



Connected Action for the Commons

IdeaCamp

Evaluation Report

Idea Camp 2017

(Executive Summary)

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**MOVING
COMMUNITIES**

List of abbreviations and specific names

C2C – Culture 2 Commons

CAFC – Connected Action for the Commons

CoP – Community of Practice

ECF – European Cultural Foundation

ECoC – European Capital of Culture

BMI – Business model innovation

BMC – Business model canvas

DiM – Displaced in Media project

DR – Digital roadbook

IC – Idea Camp

IC2017 – Idea Camp 2017

IF – Idea feeder

IM – Idea Maker

KP – Krytyka Polityczna

PMA – Princess Margriet Award

P2P – Peer-to-peer

TDA – Les Têtes de l'art

Hubs – Connected Action for the Commons hubs

*"Our ambition: to support those of us who stand for a just society."
Lore Gablier, opening speech at the 2017 Idea Camp*

Context and purpose of the evaluation

The Idea Camp is a core element of the programmatic cycle which includes: *Thematic Call for Ideas – Selection of 50 best ideas – Idea Camp – closed Call for R&D grants – 25 R&D awarded grants – Implementation* (Ideas' prototyping). The Idea Camp is the largest collaborative event in the framework of *Connected Action for the Commons (CAFC)*.

The third edition of the Idea Camp took place in Madrid from 1 to 3 March 2017, organised by ECF and Platoniq, in co-production with the Municipality of Madrid.

This evaluation report follows the logic of the CAFC and Idea Camp evaluation methodology (0 below). It focuses on the **Idea Camp 2017** key objectives and assesses the key assumptions (hypothesis) of the organisers.

The [Idea Camp 2017](#) involved 50 Idea Makers, selected through a thematic call for ideas among **632** applications from **54** countries across Europe and its neighbouring countries. It gathered over 90 participants in total (including *the CAFC* hubs, invited facilitators, local organisations, guests and representatives of local community) at two venues in Madrid: the center Daoiz y Velarde and Medialab-Prado.

Specific objectives and approach of Idea Camp 2017. Moving Communities

- 1) **Contribute to the development of ideas & community.** More specifically:
 - Facilitate the ideas' development and broaden their scope
 - Develop and tailor the methodology for ideas' development
 - Foster the matchmaking between all participants and help a new community to emerge
 - Enhance the role of the Idea Feeders in the Idea Camp.
- 2) **Knowledge exchange & matchmaking in relation to the European and the local context**
 - Foster knowledge and expertise of local communities and processes
 - Emphasise the European context (in its complexity)
 - Position the City of Madrid (institutional dimension and social fabric) within the broader discourse on the future of Europe (city vs. state/EU institutions)
- 3) **Enhance the visualisation of the Idea Camp process**
 - Facilitate the access to the Idea Camp for a broader audience
 - Facilitate the matchmaking between participants
 - Catalyse relevant discussions and key topics
 - Contribute to the evaluation process

Methodology & tools

The evaluation of the Idea Camp 2017 is an important element of the ECF's **Connected Action for the Commons integrated evaluation tool** and complements final Evaluation of the programme.¹ It analyses the progress in growth and depth of the **Idea Camp community of practice** (CoP), based on the **4 areas of activity**: 1) Relationship building; 2) Collaboration mechanisms; 3) Knowledge sharing and learning and 4) Knowledge capture and storage. The four areas are related to the previously chosen definition by O. Serrat).

“Communities of practice are groups of like-minded, interacting people who filter, amplify, invest and provide, convene, build, learn and facilitate to ensure more effective creation and sharing of knowledge in their domain” (O. Serrat, ADB 2008)

Based on the 2016 evaluations Idea Camp has been acknowledged **as a catalyst of change**: the community of stakeholders expanded across borders and domains; knowledge sharing and collaborative actions intensified and new connections and actions emerged.

In early 2017 a pilot **data visualisation tool** has been launched to document and visualising the expanded group of stakeholders covering the CAFC programme and Idea Camps since 2014 to present. The tool maps out the connections and collaborations created among stakeholders during the programme, makes an overview of the topics and areas of knowledge exchange, covering the entire community of Idea Makers, CAFC hubs and immediate circle of collaborators².

