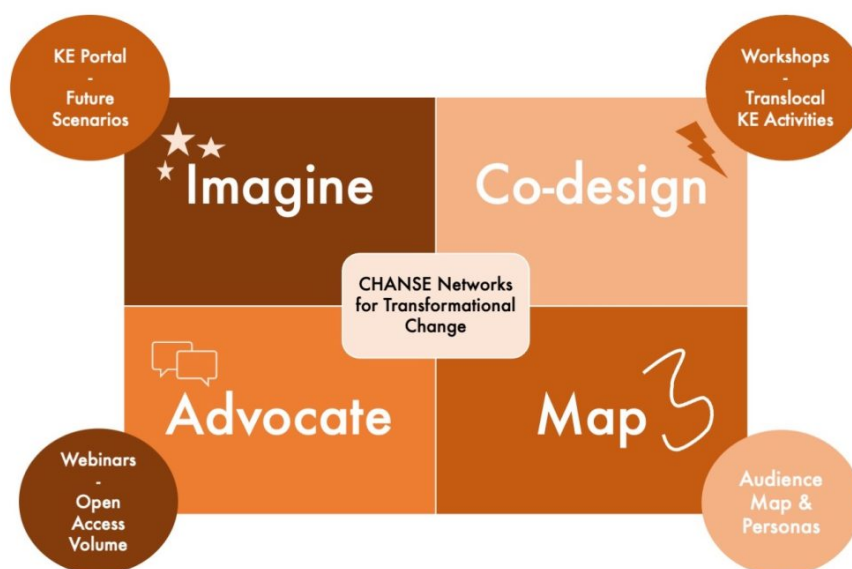


# Final report on Knowledge Exchange Facilitator (KEF) activities conducted during the CHANSE Programme

Start date of programme: 2 May 2023

Duration: 36 months



**Project Leader:** Sara Perry, University College London

**Authors:** Sara Perry, Anna Simandiraki-Grimshaw (Project Co-Investigator), and Luisa Nienhaus

22 May 2026

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101004509.

# Table of Contents

1. Executive Summary	3
2. Objectives of the KEF Role	5
3. Conceptual Framing of the KEF	5
4. Activities and Outcomes Delivered	6
4.1 Coordination and Network Building, Events and Engagement	7
Conferences	9
Internal/external/promotional meetings and presentations by KEF team	12
Interactive Seminars and Workshops	13
4.2 Communication and Dissemination	17
Initiatives, Documents and Publications	17
Web, social, digital and interactive media and mailing lists	18
4.3 Capacity Building	19
5. Impact	20
6. Challenges and Lessons Learned	21
7. Recommendations	22
7.1 Audience engagement (including supporting stakeholders with skills development and incentives around working with different audiences)	22
7.2 Transnational collaborations	23
7.3 Early Career Researchers	23
7.4 Funders and administrators of research and KE	24
8. Reflections and Next Steps	24
9. Appendices	26

# 1. Executive Summary

The CHANSE Knowledge Exchange Facilitator (KEF) programme, Networks for Transformational Change, brought together CHANSE researchers, external participants, funders and policy makers across 26 European projects to imaginatively explore scenarios for digital transformation across three years. Launched in May 2023, and concluding on 30 April 2026, the KEF is led by a small team of three working a combined total of 2 days and 2 hours per week, based latterly at University College London (UCL) and formerly at Museum of London Archaeology.

**Objectives.** The KEF aimed to do knowledge exchange (KE) differently, recognizing that KE is highly under-theorised and often stereotyped. Inspired by efforts to advance democratic innovation and radical transitions, and guided by design justice methodologies (e.g., see [Sasha Costanza Chock](#)), we sought to **strengthen the cohesion of the CHANSE programme**, collaboratively **map existing audiences and activities across CHANSE**, use this knowledge to **support new initiatives borne of the intersections between projects**, and **create playful, imaginative, equitable and safe online and hybrid spaces** where collaborative design, charting, exploration and advisory work could be realised.

**Activities.** We planned to deliver seven streams of activity, leading to seven major outputs. Ultimately, we delivered beyond the brief, including more outputs than anticipated (e.g., 13 interactive sessions; two exhibitions) and were commissioned to produce four additional activities to complement the workplan (co-organisation of the mid-term and final CHANSE conferences; participation at the Belgian Presidency Conference 2024; co-organisation of two sessions at the Polish Presidency Conference 2025; authorship of two policy briefs issuing from the latter).

**Outputs and outcomes.** Taken together,

- Our conference and session co-organisation, workshops/events, committee meetings, web presence, blog posts, videos (x7), reports, futures work, exhibitions, interviews and other outputs have reached at least 2000 people, and seen more than 13,000 hits online.
- We published an extensive [audience report](#), based on 1700 individual responses and online consultations with 63 Early Career Researchers (ECRs) and Knowledge Exchange Fellows from 24 CHANSE projects. The report's recommendations provide guidance for centring audiences and climate at the core of future KE investment.
- Our cross-project initiative, [Community Research Ethics Initiative \(CREI\)](#), released a report and recommendations on rethinking research ethics in digital times. Their work brings together three CHANSE project teams, and is grounded in a review of existing literature on research ethics, formal and informal discussions with CHANSE researchers from a majority of funded projects, and focus groups with research participants and research ethics professionals across Europe. We worked alongside the team to host an online international launch event, with 50 attendees from across European academia, policy and funding bodies.
- In 2025, we worked with CREI to co-facilitate an ethics networking event at the final conference of CHANSE, bringing together more than 100 participants, and providing the foundations for the aforementioned report.
- We established a cross-project ECR network with HERA Crisis, and hosted an ECR-specific, futures-oriented networking event in 2024, which was judged a success by attendees, with some reporting that it changed their perspective in "profound" ways.
- We published a futures document exploring different scenarios for digital transformation based on the work of more than a half-dozen CHANSE projects and insights from 30+ ECRs.
- We are editing the first open access book of its kind to critically conceptualise the

intersections of digital transformations and knowledge exchange. The 70,000-word volume is under contract with Bloomsbury, London.

- Featuring 15 projects with 44+ entries, our curated exhibition of CHANSE project outputs at the final CHANSE conference in Kraków was deemed amongst the most successful aspects of the conference, with some suggesting that such exhibitions should be features of future summative research events.
- Our policy briefs for supporting Early Career Researchers and for nurturing collaboration across the social sciences and humanities (within and beyond the academy) have been praised both by policymakers and by academics, from CHANSE and from externals, for their potential to support wider systemic change.

