DeSIRA LIFT MEL Dialogue June 5th 2024:
How to evaluate multi-actor collaboration?

This MEL Dialogue brings together key perspectives on **how to evaluate collaboration** between various partners in DeSIRA projects. Almost all DeSIRA projects involve living labs, platforms, or partnerships of different stakeholders in the Agriculture Innovation System. Clearly, collaboration among agri-food system actors plays an important role in fostering innovation. But how do they do this, and when do we call that a success?

Koen Vervoort from the European Network on Living Labs, ENoLL, will present their Living Lab framework and assessment processes. The ENoLL assessment serves to enable certification of Living Labs, and can also be used for accountability, benchmarking, value capturing, and maturity assessments.

Erwan Sachet from the DeSIRA project Santes et Territoires will present the project's experiences with using Development Evaluation during the start-up phase of the living labs in Senegal and Cambodia.

The DeSIRA MEL support team will present some other existing approaches and presents a new way of thinking about the functioning of MSP based on behavioral change theory.

How to evaluate multi-actor collaboration?

- Koen Vervoort ENOL LL assessment framework
- Erwan Sachet Santés & Territoires Project
- MEL team reflections on MEL of MSPs

European Network of Living Labs

European Network of Living Labs

The open innovation ecosystem empowering everyone to innovate

www.enoll.org

1. ENoLL
2. Living Lab?
3. ENoLL Harmonized evaluation framework
4. ENoLL services

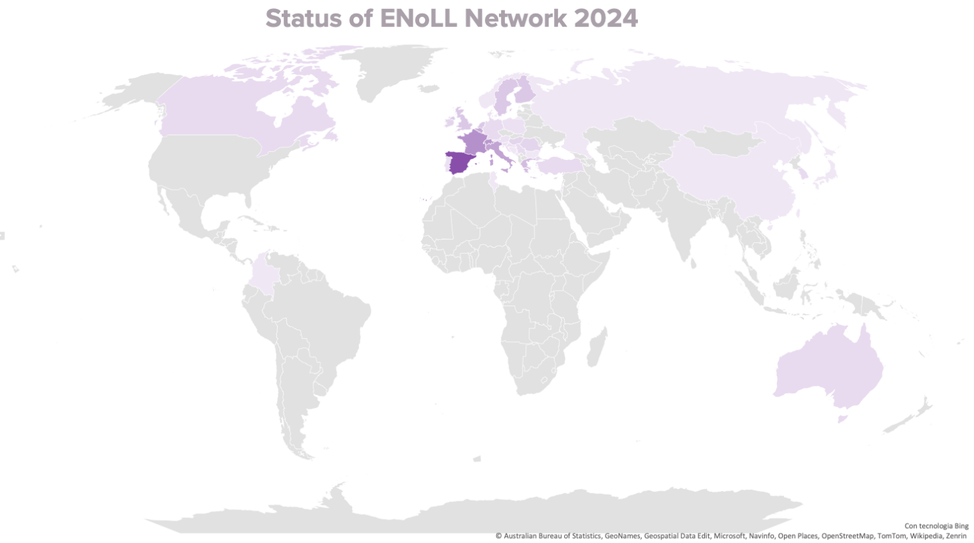
ENoLL association

ENoLL is the international, non-profit, independent association of benchmarked Living Labs.

ENoLL facilitates **knowledge exchange, joint actions and project partnerships** between its **historically labelled +/- 500** in Europe and worldwide.

Its aim is to **promote the Living Labs concept** in order to **influence EU policies, enhance Living Labs** and **enable their implementation** at a global level.

- 5 Continents
- 40 Countries
- 167 Active Members
- 22 Effective Members
- 2 Innovation Partners



What are Living Labs?

Living Labs are **open innovation *ecosystems*** in ***real-life* environments** based on a **systematic user *co-creation*** approach that integrates research and innovation activities in communities, **placing users at the center of innovation.**

Living Labs are ***problem driven***, not solution driven.

In this context, Living Labs operate as ***intermediaries/orchestrators*** among citizens, research organizations, companies and government agencies/levels, focusing on ***interdisciplinary collaboration.***

Within a wide variety of Living Labs, they all have ***common characteristics***, but multiple different implementations, combining ***tools and methods*** from different fields or providing new ones according to ***specific contexts.***

European Network of Living Labs

Common characteristics of Living Labs

Active User Involvement

Co-creation & Co-design

Real Life Context

Multi Stakeholder Participation

Multi Methods Approach

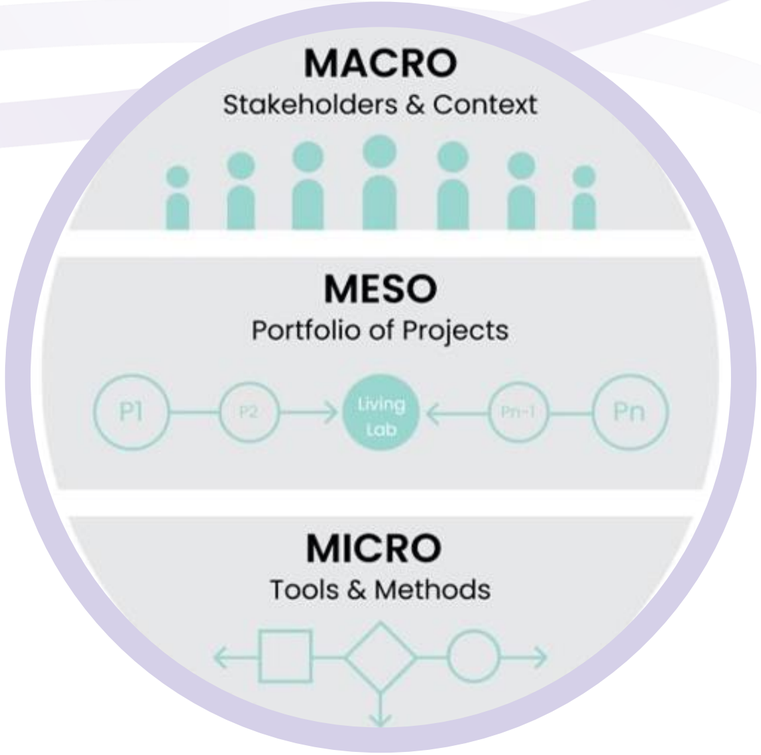
Orchestration

The 3-layered model of Living Labs

Macro-level: *actors co-deciding on the long-term strategy and objectives*

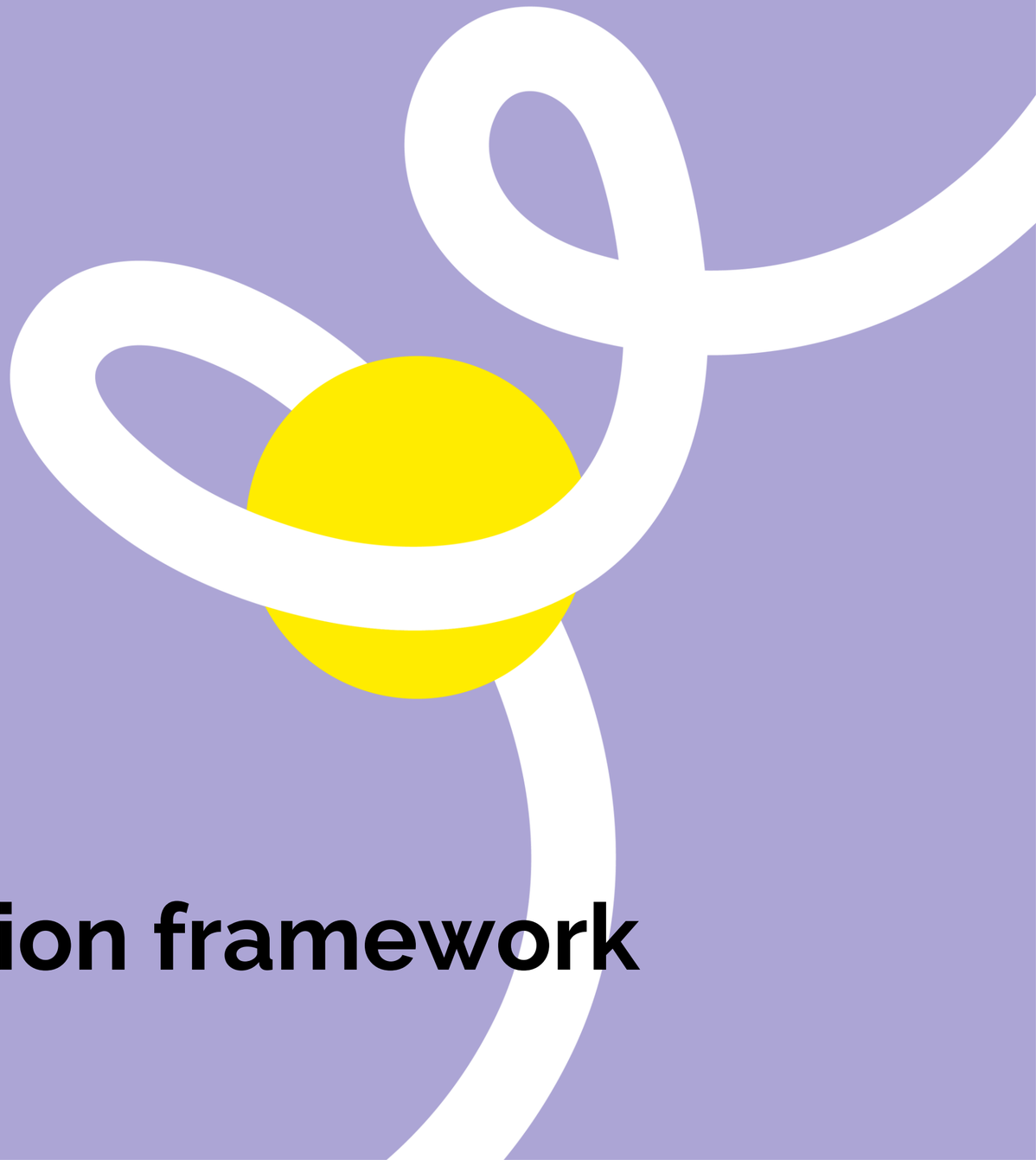
Meso-level: *innovative living lab projects using the living labs integrative process*

Micro-level: *activities, tools and methods focused on user innovation*



Schuurman, 2015

European Network of Living Labs



A harmonized evaluation framework

What is it?

A harmonized assessment method and KPIs for **evaluating all diverse types of Living Labs** to help them become more impactful and sustainable (stable).

Diverse networks and funders evaluate Living Labs and Light Houses in different ways.

This means it is difficult to compare the maturity and stability of various types of Living Labs and to support cross learning/fertilization between multiple types of Living Labs.

Vervoort, 2022
https://www.researchgate.net/publication/371315414_Harmonizing_the_evaluation_of_living_labs_a_standardized_evaluation_framework

Why harmonization?

Ingrid Mulder & al (2008):

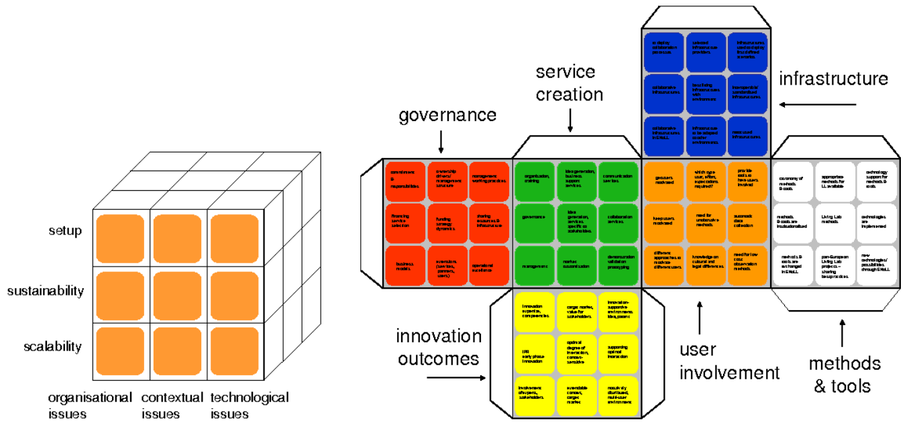
Helps to **learn from each other** (by better understanding how others are working)

Benchmarks LLs and its main building blocks

Enables the **identification of synergies** between LLs

Facilitates a **common ground for sharing** the essentials to keep the (network of) LLs living

The more elements that match, the better LLs are harmonized.



Why harmonization?

