Report on the Deep Demonstration Most Significant Change Survey

Work Package 2: Sensemaking and Actionable Intelligence

October 2023

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Contents

1. Context & Purpose 3

2. Results & Analysis 4

2.1. Overview of changes 5

2.2. Types of changes identified 6

2.3. Deep dive into changes and stories 9

3. Conclusions & Opportunities 11

3.1. Conclusions 11

3.2. Opportunities 13

4. Appendix 15

4.1. Survey process 15

Analysis Plan for Most Significant Change (MSC) Survey 15

Survey test and run 18

Interviews 19

Analysis 19

4.2. Full survey responses 21

1. Context & Purpose

The Most Significant Change (MSC) methodology is part the Deep Demonstration (DD) Monitoring Evaluation and Learning (MEL) activities as described in the MEL framework (DEL 5.2). It is a methodology aiming to assess the changes enabled by the DD during its implementation so far and used to answer the following evaluation question:

What is changing as a result of our activities?

- …In the capacities regarding systems innovation and circularity of stakeholders?
- …In visions, behaviours and practices of stakeholders involved?
- …In practices, structures and policies of the organisations involved?
- Unforeseen changes (positive and negative)

The MSC is a qualitative and participatory methodology that seeks to identify key changes resulting from activities – both positive and negative – from the perspective of the stakeholders involved, explaining why these changes are important, and drawing lessons on what works, what doesn't and in which circumstances. See more details in the textbox below.

The Most Significant Change methodology is composed of the following steps:

1. *Gather stories of change from stakeholders involved in the process, responding to the question: What has been the most significant change (positive or negative) that you have observed or witnessed in relation to the Deep Demonstration activities? Stakeholders involved in all types of activities will be asked to contribute to these stories. For each change, the story should describe:*
    a. *What was the state before the change happened?*
    b. *What were the activities that took place and who was involved?*
    c. *What was the result?*
    d. *A reflection on why it is important.*

2. *Analyse and curate these stories using the guiding evaluation questions listed in Question 3, selecting the stories that most clearly show the influence of the programme activities.*

3. *In a participatory workshop, discuss a subset of these stories, curated by the MEL team. Ideally, the authors of the story will be there to present them, but there can be other presenters if not possible.*

4. *Discuss - during the workshop - what aspects of change each story reflects, and as a group, define which one is most significant. Significant can mean different things, so it is important, as a group, to define what is valuable at a given point of the project.,*

This methodology is designed as a learning mechanism for projects and programmes, identifying what changes have been enabled so far, how, and what aspects of these changes are relevant to different stakeholders. This is not a method that can be used to assess the "success" of a project or programme, since it only provides a partial view of changes achieved that is biased to the responses from participants.

It is important to underline that we haven't been able to complete the last two steps as MOPE considered it wouldn't add value to the exercise and was concerned about stakeholder fatigue to organise an additional workshop.

This report provides a general analysis of the results and compiles high-level recommendations provided by the respondents that could have been richer and more actionable if we had the opportunity to discuss them with respondents. Consequently, we cannot guarantee ownership of these results and potential actions either.

2. Results & Analysis

The survey was conducted online over the summer of 2023 for about 1 month and a half (late July to mid-September) and sent to 59 people. These selected stakeholders comprised the multiple Ministries involved in the DD (i.e. Management team including SPS and SPIRIT but also Policy Lab stakeholders, etc.) as well as key portfolio stakeholders coming from research and innovation agencies, start-ups who took part in DD entrepreneurship activities (i.e. CIF tool) and broader set of stakeholders who attended DD workshops overall. The full list can be found in Appendix 1.

We had 16 responses identifying 22 changes in total (one response could correspond to more than one change). Only one respondent indicated that they had not observed significant changes so far and this is due to their lack of involvement in the Deep Demonstration activities.

The changes were classified using a 4-tier category based on the portfolio activation methodology as described in Table 1. Each entry was manually coded and reviewed by two different people. Entries were coded also in relation to the type of activity they described (Portfolio, Policy Lab, Entrepreneurship or Education); as well as the level of impact (Business, Local, Ministry or National).

Table 1 – Type of changes

Type of Change	**Explanation**
Awareness & Capability	Changes the way people understand and are aware of specific issues and/ or acquiring new skills to address them
Behaviours & Practices	Changes the way people behave, i.e. what they do, how they make decisions, etc.
Ecosystem/ Building Partnerships	Changes in the way actors collaborate, build partnerships and networks and conduct activities together
Structures, norms and policies	Changes in structures, political but also markets, technological, norms, rules and/or policies to address specific issues

2.1. Overview of changes

An overview of the changes is in Table 2 below. It doesn't show all responses as we removed stories that were more generic and repeating changes similar to others already in the table. It also just relates the changes described not all the answers. For more detailed responses, you can see Appendix 2.

Table 2 – Overview of survey changes. This table presents an illustrative selection of the most relevant changes mentioned by respondents.

Story code	Main changes	Type of change
MSC01	Different organisations were invited to step together and outline the joint strategy and activities to accelerate the transition. Many public stakeholders were able to see what's happening in the domain (i.e. what non for profit are doing). Part of EU and national projects related to circularity have been identified and put in portfolio. New connections between different organisations supporting circular transition took place.	Ecosystem/Building partnerships Awareness & Capability
MSC02	There was a change in perspective about the possibility of measuring climate impact. The [company's] product is now seen in a new light, information about the product's potential to reduce waste, save resources and lower carbon footprint is being included in the user guide as well as in sales, promotion, web, brochures, and other marketing materials. It brought companies and organizations together to share their efforts and experience; creating awareness and opportunities for future collaboration on reducing the carbon footprint of various sectors.	Awareness & Capability Behaviours & Practices
MSC06	We started to debate and collaborate across the ministry lines, trying to listen and understand each other's position and learn about what others are doing. We now have a stronger network within the public administration and I can also see that the initial fear and opposition of some is slowly melting as they understand that we are in the same boat. With working on the policy challenge the group started to understand what exploring the problem means: engaging the entire plethora of stakeholders, going deeper into understanding the problem and seeking new connections, etc. There is an understanding of the value of co creation, evidence-based principles, an openness of doing things differently and also recognition that this process takes time	Ecosystem/Building partnerships Awareness & Capability
MSC08	The transformation of our business last-mile delivery approach within the local food self-sustainability ecosystem involving acquiring specific delivery boxes and utilizing secondary paper bags to contain individual food items. Rather than leaving the box with customers, the boxes are retained after delivery, promoting a circular approach. We have reduced plastic waste as	Behaviours & Practices

Story code	Main changes	Type of change
	a consequence and our customers are gaining a better understanding and appreciation of the circular transition through this change,	
MSC09	There is greater and broader awareness in HE institutions of the need to green HE in all aspects. The greatest value of DD project is bringing together the representatives of different ministries and stakeholders, serving as a catalyst for all of us to work more closely together.	Awareness & Capability Ecosystem/Building partnerships
MSC11	Growth of opportunities to collaborate with organisations across EU in designing, coordinating, and delivering projects that address circularity challenges. The recognition of our organisation as a strong and reliable partner, has been a result of several factors, but being engaged in Deep Demo and being a member of the C-KIC HUB have been very important. Several of our project proposals have gained added strength	Ecosystem/Building partnerships Awareness & Capability
MSC13	SPIRIT and the Slovene Enterprise Fund are implementing institutions of the Ministry of the Economy, Tourism and Sport. Cooperation at any level was bad, they viewed each other as competitors. By participating in the project in defining sustainability criteria for their tenders and by participating in the management group, there was also a greater understanding at the operational level. They now talk to each other and together define some criteria for tenders.	Structures, norms & policies Ecosystem/Building partnerships
MSC15	People who might know each other (or not) from all 4 sectors (admin, academia, industry and NGOs) came together and started to have solid debates on how to implement things practically. Stakeholders know each other a bit better, there might be some sense of competition, but the relevant part is, that all sector know each other and this brings new solutions.	Ecosystem/Building partnerships Behaviours & Practices

2.2. Types of changes identified

The following graphs show the distribution of the types of changes identified through the survey. It is important to note that the changes mapped through the survey are just a sample of the changes that have been reached through the DD activities, and should not be assessed as “results”, but rather as an indication of where the programme is moving towards.

