



Understanding value co-creation in public services for transforming European public administrations

Presented by:

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21/04/2021



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 770356.

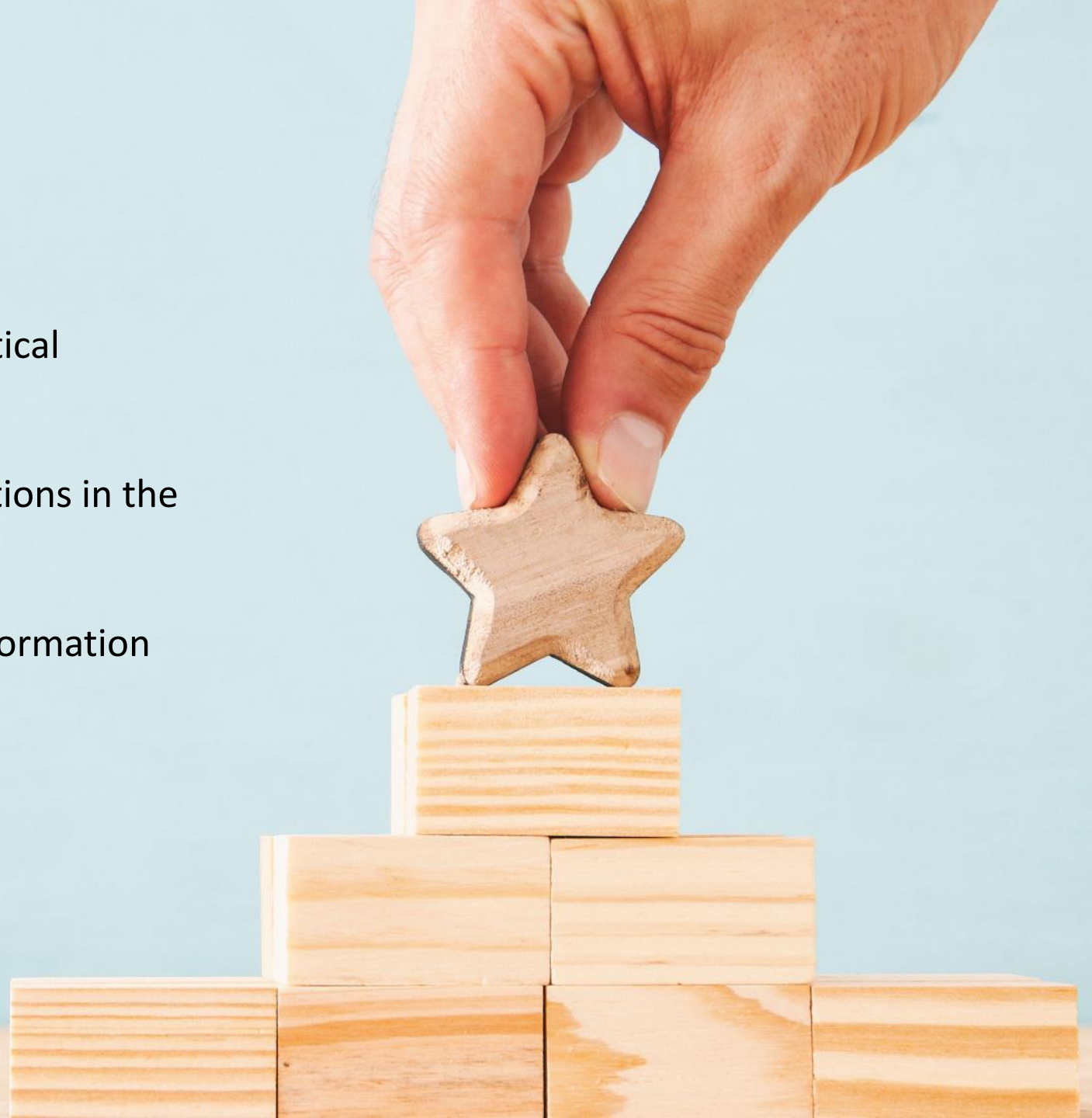
Motivation

- Public administrations' old ways do not meet citizens' expectations anymore
- A full-blown paradigm shift where citizens would be seen as value co-creators



Objectives

- Provide a comprehensive & holistic theoretical framework
- Measure & monitor transformative innovations in the public sector
- Focus on four areas of public service transformation
- Transform research results into actionable recommendations