H2020 Vitalise (2021-2024)

Enables **data sharing** and **comparison of research results**

Stimulates cross-organization and transnational **research collaboration**

Increases **research quality**

Defines a **common terminology and language** among researchers and practitioners

Interoperability between LLs and LHs

Developing the framework (2022)

1. **Strategy**
   - Governance
   - Business Model
   - Culture & collaboration
2. **Operations**
   - Human resources
   - Operations
   - Equipment & infrastructure
3. **Openness**
   - Innovation partnerships, projects & processes
   - Ownership of results
4. **Users & reality**
   - User-centricity
   - Lifecycle & real-life
   - Tools & methods
5. **Impact & value**
   - Co-created values
   - Impacts
6. **Stability & harmonization**

Stability

Harmonization & scale-up

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Harmonizing the evaluation of living labs: a standardized evaluation framework

Koen Vervoort*
European Network of Living Labs, Kunstlaan 6, 1210 Sint Joost ten Node, Brussels, Belgium
E-mail: koen.vervoort@enoll.org

Evdokimos Konstantinidis
Medical Physics and Digital Innovation Laboratory, School of Medicine, Aristotle University of Thessaloniki, Thessaloniki, Greece
European Network of Living Labs, Kunstlaan 6, 1210 Sint Joost ten Node, Brussels, Belgium
E-mail: evdokimosk@gmail.com

Teemu Santonen
Laurea University of Applied Sciences, Espoo, Finland
E-mail: teemu.santonen@laurea.fi

Despoina Petsani
Medical Physics and Digital Innovation Laboratory, School of Medicine, Aristotle University of Thessaloniki, Thessaloniki, Greece
E-mail: despoinapets@gmail.com

David Servais
Forum des Living Labs en Santé et Autonomie (LLSA), 19 Avenue d'Italie, 75013 Paris, France
E-mail: david.servais@forumllsa.org

Danielle De Boer
INNOFIUS Cross-sectoral Research and Innovation, Kerkstraat 3-1-3, 3080 Tervuren, Belgium.
E-mail danielle@innofius.com

Francesca Spagnoli
European Network of Living Labs, Kunstlaan 6, 1210 Sint Joost ten Node, Brussels, Belgium
E-mail: francesca.spagnoli@enoll.org

Vervoort, 2022
https://www.researchgate.net/publication/371315414_Harmonizing_the_evaluation_of_living_labs_a_standardized_evaluation_framework

Developing the framework (2023)

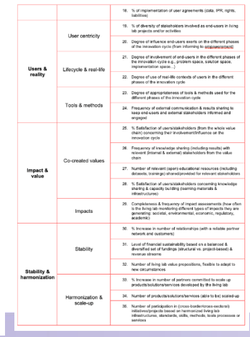
175 indexed papers

7 ENOLL project frameworks

13 external frameworks

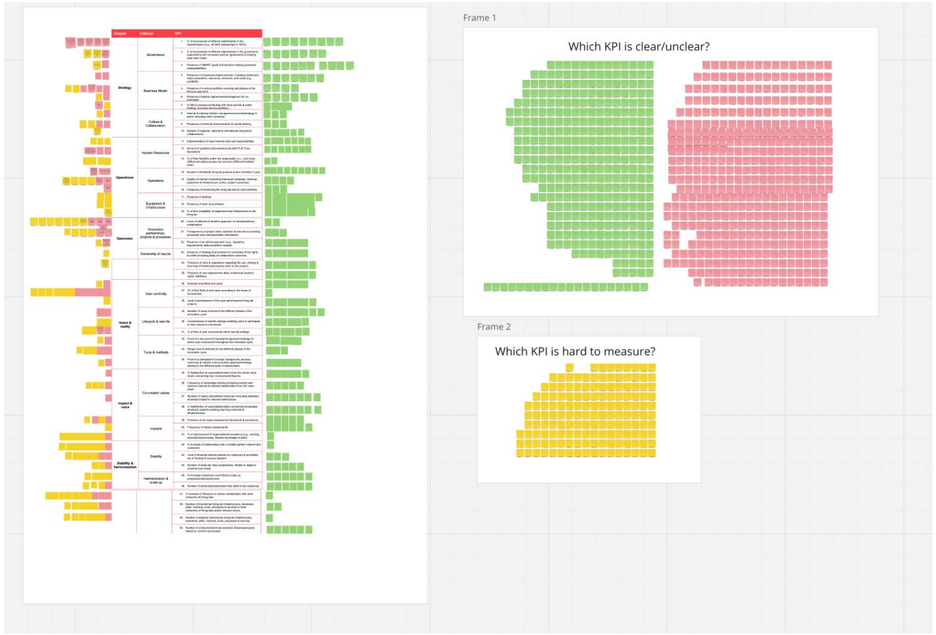
Clustered outcomes

Chapter	Criterion	KPI
Strategy	Governance	1. % of (active) involvement of a balanced and diverse group of stakeholders in the development of the vision & mission of the living lab (e.g., all SH represented is 100%)
		2. % of participation of a balanced and diverse group of stakeholders in the governance of the living lab (strategic & operational roles and decision-making processes)
		3. Presence of partner agreements/arrangements for co-innovation
	Business Model	4. Completeness of a strategic roadmap for the living lab (goals, responsibilities, and decisions needing alignment)
		5. Completeness of the elaborated business model approach (value propositions, activities & solutions, activities & resources, key stakeholders, customers, users, costs & revenues, metrics & impacts)
		6. Number of (different) services offered by the living lab (e.g. #services/#systems/#) covering (all) different phases of the innovation cycle
	Culture & Collaboration	7. Presence of internal & external business & client relation management process/strategy (including contracts)
		8. Frequency of internal communication & results sharing to keep partners informed & aligned
		9. Number of regional, national & international collaborations beyond the scope of an individual living lab project
Operations	Human Resources	10. % of implementation of needed internal roles and responsibilities within the operational living lab team in a flexible way (are all roles sufficiently attributed depending on the size of the operational living lab team)
	Operations	11. Time spent within successfully completed projects and/or activities (how often is the living lab (re-)using established/proven) of experience does the living lab has in running projects and/or activities)
		12. Completeness & frequency of internal self-monitoring processes (how often is the living lab monitoring essential aspects of its operations (e.g., users, activity, equipment & infrastructure, policy, project outcomes)
	Equipment & Infrastructure	13. % accessibility in time to facilities (e.g., offices, co-creation spaces, testing facilities, ...)
		14. % accessibility in time to hard- & software (e.g., co-creation materials, computers, wearables, interaction software, prototyping software, ...)
Openness	Innovation partnerships, projects & processes	15. % of implementation needed processes to safeguard a(n) (ethical) open & inclusive approach to transdisciplinary collaboration
		16. % of implementation of needed processes to safeguard an ethical approach (e.g., regulatory requirements, data protection needed, etc.)
	Ownership of results	17. % of implementation of needed rules & regulations regarding the use, sharing & licensing of data and IP of collaborative outcomes



Users & reality	User centricity	18. % of implementation of user agreements (data, IPR, rights, liabilities)
		19. % of diversity of stakeholders involved as end-users in living lab projects and/or activities
		20. Degree of influence end-users exerts on the different phases of the innovation cycle (from informing to empowering)
	Lifecycle & real-life	21. Degree of involvement of end-users in the different phases of the innovation cycle (e.g., problem space, solution space, implementation space, ...)
		22. Degree of use of real-life contexts of users in the different phases of the innovation cycle
	Tools & methods	23. Degree of appropriateness of tools & methods used for the different phases of the innovation cycle
		24. Frequency of external communication & results sharing to keep tools and external stakeholders informed and engaged
Impact & value	Co-created values	25. % Satisfaction of users/stakeholders (from the whole value chain) concerning their involvement/influence at the innovation cycle
		26. Frequency of knowledge sharing (including results) with relevant (internal & external) stakeholders from the value chain
		27. Number of relevant (open) educational resources (including datasets, trainings) provided/created for relevant stakeholders
		28. % Satisfaction of users/stakeholders concerning knowledge sharing & capacity building (training materials & relevant/users)
	Impacts	29. Completeness & frequency of impact assessments (how often is the living lab monitoring different types of impacts they are generating: societal, environmental, economic, regulatory, academic)
Stability & harmonization	Stability	30. % increase in number of relationships (with a reliable partner network and customers)
		31. Level of financial sustainability based on a balanced & diversified set of fundings (structural vs. project-based) & revenue streams
		32. Number of living lab value propositions, flexible to adapt to new circumstances
	Harmonization & scale-up	33. % increase in number of partners committed to scale-up products/tools/services/core developed by the living lab
		34. Number of products/solutions/services (able to be) scaled-up
		35. Number of participation in (cross-border/cross-sectors) collaborations, projects, networks, platforms, relevant/users, standards, skills, methods, tools processes or services

Developing the framework (2023)



