SCORE

HOW
TO SET UP
A COMPETENCE CELL

7 PARTNERS

FoTRRIS Project

FROM 6 COUNTRIES

c e s i e
the world is only one creature

ERRIN
European Regions
Research and Innovation Network

● ESSRG
Environmental
Social Science
Research Group

ifz

LGi
sustainable innovation

VNIVERSITAS COMPLVTENSIS
MATRITENSIS

vito
vision on technology

CONTENTS

| WHY THIS SCORE?

The FoTRRIS project aims at fostering a transition towards Responsible Research and Innovation Systems. Or, more specifically, towards **co-RRI systems.** Indeed, FoTRRIS has a special vision on RRI, we believe that the added-value of RRI should be to bring together all actors, from **the quadruple helix,** to collectively reinvent new ways of doing R&I. So, we have decided to call our vision **'co-RRI', which means co-created Responsible Research and Innovation.**

To read our co-RRI concept in details, consult http://fotrris-h2020.eu/deliverables/

To foster this transition we propose to **set up competence cells.** A competence cell is an organisational unit, either new, or part of an existing organisation, which ultimate mission is to foster this transition.

Ideally, they are at the junction of science, policy, the business sector and civil society, and form a network. However, if they share the same mission, they can differ in their actions and characteristics, for there are many ways to achieve this mission.

During the project, **five competence cells** have been established:
→ One embedded in VITO (Flanders, Belgium)
→ One embedded in the Environmental Social Science Research Group (ESSRG) (Budapest, Hungary)
→ One embedded in the Interdisciplinary Research Centre for Technology, Work and Culture (IFZ) (Graz, Austria)
→ One embedded in CESIE (Palermo, Italy)
→ The Association RRI Ibero-America (Madrid, Spain)

To know more about the FoTRRIS' cells, consult deliverables **D2.3 Design and mandate of the competence cells** and **D2.5 Activity models.**

WHAT ARE WE PLAYING?

Like a same partition can lead to various musical interpretations, this score contains the musical pieces you need to play, to design and establish your competence cell. But then, it will be your turn to interpret them as you wish!

Programme:

1. **Libretto:** learning from transition management studies
2. **Prelude:** inspiration
3. **Jig:** setting up the cell
4. **Courante:** running the cell
5. **Allegro:** accelerating the cell
6. **Rising stars:** learning from the best

MUSICAL PIECE

1 | LIBRETTO

Since FoTRRIS is all about transitioning, we learned from the research field of sustainable transition and gained useful knowledge to design a competence cell.

WHAT IS A CO-RRI TRANSITION?

From the perspective of this research field, **a transition is a response to several persistent problems** confronting contemporary modern societies. A transition manifests as a radical and structural shift from one state of a socio-technical system to another, so that the dominant means of production and consumption become more sustainable. This shift is the result of nonlinear processes of coevolution between culture, structure, practices and technologies which take place over decades. In our case, this means that the ways R&I is produced and consumed change towards new production and consumption processes designed according to the co-RRI concept.

The co-RRI concept is foremost about solving the grand societal and environmental challenges, taking an approach based on ecological sustainability, the acknowledgement of different forms of knowing, and social inclusion. It puts a particular focus on the solving of their local manifestations. It says that it is the joint responsibility of traditional and non-traditional R&I actors to solve these challenges and that currently we lack the appropriate knowledge to face them. To build this knowledge we need to regroup the various knowledge that lie scattered among diverse stakeholders. This implies to :
→ **Offer spaces** for non-traditional knowledge

A TRANSITION RESULTS IN NONLINEAR PROCESSES OF COEVOLUTION

and innovation actors to engage with science, technology and innovation
→ **Co-create knowledge and collectively act** by cross-fertilizing values, norms, experiences, expertise of the quadruple helix actors, and by transcending disciplines, cultures and practices
→ **Take a complex systems perspective** to understand the root causes of these challenges and find successful solutions
→ **Recognise** that such co-RRI processes are inextricably linked with making choices with ethical and political implications
→ **Embed reflexive monitoring** in R&I processes.