Contributions

Measurement & Policy Impact of co-creation

- Cross-analysis of how service design, living labs, digital public management and public sector innovation networks are used for services co-innovation and co-creation
- Systematic survey of co-creation adoption & service innovations in public sector
- Make co-creation the norm for delivering better public services & improving citizen-state relations
- Monitoring a series of indicators on digital transformation and co-creation adoption at member states and municipality level visualized in a dedicated dashboard

90+ case studies
150+ interviews

1000+ public sector &
NGO managers

Six (6) policy briefs



Key findings





Increased awareness
of “co-creation”
as a policy area

More than 80%
of public administrations



Most ideas still found from
civil servants ' in between
interaction

Citizens or businesses were the
sources of ideas for innovation
in fewer than 10% of the
administrations surveyed



Adoption of variable
co-creating methods is
the most beneficial

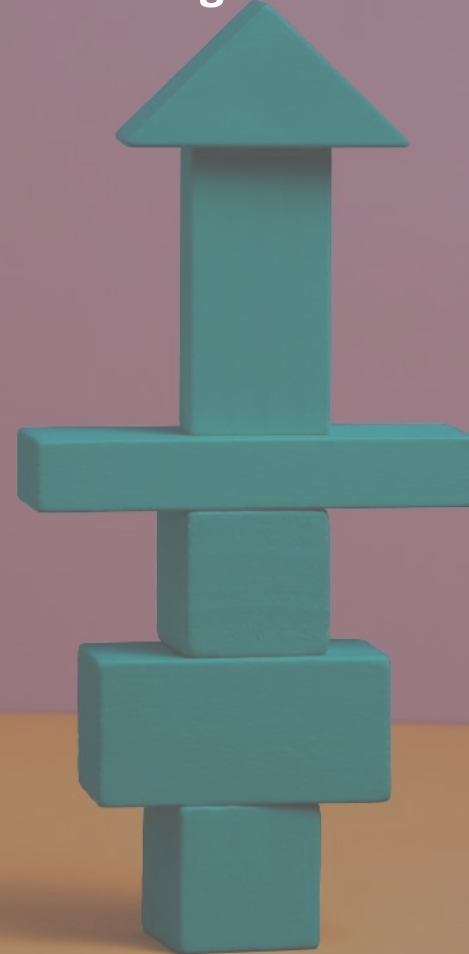
Many governments have issued guidelines & toolkits for making co-creation happen;

Only few metrics or compliance measuring processes by which the actual adoption rate can be assessed