	Pilot group (n=23)			Forum LLSA (n=5)			LTF (n=1)			Academic experts (n=3)			ENoLL office (n=10)			Council (n=9)			Total (n=51)			Total (n=51)		
	Green	Orange	Red	Green	Orange	Red	Green	Orange	Red	Green	Orange	Red	Green	Orange	Red	Green	Orange	Red	Green	Orange	Red	Green	Orange	Red
Strategy																								
Governance																								
% of involvement in the vision/mission of stakeholders	9	0	5	1	1	3	0	0	1	2	0	0	6	4	0	5	4	0	23	9	9	71,88	21,95	28,13
% of involvement in the governance of stakeholders, supported by the necessary partner agreements (including clear actor roles)	7	2	1	4	0	0	0	1	0	2	1	0	9	1	0	4	3	0	26	8	1	96,30	22,86	3,70
presence of SMART goals and decision-making processes (responsibilities)	10	1	1	2	0	1	1	0	0	2	0	0	10	0	0	6	0	0	31	1	2	93,94	2,94	6,06
Business Model																								
presence of a business model canvas, including customers, value proposition, resources, revenues, and costs (e.g., LLIADON)	7	0	2	4	0	0	1	0	0	2	0	0	9	1	0	6	0	0	29	1	2	93,55	3,13	6,45
presence of a service portfolio covering (all) phases of the lifecycle approach	4	2	4	4	0	0	0	1	0	1	0	1	10	0	0	3	0	3	22	3	8	73,33	9,09	26,67
presence of partner agreements/arrangement for co-innovation	6	1	1	4	0	0	0	1	0	1	0	1	9	1	0	6	0	0	26	3	2	92,86	9,68	7,14
% Who's paying/contributing with what (private & public funding, revenues service portfolio)	4	1	0	3	0	0	1	0	0	2	1	0	7	1	2	1	0	6	18	3	8	69,23	10,34	30,77
Culture & collaboration																								
internal and external relation management process/strategy in place (including client contracts)	3	1	1	4	0	0	1	0	0	2	0	0	5	3	2	5	0	1	20	4	4	83,33	14,29	16,67
frequency of internal communication & results sharing	3	2	2	3	0	0	1	0	0	2	0	0	6	3	1	5	0	0	20	5	3	86,96	17,86	13,04
number of regional, national & international (long-term) collaborations	6	1	0	4	0	0	1	0	0	2	0	0	6	1	3	5	0	0	24	2	3	88,89	6,90	11,11
Operations																								
Human Resources																								
implementation of clear internal roles and responsibilities	7	3	0	4	0	0	1	0	0	2	1	0	4	5	1	7	0	0	25	9	1	89,29	25,71	3,85
amount of qualified (internal/external) staff (FTE)	7	0	3	3	1	0	1	0	0	2	0	0	5	1	3	3	0	4	21	2	10	67,74	6,06	32,26
% of role flexibility (i.e. (different/multiple) people can execute (different/multiple) roles.	2	4	0	3	1	0	0	1	0	1	1	1	5	2	3	0	2	5	11	11	9	55,00	35,48	45,00
Operations																								
number of (finished) living lab projects and/or activities	9	0	2	4	0	0	1	0	0	2	0	0	5	1	4	6	0	0	27	1	6	81,82	2,94	18,18
quality of internal monitoring framework (strategic, financial, E&I, policy, project outcomes)	4	4	2	0	2	1	0	1	0	1	0	1	0	9	1	4	3	0	9	19	5	64,29	57,58	35,71
frequency of monitoring the living lab and its main activities	3	0	1	0	0	3	0	0	1	1	0	1	0	5	5	3	1	1	7	6	12	36,84	24,00	63,16
Equipment & infrastructure																								
presence of facilities	8	2	0	3	1	0	1	0	0	1	0	1	4	0	6	4	1	0	21	4	7	75,00	12,50	25,00
presence of hard- and software	7	2	0	3	1	0	1	0	0	2	0	0	5	0	5	4	1	0	22	4	5	81,48	12,90	18,52
% time availability of E&I to the living lab	7	1	0	2	1	0	1	0	0	2	1	0	0	9	1	1	3	2	13	15	3	81,25	48,39	18,75
Openness																								
Innovation partnerships, projects & processes																								
level of reflective and iterative approach to transdisciplinary collaboration	2	7	3	3	1	0	0	1	0	1	1	1	3	7	0	0	1	5	9	18	9	50,00	50,00	50,00
transparency of project roles, selection & execution (including accessible and understandable information)	3	4	3	2	0	1	1	0	0	2	1	0	2	2	6	2	1	3	12	8	13	48,00	24,24	52,00
presence of an ethical approach (e.g., regulatory requirements, data protection needed etc.)	6	1	1	4	0	0	0	0	1	2	1	0	10	0	0	6	0	0	28	2	2	93,33	6,25	6,67
Ownership of results																								
presence of strategy & processes for ownership of the rights & profits (including data) of collaborative outcomes	6	1	0	3	0	0	0	1	0	2	0	0	10	0	0	5	0	1	26	2	1	96,30	6,90	3,70
presence of rules & regulations regarding the use, sharing & licensing of IP (prior to the project)	7	1	0	3	0	0	0	1	0	2	0	0	10	0	0	6	0	0	28	2	0	100,00	6,67	0,00
presence of user agreements in place (data, IPR, rights, liabilities)	7	0	0	3	0	0	1	0	0	2	0	0	10	0	0	6	0	0	29	0	0	100,00	0,00	0,00
User & reality																								
User centricity																								
diversity of profiled end users	6	1	1	3	1	0	0	1	0	2	0	0	3	4	3	3	0	2	18	6	6	75,00	20,00	25,00
(% of the) Role of end users according to levels of involvement	1	6	5	2	1	0	0	1	0	1	1	1	2	1	7	3	0	2	9	10	15	37,50	29,41	62,50
level of permanence of the user panel beyond living lab projects	7	1	0	2	1	0	0	0	1	1	1	1	1	4	5	4	0	0	15	7	7	68,18	24,14	31,82
Lifecycle/ real-life																								
number of users involved in the different phases of the innovation cycle	8	0	2	3	1	0	1	0	0	2	1	0	10	0	0	2	0	2	26	2	4	86,67	6,25	13,33
concreteness of real-life settings enabling users to participate in their natural environments	6	2	0	3	0	0	1	0	0	2	1	0	9	0	2	2	0	3	13	13	4	76,47	43,33	23,53
% time of user involvement within real-life settings	6	2	2	2	1	0	0	1	0	2	0	1	6	4	0	3	0	2	17	9	6	73,91	28,13	26,09
Tools & methods																								
proof of a structured & transparent approach/strategy for active user involvement throughout the innovation cycle	5	1	1	1	0	2	1	0	0	2	1	0	10	0	0	5	0	0	24	2	3	88,89	6,90	11,11
range of tools & methods for the different phases of the innovation cycle	3	3	2	4	0	0	1	0	0	2	0	0	10	0	0	5	0	0	25	3	2	92,59	10,00	7,41
proof of a transparent (concept/background/process/outcomes & results) communication approach/strategy tailored to the different types of stakeholders	5	1	1	0	0	3	0	0	1	1	0	1	9	1	0	5	0	0	20	2	6	76,92	7,14	23,08
Impact & value																								
Co-created values																								
% satisfaction of users/stakeholders (from the whole value chain) concerning their involvement/influence	6	0	1	3	1	0	1	0	0	2	0	0	7	3	0	4	1	0	23	5	1	95,83	17,24	4,17
frequency of knowledge sharing (including results) with relevant (internal & external) stakeholders from the value chain	5	3	1	2	1	0	1	0	0	2	0	0	5	5	0	4	0	0	19	9	1	95,00	31,03	5,00
number of (open) educational resources (including datasets) shared/provided for relevant stakeholders	7	0	1	3	0	1	1	0	0	2	0	0	8	2	1	5	0	0	26	0	4	86,67	0,00	13,33
% satisfaction of users/stakeholders concerning knowledge sharing & capacity building (learning materials & infrastructure)	7	0	0	2	0	0	1	0	0	2	0	0	7	2	1	4	1	0	21	6	1	95,45	21,43	4,55
Impacts																								
presence of an impact assessment framework & procedures	5	2	2	2	0	1	1	0	0	2	0	0	10	0	0	4	1	0	24	3	3	88,89	10,00	11,11
frequency of impact assessments	6	1	0	2	0	1	1	0	0	2	0	0	10	0	0	5	0	0	26	1	1	96,30	3,57	3,70
% improvement of organizational excellence (e.g., working procedures/processes, desired knowledge & skills)	1	7	1	2	0	1	0	0	1	1	1	1	5	5	0	1	2	2	10	15	6	62,50	48,39	37,50
Stability & harmonization																								
Stability																								
% increase of relationships with a reliable partner network & customers	1	7	1	2	1	1	1	1	0	0	2	1	3	5	2	3	0	2	10	16	7	58,82	48,48	41,18
level of financial maturity based on a balanced & diversified set of funding & revenue streams	3	5	2	3	0	0	1	0	0	2	0	0	10	0	0	5	0	0	24	5	2	92,31	16,13	7,69
number of living lab value propositions, flexible to adapt to eventual new needs	5	2	1	4	0	0	1	1	0	0	0	2	10	0	0	5	0	0	25	3	3	89,29	9,68	10,71
Harmonization & scale-up																								
% increase of partners committed to scale up products/solutions/services	6	4	0	0	0	3	1	0	0	0	0	2	6	3	1	4	1	0	17	8	6	73,91	25,81	26,09
number of products/solutions/services (able to be scaled-up)	6	3	1	4	0	0	1	0	0	2	0	0	7	3	0	4	1	0	24	7	1	96,00	21,88	4,00
% increase of influence/collaboration with other (networks) of living labs	1	7	3	2	1	1	0	0	1	0	1	2	2	5	3	1	2	2	6	16	12	33,33	47,06	66,67
number of transferred living lab infrastructures, standards, skills, methods, tools, processes & services	2	5	2	3	0	0	0	0	1	2	1	0	5	5	0	3	2	0	15	13	3	83,33	41,94	16,67
number of adoption/usages of harmonized living lab infrastructures, standards, skills, methods, tools, processes & services	1	6	1	0	0	3	1	0	0	0	2	1	5	5	0	3	2	0	10	15	5	66,67	50,00	33,33
number of (cross-border/cross-sectoral) initiatives/projects based on common processes	6	0	0	4	0	0	0	0	1	1	1	0	8	1	1	3	1	1	22	3	3	88,00	10,71	12,00

European Network of Living Labs

Developing the framework (2023)

Chapter	Criterion	KPI
Strategy	Governance	1. % of (active) involvement of a balanced and diverse group of stakeholders in the development of the vision & mission of the living lab (e.g., all Q4 represented is 100%)
		2. % of participation of a balanced and diverse group of stakeholders in the governance of the living lab (strategic & operational roles and decision-making processes)
		3. Presence of partner agreements/arrangements for co-innovation
		4. Completeness of a strategic roadmap for the living lab (SMART goals, responsibilities, and decision-making processes)
	Business Model	5. Completeness of the described business model approach (value propositions, problems & solutions, activities & resources, key stakeholders, customers, users, costs & revenues, metrics & impacts)
		6. Number of (different) services offered by the living lab (e.g., stakeholder engagement) covering (all) different phases of the innovation cycle
	Culture & Collaboration	7. Presence of internal & external business & client relation management process/strategy (including contracts)
		8. Frequency of internal communication & results sharing to keep partners informed & aligned
		9. Number of regional, national & international collaborations beyond the scope of an individual living lab project
Operations	Human Resources	10. % of Implementation of needed internal roles and responsibilities within the operational living lab team in a flexible way (are all roles sufficiently attributed depending on the size of the operational living lab team)
	Operations	11. Time spent within successfully completed projects and/or activities related to the living lab (how many weeks/months/years of experience does the living lab has in running projects and/or activities)
		12. Completeness & frequency of internal self-monitoring processes (how often is the living lab monitoring essential parts of their organization: strategic, financial, equipment & infrastructure, policy, project outcomes)
	Equipment & infrastructure	13. % accessibility in time to facilities (e.g., offices, co-creation spaces, testing facilities...)
		14. % accessibility in time to hard- & software (e.g., co-creation materials, computers, wearables, interaction software, polling/survey software...)
Openness	Innovation partnerships, projects & processes	15. % of implementation needed processes to safeguard a reflective and iterative approach to transdisciplinary collaboration
		16. % of implementation of needed processes to safeguard an ethical approach (e.g., regulatory requirements, data protection needed, etc.)
	Ownership of results	17. % of implementation of needed rules & regulations regarding the use, sharing & licensing of data and IP of collaborative outcomes
		18. % of implementation of user agreements (data, IPR, rights, liabilities)
Users & reality	User centricity	19. % of diversity of stakeholders involved as end-users in living lab projects and/or activities
		20. Degree of influence end-users exerts on the different phases of the innovation cycle (from informing to empowerment)
	Lifecycle & real-life	21. Degree of involvement of end-users in the different phases of the innovation cycle e.g., problem space, solution space, implementation space...)
		22. Degree of use of real-life contexts of users in the different phases of the innovation cycle
	Tools & methods	23. Degree of appropriateness of tools & methods used for the different phases of the innovation cycle
		24. Frequency of external communication & results sharing to keep end-users and external stakeholders informed and engaged
Impact & value	Co-created values	25. % Satisfaction of users/stakeholders (from the whole value chain) concerning their involvement/influence on the innovation cycle
		26. Number of relevant (open) educational resources (including datasets, trainings) shared/provided for relevant stakeholders
		27. % Satisfaction of users/stakeholders concerning knowledge sharing & capacity building (learning materials & infrastructures)
	Impacts	28. Completeness & frequency of impact assessments (how often is the living lab monitoring different types of impacts they are generating: societal, environmental, economic, regulatory, academic)
Stability & harmonization	Stability	29. % Increase in number of relationships (with a reliable partner network and customers)
		30. Level of financial sustainability based on a balanced & diversified set of fundings (structural vs. project-based) & revenue streams
		31. Number of living lab value propositions, flexible to adapt to new circumstances
	Harmonization & scale-up	32. % Increase in number of partners committed to scale up products/solutions/services developed by the living lab
		33. Number of products/solutions/services (able to be) scaled-up
		34. Number of participation in (cross-border/cross-sectoral) initiatives/projects based on harmonized living lab infrastructures, standards, skills, methods, tools processes or services

Developing the framework (2023)

Culture & collaboration

7. Presence of internal & external business & client relation management process/strategy (including contracts)
8. Frequency of internal communication & results sharing to keep partners informed & aligned
9. Number of regional, national & international collaborations beyond the scope of an individual living lab project

Score	Explanation	Textual description
0	Nonexistent	*An internal business management strategy* **= missing for the moment.** **AND** *an external business management strategy* **= missing for the moment.** **AND** *the number of collaborations beyond the scope of an individual living lab project* **=0** **AND** *the frequency of internal communication & results sharing* **≤ 1X/year**
1	Very weak	*An internal business management strategy* **= missing for the moment.** **OR** *an external business management strategy* **= missing for the moment.** **OR** *the number of collaborations beyond the scope of an individual living lab project* **=0** **OR** *the frequency of internal communication & results sharing* **≤ 1X/year**
2	Weak	*An internal business management strategy* **≠ missing for the moment.** **AND** *an external business management strategy* **≠ missing for the moment.** **AND** *the number of collaborations beyond the scope of an individual living lab project* **=1** **AND** *the frequency of internal communication & results sharing* **≤ 2X/year**
3	Good	*An internal business management strategy* **= in place** **AND** *an external business management strategy* **= in place** **AND** *the number of collaborations beyond the scope of an individual living lab project* **≥2** **AND** *the frequency of internal communication & results sharing* **≥ 3X/year**
4	Very Good	*An internal business management strategy* **= in place** **AND** *an external business management strategy* **= in place** **AND** *the number of collaborations beyond the scope of an individual living lab project* **≥3** **AND** *the frequency of internal communication & results sharing* **≥ bi-monthly**
5	Excellent	*An internal business management strategy* **= in place** **AND** *an external business management strategy* **= in place** **AND** *the number of collaborations beyond the scope of an individual living lab project* **≥5** **AND** *the frequency of internal communication & results sharing* **= monthly**

Scoring tables

PAGE BREAK

2. To which degree are the strategic parts shown here below implemented/planned for in your organization (living lab)?

KPI: 1,2,3,4,5,6,10,12,13,14,29,32

All respondents

*Matrix grid question (single choice)**

	In place	Planned for	Missing for the moment
A shared vision/mission, *based on the input of a balanced and diversified group of stakeholders*			
A management structure *(e.g., steering committee)*			
A strategic roadmap *(including SMART goals & responsibilities)*			
Decision-making processes *(how decisions are made, who's involved, frequency)*			
Partner agreements *(responsibilities & accountability partners)*			
A Business Model (canvas)			
Living Lab value propositions, flexible to adapt to new circumstances			
Service portfolio offered by the living lab (for customers) covering (all) different phases of an innovation cycle *(lifecycle approach/integrative process)*			
An operational living lab team (executing projects/activities)			
An internal monitoring framework *(strategy, financial, project outcomes...)*			
An impact assessment framework *(societal, environmental, economic, regulatory, academic)*			
Living Lab infrastructures *(e.g., Offices, co-creation spaces, testing facilities...)*			
Living Lab equipment *(hard- & software) (e.g., co-creation materials, computers, wearables, interaction software, polling/survey software...)*			

PAGE BREAK

3. Which types of stakeholders are involved in the development of the vision & mission of the organization (living lab) and the management structure of the organization (living lab)?

