CO-CHANGE
CO-create CHANGE in Research Funding and Performing

D2.5 Short Report on Forum 4

Version 1.8

Version log

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Preface

This Deliverable "Short Report on Forum 4" (D2.5) documents the design and the outcomes of the fourth and final Forum 4 and thus aims at collecting results of the Labs and the project, as well as guiding further steps. The Report first introduces the objectives, design principles, and resulting agenda (chapter 1) of the Forum. It then describes the main thematic sessions (chapters 2-5) with inputs and highlights of subsequent discussions. It concludes with a feedback and outlook on the next steps in the Co-Change project (chapter 6).

1-Introduction

The project Co-Change is about facilitating institutional change and raising awareness regarding Responsible Research and Innovation (RRI) in research funding and performing organisations. In the centre of the Co-Change project are small organisational innovation spaces, the Co-Change Labs. In these Labs various activities regarding RRI-related awareness raising, trainings, workshops and discussions, reviews of practices and institutional changes take place. Next to short monthly Lab coordination meetings, the Forums are the most important element in supporting their work. The Forums serve to exchange experience, insert knowledge from the Advisory and Sounding Boards, allow for common discussions, and exchange of practices regarding the core tasks of the project. Forum 4 took place on 6 and 7 October 2022 and was co-hosted by AIT from Austria and TU Delft from the Netherlands.

The participants of the Co-Change Forum were Research and Technology Organisations (RTOs), universities (Novi Sad, TU Delft), research funding organisations (WWTF, regional fund of Tampere), a non-profit company (ESSRG) for the communication duties, an education and research initiative (Resilient Delta) as well as Co-Change board members.

Objectives

This Forum was about embedding and sustaining institutional changes. It was not only about institutionalising changes, but also about the question of how to monitor them. In order to achieve the forementioned, this platform was convened to create, map and draw on synergies together. Furthermore, the experiences and learnings will serve future RRI initiatives within the organisations involved but also beyond them. The Labs aimed to get more clarity on furthering changes, clarifying goals and prioritising strategies to make changes permanent. In this respect, the Labs were actively supported by the Co-Change Sounding and Advisory Boards.

Design

Due to the COVID-19 pandemic the safest and most inclusive way to hold Forum 4 was online. As the previous Forums were held online, experience from the past could be applied in organising this event.

In the spirit of co-design, the Forum 4 team involved partners as session chairs within the Forum. By this, the Forum made use of the expertise within the consortium while providing important input by all partners for several project outcomes (i.e., deliverables). The successful design of Forum 3 based on four virtual gatherings over the course of two days was employed with the following themes, structure, and elements:

Themes

The Forum 4 offered two days of focused attention towards **institutionalisation** of change, with five thematic sessions and a keynote. The first day incorporated (1) a presentation by Mika Nieminen from VTT on the conceptual framework of "Institutional Entrepreneurship". Drivers and barriers of change were discussed based on the experiences of each Lab. The dynamics of institutionalisation and the factors determining these were an issue of common concern. Additionally, (2) policy recommendations for the national and European level were gathered by Éva Bánsági and György Pataki for the second Policy Brief of Co-Change. But also, recommendations directed to the Research Performing Organisations (RPO) and Research Funding Organisations (RFO) management level were given space. The Labs based their recommendations on the learnings of the past years.

The second day of Forum 4 introduced the participants to the issue of multi- and transdisciplinary research and how fostering this needs special action. Nikki Brand (TU Delft) of the education and research initiative Resilient Delta gave a keynote speech on this topic. In the morning session, (3) the Labs talked about the sustainability plans and which strategies they would use to implement their ideas, led by Antonia Bierwirth (TECNALIA). The afternoon of day 2 started with the topic of (4) assessing the Added Value of RRI based on Co-Change Labs and key performance indicators (KPIs). Martijn Wiarda from TU Delft presented the relevance, and variety of key performance indicators as well as the preliminary results of the KPI analysis. The last theme (5) was about the tools that the Labs utilised in order to institutionalise changes. The participants discussed both positive and negative experiences with their tools, guided by Mika Nieminen (VTT).

Structure

Like Forum 2 and 3, the current Forum 4 was structured around two full-day programmes of overall four sessions (morning and afternoon) spanning the course of two days for facilitating the attention of participants in a virtual environment. The days started at 9 a.m. and lasted until 3 p.m. with short breaks and a one-hour lunch break.