Training in co-creation methods is almost absent



Municipalities have been slower than national governments

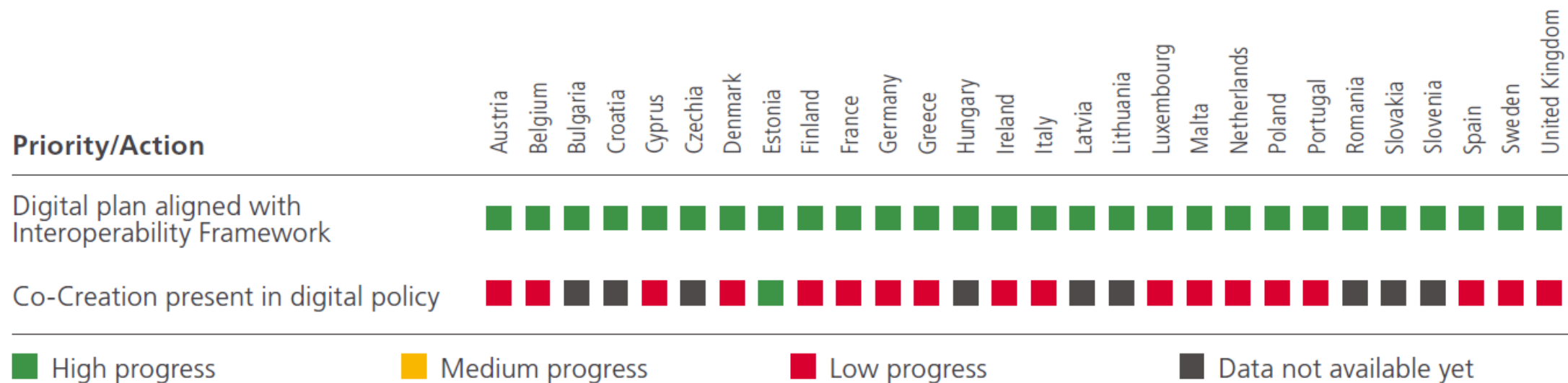


Public organizations' culture often at odds with Integrated Co-Creation



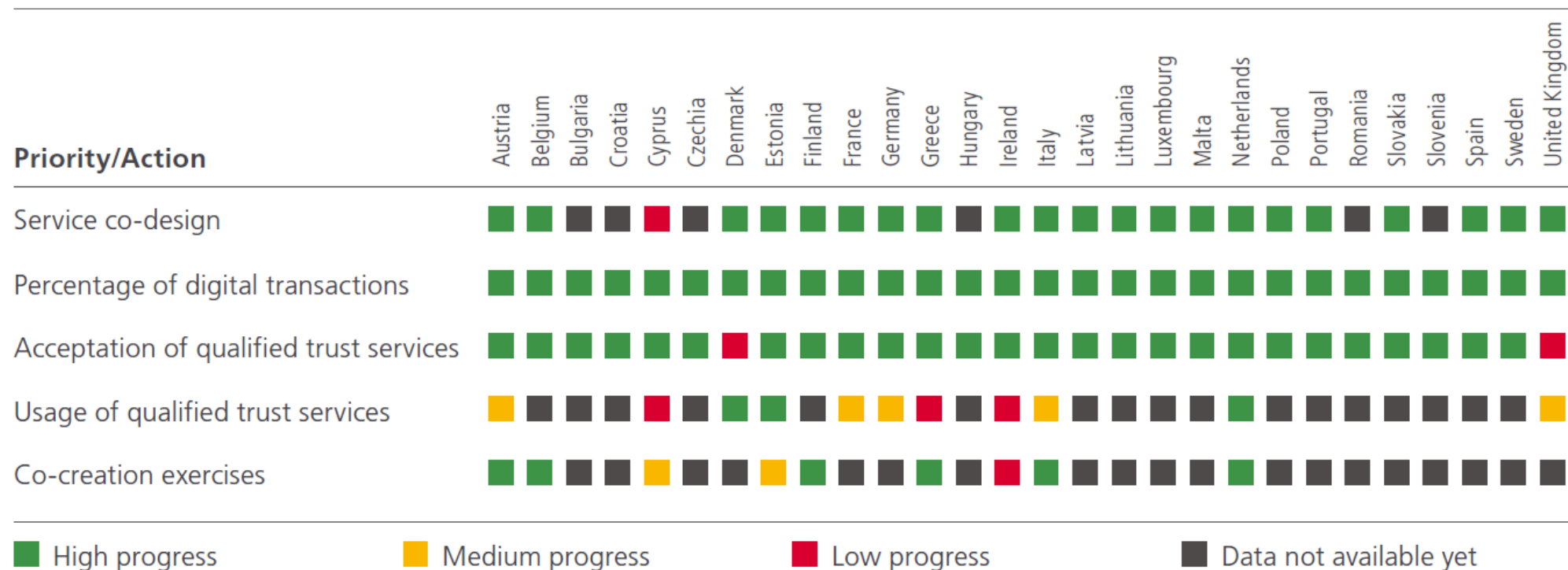
Co-creation Dashboard

Policy



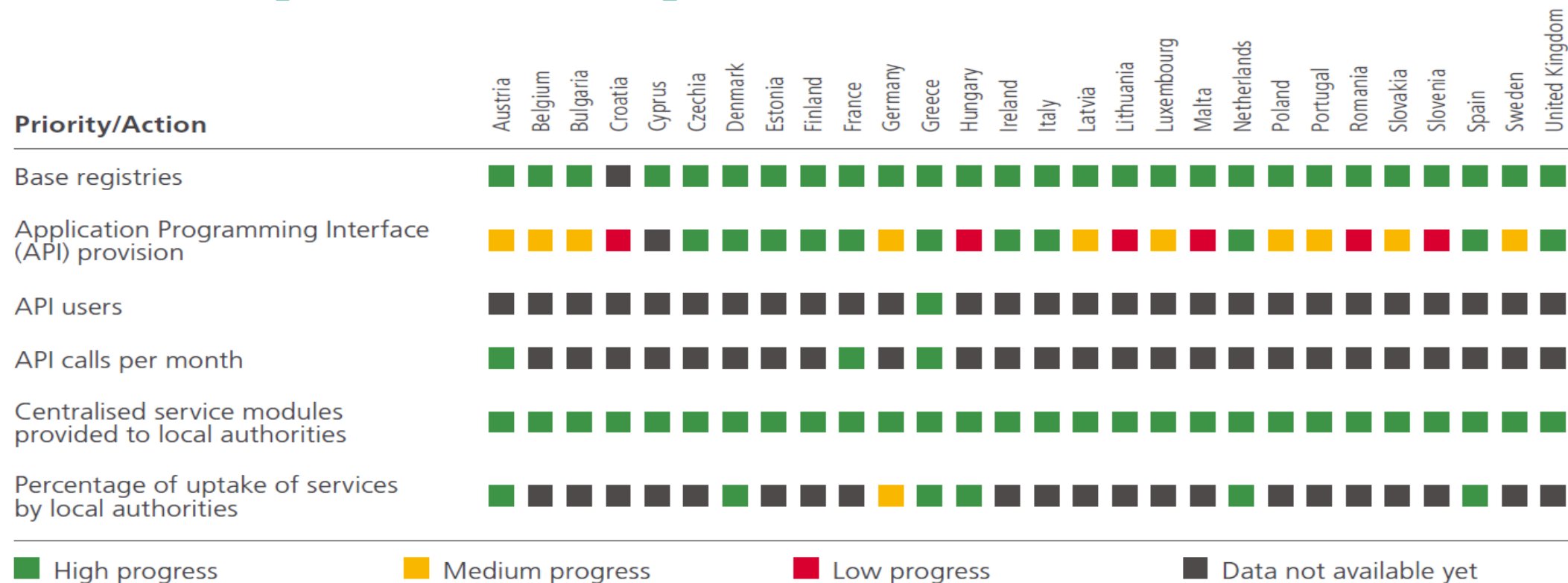
- Overall excellent progress on aligning national digital plans with the European Interoperability Framework;
- In most countries, co-creation is not foreseen for all service innovation projects.

Collaboration



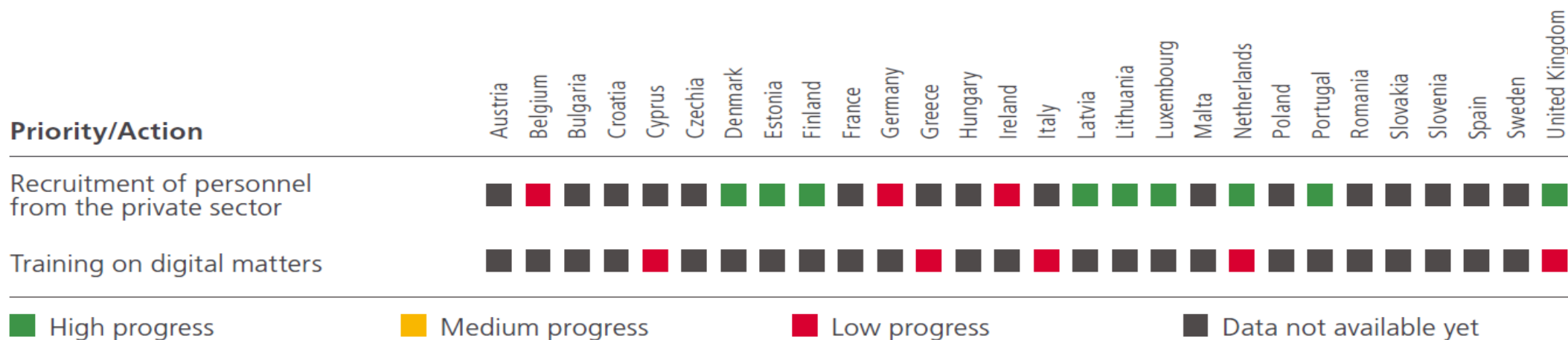
- Overall high progress on the use of service co-design, the percentage of digitally issued services and the acceptance of eIDAS qualified trust services;
- Varied level of progress on the use of eIDAS compliant eID and the level of co-creation exercises

Interoperability & Reuse



- Overall high progress on improving the accessibility of base registries and the provision of centralised service modules;
- Highly varied performance on the provision of Application Programming Interfaces across countries;
- Low data availability on uptake-related indicators.