KPI: 1,2,3

Only if:

- *Shared vision/mission Q2 = in place OR planned for*
- *Management structure Q2 = in place OR planned for*
- *Partner agreements Q2 = in place OR planned for*

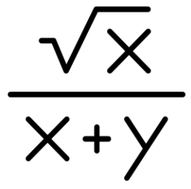
Carried forward answers from Q1

Matrix grid question* (multiple choice)

	Involved in the shared vision/mission of the organization (living lab)	Involved in the management structure (e.g., steering committee)	A partner agreement is signed with them
Carried forward answers from Q1			

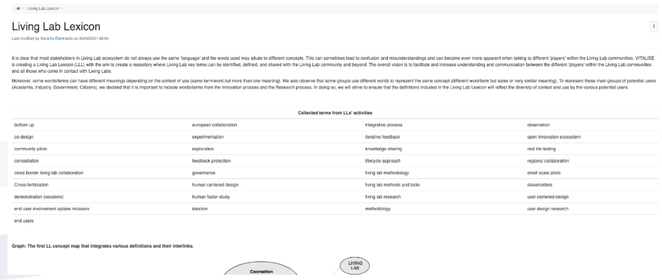
PAGE BREAK

Surveys



Created by usamah abdul matin from Noun Project

Formulas



Living Lab Lexicon

Last modified by Sandra Elakkuzi on 2023/03/01 08:24

It is clear that most stakeholders in Living Lab ecosystem do not always use the same "language" and the words used may allude to different concepts. This can sometimes lead to confusion and misunderstandings and can become even more apparent when talking to different 'players' within the Living Lab communities. VITALISE is creating a Living Lab Lexicon (LLL) with the aim to create a repository where Living Lab key terms can be identified, defined, and shared with the Living Lab community and beyond. The overall vision is to facilitate and increase understanding and communication between the different 'players' within the Living Lab communities and all those who come in contact with Living Labs.

Moreover, some words/terms can have different meanings depending on the context of use (same term/word but more than one meaning). We also observe that some groups use different words to represent the same concept (different word/term but same or very similar meaning). To represent these main groups of potential users (Academia, Industry, Government, Citizens), we decided that it is important to include words/terms from the innovation process and the Research process. In doing so, we will strive to ensure that the definitions included in the Living Lab Lexicon will reflect the diversity of context and use by the various potential users.

Collected terms from LLs' activities

bottom up	european collaboration	integrative process	observation
co-design	experimentation	iterative feedback	open innovation ecosystem
community pilots	exploration	knowledge sharing	real life testing
constellation	feedback protection	lifecycle approach	replionic collaboration
cross border living lab collaboration	governance	living lab methodology	small scale pilots
Cross-fertilization	human centered design	living lab methods and tools	stakeholders
demonstration (societies)	human factor study	living lab research	user centered-design
end user involvement uptake inclusion	ideation	methodology	user design research
end users			

Graph: The first LL concept map that integrates various definitions and their interlinks.

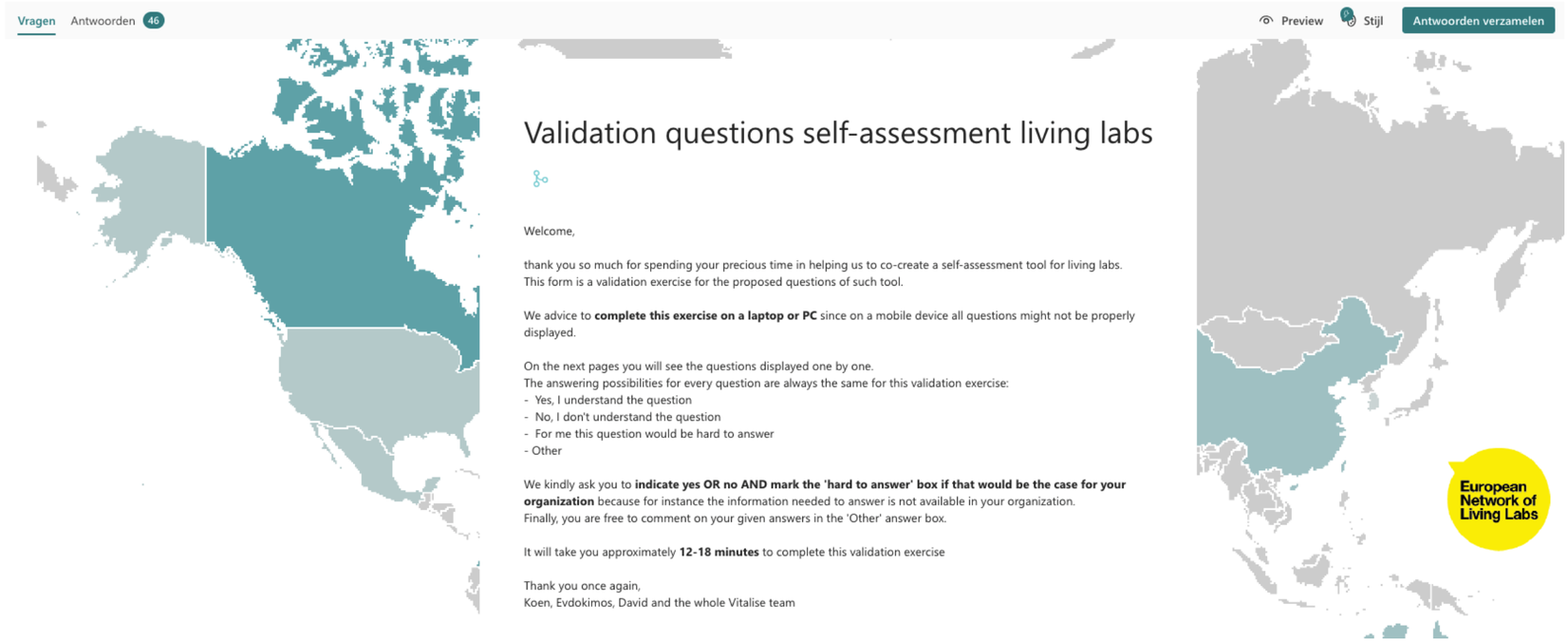
Coreation

LIVING LAB

Created by Andy Santos-Johnson from Noun Project

Piloting

Developing the framework (2023)



The evaluation process

Each applicant and/or Living Lab being evaluated passes through:

1. A quantitative self-assessment
2. A qualitative 3 peer-blind review by LL experts

All applicants and LLs receive a customized evaluation report, including recommendations for capacity building

Applications of the framework

1. ENoLL Labelling & certification
2. Living Lab evaluation in funded projects
3. Benchmarking of LLs
4. Value capturing of ENoLL members
5. Self-assessment by organizations concerning their LL maturity

European Network of Living Labs

koen.vervoort@enoll.org

Senior Stakeholder Strategist

European Network of Living Labs
Kunstlaan 6
1210 Sint-Joost Ten Node
Belgium

www.enoll.org

info@enoll.org

Santés Territoires

Place-based evaluation in Living Labs : from ethnographic tools and PAR approaches to UFDE implementation

Erwan Sachet

Situating the project

Santés Territoires

Santés & Territoires Project

An R&D project proposing an innovative approach to socio-ecosystem health and agroecological transition through living labs.

The desired state of **health of a given territory** can be mobilized as a "**Common**" to guide the agroecological transition actions through multistakeholder collaboration.

By combining the "**One Health**" and **agroecological transition frameworks**, we can define and improve global health at the territorial level, contributing to the implementation of **sustainable agroecosystems**.

A project that implies a posture of accompaniement :

- ✓ Challenging ideas in the field
- ✓ Acknowledging uncertainties
- ✓ Clarifying the various stakeholders standpoints:
  - ✓ Improved mutual construction of knowledge
  - ✓ Facilitating dialogue between stakeholders
  - ✓ Helping the creation of space for persuasion-negotiation

Santés Territoires

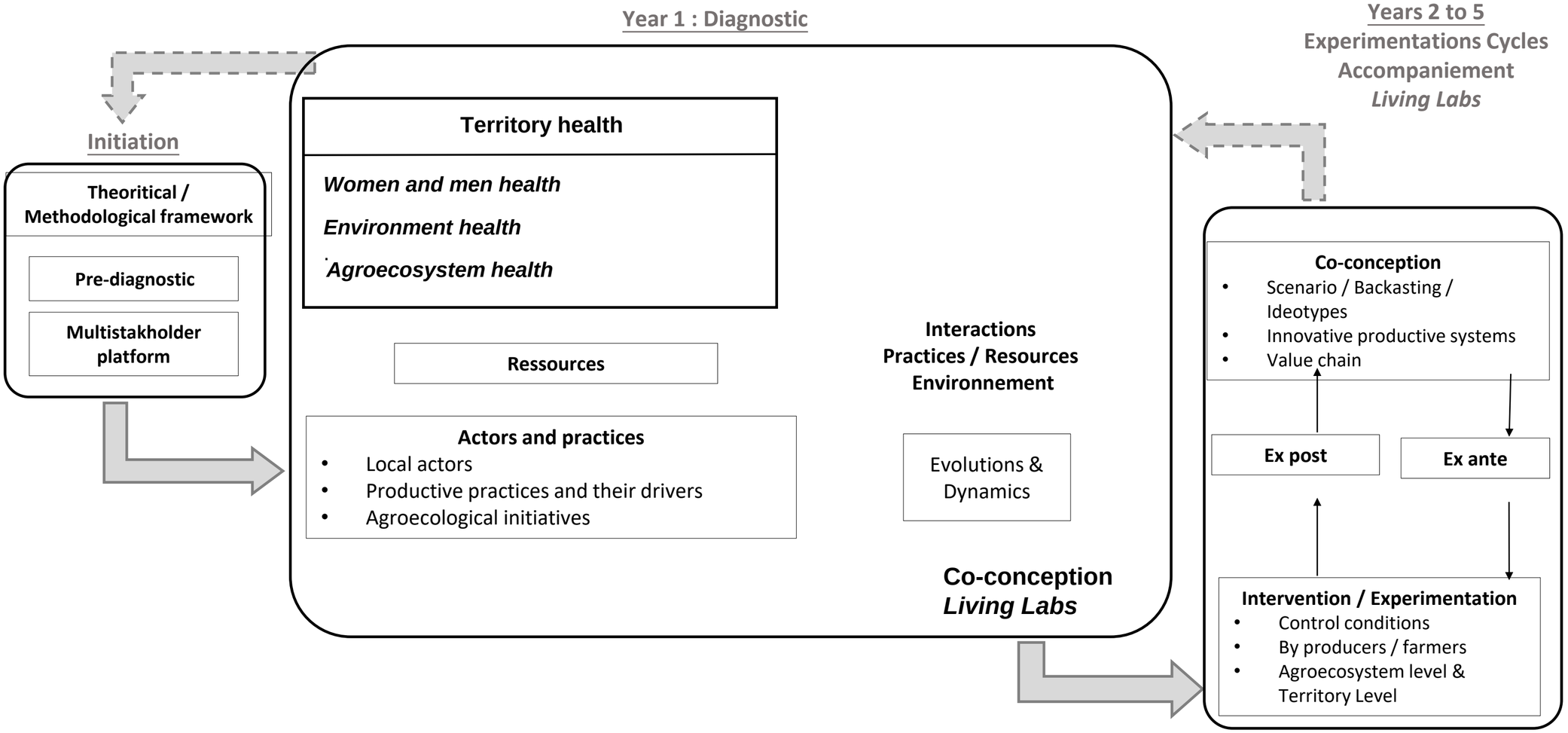
Adapted from Raphaël Duboz, webinar "santés territoires" June 12, 2020

