings together 21 GovTech European key players from 14 countries in order to foster a single EU GovTech market and promote new models of public sector innovation.
2. The goal is to open the public sector technology market to ensure that European governments use the best solutions- not those that better fit procurement processes or that suffer from the "not invented here" syndrome.
3. In the project, both public and private sector organisations, research bodies and NGOs will work together to learn from each other, deliver common pilots and raise the profile of GovTech in each country as well as at the EU level.
4. Concretely, the project's central focus is the delivery of three pilots, through startup challenges, in-house development, and innovative procurement to develop reusable and interoperable digital solutions.
5. GovTech4All will create building blocks for a thriving Pan-European GovTech ecosystem.

4.5 Communication & dissemination phases

The communication and dissemination strategy will evolve in different stages along the project's lifetime, in order to better respond to its needs and objectives as it implements its different activities and delivers results. In this sense, the following phases have been identified:

1. DISCOVER: while the main challenges are being defined (WP1) and the pilots are being designed (WP2), this first communication stage will focus on raising awareness about the project's scope and expected activities and results and; for this purpose, the main external communication channels (website, social



media, newsletters...) will be launched and the first contents will be published on them to start getting visibility among target groups and stakeholders. This phase will also promote internal communication and linkage within the consortium members and with the GovTech Connect initiative.

2. **GROW INTEREST:** while the pilots are being implemented and monitored (WP2) and the target groups and stakeholders have already heard about the project (C&D phase 1), this second communication phase will focus on keeping them engaged and grow their interest through specific content and updates about the pilots that are being developed and the first accomplishments or learnings that can be extracted from them. At the same time, this will serve to raise expectations on the upcoming scalability of the solutions that are being proved.
3. **ENGAGE:** this phase will focus on promoting the proven solutions among the project's partners and stakeholders, sharing with them the acquired knowledge and learnings. The ultimate goal of this phase will be to engage stakeholders on the scalability of the solutions, leading to further GovTech development by attracting potential partners and investors.
4. **CONSOLIDATE:** during this final stage, the relations with stakeholders will be consolidated in future pilots and projects within the GovTech ecosystem. Moreover, the final results, sustainability of the project and policy recommendations will be broadly disseminated. This will be alignment with GovTech Connect communications to ultimately foster an experimental culture in public sector at large.

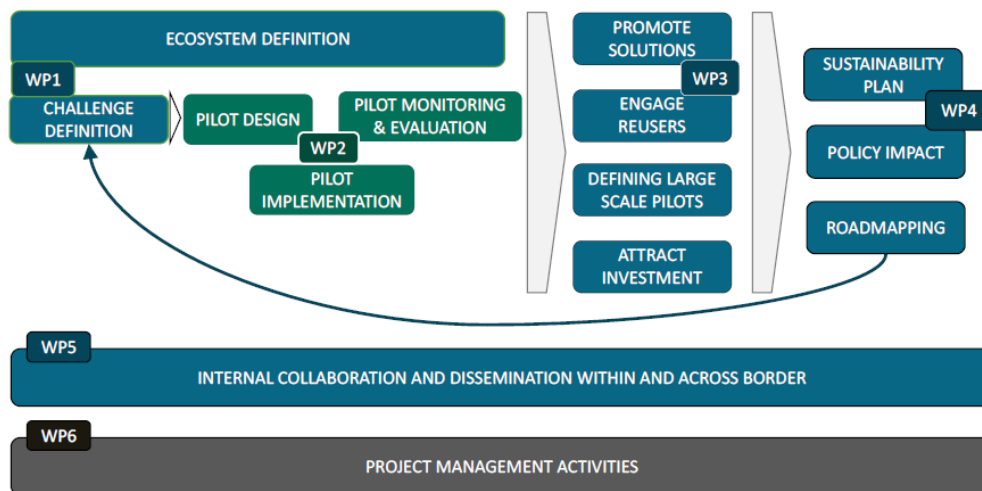


Figure 1. Proposed communication phases in GovTech4All

5. Tools and channels

To establish a clear and recognisable identity for GovTech4All, we will create a brand book that defines and pervades all our external communication efforts, aiding in the establishment of GovTech4All as an easily recognisable entity. The brand book also provides clear guidelines on how funding by the EU should be communicated and visually displayed. We will share information and encourage two-way communication online and via our social media channels. Events, webinars and GovTech4All activities will also be public both online and offline.