**Research insights.** Two key conceptual insights emerged from the KEF:

- (1) There is heterogeneity between digital transformations projects across Europe regarding understanding of audiences, including the needs, participation, and potential for equitable collaboration of diverse individuals and demographics. On the KEF, we addressed these differences by empirically documenting them, analysing trends and divergences, and publishing the results in our [Audience Report](#). This information was then woven into development activities across CHANSE. For example, our findings about audiences fed into the specifications for our Cross Project funding opportunity and selection of successful applicants (e.g., the [Community Research Ethics Initiative](#)). They also shaped all of our training sessions for ECRs, our round tables on funding, ethics and futures, as well as conference sessions and committee meetings.
- (2) KE has developed separately from digital transformations, and the two areas have not necessarily intersected meaningfully and with critical depth until now. Beyond basic forms of digital facilitation of knowledge exchange (KE), the potential for digital mediation to fundamentally rethink how KE might evolve (and vice versa) is mostly untapped. This predicament owes, in part, to assumptions and normative ways of working in both fields, including widespread underestimation of the possibilities and implications of KE and digital technologies for simultaneously (i.e., through their collective and amplified convergences and dissonances) reshaping research, policy and practice.

**Recommendations.** To bridge these research gaps and add complexity and nuance to KE/digital transformations programmes, we articulate recommendations to inform future investment in relation to audience engagement, transnational collaborations, ECRs, and funding/administration. The full scope of these recommendations is published in five outputs: [CHANSE Audience Report](#); Policy briefs for nurturing transnational collaborations across the social sciences and humanities (Appendix A) and addressing challenges faced by Early Career Researchers in European transnational projects (Appendix B); Futures of Digital Transformations in Europe: Scenario Development (Appendix C); Community Research Ethics Initiative's [Rethinking Research Ethics in Digital Times](#).

**Challenges and next steps.** Inhibitors to the success of the KEF were almost entirely bureaucratic, related to inefficient, ineffective or unfit organisational protocols and requirements. Crucial to future KEF programming is the provision of greater support in the form of: (1) realistic allocation of budget to cover staff time and other expenses related to administrative duties; (2) specifying administrative expectations for KEF teams from the outset; (3) providing legal and contracts support to complement that of universities/local institutions; (4) earmarking resources to support advisement from past KEF team members on future KE initiatives; and (5) providing follow-on funding to projects to further build impact from KE activities. Implementing the recommendations presented in this report would ensure more vibrant and generative futures for social sciences and humanities digital research.

## 2. Objectives of the KEF Role

The CHANSE KEF revolved around four objectives:

1. **Strengthen the cohesion of the CHANSE programme** via co-designed activities bringing together, on a translocal level, project researchers, Early Career Researchers, external non-academic participants and CHANSE administrators.
2. **Collaboratively map current pursuits** in digital transformation over three years.
3. **Explore and advocate collectively for future scenarios** for digital transformation to inform future research, policy and KE.
4. **Create playful, imaginative, equitable and safe online and hybrid spaces** where such collaborative design, charting, exploration and advisory work is pursued.

## 3. Conceptual Framing of the KEF

Notable initiatives and resources for international, interdisciplinary KE made possible by digital facilitation include the Humanities in the European Research Area (HERA) [Public Engagement, Knowledge Exchange and Impact Toolkit](#) and HERA's [Impact Report](#) and [Leverage Report](#); the [UNICEF Knowledge Exchange Toolbox](#); the UK Research and Innovation's (UKRI) [Knowledge Exchange Framework](#); and the European Commission's (EC) [Knowledge Valorisation Platform](#). Other primarily national-level programmes also exist, for example the UK's [Institute of Innovation and Knowledge Exchange](#) and its [National Co-ordinating Centre for Public Engagement](#). Common threads between each include their facilitation of researcher and non-researcher networking (particularly with industry), training, and KE benchmarking.

The [CHANSE Networks for Transformational Change](#) KEF builds on the above, but also seeks to identify and fill gaps, and actively spearhead new ways in which the bonds between the Social Sciences and Humanities (SSH), KE and digital transformations can be strengthened internationally and transdisciplinarily. For instance, going beyond approaches common in existing KE initiatives (e.g., networking; offering one-off grants to individuals), we used audience mapping to expose areas with minimal or no current investment (e.g., environmentally sustainable approaches to digital/knowledge exchange); we deployed foresight to bring Early Career Researchers (ECRs) and established practitioners together to suggest future scenarios for European-wide digital transformations research and KE; and we supported and financed multiple projects to partner together to extend their impacts at broader scale. To move beyond widespread convictions that KE is atheoretical, we are editing the first academic volume to critically conceptualise KE and digital transformations in SSH. To ensure future policy reflects KE requirements, we have authored multiple policy briefs specifically focused on European knowledge exchange needs and possibilities. And to provide greater continuity across initiatives, we have connected CHANSE ECRs with ECRs on the current HERA Crisis KE programme, as well as other ECRs internationally.

CHANSE-KEF thus takes a holistic approach to SSH KE and digital transformations, appreciating them as inextricably interlinked phenomena. We emphasise that researchers and communities can co-create new ways of thinking and working via the digital, rather than adopting an approach that sees us simply digitalising traditional analogue concepts and practices. Most importantly, we foreground what the social sciences and humanities disciplines can offer and expect of KE and digital transformations—honing in on the unique contributions of these fields to Europe's future.

## 4. Activities and Outcomes Delivered

CHANSE KEF was conceived with seven activities and seven associated outputs in mind. They were realised as follows:

**Activity A/Output 1:** Map CHANSE stakeholders and beneficiaries and produce personas to address inclusion & exclusion.

- Based on feedback and findings from the mapping process, rather than personas, we produced a detailed Audience Report (<https://doi.org/10.48583/kdck-6z70>) which then fed into all future outputs and activities.

**Activity B/Output 2:** Coordinate 3 x co-design workshops with internal, external and mixed audiences.

- We hosted or co-hosted workshops at each of the annual conferences, in 2023 to inform Activity A, in 2024 to inform the design of Activities C and F, and in 2025 to inform the implementation of Activity C. Across the three years, 526 conference attendees from at least 24 countries were present and facilitated in participating in these workshops.