Location of the living labs

#1 **SENEGAL** **Mbane** Living Lab Kick Off March 2023	**#4** **BENIN** **Monnon** Living Lab Kick Off April 2023
#2 **SENEGAL** **Keur Momar Sarr** Living Lab Kick Off March 2023	**#5** **BENIN** **Kakanitchoé** Living Lab Kick Off March 2023
#3 **LAOS** **Phong Saad** Living Lab Kick Off November 2022	**#6** **CAMBODIA** **Rom Say Sok** Living Lab Kick Off November 2022

Santés Territoires

How the project unfolds



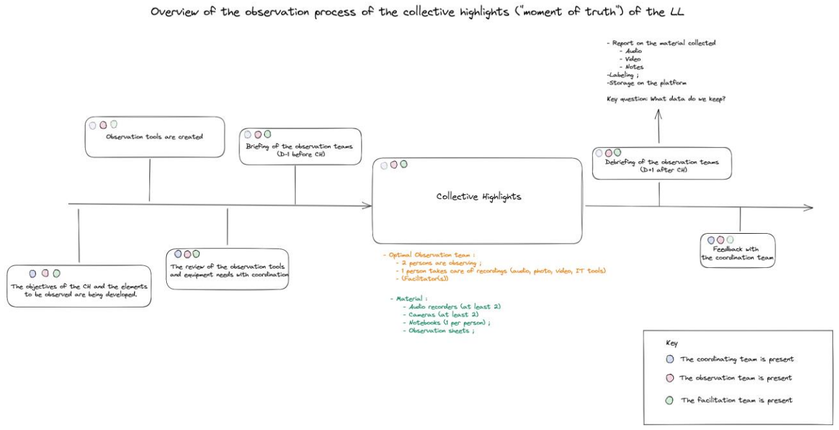
Situating the Monitoring, Evaluation and Learning process

Santés
Territoires

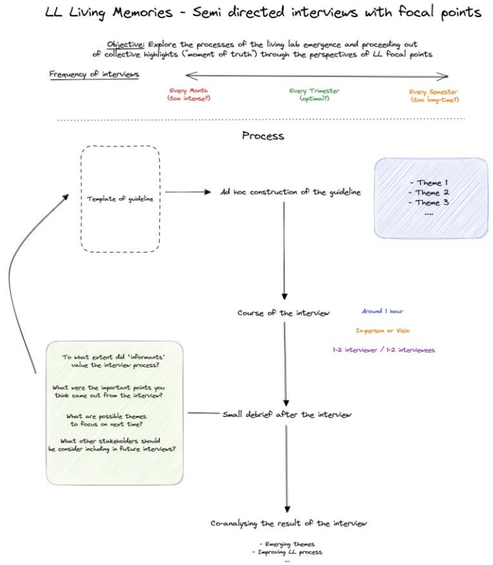
At the beginning - Tools for MEL Data collection

- A need to grasp the particularity of the project :
  - 6 Living labs with the same co-construction approach in 4 countries
  - Different potential level for the MEL :
    - The project scale
    - The Living Lab Scale
    - The experiment / innovation / intervention scale

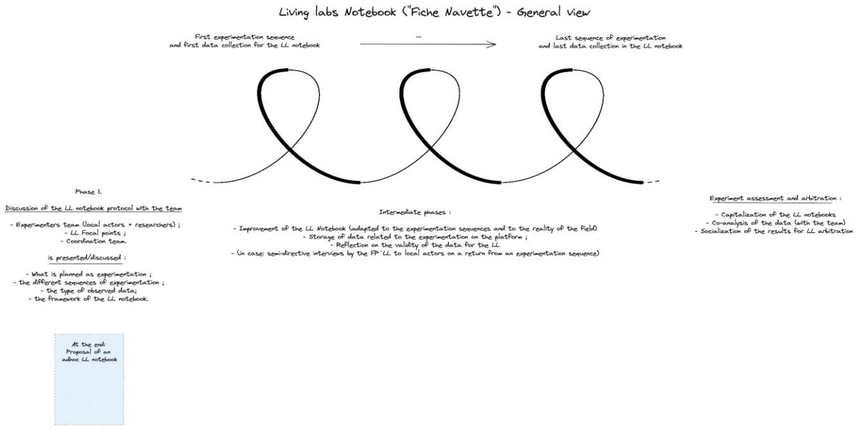
Observation tool



Interview tool



PAR tool



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Framing the MEL under the UF / DE

- Main task for the MEL is to refine, make sense of, simplify and explain them under a UFE/UFDE approach.

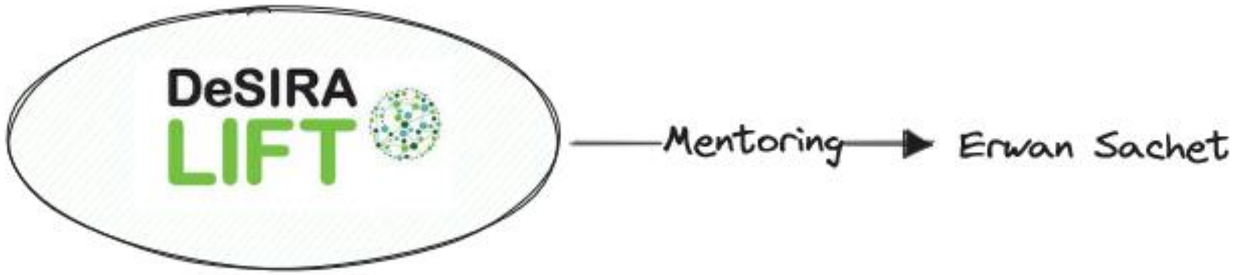
Evaluation USE of Purpose	Key evaluation questions (KEQs)	Evidence needed	Tools
		Collective Highlights	1.Observation tool based on CIRAD's COMMOD experience,
		Lived experiences from LL	2. Living memories of living labs (LL): a standard interview protocol with semi-structured interviews
		Captures people's experiences and indicators during interventions	3. Note books/log books on different thematic groups
		How people perceive the project.	4. (In preparation) forum reflections through group interviews / workshops
		<peoples' perceptions on what territorial health looks like.	5. (In preparation) Santeff (in Senegal): local interviews by local inhabitants

- A guiding question : how to open a space of PAR through the MEL in the project S&T ?

Santés Territoires

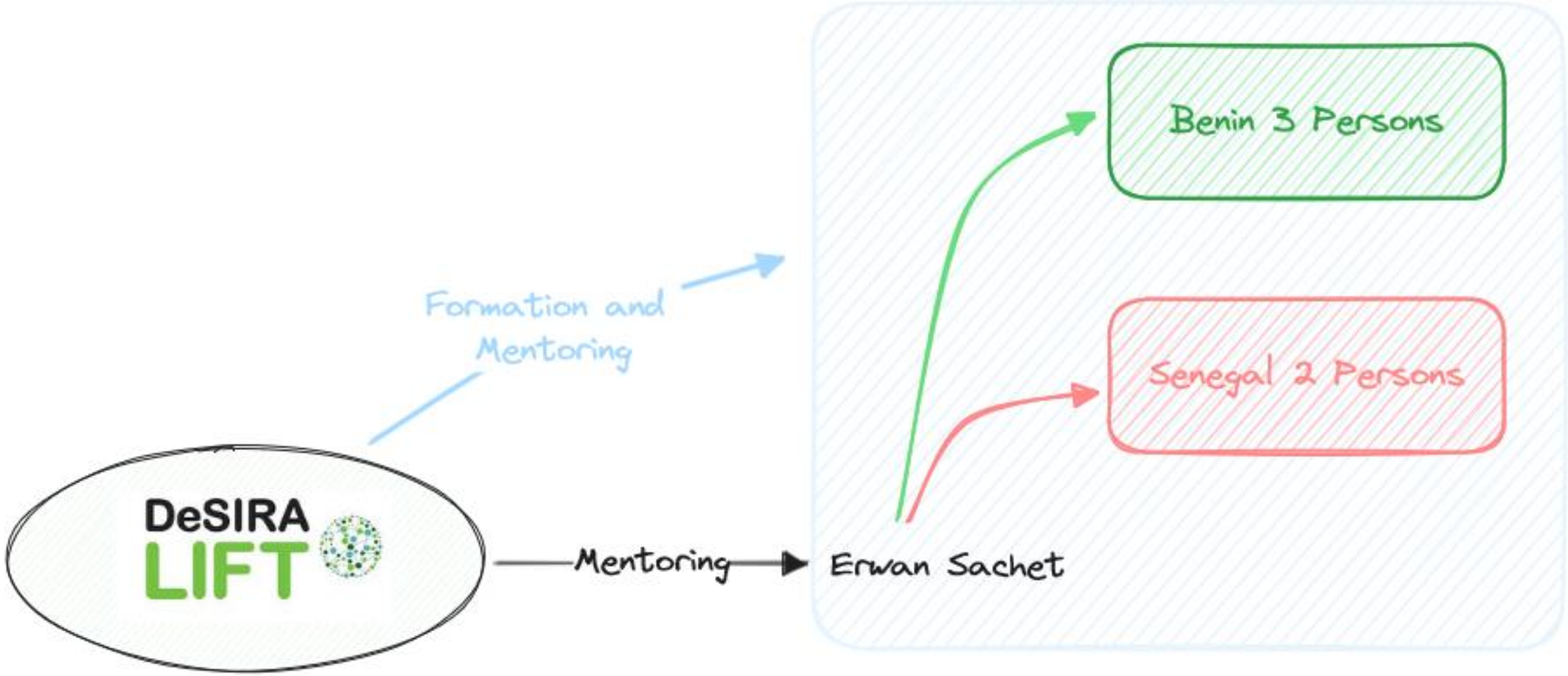
DeSIRA LIFT

A strategy *in itinere* for implementing UFDE



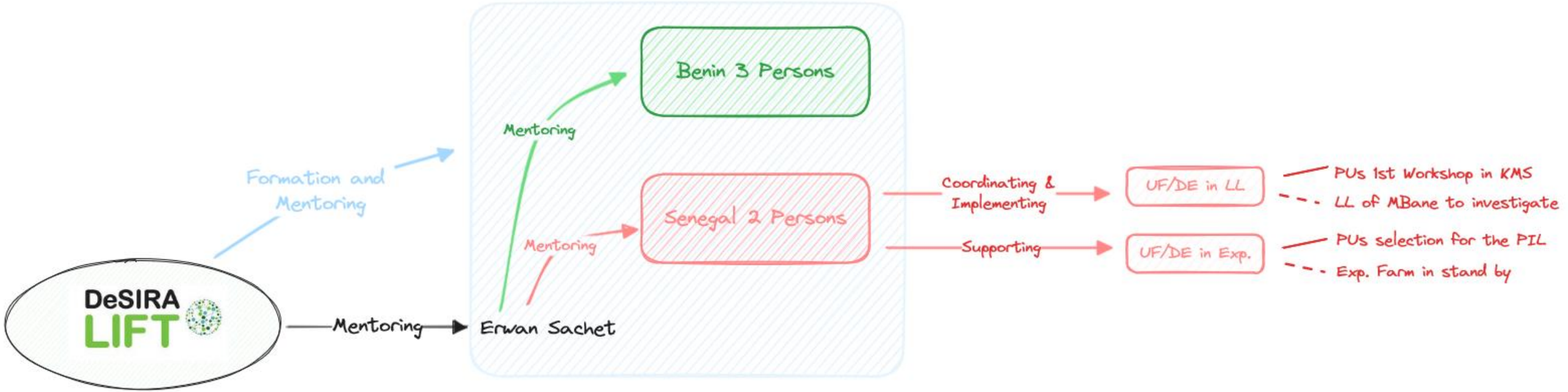
Santés
Territoires

A strategy *in itinere* for implementing UFDE



Santés Territoires

A strategy *in itinere* for implementing UFDE



Santés Territoires

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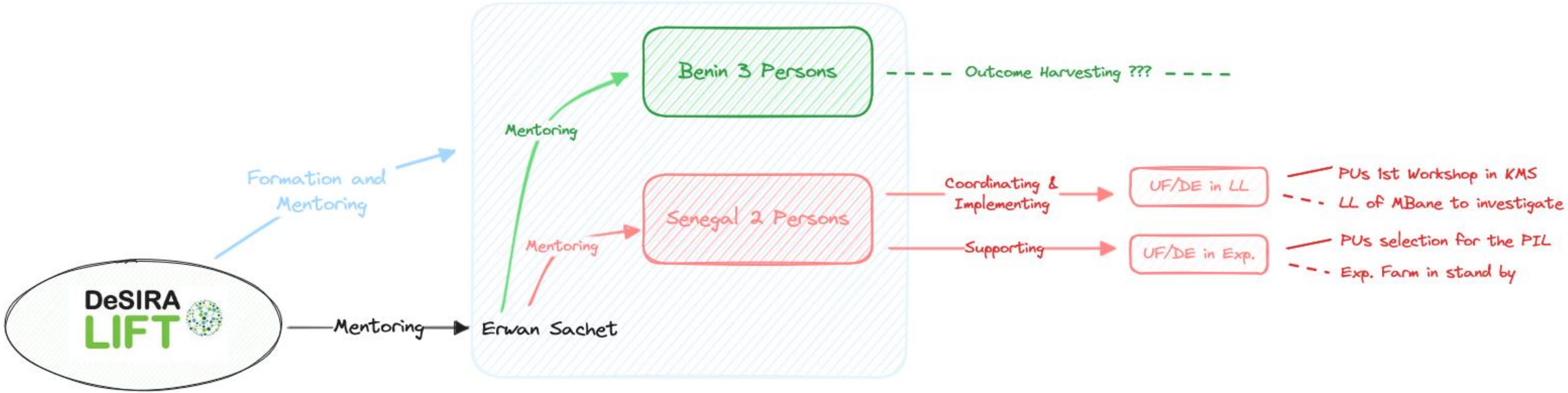