The current R&I system is far from this vision. It is governed by the thought that it can and must lead to economic competitiveness and growth, which can be attained via putting innovations on the market and the interactions between the research and the innovation worlds. It is thought that such innovations require scientific expertise, a competitive R&I system, so that only the best research and innovation projects are funded and invested in. The criteria of this competition are nonsystemic, so unable to really select the appropriate solutions to the grand challenges. **Transitioning from the current R&I system to a co-RRI one** implies to change :
→ **Mindsets and paradigms**
→ **R&I agendas** (from economic

competitiveness to a main focus on ecological sustainability and social inclusion)

→ **The R&I governance model** (for more reflexivity, transparence and bringing in different perspectives and knowledge)

→ **R&I system's organisation and actors** (to change the interactions between R&I and society, and be inclusive)

→ **Monetary flows** (funds, investments) within the R&I system (to fund and invest in solutions that are not only economically profitable, but the most able to solve the challenges)

→ **The process of doing R&I** (to adopt a complex systems perspective, co-create knowledge and act collectively)

→ **The usages of R&I** (to broaden the liberal economic paradigm that relies on producing and selling goods towards more resilient ways to provide for the needs of society)

→ **The evaluation system of R&I** (to encourage to and reward R&I actors for solving the challenges)

These changes must address the three levels of culture, structure and practices. ■

GENERAL PRINCIPLES OF TRANSITIONING

The question we face now is therefore **how to make these changes happen?** Sustainable transition studies reveal that transitions are nonlinear systemic changes, so as for now at least (since we currently know little about this nonlinearity), unpredictable and unmanageable. Fortunately, there are patterns, mechanisms and dynamics that can guide strategy and action. So even if we cannot transition in the most optimised way, we can still make it happen.

Two key concepts of sustainable transition studies are **the regime and the niches.** The regime constitutes the mainstream part of the system: it refers to the institutionalised organisations, interactions, rules, beliefs, routines, visions that stabilise the system and shape the activities of the system's actors. The niches are organisations, practices... that are not mainstream but innovative in comparison with the standards of the regime.

Transitioning is obviously a question of mechanisms, process, agency and governance by actors (both from the regime and the niches) that are willing to transition towards co-RRI.

TRANSITION MECHANISMS
With regard to the transitioning process, sustainable transition studies say that **four mechanisms lead to a new system:**
1. Destabilisation of the regime
2. Experimentation of co-RRI alternatives, to be then implemented at the side of the regime, or in replacement of the regime's ways of thinking, doing and organising
3. Phasing out the non-co-RRI elements of the system
4. Institutionalising co-RRI alternatives

A regime can be conceptualised as **the equilibrium state of a given system.** If we want to change the state of the system, we need to change its current equilibrium, so that means, destabilising the regime itself. This can be done in two ways: showing that it does not perform as it should, and building and exceeding a critical mass of people that agree with the alternative (here co-RRI). Obviously, **defining the new system is key,** so that is the reason why we need, on the one hand, to propose and experiment co-RRI alternatives. On the other hand, it is necessary to implement them next to the regime, or in replacement of the regime's standards. However, **a cohabitation** of the two states of the system at once (R&I and co-RRI), would not be efficient at all, for they would oppose each other, scattering resources. Therefore, it is necessary to phase out the non co-RRI elements of the system (that means forbidding non co-RRI practices that are too detrimental). To purse the balancing process and strengthen the implementation of the alternatives, it is important **to change the system's parameters** (laws, rules, mechanisms...), and **institutionalise the co-RRI alternatives as the new norms.** ■

REST

This paragraph leads to believe that we know where to go. That is not the case! A transitioning process is more like **a structured improvisation** rather than **a fixed interpretation.** If our grounds are the co-RRI concept, we shall recall that we have a limited understanding of the R&I system and transition mechanisms. So, it is important to remain flexible and reflexive when transitioning, and not be narrow and definitive about the actions to be implemented. Actually, it is better **to think of this transition as a transformation,** rather than as a defined path from A to B.