**Activity C/Output 3:** Implement co-designed translocal KE activities connecting multiple CHANSE projects to grow something wider from their individual work.

- We designed, organised and assessed a competitive process to allocate up to 30,000 EUR to two bespoke initiatives connecting at least three CHANSE projects. Three consortia applied, and two were successful: Community Research Ethics (CREI) initiative (linking ReCoVirA, DIGITISLAM, and DiDe) and Digital Resilience in Polycrises: Strengthening Adaptability in Complex Media Ecosystems (linking TRAVIS, REDACT, PolarVis, REMEDIS and DIGISCREENS).
- Through a multimodal methodology, CREI published a final report, co-led an online international launch event, and is gathering feedback and producing a video in relation to their work (see: <https://chance.org/community-research-ethics-initiative/>).
- Further described under Section 5, Digital Resilience employed a research assistant, began the process of coordinating their project, presented their work at the final CHANSE conference in Krakow 2025, but ultimately chose to withdraw due to lack of contractual support and responses from institutional administrative teams. CHANSE KEF's Project Lead spent an exceptional number of hours attempting to resolve the problems, but without legal and contractual guidance from those overseeing the funding, the project chose to withdraw. Funds were reallocated to support the CREI launch, CREI video, HERA-CHANSE ECR activities, graphic design, and consultancy for our forthcoming edited volume.

**Activity D/Output 4:** 9 x public webinars informed by audience map, persona, co-design and KE activities.

- As described in the tables below, by the end of the CHANSE KEF programme we will have held 13 interactive seminars/workshops, with more than 120 registrants from at least 15 countries.

**Activity E/Output 5:** launch KE online portal linked to chance.org

- In 2023, we developed content for and launched <https://chance.org/about-chance-knowledge-exchange/>. The site has seen 1394 active users and 2600+ visits.
- In 2024-25, we designed, administered and assessed a competitive process to produce [six short videos in relation to six CHANSE projects](#). Eleven projects applied, and we commissioned Chocolate Films to work alongside us and the projects to develop the videos. Ultimately five films were produced, and a sixth is under development in relation to Activity G. The videos were launched at the CHANSE final conference in Krakow and have cumulatively been viewed more

than 351 times on the NCN YouTube site (note that these figures do not include circulation on other media – e.g., TETRARCHs’ video on all platforms has seen more than 5000 views).

- We continue to add to the website as new content is produced – most recently the CREI report, recording and feedback forms.

#### **Activity F/Output 6: Future Scenarios for digital transformation**

- In 2024, we commissioned foresight specialist Fisayo Oyewale to facilitate a workshop at the mid-term CHANSE conference, seeking to foreground the experiences of ECRs in speculating about the future of digital transformations. The workshop was attended by 33, and additional training was provided to ECRs and the CHANSE KEF team to support with facilitation activities.
- The findings from the workshop were integrated into a draft Futures report, which was circulated across CHANSE. Feedback on the report was gathered, and used to inform an online workshop, bringing together 6 CHANSE projects and external foresight expert Bianca Dragomir. The online workshop was conducted on 31 March 2026, and all work issuing from this and our original workshop have been published in the document *Futures of Digital Transformations in Europe: Scenario Development* (Appendix C).

#### **Activity G/Output 7: Open Access edited volume on transformational KE.**

- In 2025, we launched a call for contributions to this volume, which will ultimately include 18 chapters, featuring 8 CHANSE projects, alongside the lead of HERA Crisis KEF, three external consultants, and representatives from the wider ECR and policymaking communities.
- In 2026, we have been contracted by Bloomsbury to submit the volume by 31 October.
- We hosted two co-writing sessions for contributors to the book in March and April 2026.
- We are featuring two CHANSE projects, HERA Crisis KEF, and two external consultants in a video production about the edited volume, which will be finalised by Chocolate Films mid-2026.

## **4.1 Coordination and Network Building, Events and Engagement**

Our activities have exceeded our original plans, and some of the connections and opportunities derived from them are also noted above.

Highlights include (please see Section 4 for Impact):

- Our Audience Report, compiled through a multi-part survey completed by 24 of 26 CHANSE projects in summer 2023, which garnered more than 1700 individual responses to key questions. Insights were also derived from online consultations with 63 Early Career Researchers and Knowledge Exchange Fellows from 22 CHANSE projects conducted between late Autumn 2023 through early spring 2024.
- The Community Research Ethics Initiative (CREI), which has just released its co-authored report and recommendations.
- Our futures ECR workshop at the mid-term CHANSE conference.
- Collaborating with CREI to co-facilitate an ethics networking event at the final conference of CHANSE, bringing together more than 100 participants, and providing some of the foundations (e.g., datasets, networks) for the aforementioned report.
- Our facilitation of two sessions at the Polish Presidency conference, and subsequent co-authorship of two policy briefs, featuring the insights of six CHANSE projects, including four ECRs.

Going beyond our brief, we are also in conversations with the British Academy about linking our initiatives with their work on international opportunities for ECRs. We are handing over (with

permission) our findings and networks to the HERA Crisis knowledge exchange programme as well, starting with a joint ECR networking session which is scheduled for mid-April 2026.

\* Entries in the spreadsheets below designated with an asterisk were completed with provision of extra funding to cover UCL research assistant fees and/or travel and fees for external consultants. Both the project lead and co-investigator provided their time in-kind.