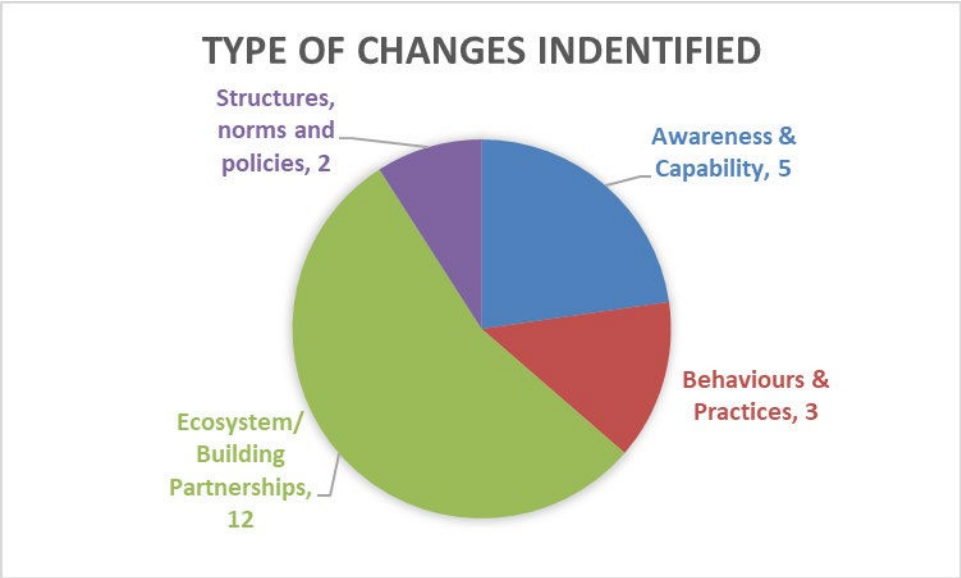


Figure 1. The first graph presents the distribution of different types of changes across various activities. "Ecosystem/Building Partnerships" has the highest frequency with 12 occurrences, followed by "Awareness & Capability" with 5, "Behaviours & Practices" with 3, and "Structures, norms and policies" with 2.

The most common type of change relates to "**Ecosystem/ Building partnership"**. Respondents highlighted how it was "*crucial to gather all the stakeholders and upgrade levels of understanding what and how needs to be done to achieve goals*" (MSC03*) and how the DD activities had led to a "*more coordinated approach in the identification of relevant actions*" (MSC04).

The second most common impact is "**Awareness & Capabilities**", for example, mentioning how "*During deep demo different stakeholders started to notice the importance and need of transformation of existing models in all levels of society*" (MSC03).

There were only two changes that could be classified under **"Structure, norms and policies**", one was in the policy space and refers to changes in the criteria used for public tenders in relation to circular and sustainable companies working with the public sector (MSC13). The other one was more around structures and the set-up of the centre for circularity as part of DD activities.

Similarly, only three changes could be classified as **"Behaviours & Practices",** which relate to businesses and portfolio work. A clear example is illustrated by this quote that highlights how the CIF training enabled a new way of marketing and valuing the product "*There was a change in perspective which occurred during the program and exploring the possibility of measuring this [climate] kind of impact. The product is now seen in a new light***.**" (MSC02).

The most frequent area of impact is "**Ministry**" or public sector. Respondents highlighted "*Better cross-ministerial collaboration on an operative level. Better information flow on events in circular economy*" (MS16). All the changes related to "**Business**" emerge from Entrepreneurship-related activities. The changes classified as "**National**" level refer to the Education work (specifically the reform to Higher Education) and work conducted to date in the Portfolio. Last, two changes are classified as "**local**" in scope and these also refer to Portfolio work.

*This code relates to the story number – see Table 2 above and Appendix 2

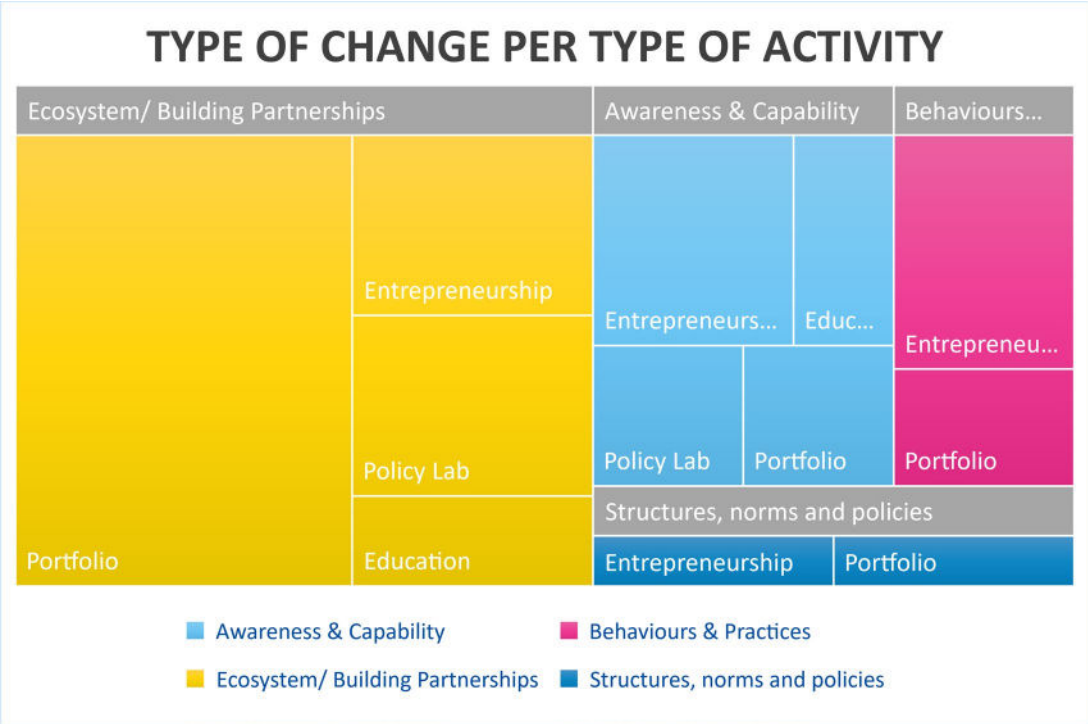


Figure 2. The second graph delves into the types of activities that relate to each type of change. In "Ecosystem/Building Partnerships," "Portfolio" has the highest frequency with 7 occurrences, and "Policy Lab" with 2 occurrences. For "Awareness & Capability," the most frequent activity is "Entrepreneurship" with 2 occurrences, while for "Behaviours & Practices," "Entrepreneurship" is the most common with 2 occurrences. "Structures, norms and policies" is primarily associated with "Entrepreneurship" and "Portfolio," each with 1 occurrence.