Skills



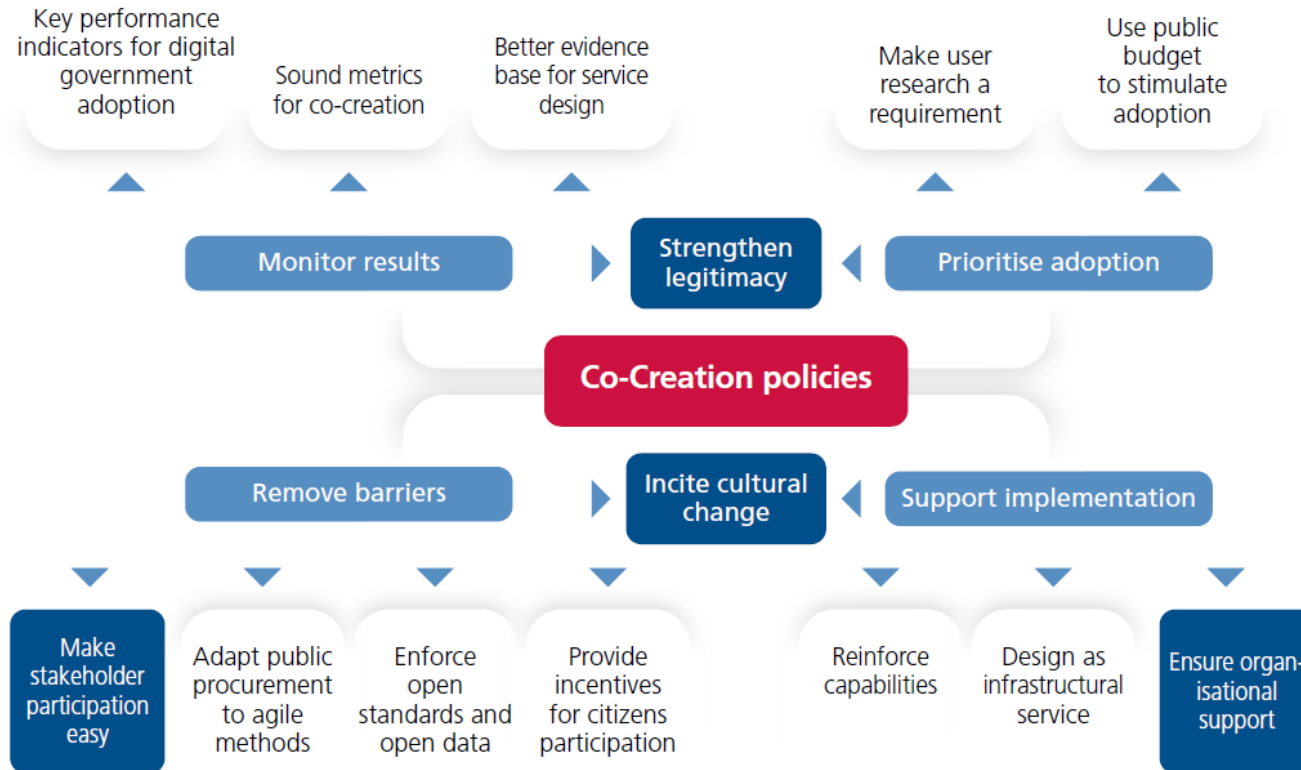
- Almost a third of the countries have recruited officials in management positions from the private sector;
- None of the countries can confirm having provided digital skills training to more than 10% of public servants.

Monitoring



- Almost half of the countries have developed KPIs on digital government, which in almost all cases include indicators measuring the uptake of digital services;
- Four countries have indicators on cocreation among the digital government KPIs;
- For more than half of the countries it is not clear whether they have digital government KPIs outside the EU measurement frameworks.

Making Co-creation Long term & Sustainable



Source: Co-VAL

- Strengthen legitimacy
- Ensure organisational support
- Incite cultural change
- Make stakeholder participation easy

www.co-val.eu

The screenshot shows the CoVAL Knowledge Base website. The header has the CoVAL logo and a navigation menu with links: HOME, ABOUT COVAL, WHO WE ARE, RESOURCES, REPLY, REPERTOIRE, and EXHIBITIONS. A search icon is on the right. The main content area has a large teal background with the text 'Knowledge Base' and 'CoVAL > Knowledge base' below it. The background image of the website is a stack of old, thick books.

| Theme | Number | Publication | Year |
|--|----------------|-----------------|---|
| <input type="checkbox"/> Digital Transformation | Author * | Publication * | Year |
| <input type="checkbox"/> Living Labs | | | or |
| <input type="checkbox"/> Future Service Ecosystems | | | |
| <input type="checkbox"/> Public Service Innovation | Keyword/phrase | Search keywords | |
| | Search phrase | Search keywords | <input type="button" value="Clear Fields"/> |