## Conferences

Activity	Outputs	Dates	Outcomes and/or Impact (Quantitative and Qualitative)
<a href="#">CHANSE Kick-off conference</a>	workshops, presentations, help co-running the conference, and evaluation	1-2 June 2023	Registered: 212 Attended: 198  CHANSE project presentations and networking session ranked first and second as the most important aspects of the conference.
Belgian Presidency Conference*	Representation of CHANSE at conference.	6-7 May 2024	150-250 attendees
<a href="#">CHANSE Mid-term conference*</a>	Agenda development, organisation of sessions, co-running of conference, plenaries, workshops, conference evaluation and bog post <a href="#">The halfway point: Reflections on CHANSE's Mid-Term Conference – CHANSE</a> , plus a formal evaluation report submitted to NCN	18-19 September 2024	Registered: 213 Attended: 160 <b>Foresight workshop impact</b> <ul style="list-style-type: none"> <li>• “New thinking approaches”</li> <li>• “More critical of my own digital practices and evaluate them”</li> <li>• “Improve my work process”</li> <li>• “the futures we imagined were too abstract and the obstacles too large. The project is too defined and narrow to be connected in a meaningful way. But I do believe that going through this thought experiment changed me a bit as a person, in the sense that I can see more clearly what future I want for myself (and everyone else but I have no control over that), and that I can only try to set the best example in the hope of inspiring others.”</li> <li>• “Perhaps I'm 'less afraid' of adopting critical perspectives in data analysis and dissemination.”</li> <li>• “The workshop inspired me to think of new futures to consider”</li> </ul> <b>Plenary sessions:</b> <ul style="list-style-type: none"> <li>• “Lovely opportunity to connect and make new networks. Excellent talks as well.”</li> <li>• “Useful and interesting, especially the Influencing policy part as it will come in handy in our own project.”</li> </ul>

<p><u><a href="#">Europe and Mobilities: Challenges and Opportunities for Socio-Economic Transformations*</a></u></p>	<p>Co-organisation and chairing of two panel discussions</p> <p>1) <u><a href="#">European Research Area potential in the Social Sciences &amp; Humanities</a></u> (Session VII)[<u><a href="#">video here</a></u>]</p> <p>2) <u><a href="#">Navigating opportunities and challenges: Early Career Researchers in transnational projects</a></u> [<u><a href="#">video here</a></u>]</p>	<p>4-6 June 2025</p>	<p>361 registrants also live streamed.</p> <p>Post-conference:</p> <ul style="list-style-type: none"> <li>• Session VII: 27 views on YouTube.</li> <li>• ECR session: 166 views on YouTube.</li> </ul>
---	--	----------------------	--

<p><u>CHANSE Final conference*</u></p>	<p>Agenda development, organisation of sessions, co-running of conference, workshops, exhibition organisation, conference evaluation and blog post: <u>#WeAreCHANSE: A final celebration – CHANSE</u></p>	<p>8-9 September 2025</p>	<p>Registered: 198 Attended: 168</p> <p><b>Overall Conference Experience:</b></p> <ul style="list-style-type: none"> <li>• Per one CHANSE project Co-Investigator, “Engaging with scholars working in related—but also distinctly different—domains has broadened my perspective and deepened my understanding of the broader landscape of cultural and social research. A standout example was the ethics session in Kraków, which I found especially valuable. Participants shared their challenges and reflections from diverse disciplinary and institutional contexts, creating a space for honest dialogue and mutual learning. These kinds of exchanges have enriched my thinking and helped me situate my own work within a wider framework of ethical and societal considerations.”</li> <li>• “Really appreciated the ethics conversation/networking session. As someone who sometimes struggles with the networking part of this type of event, I think a great job was done in facilitating it. Overall had a very good time, and really enjoyed the exhibition! Some of the sessions felt long and perhaps not really in my area of interest but that’s part of conferences, and that is not unexpected as CHANSE funded a large variety of projects!”</li> </ul> <p><b>What they found most interesting:</b></p> <ul style="list-style-type: none"> <li>• “Networking possibility with another similar projects, also the presentations were very inspiring”</li> <li>• “Ethics session really allowed to connect with people from various fields and perspectives.”</li> <li>• “The networking sessions on Ethics. It allow[ed] us to interchange ideas with our colleagues regarding an issue that concerns all of us as researchers”</li> <li>• “I was particularly happy about the networking session - it was great that we could somehow concretely contribute to a process which feels very relevant and timely. [...]”</li> <li>• “[...] And the exhibition was original and great to meet researchers, discuss their work more personally and directly”</li> </ul>
--	---	---------------------------	---

## Internal/external/promotional meetings and presentations by KEF team

Activity	Outputs	Dates	Outcomes and/or Impact (Quantitative and Qualitative)
CHANSE KEF Project Oversight meetings	Monthly presentations and/or review of actions with NCN, ESRC and other invited participants (e.g., HERA Crisis KEF team)	Monthly from 2023-2026	Regular updates, troubleshooting and planning.
CHANSE Steering Group meeting	Participation and discussion	31 May 2023	Orientating SG to CHANSE KEF goals. Contacts made with international SG members which were maintained over the course of the project.
Video	<a href="#">SP feature in video for Tallinn conference</a>	June 2023	88 views
NCN meeting	Review of conference kick-off evaluation results	20 June 2023	Early plans for mid-term conference discussed, next steps for audience report and other deliverables considered.
ECR single and group interviews for Audience Report	Interviews, which were subsequently analysed and incorporated in the Audience Report, as well as informing subsequent training and conference sessions	Summer and Autumn 2023	124 ECRs contacted, 22 ECRs interviewed, 63 attended training and events, approximately 840 hrs spent in interviews. See Audience Report for wider implications.
KEG Meeting	Presentation and Discussion	31 October 2023	c.9 attendees
KEG Meeting, in-person, London	Presentation and discussion	7 June 2024	c.18 attendees
Cross-Project Assessment	Assessment of applications by UKRI, NCN, KEF and representative from KEG	15 January 2025	7 attendees; assessed 3 proposals from 10 projects.
Cross-Project Review Meetings	Bi-monthly meetings between KEF and two successful initiatives funded through cross-project KEF monies	Bi-monthly across 2025	One project successfully completed (CREI), as reported elsewhere.

Chocolate Films video production monitoring meetings	Monthly or bi-monthly meetings between KEF, Chocolate Films and successful projects	Across Spring and Summer 2025	5 videos produced.
Evaluation	CHANSE Impact Interview	10 September 2025	SP contributed to Impact Assessment Report
CHANSE Steering Group meeting	Participation and discussion	10 September 2025	
STR meeting	Presentation and discussion	20 November 2025	c.5 attendees