We will also create maps of our partner's and stakeholder's ecosystems for dissemination, invitations and newsletters. Finally, we will share press releases and establish contact with media outlets, journalists and public sector stakeholders. In terms of offline communication, the dissemination of information is further supported by the production of branded materials. Combined, these channels are used to continuously engage our target groups and stakeholders with information about GovTech4All activities, milestones, success stories and results.

Specifically, the tools and impactful channels that will be implemented are:

- The GovTech4All project website, aligned with Joinup
- A project e-mail address that can be used to contact the project consortium.
- A LinkedIn page with monitored scheduling of published posts
- Project news published in the dedicated section of the website.
- A project newsletter (8) hosted on the website and shared via the project channels and networks of each partner.
- Press releases to present the project and its most relevant activities and results.
- PowerPoint presentation and Word document templates developed with the project's visual identity.
- Project publications to be hosted in the project section of the website.
- Policy briefs that will be produced on the basis of project results.
- Offline communication materials such as leaflets, flyers, rollups and posters used at project events or by partners participating in events of other organisations/networks.
- Digital communication materials as digital flyers in order to reduce the amount of printed paper.
- The organisation of GovTech4All events and webinars.

5.1 Project branding and toolkit

The development of the visual identity was prepared by BRON. In this way, it was possible to present tangible options to submit to the attention of consortium partners, gathering the opinions of each for the definition of the logo, from which the entire toolkit necessary for the branding of GovTech4All was then elaborated.

5.2 Project logo and visual identity

The logo design of the GovTech4All project was created in by BRON's professional team of communication experts. The inputs, suggestions, and ideas on which the realisation process was based were collected among the various partners, allowing to finalise the development of a logo accepted by all through a participatory process.

The logo aims to represent the ambition for GovTech4All by illustrating collaboration and the drive for cooperation between different sectors. The colours will serve as a reminder that cross sectorial collaboration is the focal point, emphasising the significance of working together to achieve success.



Once the logo was finalised, it was made available in both vectorial and pixel formats (.jpeg, .png, .svg, .ai, .eps) that could be used as required and shared with the project partners through a project library on the Microsoft Teams platform.

The project colours in the logo will be the same as those used in any communication material produced by the project, as stated in the project's brand book. **Therefore, the brand colors are:**



As for the **brand's typography**, all documents and materials must use the following fonts:

- **ROBOTO** for titles and relevant texts, to convey a technological atmosphere. Available as an open-source font.
- **CALIBRI Light** for body text, to facilitate readability and maximise accessibility. Available pre-installed in most devices and text editing apps.

The visual identity toolkit has additional templates and tools made available to partners to facilitate communication activities. These include:

- PowerPoint template that can be used for presentations.
- a Word template for deliverables
- a Word template with GovTech4all letterheads
- a newsletter structure template

Moreover, a **brand book** will be shared with all the necessary guidelines to make a proper use of the project's branding. These might include: different versions and uses of the logo (positive, negative, monochrome...), primary and secondary brand colours, the brand's typography and iconography, suitable brand images and requirements to acknowledge EU funding (EU emblem, funding statement and disclaimer).

The above mentioned **EU rules** for EU-funded projects can be found in more detail at the end of the present document.

5.3 Project's promotional materials

Further tools and materials will be developed to communicate and promote the project's objectives and foreseen activities and results in a summarised but effective manner, to be used especially in the vicinity of events organised directly by the consortium or in the event of planned participation in external events identified as strategic to amplify GovTech4Alls action.

These tools may include offline promotional materials, such as **flyers or leaflets** to be distributed among the event attendees, as well as **project posters and rollups** to be showcased in the event's venue. For the purpose of



avoiding over wasting paper and preventing its ecological impact, these promotional materials will primarily be available online in a digital format and partners will only print the necessary copies for a specific event.

Moreover, some digital materials will also be designed for online or digital distribution. These may include a **general project Power Point presentation** to be used at any online or offline events, and an **online version of the project's flyer**, where its main goals and activities will be presented.

All promotional materials will be shared with the consortium through the project's Teams environment. They will also be publicly available at the project's website, so that any individuals or organisations interested in the project can access and download them in an easy way, especially targeting Govtech4all's stakeholders and target groups.