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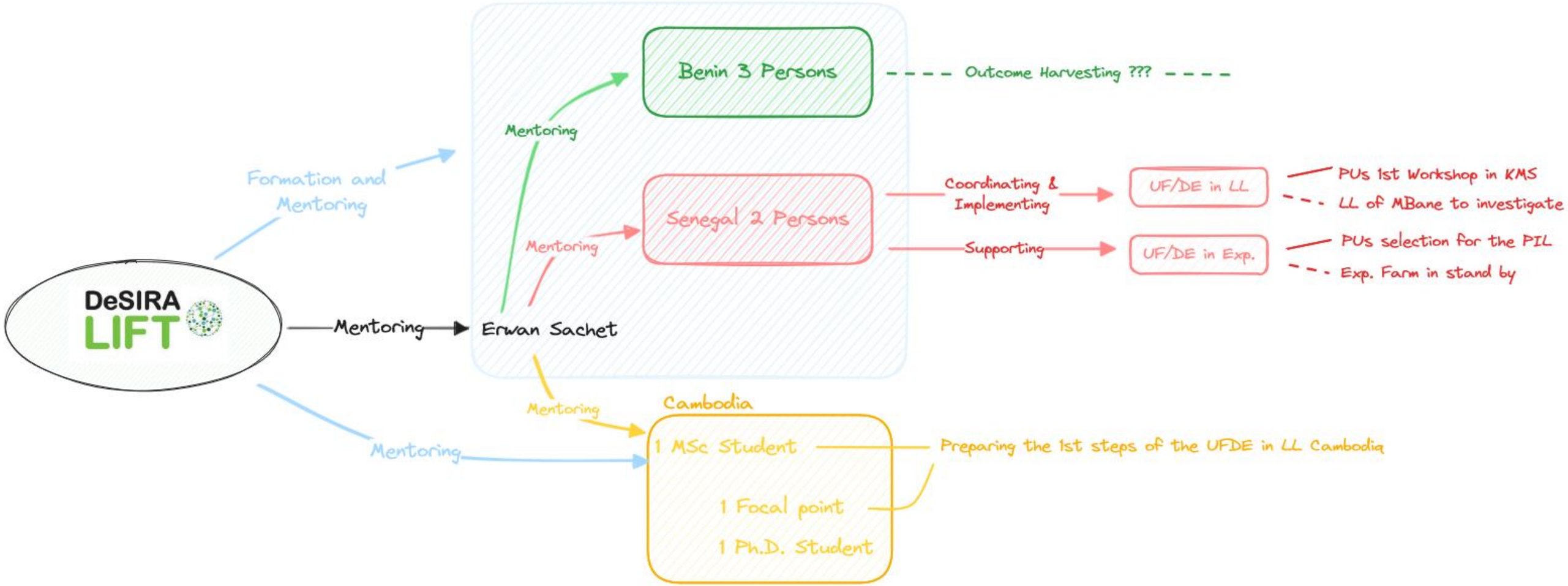
A strategy *in itinere* for implementing UFDE



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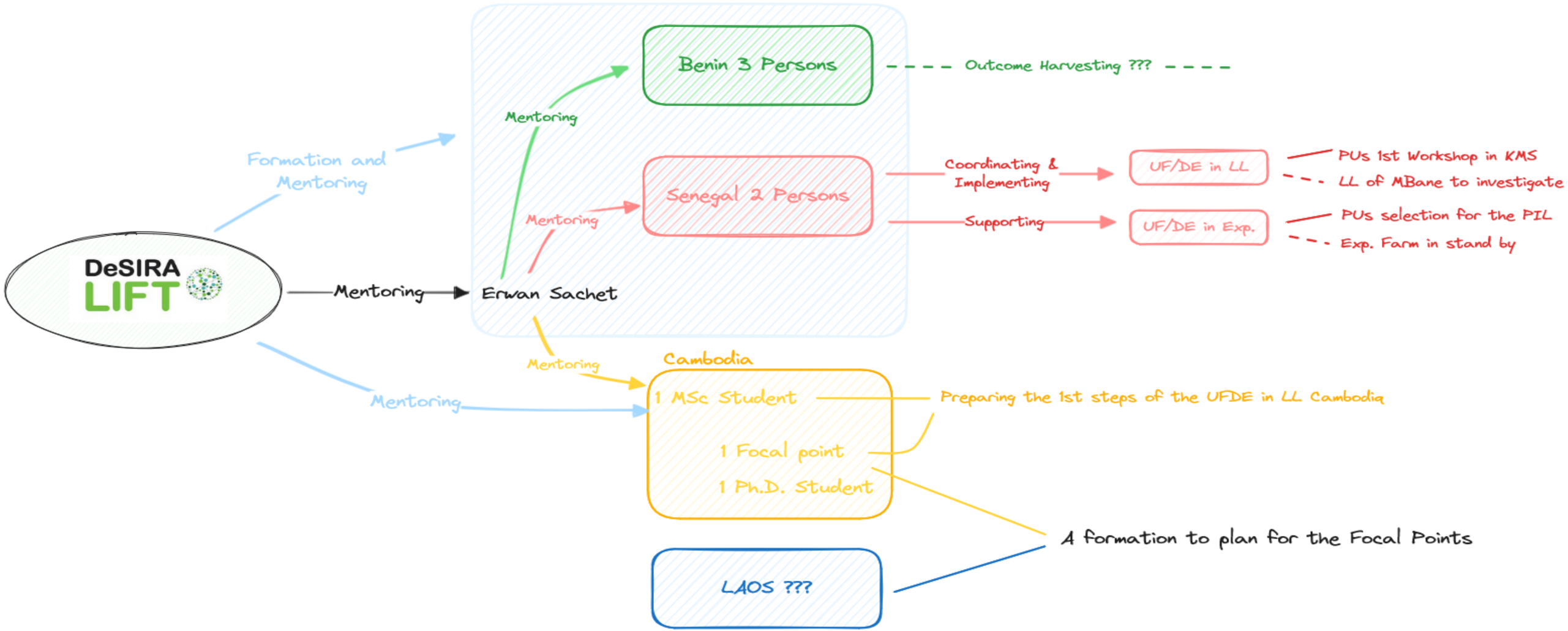
A strategy *in itinere* for implementing UFDE



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Challenges

- Distance mentoring, difficulties to manage local teams and local capacities
- Having a glance at the local way of meeting:
  - *Thé-débats* in Senegal
  - Discussion around a collation in Cambodia
- Connecting the Project MEL with the LL MEL with the Exp. MEL, and vice-versa

Santés Territoires

THANK YOU

International Forum on Agroecosystem Living LabsOctober 4 to 6, 2023 | Montréal, Québec, CANADA

Place-based evaluation in Living Labs: designing tools for collective learning.

Erwan Sachet[1], Genowefa Blundo-Canto[2], Aurélie Binot[1], Michel de Garine-wichatitsky[3], Philippe Lemoisson[4], Nicolas Antoine-Moussiaux[5], Ousmane Samaké[6], Raphaël Duboz[7]

[1] CIRAD, UMR ASTRE, F-34398 Montpellier, France.
ASTRE, Univ Montpellier, CIRAD, INRAE, Montpellier, France.
erwan.sachet@cirad.fr ; aurelie.binot@cirad.fr

[2] CIRAD, UMR INNOVATION, F-34398 Montpellier, France.
INNOVATION, Univ Montpellier, CIRAD, INRAE, Institut Agro, Montpellier, France.
genowefa.blundo_canto@cirad.fr

[3] CIRAD, UMR ASTRE, 10900 Bangkok, Thailand.
ASTRE, Univ Montpellier, CIRAD, INRAE, Montpellier, France.
michel.de_garine-wichatitsky@cirad.fr

[4] CIRAD, UMR TETIS, F-34398 Montpellier, France.
TETIS, Univ Montpellier, AgroParisTech, CIRAD, CNRS, INRAE, Montpellier, France.
philipe.lemoisson@cirad.fr

[5] Fundamental and Applied Research for Animal and Health, University of Liège, Belgium.
ASTRE, Univ Montpellier, CIRAD, INRAE, Montpellier, France.
nantoine@uliege.be

[6] SAED, Division des Statistiques et de la Géomatique, Direction du Développement et de l'Appui aux Collectivités territoriales, Dakar, Sénégal
osamake@yahoo.com

[7] CIRAD, UMR ASTRE, IRD, UMI UMMISCO, Dakar Hann, Sénégal.
ASTRE, Univ Montpellier, CIRAD, INRAE, Montpellier, France.

Santés Territoires

Funded by the European Union

An opportunity to build bridges between two fields

Multi-stakeholder partnerships (MSPs)

- Multi-stakeholder platforms emphasize **collaboration** to solve problems that affect multiple actors; they are not necessarily based on innovations or co-design methods.
- Innovation platforms emphasize **innovation**, for example around value chains, and include attention to institutional contexts and scaling; they can be top-down or bottom-up and may include experimentation.
- Living labs emphasize **experimentation**, with emphasis on co-design of innovations and experimentation in real-life contexts; they can be limited in time and thus may not transform existing regimes (p4)

Navarrete-Cruz, A.; Bergamanini, N. & Triomphe, B. (2023). *Reading Note 1: What are living labs?* Agrocecology Initiative. Alliance Bioverstiy, CIAT, CIRAD.

"**Developmental evaluation** supports innovation *development* to guide adaptation to emergent and dynamic realities in complex environments." (p.1)

Patton, M.Q. 2011. *Developmental evaluation: Applying complexity concepts to enhance innovation and use.* New York and London: The Guildford Press.

Evaluating Multi-stakeholder partnerships (MSPs)

The literature advocates for:

- **stakeholder engagement** in evaluation design
- evaluations that embrace the **complex and evolving dynamics** of multi-stakeholder collaboration
- evaluation should focus on **adaptive capacity** as the evaluation lens

DeSIRA LIFT 2023. Annotated Bibliography of LL Evaluation

"In **developmental evaluation**, an intervention does not yet exist. Rather, the evaluator works in partnership with program developers and organization members interested in solving complex social educational or health problems.