Limitations of the evaluation

At this stage after the Idea Camp 2017 event, we cannot draw firm conclusions regarding its impact on all Idea Makers. Regarding the match-making attempts at the Idea Camp and occasional emergence of new collaborations, we could observe only intentions (by proxy indicators via the survey). For the 25 of IM who have been meanwhile selected for R&D grants, we will be monitoring their interim and final reports over the next 1,5 years, and will take stock of their project developments. For the rest of the Idea Makers, we will run additional observations and surveys in 2018, as well as following the activity in the Facebook group.

Sources of information

IC17 was very well documented. Very important for this evaluation is the thorough Evaluation report of **IC 2017 made by Platoniq**, which contributes substantially to the chapter on Methodology and Programme. Digital storytelling via the **Digital Roadbook** accomplishes the methodological journey of the Idea Makers. Data Visualisation Tool monitors the development of the connections, themes and geographic spread along the CAFC timeline. **ECF's video documentation/interviews** with the co-producers, Idea Feeders, policymakers and other stakeholders represent the uniqueness of the IC2017.

¹ CAFC final evaluation is carried out in the second half of 2017. (T.A.)

² <http://connected-action-impact.culturalfoundation.eu/>

Findings

What was new at the 2017 Idea Camp?

- 2017 Call for ideas reached out strongly to the MENA region
- IC2017 was developed for the first time as a **Co-production** with the Municipality of Madrid (Madrid Destino), and received the sufficient amount of local support (financial and in-kind)
- “Ideas on Wheels” 3-steps methodology from the previous IC editions has evolved in a **6-Steps Methodology** – combining facilitated group work in time and space and parallel “live” digital documentation process on a Digital Roadbook (DR)
- The Digital Roadbook – a tailor-made tool complementing the methodology – was the platform where Idea Makers introduced their ideas first and completed a questionnaire on their expectations & objectives; idea feeders and facilitators also created profiles and connected with Idea Makers prior the event
- IC programme clustered the Idea Makers according to the level of development of their ideas
- The profile of the Idea Makers and a description of their ideas were shared with the Idea Feeders prior to the Idea Camp (via DR)
- Involvement of former Idea Makers and R&D grantees in the programme.

To what extent Idea Camp 2017 achieved its specific objectives?

Building a community of practice & visualisation

Because communities of practice are voluntary, what makes them successful over time is their ability to generate enough excitement, relevance, and value to attract and engage members. Although many factors, such as management support or an urgent problem, can inspire a community, nothing can substitute for this sense of aliveness.³

Wenger, McDermott & Snyder

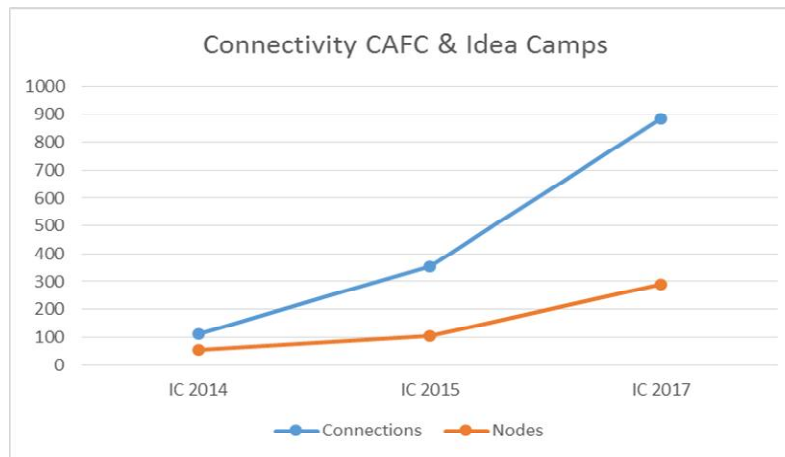
1. The IC enhances the development of ideas and the growing of a Community of Practice

Idea Camp 2017 has contributed to the development of ideas and the 6-steps methodology had been a key contribution to it in manifold ways: enabling peer learning, new knowledge and viewpoints, addressing [to the depth possible within the time limits] 6 different aspects of the process of ideas’ development. There is strong evidence about the formed and growing community of practice (CoP) around the Idea Camp – alone, and in conjunction with the CAFC hubs network. Matchmaking and joint ideas’ development has started during the Idea Camp.