5.4 Project website

Website url: <https://joinup.ec.europa.eu/collection/GovTechconnect/GovTech4All>

Available from M3.

The project website is to be finalised and officially launched no later than the end of M3. The process of defining the website and its structure was followed by BRON and involved Lisbon Council and Intellera. The project website will use JoinUp, in order to gather and maintain the GovTech community in Europe under one roof. The project homepage will feature as a tab under the GovTech Connect project. Close collaboration is foreseen in GovTech communicative efforts between GovTech4All and GovTech Connect, based on and in recognition of each projects' unique missions and orientations.

The project website serves as the primary communication channel that will facilitate structured communication activity aimed at stakeholders directly interested in the project results. The subdivision of the site into its strategic sections is designed to be user-friendly and accessible, thus guaranteeing the usability of content and intuitive organisation of information. The sections on the site are as follows:

- About (start page) - containing a brief description of the project purpose, the possibility to subscribe to the newsletter, the social media links, the footer and the European emblem of recognition;
- Overview - containing project objectives and a description of the activities; envisaged by the project and the objectives that will be pursued;
- News - a collection of news concerning the progress of project activities and their status as well as achievements.
- Welcome on Board - the form necessary for subscribing to the newsletter, links to social media platforms, and contact details
- Achievements - a section dedicated to collecting and making public publications or deliverables available to users;
- Events - dedicated to the publication of events planned during the project (this section might be merged with GovTech Connect's events tab)
- Partners - a brief description of each project partner;

The website and its activities will be managed in full compliance with GDPR, including the mandatory publication of privacy and cookie policies on the website.

The website will be continuously updated by BRON and other project partners through back-end access. Access credentials will if possible be shared with the identified key partners responsible for updating news and events as well as uploading externally disclosable documents in accordance with the rules of JoinUp.



In addition to using the project website as the most important online communication tool, GovTech4All will also fully exploit the impact potential of the most important social media channels.

The selection of social media channels to be used was based primarily on the type of content the project can produce and the target audiences that can be reached. The social media channels and the project website will work synergistically; the main purpose of GovTech4All social profiles will be to redirect user traffic to the project website in order to generate as much interest in the project as possible and to speed up the process of attracting potential stakeholders for collaboration.

Part of the visual identity materials will be used in social communication along with additional communication tools to highlight the communicated message.

LinkedIn is the social media channels chosen to communicate and disseminate the project and its results. It was not considered strategic to evaluate other social media platforms given the activities that the project will undertake. Other channels, such as Facebook, would not contribute significantly to maximising the planned impact.

5.4.1 LinkedIn

LinkedIn Page Name: GovTech4All

Link: <https://www.linkedin.com/company/GovTech4All>

Available from M3.

LinkedIn will enable leveraging the already established networks of consortium members to establish from the outset an effective network of contacts possibly interested in the project. Moreover, LinkedIn already features several groups focused on the topics covered by GovTech4All representing an additional opportunity to disseminate project activities.

The LinkedIn administration dashboard will allow for constant monitoring of users who have interacted with the page, providing the analytics needed to possibly recalibrate communication actions.

Objective	Share the results produced by the project and the achievement of key milestones by reaching out to communities and projects working towards common objectives. Spread the communication about the events organized during the project's lifetime.
Content and Messages	Keep in contact and inform professionals; create a community
Target Audience	All Stakeholders
Information Required	Project updates, current news, discussions for receiving further feedback and suggestions on project's approach and results
Information Provider	All Partners and users
Activities	Encouraging new members to join, regularly adding new posts and responding to others' comments
Schedule	On a weekly basis, or as we have content to add



Monitoring	BRON is monitoring the page as a minimum once a week
Responsible Partner	BRON is responsible and all partners provide content

Table 3: GovTech4All LinkedIn Page Overview

5.4 Newsletter

During the course of the project, consortium members will create and plan content that will be included in at least eight newsletters that will be sent out during the project period. The design of the newsletter will be participatory, and the suggestions of the consortium members will be taken into account in order to make the information contained therein attractive to their networks.

The main objective of the newsletter is to keep the project's target groups and stakeholders regularly informed and engaged, with the project being in their top-of-mind. Moreover, the newsletter will allow to gather contacts for other project communications and events, and to redirect traffic to the project's website. In this sense, content will be brief, visually appealing and serve as a hook to visit a more detailed website post.