## Interactive Seminars and Workshops

Activity	Outputs	Audience / Partners	Dates	Outcomes and/or Impact (Quantitative and Qualitative)
Event 1: <i>CHANSE Audiences presentation and discussion, KEF team</i>	web post and seminar (online)	CHANSE members and wider publics	1 February 2024	246 views on website, 127 <b>downloads</b>
Event 2: <i>Getting your point across: Creating the foundations for meaningful conversations with non-specialist audiences, A. Henderson-Schwartz, MOLA</i>	Workshop (online)	ECRs	26-27 June 2024	18 attendees <ul style="list-style-type: none"> <li>“It helped me consider aspects of communication that I perhaps would not have reflected on beforehand, such as the importance of timing of communication. Therefore, I would say it helped me to think differently about communications to a considerable extent.”</li> <li>“The workshop helped me think about the specifics of what a 'public' audience means and how to specify different communication aims e.g. persuading, influencing. I found it very useful.”</li> <li>“The workshop was very helpful in separating key issues involved in</li> </ul>

				managing communications, how to think about them and how to then put them back together to draft a workflow for communications within a project. I think this hands-on advice is very helpful.”
Events 3-5: <i>Re-imagining or exploring the futures of digital transformation</i> (co-planning and facilitation with Fisayo Oyewale)	3 Workshops (2 online and 1 in-person)	CHANSE members	The online workshops for the co-facilitators took place on 11 September and 03 October 2024, with the main in-person event taking place on 19 September 2024	<ul style="list-style-type: none"> <li>• Training of 6 co-facilitators</li> <li>• 33 attendees</li> <li>• “Although I was skeptical at first, I am really happy to have participated. It has changed my perspective in a profound way.”</li> <li>• “I do believe that going through this thought experiment changed me a bit as a person, in the sense that I can see more clearly what future I want for myself (and everyone else but I have no control over that), and that I can only try to set the best example in the hope of inspiring others.”</li> <li>• “Perhaps I'm 'less afraid' of adopting critical perspectives in data analysis and dissemination”.</li> <li>• “The workshop inspired me to think of new futures to consider.”</li> </ul>
Event 6: <i>KEF cross-project information session</i>	Workshop (online)	Cross-project collaboration	1 November 2024	5 projects represented. They used it as an opportunity to ask questions about CHANSE KEF cross-project funding and brainstorm with other participants.
Event 7: <i>Meet the Funders</i>	Panel discussion (online)	CHANSE members	30 June 2025	<ul style="list-style-type: none"> <li>• 18 attendees</li> <li>• “Before the meeting I wasn't sure if my current position allows me to apply for funding. I discovered that it does, so I</li> </ul>

				will seek networks and collaborations with the intention to develop applications.”
Event 8: <i>Rethinking Research Ethics in Digital Times</i> (co-planning, facilitation with CREI )	Report launch and panel discussion (online)	CHANSE members and wider policy makers	4 March 2026	Registered: 67 Attended: 50 <ul style="list-style-type: none"> <li>“...I have really enjoyed the presentations. There is some real food for thought there...Thanks so much I look forward to sharing the video and guidance with UKRIO's stakeholders.”</li> <li>I would like to thank you for your work on research ethics and for challenging at least a bit the biomedical hegemony in research ethics. Also, acknowledging that current research ethics governance does have consequences for research (and the type of knowledge we are producing), especially in the social sciences and humanities. And finally, the need to protect researchers' freedom and creativity to produce new knowledge, alongside the risks of self-censorship nowadays.</li> <li>Per one senior manager from the UK Research Integrity Office, “...this is a thoughtful and timely piece of work that showcases some of the important efforts taking place across Europe to strengthen research ethics in a rapidly evolving digital research landscape. It’s encouraging to see so many organisations contributing to</li> </ul>

				conversations that help ensure research remains ambitious, rigorous, and ethical.”
Event 9: <i>CHANSE Polish grantees meeting in Krakow</i>	Presentation and discussion (in-person)	Polish CHANSE grantees	22 May 2025	<ul style="list-style-type: none"> <li>• Participants were asked if the seminar has made them reflect on different ways through which they can connect and impact on new and different areas of expertise and audiences. 100% (n=5) of respondents indicated that it did.</li> <li>• 80% of respondents indicated that the seminar helped them to think about how they can overcome challenges that they or their project might face.</li> <li>• 60% of respondents felt that the seminar has helped them improve their understating of knowledge exchange.</li> </ul>
Events 10 and 11: Edited book co-writing sessions	2 Workshops (online)	CHANSE members, policy makers, futures experts	19 March 2026 and 15 April 2026	To be determined. <ul style="list-style-type: none"> <li>• 9 participants on 19 March.</li> </ul>
Event 12: <i>The Futures of Digital Transformation</i> , facilitated by Bianca Dragomir	Round table (online)	CHANSE and HERA members, policy makers, futures experts	31 March 2026	Not known yet
Event 13: <i>“Things I wish I had known before..”</i> , CHANSE and HERA ECR Networking Event	CHANSE-HERA- ECR network workshop (online)	CHANSE and HERA ECRs	17 April 2026	Not known yet

## 4.2 Communication and Dissemination

Our communication and dissemination activities are listed below. They have exceeded our original plans, and some of the connections and opportunities derived from them are also noted above.

### Initiatives, Documents and Publications

Activity	Outputs	Dates	Outcomes and/or Impact (Quantitative and Qualitative)
Audience mapping	<a href="#">Audience Report</a>	2024	<ul style="list-style-type: none"> <li>1763+ participants informing its preparation (24 of the 26 projects, more than 1700 responses in forms, 63 in interviews)</li> <li>98 webpage views</li> </ul>
Future scenarios	Preliminary <i>Futures of Digital Transformation</i> Report	2025	Circulated to CHANSE network, c.130 people. Feedback from multiple projects has shaped Futures roundtable to be hosted 31 March 2026, and the latter will shape final published report.
Polish Presidency Conference*	Policy Brief: <i>Nurturing transnational collaborative research projects in the social sciences and humanities</i> (see Appendix A)	Autumn 2025 – Spring 2026	To be monitored following publication.
Polish Presidency Conference*	Policy Brief: <i>Addressing challenges faced by Early Career Researchers in European transnational projects.</i> (Appendix B)	Autumn 2025 – Spring 2026	To be monitored following publication.
Edited Book, contracted with Bloomsbury	<i>Knowledge Exchange and Digital Transformations in the Humanities and Social Sciences</i>	To be submitted to publishers	To be monitored following publication.

		in Autumn 2026	
Cross-project initiative: funding, commissioning, awarding, regulating, facilitation, bi-monthly meetings and final outputs	Cross-project initiative x 2, one of which completed: <a href="#">CREI</a>  Report by CREI: <a href="#">CREI Report</a>	2024-2026	To be determined.