2025 RELEASE UNDER E.O. 14176

Digital Government MetaMonitor

HOME TOPICS COUNTRIES ABOUT CONTACT

Germany

is to provide a space for the civil society where we can all engage in voluntary work. For example, the [mailing lists](#), therefore, the [newsletter](#) has

Digital Government MetaMonitor

(beta)

the laborjournal
das neue heft 27 online

COVAL

Are digital government services used? Which member states show high adoption levels? And which ones provide ample data about it?

Today, the answers are often provided by survey-based data such as DESI, but several member states generate data in an automatic way through their digital services.

The Digital Government MetaMonitor Beta provides a quick overview of the availability of these data in nine European countries.

The data availability is summarised in a table, which considers the **completeness**, **update frequency** and **machine readability** of visible data on five key digital service topics: **eID**, **ePayment**, **Messaging**, **Transparency** and **General Digital Services** by different stakeholder groups.

The update table can be browsed by topic and by country. For a detailed description of the methodology and list of indicators, please consult the **About** section.

You can help to improve the MetaMonitor by providing your **feedback** and suggesting additional data sources to be included.

| METAMONITOR INDEX | DK | EE | FR | DE | IT | NL | PT | ES | UK |
|--|------|------|------|------|------|------|------|------|------|
| eID / Overall uptake | 0.40 | 0.35 | 0.35 | 0.17 | 2.53 | 0.16 | 0.56 | 0.71 | 0.70 |
| eID / Personal uptake | 0.40 | 0.38 | 0.53 | 0.17 | 2.63 | 0.60 | 0.00 | 0.94 | 0.63 |
| eID / Business uptake | 0.00 | 0.25 | 0.20 | 0.25 | 0.42 | 0.50 | 0.25 | 0.00 | 0.00 |
| eID / Public sector uptake | 0.07 | 0.09 | 0.09 | 0.32 | 0.37 | 0.45 | 0.50 | 0.78 | 0.58 |
| eID / Private sector support | 0.50 | 0.50 | 0.50 | 0.50 | 3.75 | 0.50 | 0.00 | 0.00 | 0.50 |
| ePayment / Overall uptake | 0.00 | 0.00 | 0.00 | 0.00 | 0.75 | 0.00 | 0.75 | 0.56 | 0.75 |
| ePayment / Public sector uptake | 0.00 | 0.00 | 0.00 | 0.20 | 3.33 | 0.00 | 0.50 | 0.80 | 0.93 |
| ePayment / Private sector support | 0.00 | 0.00 | 0.50 | 0.50 | 0.75 | 0.00 | 0.00 | 0.00 | 0.50 |
| Messaging / Overall uptake | 0.25 | 0.00 | 0.00 | 0.00 | 0.23 | 0.03 | 0.25 | 0.95 | 0.00 |
| Messaging / Personal uptake | 0.88 | 0.50 | 0.00 | 0.00 | 2.00 | 0.00 | 0.00 | 0.28 | 0.00 |
| Messaging / Business uptake | 0.50 | 0.50 | 0.00 | 0.50 | 0.00 | 0.03 | 0.00 | 0.00 | 0.00 |
| Messaging / Public sector uptake | 0.19 | 0.00 | 0.00 | 0.07 | 0.36 | 0.63 | 0.10 | 0.60 | 0.44 |
| Transparency / Public sector uptake | 0.00 | 0.00 | 0.50 | 0.00 | 2.50 | 0.50 | 0.42 | 0.00 | 0.00 |
| General Digital Services / Personal uptake | 0.56 | 0.00 | 0.84 | 0.28 | 0.50 | 0.98 | 0.00 | 0.00 | 0.00 |

Browse by Topic

eID
ePayment
Messaging
Transparency
General Digital Services

Browse by Country

Denmark
Estonia
Bavaria
Germany
Italy
Netherlands
Portugal
Spain
United Kingdom

Contribute

[Contribute to the MetaMonitor](#)

Partners



The logo for CoVAL, featuring the word 'CO' in teal and 'VAL' in dark grey, with a stylized teal gear-like shape behind it.

COVAL

**Thank you for your
attention 😊**

*For more information:
www.co-val.eu*

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www.linkedin.com/groups/4165795/*



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