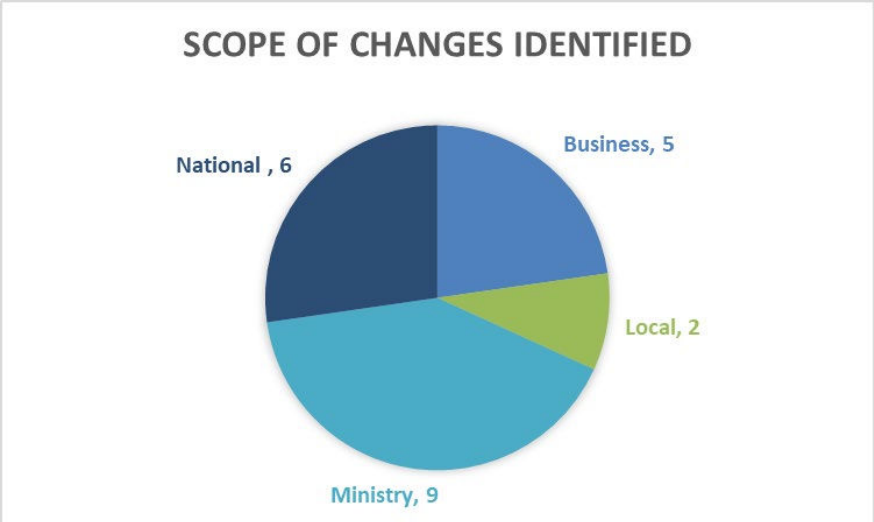


Figure 3. The third graph categorizes the changes by their scope. "Ministry" stands out with the highest frequency of 9 occurrences, followed by "National" with 6, "Business" with 5, and "Local" with 2.

2.3. Deep dive into changes and stories

This section provides a selection of the stories of change identified during this exercise; they were selected because of their uniqueness (ie. the content was a bit different from most stories) or preciseness (ie. the change was clear and tangible). These stories are based on interviews conducted with each of the storytellers and have been checked and approved by each storyteller.

These stories illustrate in more detail the type of changes enabled by the Deep Demonstration work. Story 8 shows how participating in a DD workshop inspired an entrepreneur to adopt circular business models as a core principle of their work. Story 13 shows how the spaces for collaboration created by the Deep Demonstration enabled concrete changes in structures and regulations. Story 15 illustrates the ecosystem-building effects of the Deep Demonstration, not only bringing actors together but also creating alliances that were not there before. These story numbers correspond to the MSC codes you can find in Table 2 and in Appendix 2.

Story 8

This is a story about an entrepreneur getting inspired by a Deep Demonstration portfolio workshop to change his delivery model to be more circular.

The company – Optifarm - developed a smart sustainability system that connects retail customers with local farmers and food producers, they offer an end-to-end process from order to delivery of fresh local food. Their last-mile delivery has been characterized by the prevalent use of single-use plastic boxes sourced from local food providers.

After attending a Deep Demonstration workshop discussing circularity in the Built environment sector, Gaber started to think about what could be done to improve his business to be more circular. He therefore introduced a new method of acquiring specific delivery boxes and utilizing secondary paper bags to contain individual food items; the boxes are now retained after delivery rather than leaving the box with customers, hence promoting a circular approach and reducing plastic waste.

To make that change happen, Gaber had to work closely with local food providers who were not thinking about the type of material they used in the logistics; they explored together the possibility of using other materials that could be reused or recycled and this led producers to also realise the opportunities brought by such a circular approach, seeing the potential to advertise themselves in this way. This change in the delivery model also enabled Gaber to be aware of customers' feelings towards packaging. He had feedback from some customers that they would stop ordering with them if single-use plastic boxes were still in use, this change consequently led to customer retention too.

The next step for Gaber is now to explore how to change the business model more deeply by introducing packaging that would go to the customer who would then give it back to Optifarm so that it would circle back into the system. To go in that direction, a pilot approach would be needed to explore the challenges and opportunities of such an approach.

Story 13

This is a story about governmental institutions collaborating for the first time to co-design tenders for low-carbon projects.

SPS and SPIRIT, the implementing institutions of the Ministry of the Economy, Tourism and Sport in Slovenia, have traditionally been competing for funds and responsibility regarding tenders linked to the industry ecosystem. The collaboration between these two institutions was weak despite having similar responsibilities and being linked to the same Ministry.

The Deep Demonstration program gave them a topic to work on together to implement new criteria for tenders to select low-carbon projects. Early meetings were tense, but we can now see a huge change in their cooperation, defining criteria together and meeting every week with the DD team.

The overall public administration benefits from the change as these new criteria can be used for other institutions and evaluators themselves – civil servants or external – who need to understand these green criteria, consequently spreading awareness of circularity and the green transition. It also enables to raise awareness within the broader society as companies participating in these tenders are aware of the criteria and citizens understand there is no greenwashing. This is the first time that this type of clustering project has happened in public administration, and we can see benefits already.

To sustain the change, the Ministry of Economy would need to deliberately play a facilitator role between the two entities to make them collaborate more instead of creating competition between them.

Story 15

This is a story about circularity in the built environment sector becoming concrete thanks to the first-time collaboration and in-depth debates between the public sector, academia, industry, and NGOs.

The field has traditionally been dominated by academia doing R&D with some demonstration cases and results that are not locally exploited; 'circular economy' was more a buzzword that no one really understood.

The Deep Demonstration enabled all relevant actors of the sector to have solid debates on actual barriers to a circular built environment but also to discuss new solutions to implement circular practices. There might still be a sense of competition, but we can see that stakeholders know each other better and are open to collaborating toward their common goal.

Another collateral change coming from the involvement in the DD is the name of a new department within the Institute for Innovation and Development of the University of Ljubljana (IRI UL)- Department for efficiency and build environment.

To achieve wider changes, we need the government to take responsibility and be willing to test progressive ideas that are systemic; policies should be tested ASAP in sandboxes, leveraging post-flood recovery and combining support to both self-building and industrialization. The market is not free and everything is set by a policy, so we need policymakers to model economics along the value chain to assess what business models need support based on economic optimisation, not just giving subsidies.

3. Conclusions & Opportunities

3.1. Conclusions

The stories collected through the MSC survey provide us with an initial overview of the changes enabled by the Deep Demonstration work and can be used to inform programme design for the next stages, ensuring that these changes are enduring and augment.

Most of the changes described in the survey are incremental and relate to building an ecosystem around circularity as well as building awareness and capability. This is aligned with the stage of the project we are in given we started to implement phase 2 a year ago.

If we go back to the Deep Demonstration Theory of Change, we can see that some stories underline changes aligned with 'early changes' (i.e. the definition and use of new green circular criteria to spend public money, the establishment of an inter-ministerial group, and also some businesses starting to re-think their business model underlined in story MSC08).
You can see the changes mentioned in the survey starred in the figure below (using the simplified TOC for easiness of reading).