### Web, social, digital and interactive media and mailing lists

Activity	Outputs	Dates	Outcomes and/or Impact (Quantitative and Qualitative)
CHANSE KEF website content and maintenance	<a href="#">CHANSE KEF web pages</a>	2024-2026	Active users: 1394, visits to overall KEF page: 2593
CHANSE project videos commission: Competitive commissioning, contributing to and overseeing creation of project videos (CHANSE-KEF arranged all contracts and quality control, commissioning Chocolate Films, based on our values, e.g. green, ethical etc.)	<a href="#">CHANSE projects videos x 5</a>	Across 2025	GBP 10,000 distributed to create videos; 11 projects applied; 5 videos produced.  350+ views on NCN YouTube, but individual projects saw high circulation on their feeds (e.g., 5000 views on TETRARCHS' feeds).
CHANSE final multimedia exhibition: organisation and curation*	Multimedia exhibition of CHANSE projects' materials: art installation documentation, Policy Briefs, videos and short films, photography, interactive	September 2025	15 projects, 44+ exhibits, 100+ attendees.

	exhibits/games, demonstrations, posters, ppts, fact sheets, education scenarios, impact Booklet - CHANSE Final Conference, Krakow		<ul style="list-style-type: none"> <li>• “It was a good experience. One could tell that project leaders and team were very pleased and happy to discuss findings and the CHANSE structure. I gained a lot from it.”</li> <li>• “I think exhibitions are a good idea for the final conference and a good way to learn more about the projects results.”</li> <li>• “It was a great opportunity for knowledge exchange. However, I found that it could be more present, as many people were hanging around the drinks/snacks area.”</li> </ul>
Edited book video: Commissioning and production	CHANSE KEF edited volume video	April 2026	To be monitored following publication.
CREI cross-project initiative video: Commissioning	CREI cross-project initiative video	April 2026	To be monitored following publication.
CHANSE Digital Exhibition	Online exhibition of a selection of CHANSE project outputs	Spring 2026	To be determined.
Social media posting	Individual posts about different events and publications	2024-2026	<p>Social media impressions (with reference to us KEF):</p> <ul style="list-style-type: none"> <li>• Final conference on LinkedIn: 1292</li> <li>• First conference on x: 3554</li> <li>• Mid-term conference on x: 549</li> <li>• Audience report on x: 2791</li> </ul>
Mailing and announcements	Email lists (multiple), queries answered through dedicated email address ( <a href="mailto:chanse-kef@ucl.ac.uk">chanse-kef@ucl.ac.uk</a> )	June 2024- October 2026 (and email account at MOLA: May 2023-June 2024)	We looked after three discreet CHANSE mailing lists along with various others that were created in association with events we have organised. In total, more than 500 individuals were actively engaged through these lists.

### 4.3 Capacity Building

Our capacity building is already detailed above in relation especially to ECR events, cross-project investment, and the production of policy briefs.

## 5. Impact

Qualitative and quantitative evidence of reach and outcomes are reported above. Key highlights include:

- Our **in person ECR-specific, futures-oriented networking event** in 2024, which was judged a success by attendees. Per one ECR, “Although I was skeptical at first, I am really happy to have participated. It has changed my perspective in a profound way.” Other meaningful feedback from a variety of unique respondents: “I do believe that going through this thought experiment changed me a bit as a person, in the sense that I can see more clearly what future I want for myself (and everyone else but I have no control over that), and that I can only try to set the best example in the hope of inspiring others”; “Perhaps I'm 'less afraid' of adopting critical perspectives in data analysis and dissemination”; “The workshop inspired me to think of new futures to consider.”
- **CREI’s report and launch event** have been praised by both academics and policy researchers. Per one, “...I would like to thank you for your work on research ethics and for challenging at least a bit the biomedical hegemony in research ethics. Also, acknowledging that current research ethics governance does have consequences for research (and the type of knowledge we are producing), especially in the social sciences and humanities. And finally, the need to protect researchers' freedom and creativity to produce new knowledge, alongside the risks of self-censorship nowadays.” Per another, “I have really enjoyed the presentations. There is some real food for thought there...I look forward to sharing the video and guidance with...stakeholders.”
- Our **co-facilitated ethics networking session** at the final conference of CHANSE, received significant praise by multiple attendees, as documented above.
- Our **under contract open access book** received positive proposal reviews testifying to potential societal and intellectual impact: “The transdisciplinary nature of the proposal is current and reflective of the direction of travel for research institutions, research funders and some policy decision making...Encouraging more meaningful collaborations beyond academic is also worthwhile...If a book can do this via case studies, learning points and further questioning then this would be a really beneficial contribution.”
- Our **two forthcoming policy briefs for supporting Early Career Researchers and for nurturing collaboration across the social sciences and humanities** (within and beyond the academy). As noted above, these briefs were commissioned as additional work and have been praised both by policymakers - “We’ve actually been very much looking forward to these policy briefs, as they are highly relevant to our work...We’re really impressed with your work” - and by academics, both from CHANSE - “I really liked the piece and I think it raises some important issues in relation to how we should shape the future of transdisciplinary and transnational research” (CHANSE Project Leader) - and from externals - “I am genuinely impressed...I found the brief extremely well aligned with our conversations in Warsaw” (non-CHANSE professor).

It is challenging to speak of impact (i.e., longer-term effects) given that CHANSE KEF started after CHANSE launched and concluded only 6 months after a majority of the projects closed. We can say with certainty that:

- Our Audience Report profoundly shaped all activities that emerged from CHANSE KEF, and has guided many, if not most, CHANSE projects in defining new outputs such as CREI and contributions to our open access book.
- Our networking sessions, especially at the mid-term and final CHANSE conferences, created novel opportunities for CHANSE projects to collaborate and develop larger collective outputs together based on shared experiences and resonant findings. Both CREI and our futures-oriented report and roundtable were made possible entirely through CHANSE KEF.
- Our commitment to excellence and rigour in KE has seen the CHANSE KEF team commissioned to go beyond our original brief, providing additional activities and outputs over the past three years, including the co-organisation of the CHANSE mid-term and final conferences, co-organisation of two sessions at the Polish Presidency Conference, and authoring of two policy briefs derived from the latter. In this way, our team has impacted people, organisations, systems, and events well beyond what was originally anticipated.