The four elements of the CoP have shown:

1. **Connectivity & relationship building:** Progress of IC Community of Practice. By July 2017 there have been 884 connections made and 290 connectivity nodes. The data visualisation tool shows clearly the **Idea Camp “boosts”** in 2014, 2015 and 2017.

³ Wenger, McDermott & Snyder, [Cultivating Communities of Practice: A Guide to Managing Knowledge - Seven Principles for Cultivating Communities of Practice](#) (2002).



Source: [Data Visualisation Tool](#) 2017

2. **Collaboration mechanisms:** project collaborations (between R&D grantees, joint workshops between R&D grantees & CAFC hubs; joint funding applications; residencies (Subtopia & Medialab Prado), Collaboration on publications; CAFC website
3. **Knowledge Sharing and learning:** study visits (among CAFC hubs, in 2016-17), exchanges, attending workshops, residencies for R&D grantees, CAFC website
4. **Knowledge Capture and Storage:** publications (Build the City book & magazines); ECF labs, Eurozine focal points, Evaluation reports, since 2017 [Digital Roadbook](#) & [Data Visualisation tool](#); Publication IC 2017; IC toolbox (explaining 6-step methodology).

What remains to be further developed is a **way to keep the community engaged** (self-motivated), and **ensure stable mechanism of knowledge sharing – after the Idea Camp, knowledge capture and storage** (which would be useful resource for the community members and their own constituencies).

The IC2017 feedback has shown that **transfer of knowledge** during IC17 has been achieved to a sufficient extent and draws tools to monitor the effect in a longer run. 73% of the respondents strongly agree with the statement that they will use what they have learned during the IC17 to improve their work/organization. Above 72% say they will recommend Idea Camp to their colleagues and peers, or share it with their public and communities back home.

2. IC 2017 approach enhanced the role of the Idea Feeders

In the IC2017, the idea feeders had a greater role than in the previous two IC editions. A larger group of Idea Feeders was involved and had a clear task. Their professional satisfaction from their involvement was very good (re: Survey). Some IM mention though that not all Idea Feeders or facilitators were sufficiently prepared for facilitating (regardless their incontestable expertise).

3. Idea Camp added a European dimension/relevance to the local community/city of Madrid

There is a complexity of factors influencing the “European dimension” or “added value” to the local community. The continuing engagement of ECF and the CAFC with actors in Spain (e.g. J. Freire, Zemos 98, Medialab Prado received ECF PM Award in 2016, Platoniq etc.), had paved the way for ECF to position itself in Spain as an important European player in culture – from local grass-root to policy level, enabling a broader network of cultural and social change-makers from across Europe.⁴ The two

⁴ Interview of Juan Freire and Marcos Garcia (<http://www.culturalfoundation.eu/library/idea-camp-2017-conversation-between-marcos-garcia-and-juan-freire>)

venues (Centro Cultural Daoiz y Velarde and Medialab Prado) enriched their programme with an international dimension through the Idea Camp. Medialab Prado also gained stronger recognition as a social innovative laboratory (locally and internationally) and expand their international scope and connectivity. They also offers for a second year [residencies opportunity](#) to international R&D grantees.

Local initiatives involved in the IC programme (e.g. La Liminal, Cocinar Madrid, La Villana etc.) gained visibility and have been contacted for further collaborations by IM and other participants. Through the parallel *Innovative City Development* meeting (co-hosted by the Municipality of Madrid) international connections were built between local policymakers and Chisinau (Moldova), Naples (Italy), Warsaw (Poland), Rijeka (Croatia), that evolved further.

4. Enhanced visualization improved opportunities for matchmaking, catalyzed discussions

Feedback from the Idea Makers have shown usefulness of the Digital Roadbook for connecting and knowing more about each other prior the Idea Camp. Matchmaking happened through personal contact. Idea Makers used the DR mostly as a documentation and knowledge transfer tool back home (to their teams, collaborators). Discussion activity continued on the Facebook group (74+ members). Data visualization tool displayed the connections and new collaborations after the IC.

The effect of the 6-Steps Methodology and the Digital Roadbook

The 6-steps methodology has been valued as good and useful by most of the participants (rated 4 out of 5). The individual experiences of the Idea Makers highlight different steps as the most useful or influential on the ideas’ development. There is no pattern or recurrence to inform which step was more or less useful, because of the subjective judgment of each participant. Most recurrent in the participants’ feedback are step 6 (design a Cover story vision), step 3 (Stakeholders engagement strategy) and step 1 (the Moving empathy map focusing on the beneficiaries’ engagement). Role playing was highly appreciated as a method by 25% of all Idea Makers (see Conclusions).