Thus, a structure of around five hours working time on each day with breaks in between was set up for the total of 23 participants. Forum 4 was actively supported by the moderators of the AIT team as well as by collaboration of other partners for presentations, facilitation and note-taking. Overall, the focus of the last Forum lied on the results of the project, which has already been running for around two and a half years at the date of the Forum 4. For this, the working group consisted mostly of the consortium, and the design incorporated less ecosystem partners or external impulses.

Elements

To counter the risk of „digital fatigue" and provide a rich experience, the programme of Forum 4 had a variety of elements such as icebreakers, breakout sessions, group discussions, presentations and plenaries, all designed to support the Co-Change Labs, associated partners and guests.

Icebreakers were used on both days of the Forum to incorporate informal interaction and stimulate social learning. The first one with the title "Truth or Lie" was introduced at the beginning of Day 1 where participants were directed to breakout rooms. It consisted of asking someone to make a statement about their Lab, while the others in the virtual room had to guess whether the statement was true or false. The Icebreaker on day two had the title "Alphabet Brainstorming on Sustainability Plans". Again, the participants were sent into breakout rooms with a prepared online whiteboard, where they had to find a word describing the Labs' sustainability plans for each letter of the alphabet.

Breakout sessions were used for different exercises. One especially engaging example was when participants interviewed each other on drivers and barriers of change, while a facilitator brought in additional comments and questions.

Role play was another element of engagement. It was used to engage Lab members in discussing the possible messages for the second Policy Brief. ESSRG asked the participants to give recommendations to national and European policy maker, but also to managers of RFOs or RPOs. Board members took the role of the aforementioned policy makers and managers.

Q&A sessions were possible after presentations.

Digital whiteboards were prepared and used for deliberative practices.

Agenda

The overall design of Forum 4 is reflected in this detailed agenda:

	Thursday - 06 October 2022	
08:50	*Telco opens*	
09:00	**Welcome & Introduction**	Plenary
09:15	**Icebreaker** Truth or Lie – statements about Labs	Breakouts

		Session 1 – How do we institutionalise changes?	
09:30	**Introduction: Robustness Check (D.3.3)** Introduction, presentation of the concept of institutional entrepreneurship | 20 min Presentation of the Canvas for the Labs | 10 min		Plenary
10:00	**Lab Dialogues based on the Canvas for the Labs**		Breakouts
11:30	**Synthesis of the Lab Dialogues (part 1)**		Plenary
11:50	**Closing of the morning session**		Plenary
12:00	**Lunch Break**		
13:00	**Introduction to afternoon session**		Plenary
13:10	**Synthesis of the Lab Dialogues (part 2)**		Plenary
	Session 2 – Which learnings do we have for others?		
13:30	**Policy Brief**		Plenary/Breakouts
14:35	**Closing of Day 1**		Plenary
15:00	**End of Day 1**		Plenary

		Friday - 07 October 2022	
08:50	*Telco opens*		
09:00	**Hello & Welcome**		Plenary
09:10	**Keynote by Resilient Delta** Keynote | 15 min Q&A | 15 min		Plenary
09:40	**Icebreaker** Alphabet Brainstorming on Sustainability Plans		Plenary
	Session 3: How do we sustain our changes?		
09:55	**Sustaining institutional changes** Short introduction to the Sustainability Plans		Plenary
10:05	**Exercise** Prioritisation of factors for sustaining change | 15 min Concretisation of strategies | 25 min Chances/barriers for implementation of strategies | 10 min Feedback | 20 min (incl. 10 min break)		Breakout
11:25	**Exploring results of other groups**		Plenary
11:35	**Results and Conclusions**		Plenary
11:45	**Closing of morning session**		
12:00	**Lunch break**		
13:00	**Introduction to the afternoon session**		Plenary

	Session 4 - How do we (self)evaluate our changes?	
13:05	**Presentation on Monitoring** Presentation of D6.2 Assessment of Added Value of RRI based on Co-Change Labs and KPIs | 10 min Discussion/reflection on Labs' performances | 30 min	
	Session 5 – Which tools can we use to embed RRI?	
13:45	**Introduction to Toolbox**	Plenary
13:50	**Exercise** Ideation | 10 min Prioritisation | 10 min Discussion | 10 min	Breakout
14:20	**Wrap up (Toolbox)**	Plenary
14:25	**Closing Forum 4** Synthesis and impressions | 10 min Mentimeter survey | 10 min Outlook & good-bye | 5 min	Plenary
15:00	End of Forum 4	Plenary

2- Institutionalising Changes

The Forum 4 was the last Forum in the Co-Change project. Up to this point the project has been running for around two and a half years. During this time, the Labs have developed and created RRI-related changes. Given that the end of the project is close, deliberation on how to achieve sustaining RRI-related changes was more pressing than ever. Especially given the circumstances that funding of the Co-Change project ends with the project.