## 6. Challenges and Lessons Learned

In our work on the CHANSE KEF, some of the greatest inhibitors to knowledge exchange were not obvious from the outset. We were prepared for potential tensions and resistances from KE contributors themselves, but in fact these were minimal, quickly resolved, or nearly non-existent.

Rather, inhibitors tended to be bureaucratic, including:

1. Resistance from our internal institutional administrative teams to setting up the systems to allow movement of funds between parties, and to allow for efficient creation of contracts for collaborators.
2. Institutional requirements for insurance coverage from contractors that far exceed expectations for the contract, meaning money being spent unnecessarily on insurance and without tailoring to the circumstances.
3. Lack of legal guidance and nuance to support shared IP and creative copyright between parties. We also faced inflexible terms for IP and copyright based on risk aversion and standard institutional templates.
4. Lack of ability to extend contracts and terms of funding to enable more time to pass to realise greater impacts.
5. Lack of clear chains of command when administrative problems impede on progress. This resulted in an inability to understand who could help, and a sense that different parties felt it was the others' responsibility rather than taking a proactive stance.
6. Rapid turn over of staff in our UK research council (ESRC), meaning time spent reorienting new staff with the work (three different managers on the CHANSE KEF in four years), lack of experience in managing complex questions due to the newness of one member of staff, and the need to repeat actions that had previously already been agreed/taken by former staff.
7. Spiralling reporting expectations, not agreed in original contracts, with new reports and meetings (with a variety of seemingly similar and overlapping working groups) added over time, with unclear benefit for the delivery team or for KE partners.

We managed to navigate through most of the complexities, but the greatest failing of the CHANSE KEF related to the withdrawal of one of the two successful cross-project initiatives. These cross-projects were conceived and awarded through a lengthy and intensive process that involved assessment from multiple parties across CHANSE, UKRI, NCN and beyond. But the second project

decided they could not proceed due to a sense that the multiple administrative teams involved were not responsive to their requests, not actively helping them to resolve contract issues, and not prepared to address IP and copyright concerns in a sensitive manner. UKRI was supportive in allowing us to reallocate funds to invest in our other work (e.g., an online international CREI report launch; a CREI video; graphic design and research assistant time). Ideally, however, the second project's queries would have been responded to in timely fashion by UCL lawyers and by our ESRC manager at the time, which might have allowed the project to go ahead. The lead on the project that withdrew also formally reported that they felt CHANSE should have stepped in to facilitate them in realising their goals.

Alongside having access to a contingency budget to support teams financially when unexpected requirements are added to the list of expected outputs of KE teams, we outline in Section 7 potential actions to support future KE investment.

## 7. Recommendations

Our recommendations relating to different demographics and topical areas have been published in five substantive pieces of work (described in the sections above and accessible as appendices or open access publications, as noted below):

1. CHANSE Audience Mapping: <https://doi.org/10.48583/kdkk-6z70>
2. Policy brief for nurturing transnational collaborations across the social sciences and humanities (Appendix **A**)
3. Policy brief for addressing challenges faced by Early Career Researchers in European transnational projects (Appendix **B**)
4. Futures of Digital Transformations in Europe: Scenario Development (Appendix **C**)
5. Community Research Ethics Initiative's Recommendations for Rethinking Research Ethics in Digital Times: <https://chanse.org/community-research-ethics-initiative/#report>

Each has been generated through consultation or co-authorship with multiple and, in some cases, all CHANSE projects. We recommend that these documents are consulted directly so that the full context of the research and analysis that underpins the recommendations, including the insights provided from collaborators within and beyond CHANSE (e.g., 2 and 3 above), is understood.

In brief, our recommendations for different demographics are copied below. Note that there is overlap between these recommendations (e.g., between skills development around audience engagement and improving approaches to transnational collaborations), suggesting that our findings are robust and consistent across different contexts, and that in consolidating them we can build more rigorous and impactful transnational KE (and KEF) programmes in the future.

### 7.1 Audience engagement (including supporting stakeholders with skills development and incentives around working with different audiences)

- Raise the profile and increase rewards related to the provision of KE. This must include incentivising research project team members around KE in the same manner as we aspire to incentivise wider publics, e.g. by:
  - focusing on achievable targets,
  - which are personally and professionally beneficial both to researchers and to their audiences (e.g. offering publication credits, career progression)

- opportunities, training certification, etc.), and
  - which support basic needs (from the need for compensation for one's time, to supporting families to participate together in KE activities rather than expecting members of the family to be left at home, to assurance of the environmental sustainability of the activities themselves).
- Nurture KE advocates at the senior levels of project teams to ensure that knowledge exchange is embedded throughout the work (rather than concentrating KE efforts primarily or only within junior job roles).
- Require some KE outcomes to be defined at the funding stage of projects.
- Hold projects to account for setting specific KE measures and monitoring outcomes.
- Support future digital transformations initiatives in innovating with KE itself based on the unique affordances of the digital.
- Offer guidance on climate-sensitive approaches to KE – and on understanding the climate implications of different KE activities – to allow projects to develop more environmentally-conscious knowledge exchange opportunities.
- Pursue a deeper understanding of the socio-economic, institutional, and national R&D cultures which shape attitudes towards KE, in order to inform more nuanced approaches to knowledge exchange in the future (note that our forthcoming open access edited volume will provide some of this conceptual depth).

## 7.2 Transnational collaborations

- Facilitate more varied matchmaking opportunities between academics and stakeholders, alongside increased support and training around stakeholder relations.
- Explore opportunities to develop a European system to promote peer-reviewed or quality-assured non-academic publications and other outputs from social sciences and humanities research.
- Work with academic and non-academic stakeholders in developing novel and broad-ranging funding opportunities, including trialling new systems to generate nuanced policies and other rapid real-world applications based on emergent research findings.
- Invest in flexible grant-giving parameters for transnational collaborations in the humanities and social science to cater to their unique needs.
- Support academics at all career stages, especially those in senior roles without existing skills and knowledge, in developing and modelling their aptitude for knowledge exchange and collaboration.
- Support policy makers and government bodies to accurately model and compensate for the time and expertise sought from research advisors to inform policy.

## 7.3 Early Career Researchers

- Provide training opportunities for ECRs on how to navigate challenges in knowledge exchange facilitation.
- Develop a knowledge exchange strategy which requires ECRs to engage with relevant and interested non-academic partners.
- Include transnational mentorship in funding calls.
- Expand on existing international exchange programs for ECRs.
- Deliver international collaborative training opportunities for ECRs and support them in practicing research autonomy and mentoring skills.