Informal exchanges, inspiration, knowledge sharing

Time for informal exchanges on the ideas, for getting to know each other and sharing knowledge were valued very much by the Idea Makers as sources of *inspiration*, as well as a resource for developing their ideas. The respondents would favour a programme where there is more **quality time** attributed to joint exploration and informal contact among peers.

Idea Camp 2017 Value Chain in facts and figures

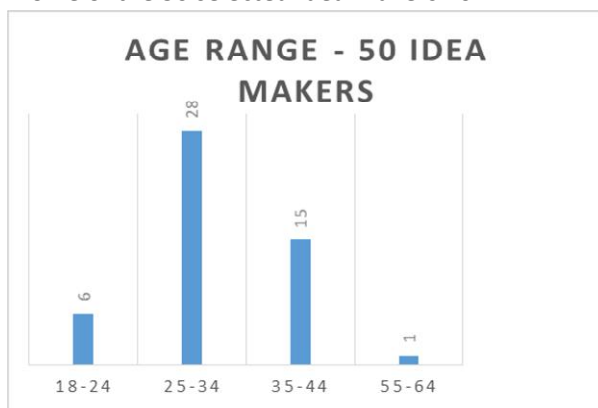
Diversity of applications for IC 2017

632 applications were received from 54 countries. The highest number of applications came from countries in the MENA region (44% in total). Egypt stands in the lead with 75 applications, followed by Jordan, Morocco, Palestine, and Tunisia Best represented EU countries are Spain, UK, and the Netherlands.

Idea Makers 2014 and 2015	2014	2015	2017
Applicants	811 from 57 countries	353 from 49 countries	632 from 53 countries
Selected Idea Makers	51 from 24 countries	50 from 23 countries	50 from 24 countries
R&D grants awarded	25 from 15 countries	25 from 15 countries	25 from 14 countries

Idea Makers geographic distribution (source ECF).

Profile of the 50 selected Idea Makers 2017



Four of the 24 nationalities of Idea Makers were from the MENA region (Egypt, Tunisia, Lebanon, Palestinian Territories).

72% female applicants were selected and 28% male. 2/3 of the IC2017 Idea Makers are between 25-34 years old. 6 are 24 or younger. The average age range of 2017 Idea Makers is **younger** than in 2015. Seven new countries have been represented at the IC 2017, comparing to the previous two editions and R&D grants went to 6 IM from these nationalities.

Idea Camp Expenditures report

The total direct expenditures for the 2017 Idea Camp (event) are **325,469 EUR**. (These figures are based on ECF's accounts after Third quarter of 2017).

External contribution of cash and in-kind from Madrid Destino formed 35% of the total expenditures of the activity.

Total ECF to Platoniq	€65,308
Total directly by ECF to third parties	€95,605
Contrib. cash from Madrid Destino	€60,590
Contrib. in-kind from Madrid Destino	€51,440
Platoniq contribution (Data Camp visualization/RRHH/ Pre-production costs)	€54,350
TOTAL EXPENDITURES IDEA CAMP 2017	€325,469

Source: Platoniq/ECF financial report & ECF accounts per Q3 2017

Adding to these costs all actual staff costs allocated (for preparation in 2016 and implementation in 2017, expenses for the preparatory Hub meetings, 2017 R&D grants scheme (244,091 EUR), Innovative City Development meeting and the contracted residencies (to be carried out) the Idea Camp total value chains exceeds 700,000 EUR.

Media coverage Idea Camp 2017

The Idea Camp 2017 had an outstanding media coverage which exceeded the expectations, PorCausa, the external agency hired by Platoniq has achieved over **15 articles in newspapers** (both printed and digital). 8 of them were in key mainstream press (online): *El Pais*, *El Diario*, *Publico* and other. A number of articles on content related topics appeared in smaller media (see the full online presence at [Storify](#)). **An interview** with the ECF Director, [Katherine Watson appeared in El Pais](#) on 2

March. **A TV transmission** on Channels 2 (La 2 Noticias), and a **National Radio transmission** featuring Platoniq's Carmen Lozano Bright.⁵

Facebook posts: May 15th –“We proudly present...”, with 7,500 views; March 2nd – “For most newcomers”, - 3,100 views; July 17th – “The innovative city develop..”, with 5,200 views.