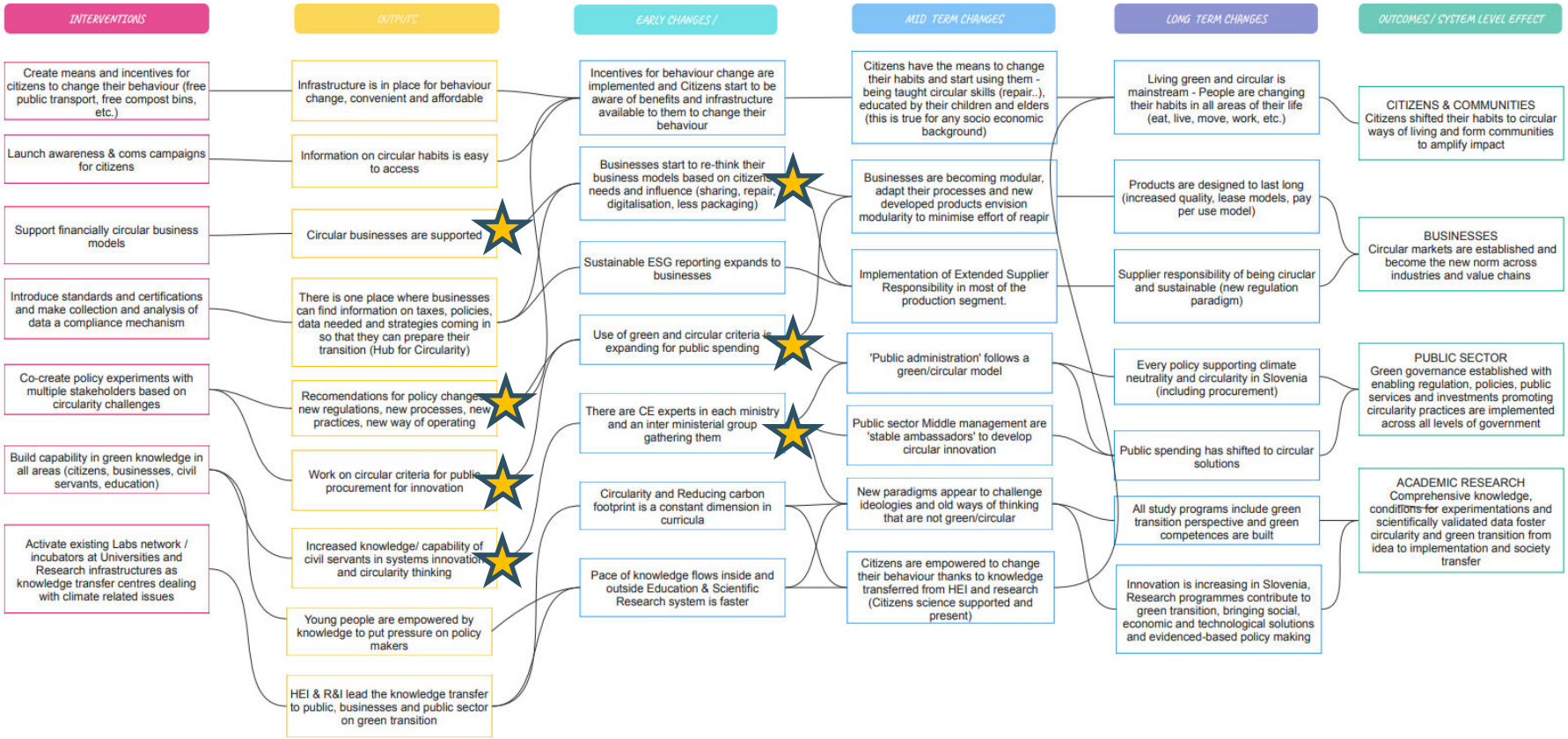
Comparing these results to what was co-created in the TOC makes us realise that we underestimated the importance of building partnerships and collaborations in the TOC. The activities, outputs, and early changes describe knowledge and capability building to deliver innovation, but the TOC did not reflect the effort required to drive collaboration and stakeholder engagement. Collaboration and stakeholder engagement was highlighted as a key assumption of the TOC, however, in retrospective, it could also be included as a change pathway in itself. Assumptions are aspects that we do not have direct influence on but that are key to achieving the outcomes described in the TOC. Stakeholder engagement is an aspect we directly influence through the deep demo activities, as shown by the results of this survey, and it is also a process that needs to be built and sustained over time. Hence, in a future revision of the TOC it could be emphasized as a pathway in itself.

These results are nonetheless very encouraging as we can sense motivation and excitement in the responses that for the first time, Ministries and different stakeholders are talking to each other and starting to collaborate. Even though it may seem small and early stage, this is fundamental to drive transformation and progress slowly towards changing the government structure and paradigms around siloed responsibilities. We are building awareness and starting to change behaviours before actually impacting structures and paradigms, the logical path to change a system.

Finally, it is important to emphasize that these results give us only a partial picture of the changes that the DD has led to. It is indeed the perspective of only 16 people and it would be good to complement it with other monitoring exercises, like originally planned in the MEL framework, for example, a social network analysis or other forms of assessment of stakeholder engagement; as well as an updated dashboard of indicators related to circularity tailored to the specific activities and goals of the deep demonstration, to complement existing country-level reports on circularity and innovativeness, among other aspects.

SIMPLIFIED TOC

Figure 4. Simplified TOC highlighting changes identified through the MSC exercise.



3.2. Opportunities

We asked in the survey a question about how respondents think these significant changes in the circular transition should be sustained or built upon in the future and what steps or actions would they recommend to ensure their long-term impact.

Opportunities were mainly around 2 key themes:

1. **Institutionalise spaces for collaboration and innovation** by building capability and creating the conditions for civil servants (and a broader set of stakeholders) to experiment and take responsibility in the climate transition.

   Most recommendations were around that theme with more specific ideas listed below:
   - Change the way the government works by adapting processes and change behaviours as transition should not be dependent on the will or openness of single civil servants.
   - Set criteria for transparent prioritization between challenges, solutions, projects, and legislations for the whole system to build the trust of stakeholders and citizens.
   - Adapt management structures to support innovation.
   - Set up a system for coordination and alignment between government and change-makers by starting to endorse nodes of activities, proactively supporting them, and creating provisions to enable experimentation.
   - Put circularity into practice by combining different solutions and connecting complementary actors, for example in the built environment by connecting self-building (i.e. citizens) and industrialization (i.e. producers).
   - Expand the scope of training of concrete climate tools to reach scale (i.e. CIF tool in business schools, universities, public sector, etc.).

2. **Innovate with policies (incl. procurement, subsidies, taxation) to push transformation.**

   More specific ideas suggested were:

   - Support new business models with changed regulations, public procurement obligations, and taxation of old models.
   - Maintain economics of circular solutions that are comparable or superior to non-circular approaches (i.e. make them economically viable and affordable) to ensure a long-term transition.
   - Start with small concrete solutions (leverage flooding for example).
   - Support to business models should not be just subsidies to companies but take into account the broader system and economic optimisation, a value chain approach should be taken by policymakers to assess what business models need support.
   - Set up policy sandboxes to enable experimentation (for various fields at the same time) and leverage post-flood recovery in the short-term.

Following, EIT Climate-KIC has proposed four opportunities that are more clearly actionable through the Deep Demonstration based on the responses and results of the MSC survey. These opportunities are provided to the management team with the purpose of orienting the upcoming work of the DD.

Based on the broad opportunity (1) "institutionalise space for collaboration and innovation", we have identified two sub-opportunities to address this aspect aligned with the current programme of work of the Deep Demonstration.

1. **The inter-ministerial working group - with the lead of the Ministry of Public Administration (MJU) - could use the Deep Demonstration activities as an entry point to implement new processes for innovation across all Ministries** by, for example, implementing budget lines for experimentation in areas associated with specific portfolios and/or the policy lab, to support a risk culture and framing responsibility as being in control rather than owning risks (this opportunity was also mentioned in the sensemaking session run on phase 1 in October 2022)

2. **The Ministry of the Economy, Tourism and Sport could leverage the Deep Demonstration portfolios as a test case to set up the Centre for Circularity.** It could be a way to set it up step by step to assess how we could effectively connect solutions and actors across the system, enabling and supporting experimentation by supporting a wide range of solutions, and expand capability building to many actors.

Based on the broad opportunity (2) Innovate with policies (incl. procurement, subsidies, taxation) to push transformation, we suggest the following concrete steps:

3. **There is a strong need to use Policy Lab tools and approaches especially connected to experimenting to explore multiple policy experiments at the same time** (including procurement, taxation, and subsidies as is already the case). This would enable to explore system effects by learning about different parts of the system simultaneously and to spread the risk as some experiments are likely to fail. Given the Policy Lab is currently owned by MJU and resources can be limited to run multiple experiments, this could be possible by **involving other Ministries in taking ownership for experimentation, not only MJU.** Even though MJU is working on the structure of the Lab, the Ministry of Agriculture, Forestry, and Wood could for example take ownership of policy experimentation for the Food portfolio (through collaboration with MJU). The **Policy Lab should offer constant trainings for civil servants** as a continuation of all previous projects connected to innovation (Stop Bureaucracy, Innovativa) and the results of the DD.