- Develop transnational collaborative funding schemes targeted at ECRs in the social sciences and humanities, including national and transnational ECR networks and infrastructures.
- Create collaborative leadership (co-leadership) opportunities for ECRs.

#### 7.4 Funders and administrators of research and KE (where not already addressed in the points above)

- Provide dedicated support to knowledge exchange facilitators in navigating the legal (e.g. intellectual property and copyright; GDPR) and administrative complexities of transnational research and KE.
- Implement transnational external partnership schemes. These schemes should bring academia and external partners together, working on common questions or issues. The focus for these schemes should be on disciplines that traditionally lack such collaborations, such as the social sciences and humanities.
- Provide funding for research into transnational collaborative research challenges. To implement research-informed changes in existing policy, funding opportunities for research on issues faced within transnational collaborative research projects need to be created (e.g., as evidenced in the CREI project funded by CHANSE KEF).
- Provide support in coordinating ethics protocols and review procedures and/or in ensuring efficient and effective approaches to ethics that follow the recommendations of CREI ([https://chanse.org/wp-content/uploads/2026/03/Final-Report-CREI-Digital\\_06.03.2026.pdf](https://chanse.org/wp-content/uploads/2026/03/Final-Report-CREI-Digital_06.03.2026.pdf)).
- Provide examples of innovative, care-driven and community- and research-responsive ethics protocols to support researchers who might otherwise be hampered by fixed and inflexible ethical systems.

## 8. Reflections and Next Steps

The CHANSE KEF team were grateful to be supported by a collegial and large community of managers, officers, policymakers and other collaborators inside and outside of academia who guided us through the initiative, including individuals from CHANSE, AHRC, ESRC, NORFACE, HERA, and other organisations. We could not have realised the project without NCN specifically, whose staff have been fundamental to our successes, and whose kindness, rigour, and efficiency meant that challenges and opportunities were grasped quickly and addressed in ways that exceeded our expectations. We cannot overstate how important NCN's contribution has been.

We left the original brief of the CHANSE KEF programme sufficiently open to allow us to innovate (e.g., to create a cross-funding project initiative which eventually resulted in CREI). This openness allowed us to seize on different findings (e.g., as revealed in our audience report) and weave them into later stages of our programme. Bureaucracy both within UCL and UKRI led to hurdles that could have been avoided (as noted below), but overall, we achieved more than we originally anticipated.

We purposefully aimed to theorise KE as part of CHANSE KEF to avoid typical approaches which instrumentalise knowledge exchange in the service of government and organisational impact agendas. We reasoned that by treating KE as an academic speciality in its own right, we could contribute to conceptual developments in the field, bridge known gaps in the scholarship (as we are doing in our forthcoming open access edited volume on the topic), and bring reluctant researchers (who doubt the merits of KE) into intellectual dialogue around the topic, supporting them to weave

KE-led thinking into their practice (rather than forcing them to practice KE based on external, imposed, poorly theorised logic). There was not sufficient time to explore the long-term impacts of our approach, but responses to our edited volume when it is published may offer a first glimpse into what it means to strive for more scholarly rigour underpinning KE.

We report extensively on the challenges we faced above. Inhibitors were almost entirely bureaucratic, related to inefficient, ineffective or otherwise unfit-for-purpose organisational protocols and requirements. The single greatest difference that could be made for future KE leads, from our perspective, would be for the funding bodies to provide greater support in the form of:

(1) allocating a mandatory 5% of the budget to purely administrative duties (meetings, contracts, reporting, coordination tasks);

(2) articulating the administrative expectations for the project team at the outset (e.g., how many hours in meetings; how many reports to be completed) with a fixed number of contingency hours also set aside for unexpected matters. This approach requires a commitment from the overseeing agencies not to demand more of the project team than the requirements and contingency hours combined;

(3) providing legal and contracts support where universities/local institutions are impeding or avoiding the process, and/or intervening meaningfully at points when it is clear that the KEF project team cannot progress due to problematic university/partner actions.

In terms of next steps, we have initiated conversations with CHANSE and UKRI about how to carry forward our findings and recommendations into the next phase of European KE investment (to date, only the AHRC has responded). It is unclear to us how the networks we are building (e.g., HERA+CHANSE+British Academy) or insights we have derived (e.g., through our Audience Report, CREI, or our policy briefs) will be acted upon. However, response from AHRC suggests that we may be able to progress a specific line of work to carry forward at least at a national level.

The overarching system seems to have been designed with no clear way to ensure outcomes and outputs from one initiative (e.g., CHANSE KEF) are overtly designed into future investments. In our case, we have done our best to flag the past work of HERA in our activities, building on their findings. However, there was no time allocated to HERA researchers in the CHANSE KEF grant to support or advocate for us; nor has CHANSE KEF been allocated time to support HERA Crisis. We have taken it upon ourselves to build connections with the latter, but this goes beyond our brief and is being done without compensation.

Accordingly, one relatively simple means to strive towards more continuity around European KE investment is to allocate resources towards including past KEF project leads as consultants in future KE initiatives. Their involvement could be light-touch (e.g., if the new investment is significantly different, it may not be productive to engage past leaders beyond hand-over meetings) or more substantial. Resources could be set aside to continue to develop especially promising outputs from past KE initiatives, with the expectation that the past KE lead would supply a clear brief and budget for approval and monitoring.

Overall, the CHANSE KEF initiative has achieved more than originally foreseen, and we are proud of our collaborations, outputs and outcomes. We hope that some of these can be further grown and that the effects of our programme will live beyond the three years of this project. We are indebted to NCN, whose expertise, organisation and collegiality have been fundamental to our successes.

## 9. Appendices

- *Appendices A and B*: Policy briefs authored by the KEF team in relation to the topics of transnational collaborations and Early Career Researchers, produced as part of the Polish Presidency Conference in 2025. The briefs can be accessed online:
  - [Early Career Researchers in Transnational Projects](#)
  - [Transnational Collaborations in the Social Sciences and Humanities](#)
- *Appendix C*: Futures of Digital Transformations in Europe: Scenario Development. This document synthesising workshops and training related to futures development as part of KEF can be accessed online [here](#).