Twitter hashtags: [#IdeaCamp17](#) and [#MovingCommunities](#) reach have been less successful than the previous editions. ECF **Instagram** (over 1500 followers)we find 111 posts with hashtag #IdeaCamp17 [from us and various participants and co-organizers].

A challenge for the external communication was the fact that the Idea Camp was not open to the public, hence to promote it, PorCausa & Platoniq focused on relevant topics addressed by the Idea Makers (e.g. refugees, Cultural rights, social engagement, more just society). The budget estimated recruiting specialized communications agency (involving bilingual teams in English and Spanish) was limited. The engagement of ECF's Communications in supporting the Idea Camp was insufficient. Having no dedicated person for social media had its' effect.

Positioning and advocacy

Organised as a closed, parallel event, the [Innovative City Development](#) took place on 2-3 March, and was organised in cooperation with the Municipality of Madrid (Ana Mendez). The meeting (co-organised by ECF and Madrid Destino) involved representatives of city administrations from Spain (Madrid, A Coruña), Croatia (Rijeka), Moldova (Chisinau), Italy (Naples), in workshops moderated by Christian Iaione (Italy). MEP Julie Ward also took part. The workshop/laboratory resulted in ideas for bottom-up transnational municipal reform – based on local know-how and experimentation. Key outcomes from the meeting are summarized in the [report](#) - [Co-Making the City](#) and distributed across multiple stakeholders.

A business model(s) for Idea Camp and its methodology?

Through the context of the post-CAFC conversations on possible business model or income generating scheme, *Idea Camp event* and the *methodologies for ideas' development* have taken two separate trajectories and are being tested through a business model canvas.

Conclusions

The Best achievements of the Idea Camp 2017

The Idea Camp in Madrid has been very successful in all aspects: hubs involvement, improved methodology and its influence on ideas development; fostering a new community of practice; enabling peer learning; stronger local impact; an advanced level of local collaboration (co-production with City of Madrid); media coverage and more. The **6-step methodology** has received a great deal of acknowledgement and praise on behalf of the Idea Makers, Idea Feeders and facilitators. On the other hand, it consumed a large portion of resources on behalf of Platoniq – with the clear idea in mind of an investment in their future.

⁵ All the online resources are available at <http://www.culturalfoundation.eu/library/idea-camp-2017-media-coverage>; Idea Camp core information was available on [ECF's website](#) dedicated pages, as well as published on the specifically developed by Platoniq ideacamp2017.eu website.

The model of co-production with the Municipality of Madrid (Madrid Destino) has been good, and can be used as reference for future collaborations with other cities. Regardless the success of IC2017, and not as a consequence of it, all key collaborators at Madrid municipality have been dismissed from their jobs weeks after the event. The IC partners unanimously concluded that had the IC2017 been planned to happen later than March 2017, **it would most probably have not taken place(!)**. This flags a warning for future collaborations with public institutions to consider carefully political instability in public governance as an external factor. In addition it cooled down all ideas for follow up activities or partnerships with Madrid Destino.

For the Idea Makers and R&D grantees

- **IC provided access to a unique transnational cultural platform:** across sectors, across regions/countries in and beyond European continent; for organisations as well as for individuals. To invest in people and their ideas, looking in the perspective of connecting and enabling long term horizontal relationships, applying unique cross-sector/cross-cultural group;
- **Experimenting with the 6-steps methodology** – worked as testing ground and contributed to ideas developments, understanding of contexts, finding similarities and acknowledge divergences. It facilitated the road to R&D grant applications.
- **IC gave opportunity to the Idea Makers to meet and exchange in a professional and inspiring environment.** There is strong evidence that the majority of the Idea Makers will continue exchanging and collaborating with peers that they met first at the Idea Camp in Madrid. Knowledge exchange did happen and continues happening after the event took place.
- **IC has grown a larger community of practice (CoP)** – now documented through the Data Visualisation tool.
- **Idea Camp does not end with the event** – 25 R&D grants have been attributed for implementation of their ideas, 3 residences have been approved in Medialab Prado and 2 in Subtopia.
- **R&D grants** resulted in a wide range of stimulating projects continuing into 2016 with new funding sources, partners and prototypes, or more refined and developed ideas. It has demonstrated the potential of cultural approaches to citizen-led change and an important appetite of citizens in different countries and contexts to work together to co-create or co-design their local public spaces.