4. In line with opportunity 1, **budget and resourcing for the Policy Lab could be clearly defined that they are for experimentation without responsibility and performance linked to the outcomes** so that civil servants taking part in these projects know that they are not risking their positions. MJU could define these rules to be adopted by all Ministries experimenting.

4. Appendix

4.1. Survey process

We started to plan for the MSC survey in May 2023 by first defining an analysis plan including the identification of stakeholders, the definition of questions and agreement on the next steps that are key to the methodology post survey results.

You can find this analysis plan below:

Initial Plan for Most Significant Change (MSC) Survey

June 2023

1. Purpose:

Utilising the Most Significant Change (MSC) methodology as a participatory approach, through running a survey that focuses on: **a. identifying,** and **b. understanding the changes** resulting from processes of the Slovenia Deep Demonstration programme and interventions. The methodology aims to capture a diversity of impacts that may not be captured by traditional quantitative methods as well as align the stories of change from multiple stakeholders to programme objectives and outcomes (intended and unintended).
The MSC survey covers the entire project cycle to date, reflecting on phases 1 and 2 of the programme (November 2021 to May 2023), and several specific aspects that the programme team and stakeholders would perceive as important and relevant.

3. Identifying Stakeholders:

As this report is for publication, no names are given but here is the list of institutions, organisations and companies that were sent the survey:

- MOPE
- MJU
- SPIRIT
- SPS
- MVZI
- MKGP
- ZAG
- InnoRenew
- SGG
- ŠGZ
- Circular Change
- Korimoko
- Ezavod
- EVtech4u
- City of Kranj
- RRA Podravje
- CER
- Wood Cluster
- Ministry of Digitalisation
- University of Ljubljana
- EVtech4u
- Regional Development agency

- Institute for ecology
- Smart Cities concept
- Chamber Built environment
- Ministrstvo za izobraževanje, znanost in šport
- DIH
- CfC
- Nanoten
- Cogreen
- Passivus
- I4Cube

Stakeholders involved in the analysis process (selection of stories etc.):

- CKIC team
- MOPE
- Management team as a second step based on availability

3. Defining Survey Questions:

We define (a set of) or one open-ended guiding question/s that will help elicit stories or narratives about significant changes experienced by stakeholders. These questions should encourage reflection and capture both intended and unintended changes around the 4 themes below (for the case of Slovenia):

- Individual mindset and behaviour (ie People)
- Organisational mindset and behaviour (ie. Institutions)
- Collaboration behaviours (ie. Partnerships)
- Unexpected change on the broader system (Other)

Survey Introduction

This survey is part of the Monitoring, Evaluation and Learning (MEL) activities of the Slovenia Deep Demonstration in order to understand to what extent the activities planned are contributing to changes in the system. These are, for instance, changes in visions, beliefs, practices but also structures and norms, that can unlock deeper changes in the system. Mapping these changes can give us early insights of the influence the programme activities are having or not having on stakeholders and organisations involved, indicating early lessons learned and enabling adaptation of programmes when not delivered.

The methodology used in this survey is called 'Most Significant Change' (MSC). This is a qualitative and participatory methodology that seeks to identify key changes resulting from activities – both positive and negative – from the perspective of the stakeholders involved, explaining why these changes are important, and drawing lessons on what works, what doesn't and in which circumstances.

Question 1 (main): Can you share a story or experience that represents a significant change in the circular transition you have observed or experienced since the Deep Demonstration began?

This change can be in your own professional area or somewhere else. You can see some examples below to help you guide your thinking but please don't limit your thinking to these examples:

a. in relation to the way stakeholders think about the circular transition (ie. mindsets, individual behaviours, etc.)
b. in relation to the way organizations have changed some of their strategies, structures, rules or processes to address the circular transition
c. in relation to the way stakeholders align with each other and other networks to address the circular transition

We suggest structuring the response in 3 parts to help participants articulate their answers:

- What was the situation before?

- What happened? (The change as perceived by the participant)
- What is the new situation (as a consequence to change)?

Q1.1. (Tied to main question) **From your perspective to what extent can these changes be attributed to the actions and/or initiatives led or facilitated by Climate-KIC through the Deep Demonstration?**

- Scale of 1 to 5 with: 1 Not linked to Climate-KIC at all, 2 Not really linked to CKIC, 3 I don't know/neutral, 4 Somewhat linked to CKIC, 5 Completely because of CKIC

Q1.2. (Tied to main question) **Who, other than Climate-KIC and the Deep Demonstration, has contributed to this change?**
[Note to reviewers: only this question will be compulsory as it is the main question]
Supporting/optional/ pool of questions (not for survey, more suitable for interviews)

Q2. **How have these changes related to the circular transition affected you personally or your community? What differences have they made in your way of working or your life?**

Q3. **Can you describe any unexpected and/or surprising changes related to the circular transition that have emerged in the broader Slovenian system resulting directly or indirectly from the Deep Demonstration? How do you perceive the significance of these changes?**

Q3.1. From your perspective to what extent can these changes be attributed to the actions and/or initiatives led or facilitated by Climate-KIC through the Deep Demonstration?

- Scale of 1 to 5 with: 1 Not linked to Climate-KIC at all, 2 Not really linked to CKIC, 3 I don't know/neutral, 4 Somewhat linked to CKIC, 5 Completely because of CKIC

Q3.2. Who, other than Climate-KIC and the Deep Demonstration, has contributed to this change?

Q4. Have you noticed any changes in power dynamics, relationships, or social norms in relation to the circular transition because of the Deep Demonstration? How do you perceive the significance of these changes?

Q5. How do you think these significant changes in the circular transition should be sustained or built upon in the future? What steps or actions would you recommend ensuring their long-term impact?

4. Collecting Stories of Change:

We engage a broad base of relevant stakeholders to collect stories (i.e. written narratives) using an open-ended questionnaire. Stakeholders are encouraged through the questionnaire to share their personal stories that reflect actual experiences and perceptions of such change.
We need to be ready to send reminders if the response rate is low.
We also would like to do individual interviews to collect more data on specific stories that seem interesting and/or in case the response rate is low.
We need to factor the resources allocated from the team to conduct rounds of interviews.

5. Reviewing and Selecting MSC Stories:

Based on the content of the responses, we use some predetermined selection criteria to select the stories (e.g., type of change, magnitude of change, extent of impact, level of innovation to consider a story a most significant one, etc.).
There are multiple options to review and select stories that are the most relevant, significant, and representative of the changes experienced from the collected stories:

- Stakeholder review and scoring based on predefined criteria or indicators (ie. mainly the CKIC team and Janja)

- Expert panel assessment with relevant knowledge and experience in the program's context (i.e. we could involve the management team in selecting some stories based on their capacity)
- Participatory workshops or focus groups (e.g. sensemaking sessions involving stakeholders themselves)

We propose as a first step that the main stakeholders who will review and select from the collected stories will be the Climate-KIC team and the Slovenian resource (i.e. Janja).

6. Analysing the selected MSC stories:

We then analyse the selected stories to identify common themes, patterns, and trends looking for underlying factors, processes, or interventions that contributed to the significant changes.
Options for analysis can be manual coding, thematic analysis, or qualitative data analysis software (depending on volume of data), tied to resources and timeframes.
We also have options to use a participatory approach to engage stakeholders in the analysis process and ensure their perspectives are well reflected, interpreting and synthesizing findings in their context.
In the Slovenian case, as we don't expect a very high volume of responses, we suggest a thematic analysis, firstly done by the CKIC team and the Slovenian resource (i.e. Janja). We can then involve the management team or other stakeholders if we think it is needed and based on capacity.