Hence, the overarching theme of the Forum 4 was about reaching beyond the time span of the project.

2.1- Institutional Entrepreneurship

Mika Nieminen, a principal scientist at VTT and adjunct professor at Tampere University, held a presentation on the concept of Institutional Entrepreneurship. The main points are highlighted here – as he gives answers on how to sustain change in an institution.

Permanent social change is generally difficult to achieve and complex in nature. Taking a closer look into this issue, scrutinising the critical actors and their relationship to their organisation as well as to their social context is of importance according to the theoretical framework of Institutional Entrepreneurship. These social changes take time and very often are not successful. Usually, failure occurs because the time goal is not met, or the initiative does not meet the expectations. In order to implement new organisational change, it is necessary to understand the factors at play. First and foremost, change does not happen by itself, but actors drive changes. Often, change occurs and is driven by actors without them being conscious about the change. Actors can be considered institutional entrepreneurs, which can be individuals, organisations, or a collective. The change actors can be considered institutional entrepreneurs, which can be individuals, organisations or a collective. Battilana et al. (2009, 72) define the concept as follows: "Institutional entrepreneurs, whether organisations or individuals, are agents who initiate, and actively participate in the implementation of changes that diverge from existing institutions, independent of whether the initial intent was to change the institutional environment and whether the changes were successfully implemented. Such changes might be initiated within the boundaries of an organisation or within the broader institutional context, within which the actor is embedded."[1]

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[1] Battilana, J., Leca, B., & Boxenbaum, E. (2009). How Actors Change Institutions: Towards a Theory of Institutional Entrepreneurship. *Academy of Management annals, 3*(1), 65-107.

In the case of Co-Change, the Lab members are consciously working towards change and can thus be considered institutional entrepreneurs.

Further academic deliberation on this issue addresses the role of so-called social entrepreneurs, who address social problems which otherwise would be ignored or ineffectively attended to by the given organisations. To better understand institutional entrepreneurs and social entrepreneurs, it is necessary to better understand their strategies, especially to understand them in contrast to other change agents who initiate non-divergent changes.

It is noteworthy that each case will have different specificities of the context organisation and the institutional layout. There can be contrasting dynamics between change agents and the context organisation. In the case of Co-Change, the Labs are institutional/social change agents, that use specific strategies to implement divergent changes in their organisation contexts.

Hence to understand how the Co-Change Labs address change, there needs to be an understanding of the **strategies** used.

Another approach to understanding and analysing the actors at play is through scrutinising institutionalisation. Firstly, the enabling conditions for institutional entrepreneurship include, e.g., analysing **field characteristics** and the **actor's social position** in the context. Field characteristics is about looking at the external pressure and where there are opening windows of opportunity; as well as the internal pressures and organisational structure comprised of hierarchies, finance, size, maturity (high/low level of institutionalised practices) and heterogeneity. Understanding the actor's social position necessitates taking a closer look at various elements: the position in the organisation; whether the actor is an individual or a collective; the element of cooperation and coordination between actors; social capital; low versus high status; psychological and demographic factors; resources the actor has access to. Divergent change implementation includes the creation and framing of a **vision** for divergent change and the **mobilisation of allies** behind the vision, which means people who join the agent to achieve the change.

Lastly, the concept includes an **institutionalisation of the changes** (embedding and anchoring).

Overall, different factors and complex systemic processes are at play, e.g., external pressures that demand change such as the demand for sustainability in recent times.