For the CAFC hubs and sustainability of their achievements

“Our impression is that both the ECF and Platoniq (with help of all of us other HUBs) have brought the concept of the Idea Camp as near as possible to the perfection.” (CAFC Hub, final report 2017)

Idea Camp seems to have been the tool which contributed the most to the CAFC original goals. CAFC hubs acknowledge that as a result the 3-years long test-and-learn mode of inventing and re-inventing the Idea Camp that they have achieved some of their original goals

- To expand the network both geographically and cross-sectorally and achieved scaling up and out “the rhizome has spread”
- They scaled out their own portfolio of knowledge and experience through profound co-creation on Idea Camp – their largest “common project”, while in the same time contributed each – from their own uniqueness
- In this process they explored and co-developed a range methodologies (crowdfunding, hybrid institutional models, community actions etc. etc.) through which their focus and reach moved from local to the international level

“Capitalise” on the IC experience:

- Knowing best the added value of an Idea Camp both for their own organisations, for the network expansion, as well as for the community, the Hubs are protagonists of multiplying different IC formats in different context - mainly smaller scale, local actions; most of them would like to have a role in future formats and initiatives, and to use the knowledge and skills acquired
- A working group on a business model for IC methodology is established (Platoniq, TDA, Subtopia, ECF); Platoniq will make available the IC methodologies and tools on a specific platforms;

For ECF

- Idea Camp has proven a valid format for convening ECF’s communities and networks, which makes it a valuable tool for ECF’s mission and strategy 2017-2020;
- At the threshold of ECF’s collaborative actions with European Capital of Culture Leeuwarden 2018 dedicated to “local commoning” (“Mienskip”) needs to be better inter-connected to other ECF programmes and actions, such as Tandem and Advocacy, as well as with the new participatory platform endeavor.
- Putting ECF on the radar of the municipal administrations of Madrid (Madrid Destino) – as well as those of other participating cities (A Coruña, Chisinau, Naples, etc.).
- Allowing ECF to further build on the experience and evaluation of the previous two IC editions.
- Embracing ECF’s strategic objective to regard ‘diversity and inclusion as key drivers in our work’ by actively reaching out to new communities with our Call for Ideas, which resulted in a rich mix of backgrounds, nationalities and concepts among the selected Idea Makers.
- Involving professionals that are already part of other ECF programmes (Ismael Einashe, Antonija Letinic (DiM), Medialab Prado & other) and therefore creating long-lasting professional relationships and “ambassadors” to ECF’s work.

For all stakeholders and broader public

- Most of the stakeholders that took part in the Idea Camp benefited from its open and creative atmosphere and resourceful group of participants; Networking and knowledge sharing opportunity was valued; They expressed strong interest to stay connected in the future;

Lessons learned / areas for improvements

Key lessons on the sustainability

- Idea Camp events remain quite costly in total, which requires new cost-effectiveness model to be considered for the future, related to new business model(s) and targeting. In this respect the most logical conclusions (based on the previous experiences and Idea Makers feedback) **reducing the number of Idea Makers** is necessary – primarily to improve the quality of ideas development for the Idea Makers, as well as to reduce costs).
- Consider a **business package** allowing flexibility of choices and opportunities to defined groups of users or potential “clients”, in the same time diversifying the income model;
- Develop the 6-steps methodology as an open source tool for excellence in ideas’ development by testing it with other learning tools or expertise, make improvements and **offer a training of trainers**, or other forms of learning or guidance both online and offline.