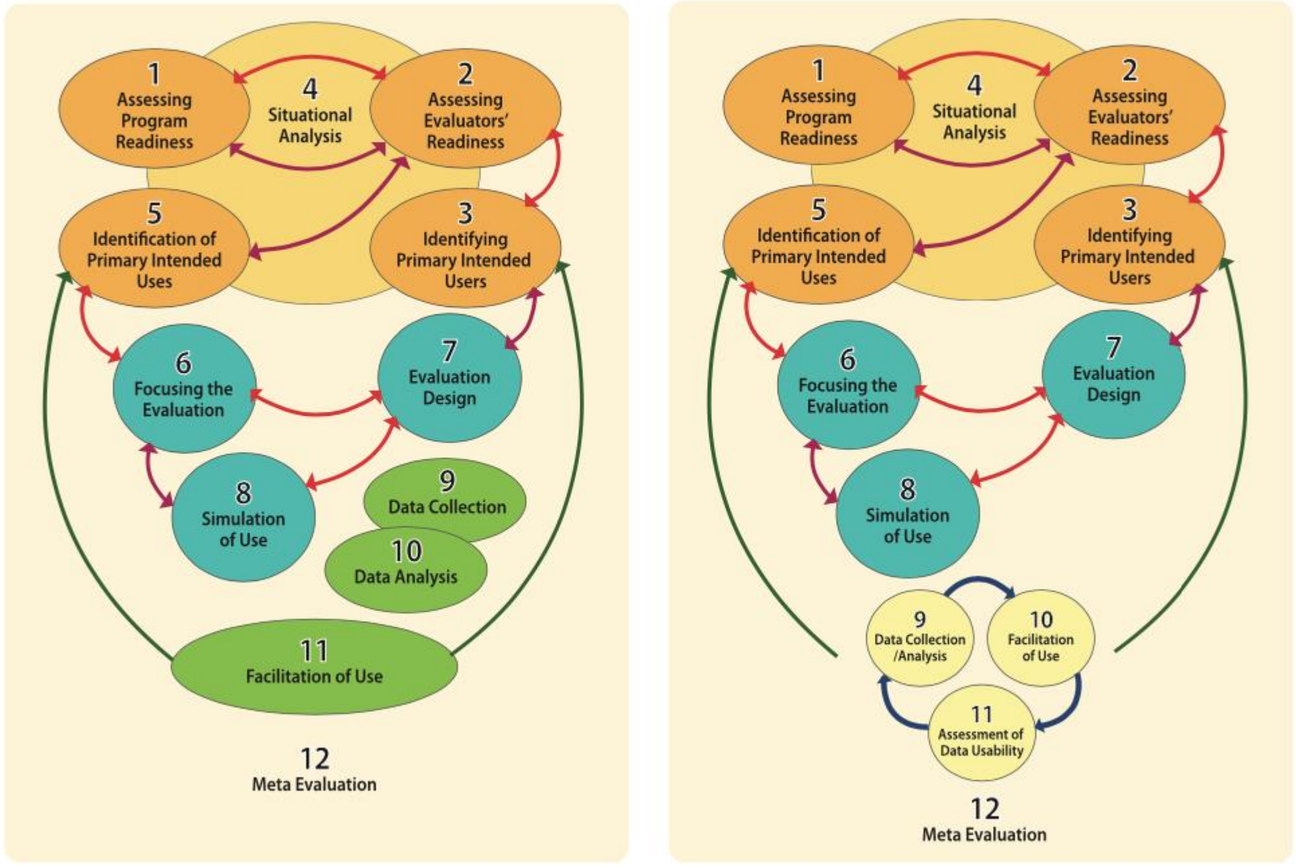
Together they navigate complexity and deliberate about innovative solutions to sometimes wicked problems.

The evaluator's role in this context is to provide support through the provision of evidence, which may take the form of experimenting with ideas, piloting mock interventions, and searching for existing relevant evidence." (p.7)

Cousins, J.B. & Chouinard, J.A., 2024. Revisiting evaluation as an organizational learning system. Paper presented at the annual meeting of the Canadian Evaluation Society, Fredericton NB.

Developmental Evaluation (DE) works best under the umbrella of Utilization-focused evaluation (UFE) – *this calls for the identification of primary evaluation users within the stakeholders in an MSP who take ownership over the evaluation.*

Figure 2: The U-FE process (left) and the U-FDE process (right)



Norman, C. & Navas, J. (2014). *Exploring developmental evaluation: Reflections on two case studies.* Prepared for IDRC. p. 32

The primary evaluation users make choices on the evaluation uses with the support of an evaluation facilitator – *possible uses may include:*

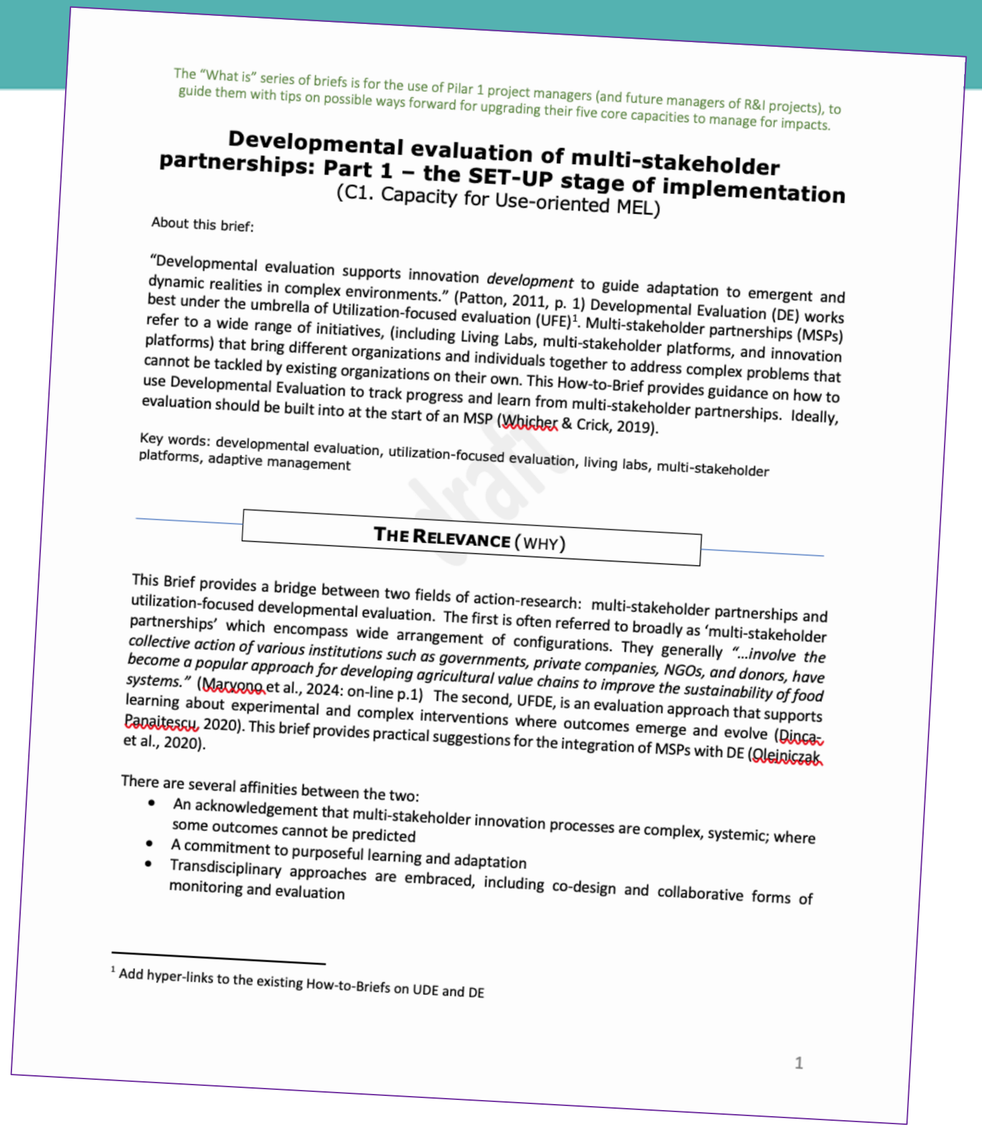
- *improving user involvement;*
- *documenting and improving strategy, governance & operations;*
- *confirming joint action, innovation & value creation;*
- *documenting and improving the methods and tools used in the MSP;*
- *documenting capacity development changes.*

Example using a utilization-focused developmental evaluation planning table
(DeSIRA LIFT, 2023: 14)

Evaluation USE	Key Evaluation Question	Evidence needed
To track and improve user involvement during the set-up phase	• Set up/Organizational stage: *To what extent did the different interactions involve users in the development process?*	Comparing stakeholder analysis and targets in the planning stage with actual participation
To review and adjust methodologies based on users' experiences	• Sustainability/Contextual stage: *To what extent and how were the methods perceived as being interactive?*	Exit survey evidence after events on outcomes and on procedures: what worked, what to add, what to eliminate

Current status

- *Ongoing* ***help-desk*** *support with Santés & Territoires to introduce DE within their living labs in Senegal and Cambodia*
- *Draft 'How-to-Brief' shared with partners for review and improvement*
- *Starting a Learning Review on MSPs across DeSIRA projects*



The "What is" series of briefs is for the use of Pilar 1 project managers (and future managers of R&I projects), to guide them with tips on possible ways forward for upgrading their five core capacities to manage for impacts.

Developmental evaluation of multi-stakeholder partnerships: Part 1 – the SET-UP stage of implementation
(C1. Capacity for Use-oriented MEL)

About this brief:

"Developmental evaluation supports innovation *development* to guide adaptation to emergent and dynamic realities in complex environments." (Patton, 2011, p. 1) Developmental Evaluation (DE) works best under the umbrella of Utilization-focused evaluation (UFE)[1]. Multi-stakeholder partnerships (MSPs) refer to a wide range of initiatives, (including Living Labs, multi-stakeholder platforms, and innovation platforms) that bring different organizations and individuals together to address complex problems that cannot be tackled by existing organizations on their own. This How-to-Brief provides guidance on how to use Developmental Evaluation to track progress and learn from multi-stakeholder partnerships. Ideally, evaluation should be built into at the start of an MSP (Whicher & Crick, 2019).

Key words: developmental evaluation, utilization-focused evaluation, living labs, multi-stakeholder platforms, adaptive management

THE RELEVANCE (WHY)

This Brief provides a bridge between two fields of action-research: multi-stakeholder partnerships and utilization-focused developmental evaluation. The first is often referred to broadly as 'multi-stakeholder partnerships' which encompass wide arrangement of configurations. They generally *"...involve the collective action of various institutions such as governments, private companies, NGOs, and donors, have become a popular approach for developing agricultural value chains to improve the sustainability of food systems."* (Maryono et al., 2024: on-line p.1) The second, UFDE, is an evaluation approach that supports learning about experimental and complex interventions where outcomes emerge and evolve (Dinca-Panaitescu, 2020). This brief provides practical suggestions for the integration of MSPs with DE (Oleiniczak et al., 2020).

There are several affinities between the two:

- An acknowledgement that multi-stakeholder innovation processes are complex, systemic; where some outcomes cannot be predicted
- A commitment to purposeful learning and adaptation
- Transdisciplinary approaches are embraced, including co-design and collaborative forms of monitoring and evaluation

[1] Add hyper-links to the existing How-to-Briefs on UDE and DE

1

“When do we call an MSP successful?”

‘Good’ governance - normative !

Results (not process) focused !

1. When it functions as an MSP for FS trans… …P guidelines or principles (systems perspective and governance dealing wit… …g stakes, dialogue and transparency)

2. When it does contribute to changes in the FS … …rs and food value chains (economic, technological, social or environmental impacts; KAP among MSP partners supporting innovations and scaling)

(over?) structured, getting complex !

3. When it p… …nsions - (boundaries, configurations, maturity etc.)

What is the essence ?!

4. **When it works towards MS collaboration (behaviour) – developing the Capabilities, Motivation for collaboration and FS change**

4. Focus on Behaviour determinants

The MSP participants differ in factors that influence collaboration and how they contribute to changing the food system:

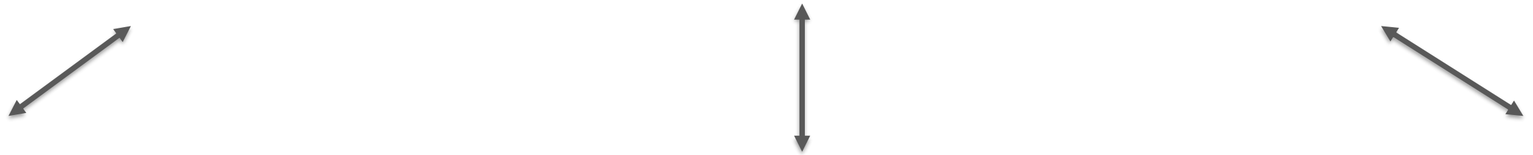
— **Capabilities** to collaborate and to change (understanding system change, relevant knowledge, technical and social skills etc.)

— Creation of **Opportunities** to collaborate and change (power dynamics, social norms, past pathways, networks, access to resources etc.)

— Stakes or **Motivations** to collaborate and change (perceived wins, losses, values etc.)

Michie, S., van Stralen, M. M., & West, R. (2011). The behaviour change wheel: A new method for characterising and designing behaviour change interventions. Implementation Science, 6(42), 11. https://doi.org/10.1186/1748-5908-6-42

Behaviour (B) occurs as the result of interaction between three *necessary* conditions, capabilities (C), opportunities (O) and motivation (M) (Michie et al., 2011).