Therefore, content will showcase the project's updates and progress, share recent news and events, promote the attendance to upcoming webinars, workshops and other events, as well as linking with other communication tools (social media and website).

A graphic template for the structure of the newsletter has already been prepared in the first three months of the project to align this tool with the prepared visual identity toolkit. The collection of the email addresses to which the newsletter will be sent will be done through the partners' networks and through a dedicated section on the project website.

Data collection and management will be GDPR compliant at all times, and a direct reference to the privacy policy of the provider of the marketing mailing service used, presumably Hubspot, is included in the legal notice on the project website.

5.5 Publication repository

One of the sections of the Project website is dedicated to the collection of documents that can be viewed by users on the website.

In fact, project deliverables will be listed and described. Those that are public will be published and made available again through the website once approved by the consortium and by the EC.

5.6 Factsheets

Factsheets and other communication materials will be created and provided to each project partner to maximise communication efforts. During events or discussion sessions, materials will be prepared for the graphic development of factsheets that can be shared. Each of these materials will adhere to the defined visual identity framework and aim to convey information about GovTech4All in an immediate and intuitive way. They will be available for all partners in the consortium Microsoft Teams channel to enable rapid sharing of information.



5.7 Project events

During the project several events will be held to gather a broad spectrum of target audiences, including both policy makers, politicians, SMEs, startups, researchers and civil society.

5.7.1 Planned project events

Name of Event	No of events	Type of Event	Expected impact
Knowledge sharing webinars for the consortium and countries.	3	Online Webinars	Consolidate the consortium and partner countries. Increases skills and knowledge on GovTech related topics.
Annual meeting for the project	2	On Site (100 participants)	Raise awareness of the incubator and knowledge sharing amongst stakeholders and target groups.
Promote solutions, create awareness and increase stakeholder engagement	TBD	TBD	<p>Pan-European and international activities with the involvement of the partners from the various GovTech organizations and other associated experts, in order to promote the solutions and outcomes established in the pilots of the current SGA (WP2).</p> <p>The activities will entail participation to events (i.e., roadshows, presentations, workshops, etc.), and periodic experience exchange workshops, pitching events, master classes and networking sessions with GovTech experts, public sector stakeholders, SMEs, etc.</p> <p>Major dissemination and networking activities will be conducted through the utilisation of the JoinUp Platform, which aspires to become a core reference point of the project for the ecosystem to be developed aiming at increasing stakeholder engagement.</p>
Demo of Pilots	6	TBD	At least 2 showcasing actions per pilot depending on each pilot's target audience, end users and key stakeholders. The task leader will document the outcomes of these actions.
Sustainability Roadmap	4	TBD	4 workshops to review proposals made by participants and provide new insights as required.

Roundtable	2	On Site	A yearly high level policy roundtables and policy brief to create awareness of the GovTech incubator among policymakers and to provide lessons learnt for policies.
Govtech European Day	2		Establishment of the <i>Govtech European Day</i> on an annual basis, to enhance knowledge around the topic and to stimulate timely and vibrant debates from most European and world stakeholders.
Outreach nationally and across borders (in Europe and globally)	2	On Site	Two on site events will be organised where stakeholders, target groups and partners will be invited. Overall results from the GovTech incubator will be shared. The events will preferably take place in connection with other relevant GovTech events or activities. This will foster the EU GovTech ecosystem as a whole. Specific efforts will be made to reach currently underrepresented stakeholders in the consortium, for example Central Eastern European countries.

5.7.2 Process for the organisation of project events

Project events will be organised for the implementation of the communication and dissemination activities foreseen in WP 2, 3 and 4. The organisation of larger onsite events will be planned around every three months and smaller events such as webinars every two months. The information will need to be shared with the Project Coordinator, WP5 Lead and the other members of the consortium in due time to ensure effective communication. A detailed process with timeline for implementation will be worked out and adjusted based on experience gained during the project.