- Map out and position the 6-steps methodology at important platforms, forums and institutions.
- Involve more actively the expanded **Community of Practice** (of Idea Makers and R&D grantees, but also facilitators, idea feeders and partners) to promote the future IC products and services. (for example continue the trend to involve them as trainers/facilitators, speakers, promoters etc...);

Key lessons on production & co-production

- IC 2017 co-production process has once again proven very work intensive and large in terms of HR costs;
- The 3 Idea camps, due to their size and complexity, have proven challenging for the capacity of the local partners;
- A better balance between initial ambitions and the reality of financial and time constraints was needed in a timely fashion; including taking some tough decisions, for example, let go of the Idea Camp website, in favour of last minute production and preparatory work; avoid “over-programming”;
- Recruiting local communication agency resulted in a successful media campaign in Spain;
- Reinforcement for social media during the event is essential for reaching specific social media targets (which were not obvious in the 2017 edition);
- A less ambitious programme, focused on fewer activities that address the main IC objectives could help bringing them closer together. (More specifically, the international event embedded in a local context, some public moments; a platform for networking and development of ideas; a showcase and advocacy tool)
- Invite a smaller group of Idea Makers in order to allow better productivity, stronger connections
- We acknowledge that the communication process at ECF was often not as efficient and smooth as it could have been. This was mostly due to the workload of the communication department, which we should have covered by hiring a freelancer. To a certain extent, the same applies to the HR gap in fundraising.
- Regretfully, the partnership with Madrid Destino could not be continued in the same direction, as originally thought, due to external factors; Some of the fruits of Idea Camp 2017 for the local scene might be lost.

Key lessons on the 6-steps and DR

- For the Idea Makers, as well as for most of the stakeholders, Idea Camp is an integral process, which is more than the sum of its parts; The overall Idea Camp experience demonstrates its effects during and after the event;
- Platoniq had prioritised the methodology development, motivated by the possibility to prototype it and use it in the post-CAFC period; this was at the cost of their (anyhow limited) HR which left other IC programme elements less developed (e.g. the Plaza, final remarks/public moment, involvement of innovative city policymakers with Idea Makers etc.)
- IC format could exist apart from CAFC; IC 2017 has shown that its methodology could exist apart from the Idea Camp; The methodology is much more valuable in “package” with good facilitation and mediation skills;

Recommendations

On strengthening the Community of Practice and ensure its sustainable future

Future attempts to **keep the community engaged and self-motivated to continue interacting** should consider embedding in the IC programme (and its supporting process) specific methods and tools for enhancing collaboration, active interaction, “matchmaking”, stimulating curiosity about each other; In addition techniques for “ice-breaking” and trust-building among all the participants should be enhanced from the start. For that purpose it would be beneficial to exchange knowledge with ECF/MitOst TANDEM programme team.⁶

Knowledge capture, storage and further sharing is very important resource for the community members and their own constituencies. Idea Makers need perspectives – milestones that they would be expected to communicate on their ideas or projects (if they got R&D grants) or products, outcomes, curiosities, highlights that could be shared via Facebook but also via other, more specialized online tools. DR was designed to capture ideas development, but not yet to back up the process of post-IC testing and prototyping of R&D grantees, for example. Specific attention should be paid on the interactive methods and tools (both online and offline) for maintaining and expanding the CoP, extract learning and innovation.

On future use of the Idea Camp ‘legacy’

- IC methodologies could be embedded in a “collection” and made available as a free online resource, and also promoted through the idea makers community;
- Network & CoP – sustainability & expanding: should this be a future objective, specific actions must be designed/co-designed around areas/topics of common interest. Focus on R&D grantees and their needs, the outcomes of the R&D residences.
- Enable future convening opportunities around themes and topics (e.g. Platform in 2018) and reflect, together with the CoP about the most suitable online communication and collaboration tools to use in the future.

On future partnerships & co-productions

- ECF should rethink the importance of future partnerships with Madrid municipality;
- Clarify the priorities, objectives, roles and responsibilities from the beginning is needed for both partners, to ensure that expectations are met from both sides;
- Transparent, open and regular communication would prevent double efforts and misunderstandings (or misinterpretations), as well as unexpected situations that could jeopardize the process and the good relations between the partners;
- Both ECF and the local partners shall consider reinforcing their teams on the location 3-4 weeks prior the event (with an experienced staff member);

On fundraising & communications

- ECF shall develop an Idea Camp fundraising package ready to propose to potential funders.

⁶ Tandem Partner Forums are 3-5 days gatherings dedicated to match-making though identifying common values, ideas and interests among participants who meet for the first time.

- ECF should look into the direct costs and the involvement of staff & to draw conclusions on possible optimisation and effectiveness in distributing HR responsibilities between ECF and the local co-organisers and/or other service providers (if relevant).
- ECF should allocate 1 FTE communication officer(s) to follow cover the entire IC process with press, media and social media – also addressing European level;