Here you can see the participants enjoying the afternoon session of day 1 of Forum 4.
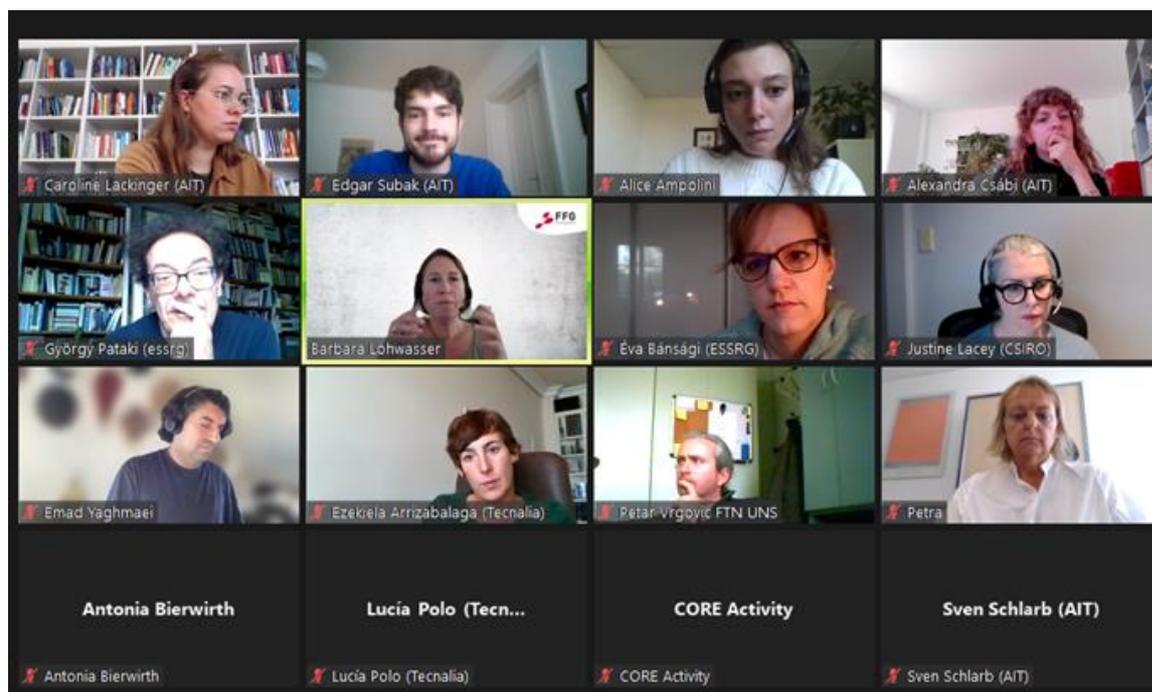
2.2-Drivers and Barriers of Change for the Labs

On day one of Forum 4, the Labs were put into breakout rooms in pairs, to exchange their experiences with trying to implement change in their individual contexts.

Each Lab has encountered unique situations. However, the Labs also realised that there are issues in common.

At the **SHAPE LAB of TECNALIA** change occurred through top-down and bottom-up effort, partly due to Co-Change, but also due to the change at the governmental and hence at the management level. There were challenges due to the hierarchical structure and the Lab members recognized that change also takes time. The services that were offered by the Co-Change project and performed to external parties led to the Lab gaining more legitimacy within its own organisation.

The **TU Delft** attends to two Labs in associated partner organisations, **NEN** and **Resilient Delta**. The organisational context of NEN is rather fragmented, which makes centrally deployed change difficult. **Resilient Delta** is also fragmented, even though it is a new organisation. Overall, there are more conservative and more progressive employees. The bottom-up perspective of framing a vision needs to leave room interpretation as well as it needs to be actionable. The framing varies according to industry and organisation. In terms of strategy, seeking out people who are already on your side and share the same vision eases the processes.

Council of Tampere Region, **University of Novi Sad** and **WWTF** came to the conclusion that institutionalisation works best in small steps. They also discussed the issue of top-down and bottom up. For Council of Tampere Region, there is a top-down

approach to funding. Whether going for the top-down or the bottom-up approach depends on the organisation and its specificities. In big and slow organisations, a top-down approach may lead to change, while small organisations may benefit more from bottom-up change.

The **AIT AI Ethics Lab** also talked about bottom-up versus top-down. They chose the path of bottom-up change, sought allies within the organisation and by this tried to gain legitimacy and visibility.

Overall, RRI-related changes in large organisations have proven to be difficult. Another central point is that for change there needs to be some support from both the top and the bottom. Furthermore, it was discussed that change within the own organisation is more challenging than bringing about change in an external organisation. Another issue is the different levels of knowledge about RRI across organisations.