Coordination between the partners will allow for uniformity of information about the organisation of the event, the platforms to be used, the sponsorship of the event, and the users to be targeted. The foreseeable platforms could be Microsoft Teams or Zoom. The choice will fall on the platform that is best suited for the event being organised. A registration page will be created either on the project website or through any external registration platform that will be linked to the page announcing the event. To simplify the reporting procedure and standardise the collection of information from different registrants in full compliance with GDPR, the fields to be filled in by each user intent on registering will be as follows:

- First name;
- Last name;
- Gender;
- Email address (to allow communication on the event);
- Name of the organisation;
- Country of the organisation;
- Type of the organisation (to facilitate C&D reporting on the EC portal);
- Do you want to receive the GovTech4All newsletter?

Data acquired through the registration sections will be collected, processed and stored according to the GDPR. Following the planning phase of each event, the implementation of communication and publicising activities for



the event will follow. Each event will be scheduled on the website and will be monitored through the appropriate tools for processing the processed KPIs. Each partner will amplify and disseminate to its network the drafted communications.

BRON is responsible for developing the tools to maximise the impact of the communication activities.

5.7.3 Outreach through the participation in events

In addition to the organisation of events by the GovTech4All project partners, the participation of partners in key events deemed strategic for project developments and maximisation of impact is planned. Depending on the possibilities and opportunities arising, each partner will identify particularly interesting events to be attended in order to promote the GovTech4All project activities and to disseminate its objectives and ways of pursuing them. Interesting developments could arise especially through communication activities aimed at attracting important stakeholders to these events.

5.8 Media and institutions

Press releases will also be developed in order to spread the project's scope, activities and results in the media. For this purpose, the different partners will adapt the press releases to their own context, providing information that is interesting for the local communities. The press releases will benefit from the existing press contacts and relations of the consortium partners, which will be able to reach both local media and specialized media in the project's field. Their content will primarily focus on:

1. Presenting the project's launch at the EU level: granted funding, consortium, main goals and activities foreseen, impact for society...
2. Informing local communities about the pilots carried out in their area.
3. Promote the resulting solutions and future scalability of GovTech initiatives

The project will also take advantage of the **institutional channels** that the European Commission makes available for EU-funded projects to disseminate their activities and results. In this sense, the project's website will make use of the possibilities that the Commission's JoinUp platform has to offer.

Moreover, the project will **join efforts with GovTech Connect** to maximise the impact and efficiency of both initiatives, carrying out joined and coordinated actions and promoting each other's communication tools and activities.

For the purpose of influencing public policies, **policy briefs** will be developed with the main recommendations for policy makers at different institutional levels. These policy briefs will be produced as a result of the project's results.



6. Partners roles, responsibilities and procedures

6.1 Partners' responsibilities

Work Package Leader for Outreach and Communication is in charge of the coordination and implementation of the work package, including:

- Elaboration of the communication and dissemination strategy;
- Preparation of the visual identity and communication toolkit;
- Preparation and launch of the project website;
- Coordination between partners about the communication activities;
- Production of communication material templates;

Continuous monitoring of the communication and dissemination activities.

Leaders for all other Work Packages is in charge of providing content and collaboration for communication for their Tasks. They will also lead and coordinate the events described, and provide content (e.g. text and images) for dissemination and news. Beneficiaries will support the Work Package Leaders.

Tasks with communication efforts

T1.2	Map the ecosystem in partner countries, in terms of possible new departments and institutions that are interested to take part in the new SGA.
T2.2	Identification of solutions and/or the testing phase of the pilots
T2.3	Pilot execution, monitoring, demonstration
T3.2	Promote solutions, create awareness and increase stakeholder engagement
T3.3	Funding opportunities and investment support
T4.2	Policy briefs and roundtable
T5.1	Consolidate and execute communication focusing on knowledge sharing in the consortium and within partner countries
T5.2	Outreach nationally and across borders

Note: tasks are described in full text in the SGA.

Beneficiaries in Work Package 5 will form a dedicated communication group of “GovTech ambassadors” within the consortium to support engaged, active and aligned communications and information sharing through each consortium partner’s network. As such, the “GovTech ambassadors” act as an important extended arm, providing added reach, credibility and trust within their specific target groups.

All partners in the GovTech4All consortium, each with its own extended networks and established communication channels. We will utilise this position to multiply our outreach activities. All partners shall:

- Use the communication toolkit provided and acknowledge EU funding
- Inform WP lead about any communication or dissemination activity in order to coordinate the promotion of news related to the project
- Provide texts or contribution to fulfil the communication and dissemination objectives



- Provide the required information for the reporting for the EC
- Forward GovTech4All communication activities through their network to interested entities.