7. Validating:

We then validate the analysis findings with stakeholders to ensure accuracy and capture diverse perspectives for relevance. We also seek feedback from stakeholders on the interpretation of the stories and the identification of significant changes and incorporate their insights and perspectives into the analysis to ensure relevance.

8. Lessons learned and recommendations:

Based on the analysis findings, we need to identify key lessons learned and recommendations for program improvement or replication. These can include recommendations for scaling up successful interventions, addressing challenges, or enhancing program effectiveness.

Report and dissemination:

We write a report that summarizes the analysis process, presents the selected stories of change, and provides an analysis of the significant changes observed. It also includes the lessons learned and recommendations.
We then disseminate the report to relevant stakeholders, program managers, and the wider community (if possible). Given we don't have additional Deliverable in the DD workplan, this would be an ad-hoc report that the Slovenian resource can help prepare.

Reflect and iterate:

We reflect on the analysis process and outcomes to continuously improve this MSC methodology, iterate and refine the analysis plan for future applications. We also consider how the findings can inform future program design, implementation, etc.

Survey test and run

Once the analysis plan was agreed, the CKIC team decided to use the tool Kobo Toolbox to conduct the survey and agreed with MOPE to test the survey with MOPE stakeholders first given few of them are involved in DD activities. 2 people looked at the questions, gave feedback and we adapted slightly the questions but didn't make any significant changes.

The survey was then sent to all stakeholders on 19 July 2023 by Jasmina Karba with an original deadline of 31 July 2023. With only 6 responses by mid-August, a reminder was sent on 21 August 2023 and we collected 10 additional responses until early September.

Given we sent the survey to 59 stakeholders, 16 responses represent a response rate of 27%.

Interviews

After reading carefully all answers, the CKIC team selected 6 stories to conduct interviews. These stories were selected because they were either unusual, needed clarification or were quite strong about a specific change.

These stories were the stories MSC02, 04, 05, 08, 09 and 13 and we consequently planned 30-minute interviews with these storytellers who were all very open to having a conversation and keen to share their thoughts.

You can find below the general flow for the questions asked in the interviews:

1. Clarify the purpose of this interview "Thank you for responding to the MSC survey. We have selected a few responses that we want to explore more in detail, so we can translate them into stories that showcase the changes that you have indicated in your response. Your story has been selected because...."
2. Ask for permission to record
3. Recap the story/answer so the respondent knows what we are talking about
4. Ask for clarification of any details that are missing.
5. In your response you indicated that CKIC played a core/somewhat relevant role in this change, could you explain me what this role was and how it contributed to the change? What activities were conducted or facilitated by CKIC that led to this change?
6. Which other people, organisations contributed to this change and how?
7. You described this change in power dynamics. How was this shifted power? (who has been enabled, given opportunities, etc?). (I would ask this if it's not implied in the answer above)
8. What would be a key action to be taken by the DD to ensure these changes are long-lasting and/or lead to broader changes?

Following the interviews, the CKIC team discussed the results and wrote key insights in the form of stories (see in 3.3).

Analysis

Due to a limited set of responses (16) the coding was done manually. The changes were classified using different categories:

1. Type of DD activity
2. Type of change
3. Level of impact

Each category has 3 to 5 tiers that are described in the table below.
Each entry was then manually coded and reviewed by two different people.

Table 3 – Categories and tiers used to classify stories

Category	Type of Change	Explanation

DD activity	Portfolio	Activity linked to portfolio building in either Built environment or Food
DD activity	Policy Lab	Activity linked to policy Lab
DD activity	Education	Activity linked to Education pillar (Higher Education & schools)
DD activity	Entrepreneurship	Activity linked to entrepreneurship pillar (Hackathons, CIF workshops, etc.) and/or involving Spirit or SPS
Type of change	Awareness & Capability	Changes the way people understand and are aware of specific issues and/ or acquiring new skills to address them
Type of change	Behaviours & Practices	Changes the way people behave, i.e. what they do, how they make decisions, etc.
Type of change	Ecosystem/ Building Partnerships	Changes in the way actors collaborate, build partnerships and networks and conduct activities together
Type of change	Structures, norms and policies	Changes in structures, political but also markets, technological, norms, rules and/or policies to address specific issues
Type of change	Paradigms	Radical changes and shifts in the way of doing things as a result of new structures and/or mindsets
Level of impact	Organisation	Changes at the level of a single organisation, Business or Ministry
Level of impact	National	Changes at national level, across Ministries, businesses, regions and communities
Level of impact	Local	Changes at the level of a community, city, municipality, local cluster of companies

4.2. Full survey responses

	CODE	What was the situation before?	What happened? (the significant change as you perceived it)	What is the new situation (as a consequence of this change)?	How has this change related to the circular transition affected you personally or your community? What differences have they made in your way of working or your life?	Can you describe any unexpected and/or surprising changes related to the circular transition that have emerged in the broader Slovenian system resulting directly or indirectly from the Deep Demonstration? How do you perceive their significance?	How do you think these significant changes in the circular transition should be sustained or built upon in the future? What steps or actions would you recommend ensuring their long-term impact?
MSC01	Construction cluster of Slovenia (CCS) and many other organisations were implementing different activities in supporting circular transition, in case of CCS in the extend supported by EU funding via EU projects won on tenders, on their own initiative, individually, with limited cooperation and synchronisation. And no governmental / public support.	Different organisations / stakeholders were invited to step together and outline the joint strategy and activities to accelerate the transition. Mainly public (ministries, agencies) and some non-profit organisations. Many of public stakeholders we able to see what`s happening e.g. what different non-profit and also some of the public organisation are doing in this domain. Part of the EU and national projects and actions related to circularity and climate mitigation have been identified and put in portfolio.	From CCS perspective, short term low handing fruits results are expected and first short term action plan (who what when how financing) with financing sources for implementation is expected. The non-public organisations participation in DD project is related to getting clear message how their current actions and activities will be enriched but also supported with financing. Voluntary participation in DD competes with other actions acquiring sources of financing and support. Any strategy/action plan to be completed in 2025 will be late. Things are going one fast in circular transition, and to keep pace with advanced countries, action should start now.	Affirmation of CCS mission and vision, work done, informing other stakeholders on our activities such as International Circular Construction cluster, and EU projects and Euroclusters	New connections between different organisations supporting circular transition.	Systemic capacity building in circular economy should reach also different public stakeholders, especially the ones dealing with regulation/standardisation, public procurement, education, and R&D support.