PROCESS AND AGENCY

As a transition is **a reconfiguration of a socio-technical system** (so that means hundreds of thousands of people at least, settled routines, vested interests…), transition management studies argue that it cannot be decided and implemented unilaterally. Furthermore, as we do not know yet exactly how a co-RRI system should be and how it could be effective, transition management studies recommend that the reconfiguration happens through a collective and open process of experimentation and knowledge development. It is thanks to this collective process that we will be able to propose co-RRI alternatives, to operationalise (institutionalise) them, and to change the system's parameters.

All stakeholders from the quadruple helix should be involved in this process, which should be reflexive so as to select, adapt, refine the co-RRI alternatives until they fit their context and meet their purpose in the best ways possible. While this speaks about the process, agency – which refers to the capacity of an actor to act in a given context –, is as much as important. Indeed, the transitioning process will not take place if certain actors do not have the power to activate and sustain it. Transition management studies introduce the concept of strategic agency, which refers to the ways individual and groups can leverage resources

to influence the speed and direction of transitions. Apparently, effective strategic agencies for transitioning would include:
➔ **Advocacy coalitions**
➔ **Hybrid frontrunners networks:** self-organising networks composed of both niches and regime actors that are inclined to change. Such networks should be able to coordinate themselves, relying on their own resource bases, knowledge and capacities
➔ **Transnational partnerships**
➔ **Networks of networks,** as a meta agency

Advocacy coalitions, and coalitions of coalitions, are appropriate for destabilising the regime since they increase the critical mass of people in favour of a change. Hybrid frontrunners networks are themselves well adapted to foster the collective process explained above. Through this process, they can aim at diffusing, translating, and operationalising the co-RRI alternatives that have emerged, in the contexts they have access to. If this **collective endeavour** is what is required, however, at least for the first period of experimentation, it is important that the groups and organisations that compose the networks have a certain degree of autonomy, so they remain free to experiment and build their core values. In the same vein, those networks should be able to achieve synergy, inter and

intra networks, while maintaining diversity (experiments, actors…) and inclusivity.

GOVERNANCE

Governance is **as crucial as agency,** although currently, few organisations have taken up this role. The purpose of governance is twofold: first it is about answering the question of 'which different types and forms of (strategic) agency can influence the speed and direction of transitions, and how they can be engaged and empowered?'. The second is about orchestrating the experimentations of the transitioning agents, so that co-RRI alternatives and pathways to transition are developed.

Surely, this also implies to **experiment and innovate to find the appropriate governance mechanisms.** At least, we now know that governance for transition should be polycentric and multilevel to mediate the growing numbers of transitioning hybrid networks, that act at different levels and in various geographical areas of the European R&I system.

CALL PROCESS OUT FOR AN ENCORE

If we have learned previously about the overall process of transitioning, the following notes will help you to conduct your cell on your daily actions.

A multidimensional system

As any other socio-technical system, the R&I system is multidimensional, composed of the following dimensions:

→ **The practice dimension** covers the 'production' and 'consumption' means of R&I (agenda setting, governance, allocations of funds, research and innovation processes, evaluation, use of the results, growth of knowledge, commercialisation of innovations…)

→ **The structure dimension** refers to the way the system is organised (various types of organisations such as RPOs, R&D units, NGOs…), governed (at regional, national, interregional or EU levels) and geographically embedded.

→ **The culture dimension** refers to the paradigms and habits at stake

If the co-RRI transition is to transform completely the R&I system, then the transitioning actions should encompass all these dimensions. Practically, this means that there should be enough transitioning networks and initiatives that interconnect to intervene at all levels of the R&I system.

So, it might be useful if you are to start a competence cell, to ask yourselves, according to your capabilities and resources, **which dimensions your transitioning initiative can target.** For example, if at your regional level many things are already happening, it might be interesting to establish a link from this regional level to the national one, or to other regions. However, if all the research performing organisations are aware and willing to develop co-RRI but that research funding organisations are not aware of it, it might be preferable to work with these latter, so as to adapt then the funding criteria to co-RRI.