6.2 KPIs and continuous monitoring

In order to monitor the progress of communication and dissemination activities, KPIs were produced summarising the objectives of the actions to be undertaken. To verify their achievement, it will be necessary to develop and consolidate appropriate monitoring systems. Some of them have already been prepared and included below as means of verification.

Activity	KPIs	Means of verification
Project website (JoinUp) visits	1200	JoinUp data report
Number of followers on social medias	200	Platform analytic tools
Number of newsletters	8	Subscriber statistics
Number of non-scientific publications	3	Publications section on project website.
Annual events for the project	2	Report on the events
Number of subscribers to newsletters	100	List of subscribers
Number of participants in the annual events (each)	100	List of participants registered
Number of posts on social media (partner accumulated sum)	100	Platform analytic tools

Table 6: C&D identified KPIs



7. Conclusion

This deliverable presents a structured communication strategy that will be used in the implementation of the GovTech4All project. The strategy was developed taking into account the contribution of each partner, the issues they raised, and the risk analysis of potential problems in communication and dissemination activities. It outlined the key activities to achieve the set objectives, and the individual and collective responsibilities for each task in WP5 that will maximize impact.

Actions undertaken by each partner throughout the project will follow the strategy outlined in this document, including the full inclusion of all partners and the cultivation of a culture of collaboration and coordination to harmonize collective efforts.




8. Annexes

8.1 EU visibility rules

Under the EU budget 2021-2027, [communication and visibility](#) are important parts of all EU programmes. When managing an EU-funded project, here is what is expected from the projects:

	<p>All recipients of EU funding have a general obligation to acknowledge the origin and ensure the visibility of any EU funding received. Depending on the programme, you will normally be asked to describe what you plan to do in this regard.</p>
	<p>Every EU programme implements the EU political priorities. It is important that you link back to these priorities in your communication activities, so that you show the citizens the big picture and how your project contributes to this.</p>
	<p>Engage in specific communication activities. These activities can vary from one programme to another and may depend on the value of the funding received or the specific context. They may include for example:</p> <ul style="list-style-type: none"> • the preparation of a detailed communication and dissemination plan; • rules for websites, social media accounts and communication materials; • organisation of events; • relations with media; • billboards, plaques or other printed or electronic displays.
	<p>Use the EU emblem correctly and prominently. The EU emblem is the single-most important visual brand used to acknowledge the origin and ensure the visibility of EU funding. Apart from the EU emblem, no other visual identity or logo may be used to highlight EU support. The EU emblem should not be modified or merged with any other graphic elements or texts. If other logos are displayed in addition to the Union emblem, the Union emblem should have at least the same size as the biggest of the other logos. For further information, please consult our detailed guidelines on the use of the EU emblem.</p>
	<p>Display a simple funding statement, mentioning the European Union's support. . For the project Govtech4all-beta, whose funding rate is lower than 100%, the correct statement would be "Co-funded by the European Union".</p> <div data-bbox="443 1783 884 1868" style="text-align: center;">  Co-funded by the European Union </div>

	<p>The funding statement “Co-funded by the European Union” should always be spelled out in full and placed next to the emblem. You can download the correct version of the EU emblem together with the funding statement from their multilingual download centre.</p>
	<p>Use accurate information: in times of disinformation and misinformation, it is important that you use official and relevant sources and EU websites when sharing information about the EU. In addition, information about your project needs to be factually correct and not misleading.</p>
	<p>Involve the EU when communicating. Depending on the programme, you might be obliged to involve the EU when communicating, for example when:</p> <ul style="list-style-type: none"> • your project is expected to have a major media impact; • it is of strategic importance; • it is above a certain financial value.
	<p>Remember that communication and visibility count among eligible costs. Any expenditure related to communication and visibility is part of the action and can benefit from EU funding.</p>
	<p>Grant the EU the right to use your communication material. The European Union has the right to use communication material produced and owned by the recipients of EU funding. This right is granted in the form of a royalty-free, non-exclusive and irrevocable licence. The cost of this licence can be covered by EU funding. The ownership of the material remains with the recipients of the EU funding.</p>
	<p>There may be financial reductions in case of non-respect of the requirements. If recipients of EU funding breach any of their contractual obligations, the EU’s financial contribution may be reduced.</p>