2.3-Which learnings do we have for others? Policy Brief #2

In total, there will be three policy briefs emanating from the Co-Change Project. The first policy brief was based on the theoretical considerations of Workpackage 1, which has already been finalised. The second policy brief is based on the experiences of the Labs. ESSRG was working on the second policy brief at the time of Forum 4.

The second Policy Brief aims to gather the lessons learnt by the Co-Change Labs regarding the needs and requirements for RRI related institutional change. It is about passing on actionable insight to decision-makers at multiple levels as well as sharing learnings to a wider interested audience.

Prior to the Forum, ESSRG has received the policy recommendations from the Labs. They created summaries of their findings. The addressed audiences of the recommendations are RFOs, RPOs, national legislation and European legislation. The elaboration of the policy recommendations are intended to be co-created by the Labs, Advisory Board and Sounding Board input and by partners.

ESSRG summarised the recommendations as clusters for RFOs/RPOs called "ICE", which stands for *Invest, Create and Engage*. The approach to EU and national policy-makers was clustered with "ABC", which stands for *Advance, Build and Communicate.* ESSRG made use of this session to further gather information for the finalisation of the second Policy Brief. The following bulletpoints were the input for the session in which participants of the Forum 4 engaged in reflection and discourse around the recommendations.

ICE for Research Performing Organisation managers

The recommendations for RPO managers go as follows.

Invest

- time in science communication is necessary to increase impacts
- incentives to motivate for relevant activities should gain more attention and investment
- resources must be allocated to these activities
- innovators from within lead the change
- public visibility needs to gain more traction; and existing good practices must receive more space over time.

Create

- ethics infrastructure:
- awareness about ethics
- training and capacity building
- indicators for social impact and engagement
- a culture of openness.

Engage

- with the whole organisation
- keep RRI on the organisational agenda
- respond to organisational needs beyond RRI jargon
- promote dialogue and encounters between multiple actors
- embed RRI in your organisational model

ICE for Research Funding Organisation managers

The recommendations for RFO managers go as follows.

Invest

- in low-hanging fruits first, don't stop, move further
- less is more – keep it feasible
- allocate resources towards RRI activities
- development of means to support RRI initiatives within
- people who can facilitate change from within

Create

- openness and transparency about funding processes to create trust
- awareness about ethics and RRI
- integrate responsibility as funding criteria
- an explanation of your role as RFO in the RRI ecosystem.

Engage

- making the results of funding projects public
- improve communication and support dialogue between researchers and students and citizens
- engage the larger RRI ecosystem
- educate and communicate based on your experience and achievements

ABC for national policy-makers

The recommendations for national policy-makers are summarised as follows.

Advance

- include RRI in national policies and funding
- leadership: lead the change
- find your place and role in advancing RRI in national Research and Innovation (R&I) ecosystem
- walk the talk: demonstrate commitment to responsibility
- promote role models

Build

- awareness at all levels of policy-making
- create awareness of RRI among researchers and citizens
- develop evaluation indicators and objectives
- inventory of knowledge and existing good practices, examples
- integrate RRI into science education
- standardisation

Communicate

- create an understanding of the role of R&I in society
- combat anti-science
- speak about positive and negative results of R&I funding
- state the necessity of ethics in R&I
- stress sustainability and responsibility in policy dialogues
- explore connections between science and society.

ABC for European policy-makers

The recommendations for the European level are similar to those directed towards the national level, but also somewhat more general in nature:

Advance

- design policy frameworks
- embed RRI in legislation
- include RRI into industrial policy
- demand impact assessment
- design and implement strategy beyond funding
- adopt new research agenda on inclusive and participatory processes
- track changes, identify sustainable changes

Build

- strengthening RRI networks
- raise public awareness
- clear rules, recommendations, and guidance to each group
- appraise good examples
- awareness of RRI components
- improve public participation in Science, Technology and Innovation (STI) governance
- create incentives for private actors (industry)

Communicate
- to create understanding of the role of R&I in society
- combat anti-science
- speak about positive and negative results of R&I funding
- state the necessity of ethics in R&I

After the presentation by members of ESSRG on the collected recommendations, the participants were introduced to a role-play game. Here, a member of the Advisory Board had to take the perspective of either a RFO manager, RPO manager, national policy maker or European policy maker, while a Lab member chose to give a recommendation to this role. Here are the results:

Recommendations to Research Performing Organisation managers: Create an ethics board and citizen advisory board for decision making and projects. It is better for researchers to do their own research on the social side of their endeavours, instead of having an additional group having to do this. Give social prizes within the organisation. Create an infrastructure that supports social added value, like a working group. Research performing organisations should publish annual report regarding RRI developments. Provide communication to society, this can be a website, an ethics committee, where citizens can contact the researchers.