System thinking approach

To help you visualising and understanding the R&I system, the system thinking approach is appropriate. Furthermore, system thinking is truly necessary to develop promising co-RRI alternatives. **Without system thinking, we risk repeating the same mistakes** and reinforcing the current

system. To understand how we believe system thinking can serve co-RRI and help foster a transition, consult our policy recommendations, and **our cookbook** *How to co-create RRI projects*: http://fotrris-h2020.eu/material-for-uptake

For an introduction to system thinking, read *Thinking in systems: A primer* by D. Meadows; *Systemic Intervention: Philosophy, Methodology, and Practice* by G. Midley. In practice, make sure that system thinking frames your transitioning actions.

Collective learning-by-doing & doing-by-learning

As the R&I system is a set of complex interactions, we do not know yet which co-RRI alternatives could work (system thinking serves to unravel this complexity). So, that is the reason **we need first to collaboratively experiment** instead of applying co-RRI alternatives pulled out of a hat (learning-by-doing).

Improving the transitioning process and the likeliness to find suitable co-RRI alternatives requires us to learn, grow our knowledge of the transitioning dynamics, and be reflexive upon the transitioning course. This will help us anticipate and adapt these dynamics better, and will increase our capacity to influence their speed and direction (doing-by-learning).

Monitoring and evaluating are therefore necessary components of the transitioning process, and **your transition initiatives would benefit from being monitored and regularly reflected.** To co-create the required knowledge for transitioning, collect information and data and share them, as well as your results and experiences, with the other quadruple helix stakeholders.

A variable context

Your co-RRI initiative will take place in a specific context. Therefore, it is necessary for your initiative to influence this context and change it, to consider its characteristics, and to develop co-RRI alternatives that fit. Be aware that **the context might change over time,** and that your initiative will have to follow this change.

Fostering a co-RRI transition implies to change the cultural, structural, and practical dimension of the R&I system. It might not be possible to change all three at once, but in case you sufficiently change one of them, you might pass beyond the point of no return. Then, you will be able to change all three dimensions together, for transformational change requires a concomitant shift of the three.

Usually, **each context is most responsive to a change in one dimension**. To know which this dimension is, to shape your co-RRI initiative accordingly and hopefully reach the point of no return, consult *Pathways of system transformation: Strategic agency to support regime change* by L. Werbeloff, R. Brown, D. Loorbach. ∎

MUSICAL PIECE

2 | PRELUDE

INSPIRATIONAL MISSIONS AND ACTIVITIES

In the Jig piece of this score we will help you to set your competence cell. As a prelude, we present here some ideas of missions and activities that could be the ones of your cell, based on the previous learning from transition management studies.

MISSION

A mission corresponds to the changes your competence cell will be able to foster and/or implement. Since there are many things to change to arrive at a co-RRI system, there is a plethora of possible missions.

Your mission can participate in:

➔ **Destabilising** the regime
➔ **Experimenting and embedding** the co-RRI alternatives
➔ **Phasing out** non co-RRI elements

➔ **Institutionalising** co-RRI alternatives
➔ **Running** co-RRI projects
➔ **Supporting the transition process** by building and managing knowledge and capabilities for transitioning and/or reaching critical mass

To find your mission you can:

➔ Further analyse the current R&I system to find the root causes of the reason why it is not functioning according to co-RRI principles
➔ Enrich your understanding of co-RRI via a review of the literature, interviews of members of co-RRI initiatives…

In any case, having a good understanding of the problem you target (causes, operating mechanisms, consequences, impacts on stakeholders…), is obviously a plus.

REST

Phasing out unsustainable practices and institutionalising co-RRI alternatives mechanisms means to **forbid R&I system's elements** that are too detrimental, and to **change the legal system and rules** so that they favour co-RRI elements. For example, it could mean forbidding evaluations of R&I processes solely based on economic criteria, or enforcing open access for all scientific articles. Most likely, missions related to these transitioning mechanisms cannot be undertaken at system level without top-down organisations, since they have the legal power to do so. However, that does not prevent single or several organisations to stop acting as in the current R&I system, and to only implement co-RRI cultural and practical elements.

It is not necessary that your mission focuses only on one of the transitioning mechanisms. For instance, you could have a mission that pertains both to the destabilisation and embedding of co-RRI alternatives mechanisms. Your mission should be based upon the co-RRI concept and adapted to your capabilities.