CODE	What was the situation before?	What happened? (the significant change as you perceived it)	What is the new situation (as a consequence of this change)?	How has this change related to the circular transition affected you personally or your community? What differences have they made in your way of working or your life?	Can you describe any unexpected and/or surprising changes related to the circular transition that have emerged in the broader Slovenian system resulting directly or indirectly from the Deep Demonstration? How do you perceive their significance?	How do you think these significant changes in the circular transition should be sustained or built upon in the future? What steps or actions would you recommend ensuring their long-term impact?
MSC02	Before the DD the product was perceived and marketed mainly in terms of its benefit for its users in manufacturing companies. After DD, its potential of having a great environmental impact is pointed out and calculated. It is demonstrated how it can help to eliminate waste, save resources and energy resulting in significant reduction of a company's carbon footprint.	There was a change in perspective which occurred during the program and exploring the possibility of measuring this kind of impact. The product is now seen in a new light.	The information about the products potential in helping the companies to reduce waste, save resources and lower carbon footprint is being included in the user guide and a text is written to be pointed out during sales, promotion, web, brochures, and other marketing materials along with the validation report. The calculation using Impact Forecast platform is planned to be done with another potential client.	I see the potential in software industry to improve environmental impact of manufacturing which is much greater then any individual can make by only changing their behaviour. I have incorporated this knowledge to my studies and would like to do this calculations for other companies.	It brought companies and organizations together to share their efforts and experience; creating awareness and opportunities for future collaboration on reducing the carbon footprint of various sectors.	If it's not already done, this kind of practical programs and tools can become a part of education and training, especially within economy and business programs and the related trainings.
MSC03	Before, there was little understanding of importance to circular transition. Also there was little understanding of how to implement the whole cycle in different areas of society.	During deep demo different stakeholders started to notice the importance and need of transformation of existing models in all levels of society. It was also crucial to gather all the stakeholders and upgrade levels of understanding what and how need to be done to achieve goals. Also there are more clear the roles of each steakholder	New connected network of different stakeholders are working more connected with clear goals.	Our company got recognition and understanding because it is already aligned with the goals of green transition		New business model support, changing regulations, public procurement obligations, taxation of old models to push the transformation

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MSC04		Very little coordination among different ministries on the understanding and needs of the stakeholders in different strategic value chains.	More coordinated approach to the identification of relevant activities and challenges and how the policy can contribute towards addressing these.	More (transparent) communication, more involvement in decision-making or at least listening to the proposals	The feeling of potential change to the better / more circular is more concrete	the intention to establish a national center for circular economy - very important in terms of demonstrating national dedication to reach strategic goals	
MSC05		There are many qualified experts in the field of circular economy in Slovenia. There was not always smooth communication and cooperation between them.	The Deep Demonstration project enables us to continuously meet, cooperate, and share experiences.	I was not involved in the project from the beginning, but during this time I recognized the key stakeholders who co-shape circular economy policies in Slovenia. I try to include them in my regular work as much as possible.	The field of green public procurement is closely related to the circular economy. Due to the even greater breadth about the circular economy and approaches, I am even more thoughtful in my personal decisions. In the professional field, I try to include as wide a circle of stakeholders from different organizations as possible.	/	I believe that more activities involving political decision-makers would be needed in this area.The decision that circular transition is everyone's way.

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MSC06	(This is I believe still a prevailing pattern of how we operate). 1. We were predominantely working in the framework of our own ministry with relatively little exchange across the lines and also across the institutions that are working as e.g. implementing agencies. 2. Also the approach on how we are doing policy making - legislation - we usually hurry and we are seldom taking time to go deeper in understanding the complextity of the problem we are trying to fix. Participation usually entails the "usual" suspects.	1. We started to debate and collaborate across the ministry lines and trying to listen and understand each other`s position and also learn what others are doing in the related field. 2. With starting to work on the policy challenge the group that was involved started to understand what the exploring the problem means: engaging the entire plethora of stakeholders, going deeper into understanding the problem and also seeking new connections, etc. once the problem is "decomposed". We still need to see how the testing/experimenting could look like.	1. We are having stronger network within the public administration . Also I see that the initial fear and the opposition of some is slowly melting as the understanding that we are in the same boat. (still, we have long way to go :)) 2. I think that there is understanding of the value of co creation and working on evidence based principles. Still there are many "unknowns" how things will unfold but I think that there is an opening in understanding of the value in doing things differently (also recognition that this process takes time, which sometimes is difficult to convey to hiearchy).	In my case I am very happy to see that there is a network of us, who are trying to do some work on circularity/climate neutrality. That helps me personally as it is easier to work in this manner. Also I am able to understand better positions of other ministries/agencies, and also do have better insight in what they are working on to see where it is possible to synergise.	I am not aware of any of such change at the moment or I do not remember it. If it will pop up, I will communicate it :).	I think that we just need to ensure that the collaborative work is institutionalised. For this we need conditions for civil servants to learn how to be innovative and also what is their role in transition to climate neutrality.

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MSC07	First, I have to explain I am not able to describe concrete change in the circular transition, since I was taking a part in this project only couple of months. I was in the unit, resposible for better regulation, during our presidency regulatory sandboxes were one of the topics our working group was dealing with. Our unit also had a project Inovativen.si and we were contacted regarding Deep demo and the envisaged Policy lab.	The significant change was actually that we weren't aware how Deep demo activities are similar and connected to the ones we were doing. Organically we collaborated and found out, that our activities have the same goal and should be combined, if we wanted to make a systemic change.	At the beginning our ministry was a participant, a listener, at the end we are responsible for the project of establishing policy lab (building on the activities/results of previous projects as well).	The biggest difference for our unit was our role for the Policy lab.	Not really. I left the unit last July, until then I haven't noticed any surprising changes in our system.s	I understand Deep demo is about changing the way we work (in the public administration and with stakeholders), changing the processes in PA. For a longterm run, new steps should be incorporated as a must in our processess (awareness is not enough) and shouldn't depend on the will/openess of each civil servant. Also, criteria for transparent prioritization between the challenges, solutions, projects, legislations should be set for the whole system (for big and small steps), to build the trust of the stakeholders and citizens.	

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MSC08	Before the Deep Demonstration began, the situation surrounding our last-mile delivery in the local food self-sustainability ecosystem was characterized by the prevalent use of plastic boxes. These boxes were routinely employed for delivering orders to customers, and a common practice was to leave the plastic boxes with the customers upon order receipt. These plastic boxes were sourced from local food providers, and their use came at no direct costs to us, making them a convenient solution for facilitating deliveries.	A significant change observed since the start of the Deep Demonstration Program was the transformation in the last-mile delivery approach within the local food self-sustainability ecosystem. Previously relying on plastic boxes sourced from local providers, a new method was introduced. This involved acquiring specific delivery boxes and utilizing secondary paper bags to contain individual food items. Rather than leaving the box with customers, the boxes are retained after delivery, promoting a circular approach. This change reduces single-use plastic waste while maintaining convenience, aligning with circular transition goals and fostering sustainability in the ecosystem.	As a consequence of this change, the new situation involves a shift towards the reusability of plastic boxes in the delivery process. By retaining possession of the custom delivery boxes after each delivery, we have effectively reduced plastic waste compared to the previous method where plastic boxes were left with customers. This shift promotes a more sustainable approach, as the boxes are now part of a closed-loop system, contributing to the reduction of single-use plastic waste in our delivery operations.	The introduced change aims to reduce plastic waste in the local food delivery process, ultimately contributing to a more sustainable approach. As our order volume grows, the impact of this change will increase significantly, aligning with our commitment to minimizing environmental impact.	An unexpected outcome is that our customers are gaining a better understanding and appreciation of the circular transition through this change, fostering heightened awareness about the significance of the circular economy.	Ensuring the long-term impact of these significant changes in the circular transition requires maintaining economics that are comparable or superior to non-circular approaches.
MSC09	Higher Education institutions in Slovenia were not particularly focused on the Greening of Higher Education. There were some trailblazers, but a systemic approach was missing.	The project of Reform of Higher Education for a Green and Resilient Transition to Society 5.0 was launched. The guidelines were prepared for HE institutions also with the help of C-KIC. The implementation of projects began.	There is greater and broader awareness in HE institutions of the need to green HE in all aspects (curriculum/teaching; reasearch and innovation; service to society; operational (management/infrastructure). The results of the pilot projects they are carrying out will feed	I feel more optimistic about greening Higher Education and about the contribution of Higher Education to the Green Transition of broader society.	For me the greatest value of DD project is bringing together the representatives of different ministries and stakeholders, serving as a catalyst for all of us to work more closely together.	The long term legacy of the DD project needs to be ensured. We need to discuss together on how to do this.	