Recommendations to Research Funding Organisation managers: It is necessary to pick one RRI factor and get started with it. Even if it fails, it is better than not having tried, because like this the RPO can also learn. Engaging with at least one RRI element will already give an advantage over others who don't engage. There are lots of reasons not to even start. However, it is worthwhile getting started.

Recommendations to national level: Before demanding policy makers to make RRI part of the agenda, it is necessary to translate RRI into practical steps, that are comprehensible for politicians. It is also possible to show policy makers which policies already have elements of RRI. Using the RRI language might not be appealing to practitioners.

Recommendations to European level: The funders determine the frame of the projects, the researchers work in. If the EU prescribes RRI for projects, this makes it much easier to engage with RRI-related issues. There should be ethics by design in all AI and software-related projects. Addressing the EU level also works by addressing the national level.

3-Facilitating Change

Nikki Brand, the Scientific Coordinator of the Methodology at the Resilient Delta **Lab**, part of the Convergence Alliance, gave a **keynote speech**. The Convergence Alliance includes TU Delft, Erasmus University Rotterdam and Erasmus MC and has the purpose of tackling convergence. She introduced the concept of convergence research, which is characterised by the aim to address a specific challenge or opportunity and by a deep integration across disciplines. By working together, the researchers' knowledge, theories, methods, data, research communities and languages become increasingly integrated.

Convergence is focused on problem-solving through inter- and transdisciplinary learning. Scientific breakthroughs can be identified earlier by achieving deep integration. However, the default mode of knowledge production is along the discipline lines. Thus, the process of going from multi- to inter- and transdisciplinarity is hard. The coordination of collaboration between fields of expertise (transaction costs) are underestimated and academia is based on specialisation. The universities give mixed messages by encouraging interdisciplinary research, but at the same time requiring researchers to publish lots of papers. Especially for big institutions, convergence is a challenge.

Nikki Brand states five principles that explain the convergence concept:

1. Convergence is mission (not supply)-driven, ultimately focusing on intervention.
2. Convergence reveals "white spots" by capturing knowledge that falls between the cracks of traditional knowledge-production
3. Convergence benefits from a diversity of knowledge- and research forms
4. Convergence requires knowledge-integration, considered choices how knowledge will be combined.
5. Convergence is teamwork: it requires social skills, respect, patience and the development of a shared language. Special roles for knowledge integration should be considered.

Interdisciplinary research does not happen by simply putting researchers from different disciplines in the same room. For interdisciplinary research to work, it takes special roles for knowledge integration. This can be done by a person in a team. Delta resilience started a knowledge integration pilot last year. The so-called "Gluon Researcher" is a new research profile, named after the gluon particle in particle physics. The purpose of this position is to secure and accelerate collaborative learning and maximise societal impact.
The experience showed that academic expertise supported this new research profile and the diversification of interdisciplinary expertise leads to expanding solutions.

Ideally, the gluon researcher is recruited on expertise as well as personality traits (like empathy, curiosity) and is at the interface of academia and practice. Challenges for the gluon researcher are the cognitively demanding tasks, as the assignments entail an intervention, implementation thereof, writing a convergence-report and publishing in a peer-reviewed paper. This requires several different skills.

Given the different knowledge epistemologies, there always is a plurality of results coming from knowledge integration. The gluon researcher is still a pilot, however. It has started few months ago. The gluon researcher could be a long-term career in the future, at the moment it is a temporary position.

4-Sustaining & Evaluating Changes

Reflection in the Forum 4 was facilitated by giving the participants time and space to ponder and discuss relevant topics and questions surrounding sustaining institutional changes. This materialised in breakout rooms, where participants were given the possibility to exchange impressions and ideas on questions and problems, but also inputs.

4.1-How do we sustain our changes?