ACTIVITIES

If your mission is your guiding principle, in a day-to-day life, you will have to carry out activities designed to fulfil the mission. We propose below some activities for some of the possible missions presented previously.

Destabilising the regime

The co-RRI discourse is far from being mainstream and few are aware of its benefits for R&I. So, your activities could be orientated towards:

→ Strengthening the co-RRI discourse and elaborating guiding visions. This should be done in a participatory way to stimulate the development of shared discourse

Be sure to mediate it through appropriate communication infrastructures.

→ Further structuring the challenge of transforming R&I for environmental sustainability, acknowledgement of different forms of knowing and social inclusion, using the system thinking approach

→ Creating a reasonable sense of urgency to act for co-RRI, grounded in facts

Experimenting and embedding alternatives

As previously mentioned, the whole R&I system can be acted upon to include co-RRI elements. This means that you can propose/experiment with/embed:

→ **Co-RRI mindsets and paradigms**
→ **Co-RRI agendas**
→ **Co-RRI governance model(s)**
→ **Co-RRI system's organisation and actors**
→ **New monetary flows** within the R&I system
→ **Co-RRI process for doing R&I**
→ **New usages** for results of co-RRI processes
→ **A new evaluation** of the R&I system

New practices, technologies, business models, methodologies or policy instruments will be needed to make all these changes happen. However, these later are only means.

When you propose/experiment with/embed a co-RRI alternative, think first about the function your alternative will enable, instead of thinking first to develop a technology or a business model. You need to remain open as much as possible at the beginning, so as to broaden your intervention repertoire with various options and a mix of innovations.

The usual process is to have an idea of an alternative and to propose it to others. Then, to experiment and see if this idea is feasible or not, or if it needs to be refined. If a promising co-RRI alternative is found out, then it is time to embed it by either replacing incumbent practices, standards, or by aligning it with them.

Running co-RRI projects

Another way to foster the transition towards co-RRI is to carry out co-RRI projects. Indeed, as more and more co-RRI projects are implemented, new ways of thinking, doing, and organising will gradually pervade through the R&I system. Your co-RRI projects can be built around the following themes: new economies (collaborative, functional), transformative social innovation, sustainable urban transitions...

To design co-RRI project concepts, see our cookbook *How to co-create RRI projects*: http://fotrris-h2020.eu/material-for-uptake/
Do not hesitate to ask support from the FoTRRIS competence cells.

A web platform can also help you running your co-RRI projects, available at http://ingenias.fdi.ucm.es/fotrris/home.php

Supporting the transition process

Building appropriate agency and governance
To help the transitioning agents organising themselves and governing the transition process, you can:
→ Inspire, empower actors to join the co-RRI community
→ Foster community and network engagement, coalition building, and formation of networks of networks

→ Support the coordination of various co-RRI initiatives and networks

→ Secure dissemination of progresses, new initiatives, and enable social learning

→ Create informal open platforms to provide mental, social, and physical spaces to develop new ideas, common language and ambitions, as well as new joint projects. Such platforms allow individuals and organisations to reflect, learn and exchange about the transitioning progresses, in which they foster and are embedded

Accelerating the transition process

In transition management studies, the acceleration phase of a transition is an increase in the pace, scale and diversity of changes thanks to transition initiatives. For example, it means spreading the co-RRI alternatives to a wider number of people, increasing synergies between multiple and diverse transitioning agents, reinforcing the governance of the transitioning process.

There are **five acceleration mechanisms:**

1. **Replication,** which is the adoption of co-RRI alternatives in another context of where they were born
2. **Coupling,** which happens when two co-RRI initiatives decide to pool their resources and/ or competences
3. **Upscaling,** referring to the growth of members of a co-RRI initiative
4. **Instrumentalising,** meaning that you draw upon opportunities provided by the usual R&I system
5. **Embedding,** which is aligning co-RRI alternatives with current R&I elements, so as to transform the existing system (or its local, regional manifestation)

Acceleration mechanisms are therefore particularly important in the transitioning process. However, there are several obstacles and practices that can reduce their effectiveness. To know more about these obstacles and implement good practices instead, consult *Accelerating Transition Dynamics in City Regions : A Qualitative Modeling Perspective*, P. Valkering et al.