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			into a blueprint for a systemic change.			
MSC10	No significant change from my perspective. However, I need to point out, that I am not fully aware of all the activites in regards to the Slovenian Deep Demonstration. I participated from time to time to Climate KIC DD activities, when I was invited to their workshop. Therefore I do not think that I can objectively evaluvate the DD performance, since I do not have enough information.	-	-	-	-	-

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MSC11	Our organisation has been involved in transnational EU cooperation aimed at solving some of the most pressing challanges (climate, environment, business models) our communities face. While being pretty succesful, gaining new work has been an on-going challange.	The MSC in our situation (organistional level) is the growth of opportunities to collaborate with organisations across EU in designing, coordinating and delivering projects that adress climate and circularity challanges our communities face. The recognition of our organistion as a strong and reliable partner, has been a result of several factors, but being engaged in Deep Demo and being a memeber of the C-KIC HUB have been very important. We belive several of our project proposals have gained added strenghed due to our aliance with C-KIC initiatives in Slovenia.	As a consequence of this change (and other factors) we are currently either coordinating or cooperating in several EU projects that are aiming to address the afore mentioned challanges. in the long run, we belive that our efforts and future collaborations with C-KIC teams and initatives (in Slovenia and across EU, or even globally) will result in positive impacts on our communities and more sustinable development of our society at large.	While I personly work in this area for sometime (prior to C-KIC Deep Demo), it has been a pleasure to part take in some of the workshops and expand my horizons with additional sources of knowledge and though provoking concepts on systems innovation. This emmerging area of work is core to making real systemic changes happen, but it is still heavily underdeveloped, unrecognised by decision makers and needs much more resources and capacities to advance it. On a personal level I'm looking for opportunities to expand my horizons systems change and sustainable futures further and to support activation of changes needed with my own capacities.	Activation of CCRI Podravje as an EU pilor region for circular economy. With strong collaboration, coorination and support of all relevant actors (inc Deep Demo), this iniative could potentially enable a real tranformation of this region into a circual bioeconomy region. However this a massive and long-term task that needs really good planning, committement of actors across all levels from local to goverment, allocation of addequate resources and willingness to experiment with all levers of change. The moment to use this opportunity is now, as there is a strong EU support available too via several funding instruments...	Setting up a system for coordination, alignment, and support. recognising that Slovenia already has an active ecosystem of change-makers that could function better with additional aligend gov support and endorsment. For the start identifying core nodes of activities already taking place and proactively steeping in to support. This support needs to be stable, well defined and with provisions to enable experimentation. These noods of activity would further benefit with provision of a dedicated "space/opportunity" for regular exchange and cross-fertilisation. There will also be gaps, as current initiatives don't cover every relevant aspect of change needed. Proactively identifying gaps and providing calls on identified challanges with resources to match the tasks needed will be required. And so on...

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MSC12	There was a climate and circular economy innovation ecosystem in place through EIT Climate-KIC Slovenia HUB, SRIP Circular Economy and Circular Change, but with no systemic involvement of key governmental bodies which was a downside since policy and funding support system was missing.	Active involvement of key governmental stakeholders into the transformation process was provided what was not there before - it enabled a strong co-creation process with all other stakeholders.	Intensive cooperation and co-creation is taking place with all key stakeholders on board.	We initiated several important programs on circular economy in Podravje region, such as CCRI circular bio-economy pilot region Podravje	There is honest focus on supporting circular economy from national administration.	Systemic support should be provided, frontrunners like Podravje (CCRI pilot region) should be supported and showcased.	
MSC13	SPIRIT and the Slovene Enterprise Fund are implementing institutions of the Ministry of the Economy. Cooperation at any level was bad, they viewed each other as competitors.	By participating in the project in defining sustainability criteria for their tenders and by participating in the management group, there was also a greater understanding at the operational level.	They talk to each other and together define some criteria for tenders.	Calls for tenders will be better in terms of criteria for selecting low-carbon projects. Evaluators will also understand the evaluation criteria.	I see the project as a typical clustering project. However, it is being implemented for the first time in public administration.	Collaboration is a challenging process and takes time. The project would become more visible if together we manage to find concrete solutions to the challenges and also implement them (at the moment, something as a result of flooding). In the long run, however, it is important to have active support and understanding in management structures.	
MSC14	The perception f circular economy was very traditional and depended on the ministry.	Breaching the syloses, as all the workshops have helped to do.	Looking at the green transition as a common goal for all the stakeholders, not only minsitries but also companies, other organizations, common people.	Think about the changes as a mutifaceted process with many influences and consequences.	There isa possibilty of a beter coordination of policy of different policy makers and stakeholders.	A list of concrete recommendations and actions to do sent to state secretaries for decision.	

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MSC15	Field largly dominated by academia doing R&D with some demo cases and results, that are not locally exploited, even thought they can be SOTA on EU level. Material circularity is starting to become concrete, as opposed prior to DD where it was only buzz words or only "circular economy" narratives no one new what they man.	People who might know each other (or not even that) from all 4 sectors (admin, academia, industry and NGOs) came together and had in depth debated about relevant topics. Climate KIC personnel was knowledgeable and great comunicators/facilitators and understands the need for STEM and SSH fields working together.	Solid debates started how to put it to practices, and what are actual barriers e.g. embedder and operational energy, perspective of industrialized construction VS self building culture that exists in SI. Issues how CDM wastes are really handled in individual constructions (dispersed settlement patterns) and "soil covers everything" view. Stakeholders know each other a bit better, there might be some sense of competition, but the relevant part is, that all sector know each other and this brings new solutions. Personally , also due to DD project, we gave department Im leading a following name: department for efficiency and build environment.	I named department I'm leading based also on DD activities.	Low system perspective of public administration; lack of reality check and progressive ideas to be tested. Lack of taking responsibility and initiative.	Policy makers must model economic (costs and benefits including externalities e.g grey economy in construction) to se what business models need support. There need to be view on the value chain not just subsidy for a company. The last seek financial, but the state must follow economical optimization. ASAP fast test in e.g. policy sand boxes, for various fields of build environment need to be set. Circularity can be put in to practice by combining self building (greater resiliency) and industrialization (working with primary producers that are here). Transition paths should be set for individual supply chains. Post flood recovery can be used for this. Actual circularity of materials and use of bio based ones need to be put to practice. Taking 2 waste streams, mixing them and dumping them to the land is not circular (e.g. ash+sludge= embankment)!

In Slovenia, there is lack of horizontal coordination among the ministries on cross-cutting issues. As of DDP, regular meetings took place, different ministries started to "talk" to each other at least on the operational meetings, employees started to get to know "who is working on the same dossier". Decarbonisation, climate issues, ,circular economy => all that are topics that each policy covers almost independently from each other. Now, it seems that at least some kind of collaboration is happening. However, this is far from ideal still and far from real systemic change in Slovenia. At least in the food chain, DDP is in its very early, early phase. So no sistemic change observed so far. What Slovenia would need is in addition to orchestration from DDP / CLIMATE KIC, a really sistemic capacity building for employees in the public administration, a true expertise from Climate Kic in terms of drafting regulations, public tenders, legislation... In bringing knowledge, good practices from other parts of EU or globally... What Climate KIC should really invest time in is in the coordination of "higher" levels and to oblige them to do something in a true systemic way... Cooperation across ministries is	Better cross-ministerial collaboration on an operative level. Better information flow on events in circular economy. However, this is far from real systemic change still.	A better exchange of information on the operational level. However, this is far from real systemic change still. The whole system bases on a selective group of individuals that are enthusiastic about the substance. If this group dissapears or is dismanteled, then I fear, no major change will occur. This is true risk...	No bigger differences so far.	No surprising changes so far.	No significant changes observed so far.

still largely sporadic... subject to
enthusiastic individuals...