The session on sustainability plans was led by Antonia Bierwirth from TECNALIA. It allowed the participants to discuss the most important strategies in their sustainability plans and demonstrate how they want to apply them. In the breakouts, the group gave feedback to the Lab and their strategies. The final results helped further their sustainability plans. The project team benefited by complementing the content of Deliverable 3.4.

As the strategies were worked on in an online whiteboard, they were visible to all participants. In the plenary after the breakout session, the participants were asked to vote for the best strategies on the board.

The results were the following (in order of votes):

1. Communicate the best practices but also "bad practices" and failures. Learn from all the examples.
2. Make the individuals responsible for sustainability of change
3. To understand, give feedback to the community, implement it in the process.
4. Create demand of customers by opening a discourse with them
5. Equal participation (equity)
6. Including ethical aspects in the project design and also promote the soft skills of the tools (for example we have tools for information extraction which consider bias, ethical risks, etc.) This way customers see those non-technical features that are not provided by other technology providers (competitive advantage.).
7. Gluon Researcher
8. Create demand for ethical counseling

4.2-How do we (self)evaluate our changes?

Martijn Wiarda and Emad Yaghmaei (both TU Delft) gave a presentation with the title "Assessment of Added Value of RRI Based on Co-Change Labs and KPIs" to show how the Labs chose KPIs that revolved around RRI and thus assessed and monitored how organisations had been doing in specific regards. There were 47 predefined KPIs, from which the Labs could choose from. Out of these, 27 were process-oriented and 20 were outcome oriented. None of the KPIs were enforced but chosen by the Labs

themselves according to what they considered important (more details in D6.2).

The results so far indicate that the Labs' performance was perceived as worse or the same over the investigation period of four months. The discussion in the plenary showed that first and foremost, the indicators are a means to an end, a dynamic tool in order to self-reflect on how change occurs. Given that change is more long-term than the span of this project, the results so far have to be considered accordingly. Additionally, with the growing experience of Labs and the initial enthusiasm surrounding change endeavours of the Labs, it is possible that self-evaluation has become more critical the longer the project has been going on for. Also, even without having big measurable changes, there can be learnings from the endeavours of the Lab. The measurement of success is yet another difficult question.

For the group monitoring and assessing the KPIs, there is still more in-depth comparison of Labs yet to come. Using both qualitative and quantitative measurements can be used for drawing the full picture of what has been going on in the Labs.

5- Discussion on Sustaining & Evaluating Changes

In the last exercise of the Forum 4, the participants were asked to identify successful and unsuccessful tools they implemented in order to achieve sustainable change. For each Lab the following four categories were provided on an online whiteboard:

- "participatory tools – interaction"
- "explanatory tools – creativity"
- "advisory tools – expertise"
- "explanatory tools – evidence"

In this exercise, there were reflections and discussions on what failed and why, as well as thinking about successful tools. On a conceptual level it was pointed out that the same tool can be in different quadrants at the same time. What might have worked in one case, might have failed in another.

Participants drew on some highlights discussed in the breakout rooms. A positive example was the RRI roundtable, an event that brings people together that are already acquainted with the topic and permits them to exchange views. Virtual events have proven to be a challenge because some participants don't engage at all, while others dominate. However, one tool can be challenging with one group of people and satisfying with another.

Another example of a successful tool was involving people in an "old school" way through thematic interviews in person.

Contextualisation of a tool matters as well. Where and how a tool is developed could make a difference in terms of impact. A method developed in the USA could have a different effect when applied in the European context or other regions of the world.

Informal interaction should not be disregarded as it is important as it can enrich and enhance discussion. Responsibility-related topics may be brought into spaces where decisions are being made.

6-Feedback on Forum 4 and Outlook

Feedback

In order to gather immediate feedback on Forum 4, a short survey with the online tool Mentimeter (www.menti.com) was conducted among all participants at several points during the Forum. To be able to compare the Forums, the same questions were asked at each Forum. Some examples are included here.

At the end of day 1, they were asked about their main take away from this day and what surprised them the most (see below).

What has surprised you the most?

On the end of the second day, the participants were asked again about their main take away from the day. Also, they were asked what was most interesting in the Forum, what they would like to see changed and how much they agree with three statements (see below).

How strongly do you agree with those statements:

The way ahead

This was the last of overall four Forums. The next big meet-up in the Co-Change Project will be the Final Conference in February 2023 in Budapest.

Here you can see the participants at the end of the Forum 4.