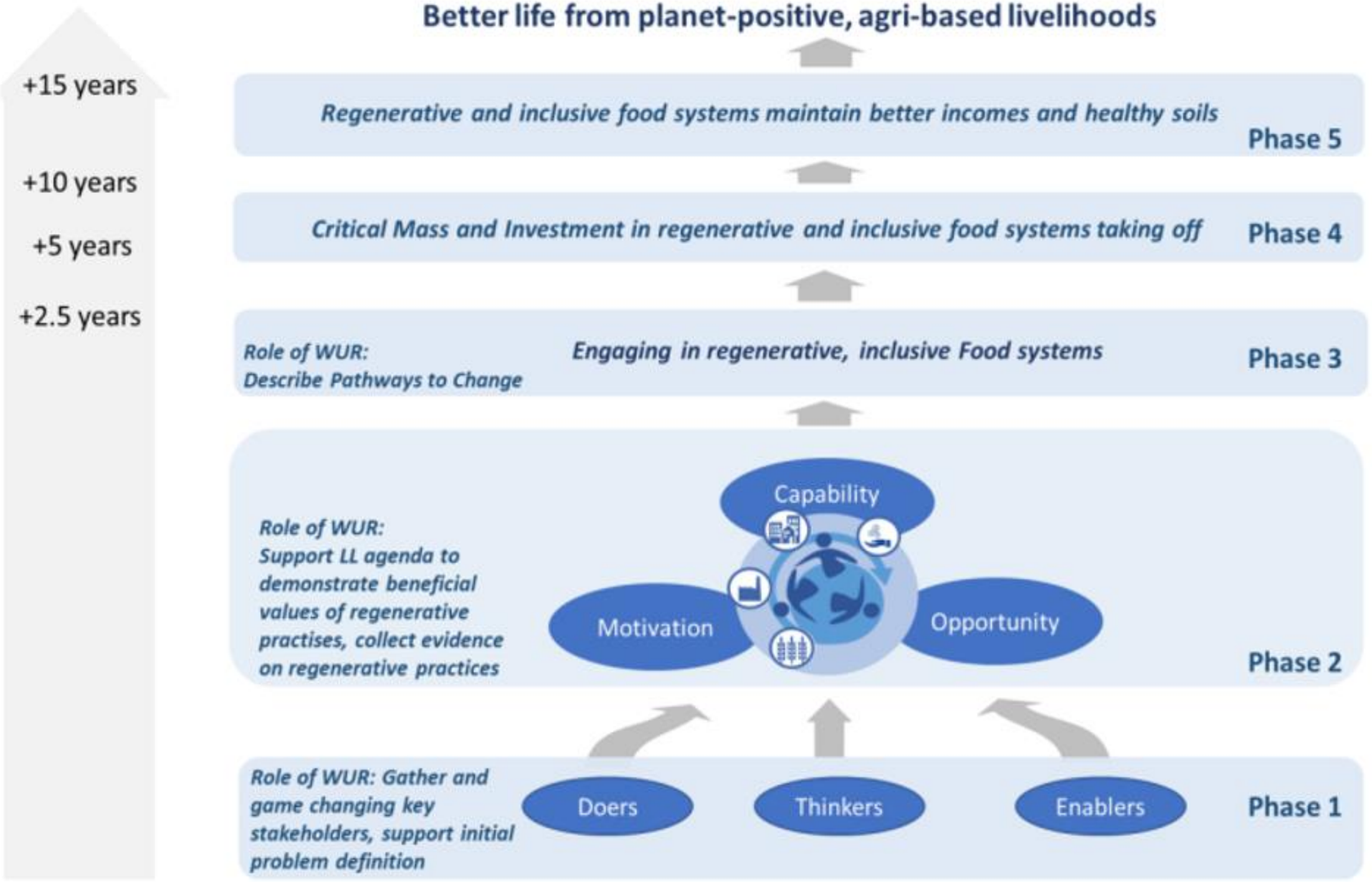
Capability is defined as the individual's psychological and physical capacity to engage in the activity concerned. It includes having the necessary knowledge and skills.

Motivation is defined as all those brain processes that energize and direct behaviour, not just goals and conscious decision-making. It includes habitual processes, emotional responding, as well as analytical decision-making.

Opportunity is defined as all the factors that *lie outside the individual that make the behaviour possible or prompt* it.

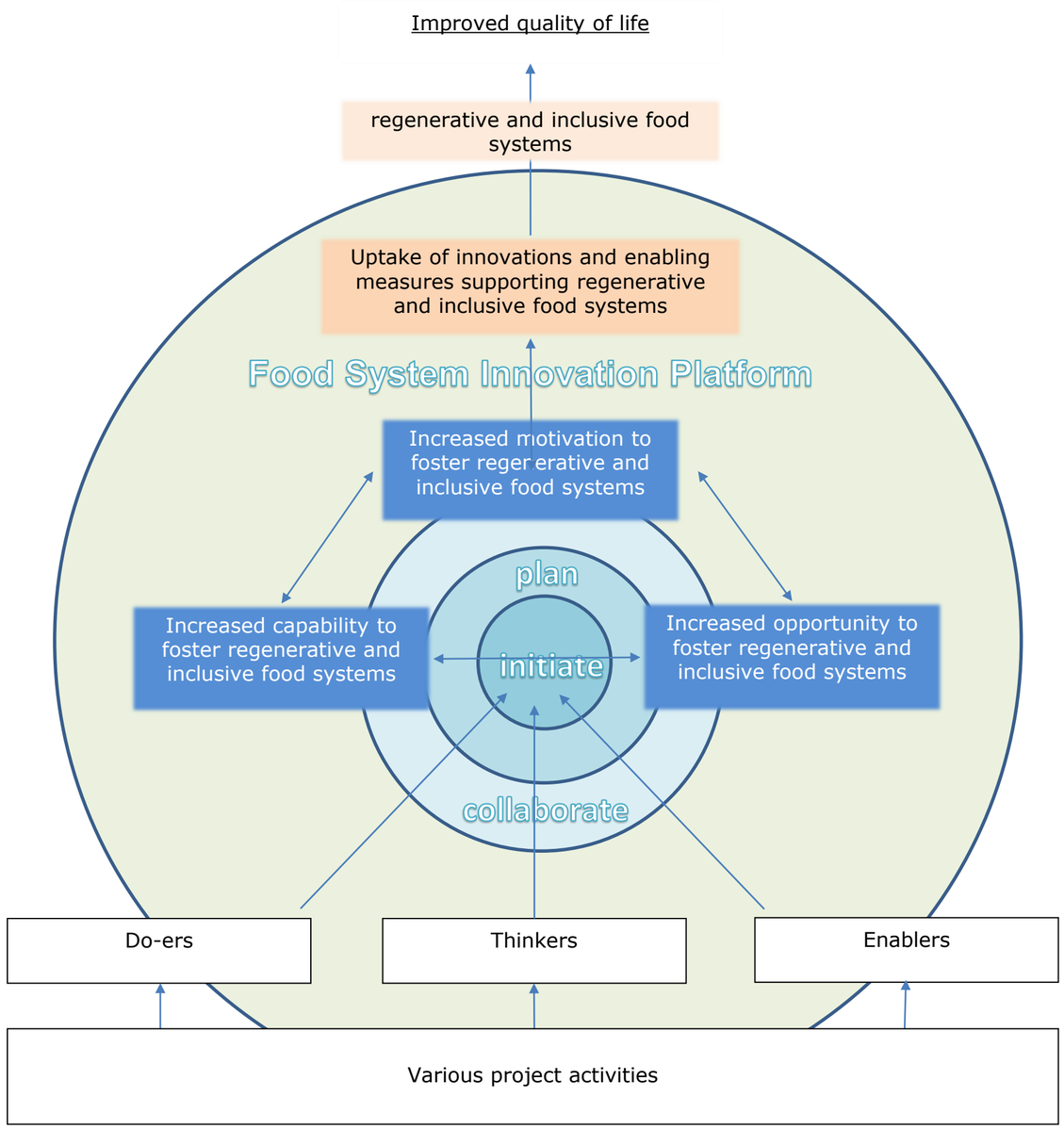
Change pathway MSP

Refooture: establishing Living Labs for supporting Food system transformation – WUR and IKEA Foundation in Uganda, Ethiopia and Kenya



Change pathway MSP

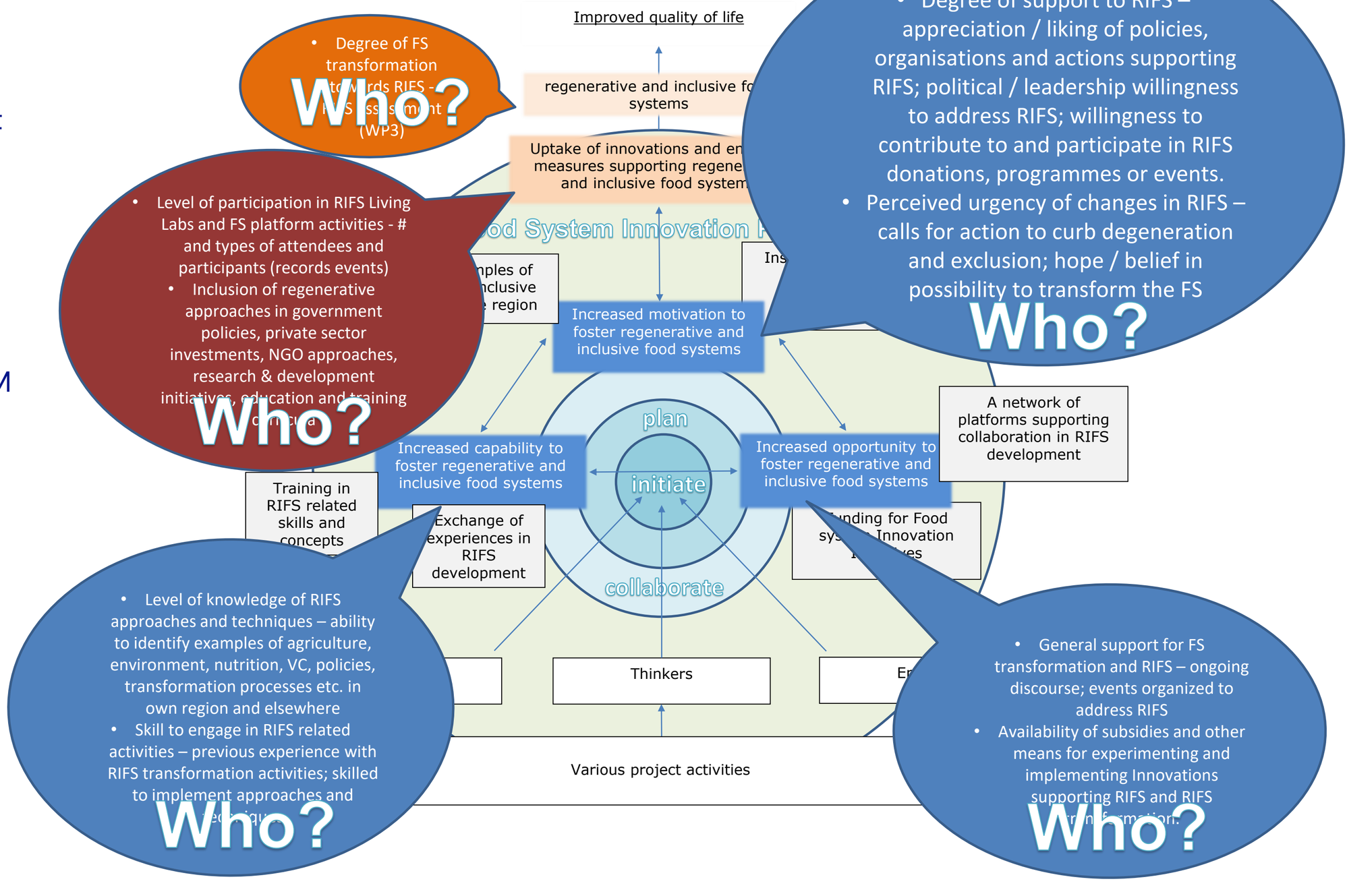
1. Who are the key actors?
2. What do they collectively work towards?
3. What are they expected to do together, or to collaborate in?
4. How will the MSP support collaboration? (phases)
5. What will the intervention do?



1. Doers, thinkers, enablers
2. Improved food system: Regenerative and Inclusive
3. Promote support for RIFS among stakeholders
4. Enhancing stakeholders COM to collaborate in change towards regenerative agriculture
5. Set up an MSP
- initiate
- plan
- collaborate

Assess change – ToC or ToAction

- What are the concrete actions that are being undertaken?
- With what tangible results for whom?
- What changes in COM among whom c/should and do these contribute to?
- What behaviours are changing/changed among whom and why?



Key points

1. People are Food System change agents
2. Collective challenges, collective solutions – trade-offs and dependencies
3. Multi-stakeholder partnerships (MSP) are a mechanism for governing collective (inter)action: collaboration
4. Assessing MSP entails assessing Behavioural change
5. MSP-behaviour and partners' Behaviour are determined by Capabilities, Opportunities, and Motivation of people (COM-B)

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Thank you!

Contact: Marlene Roefs - marlene.roefs@wur.nl

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