Supporting existing co-RRI initiatives

They are very diverse ways to support existing co-RRI initiatives, which is as necessary as setting up new initiatives.

To do so, you can:

→ Offer dedicated funding

→ Build co-RRI capacities and knowledge by gathering and disseminating transitioning good practices and promising co-RRI alternatives, offering training and dedicated support, or incubating and accelerate co-RRI initiatives

→ Function as matchmakers or brokers between traditional and nontraditional R&I actors

If you are part of a top-down institution (Research Performing Organisations, Research Funding Organisations, Innovation financer...), you may support the transitioning process by:

→ **Prioritising** co-RRI guiding visions, goals and targets instead of the usual ones

→ **Powering** acceleration mechanisms by creating an enabling environment for experimenting and embedding co-RRI alternatives, or connecting, empowering niches and reinforcing their legitimacy and the credibility of their transitioning initiatives, or becoming a transitioning agent, working collaboratively with transition initiatives

→ **Changing** the ways you usually solves problems by creating spaces for transitioning initiatives instead of looking for generic solutions

→ **Innovating** your governance model in order to orchestrate co-RRI initiatives through the various phases of the transition. ∎

MUSICAL PIECE
3 | JIG
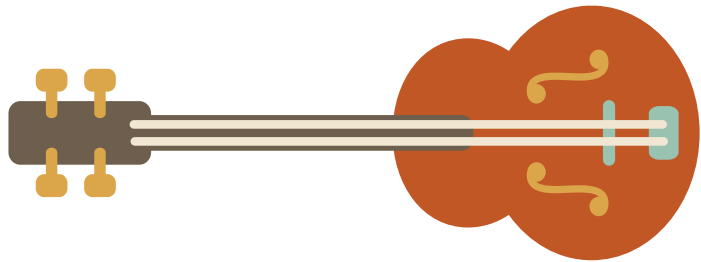
Now that you know the general principles of transitioning and got some ideas of missions and activities, it is time to set up your own competence cell. The order of the different movements of this jig piece corresponds to the linear way of playing it. However, as they are many repeats in such musical piece, the process of setting up your cell will not be linear. You might have to refine or change what you have previously decided.

1 FIND YOUR MISSION!

The first step is to find your mission (see the Prelude). It is important that you clarify also your aim(s) and capabilities, so that you have an idea of what is feasible. However, if there is one thing that you would like to do but do not have all the capabilities and resources, that should not prevent you to do it, since you might find partners that can bring in these capabilities.

2 DETERMINE YOUR ACTIVITY MODEL

What is an activity model?
An activity model describes the architecture of the cell and its networks of partners, which enables them to deliver activities in an economically viable way, in order to fulfil the cell's mission.

Questions to help you to find your activity model:

→ **What will be your main direction(s) of action to fulfil your mission?**

→ **What kind of organisation(s) will be necessary? Should it be brand-new or part of an existing organisation?**
You might need several organisations – if you want to build something like a network of fablabs, you may have a coordinating entity and decentralised hubs, for instance. Consider also that your competence cell, and the other organisations that you may create, will need a certain degree of autonomy.

→ **Which dimension to target (practice, structure (geography, governance...), culture?**
See the Prelude to know why this is an important question and remember that a transition requires an interconnected networks of transition initiative(s), operating at different levels (it is polycentric).

→ **More precisely, what kind of activities are**

needed? And which resources will they require?

→ **Who will be your beneficiaries, collaborators, partners?**

Remember that a transition initiative (whatever the type of mission chosen – destabilising, experimenting…) is first a collective doing-by-learning and learning-by-doing process. So, pay attention to partnering with advocacy coalitions, hybrid frontrunners networks, or transnational partnerships, as well as to implement your activities with partners from the quadruple helix.
If your competence cell is a brand-new organisation, try to find or create an institutional home, that is, to have an institutional existence in between the regime and the niche(s).

Establishing formal partnerships can be interesting to get access to resources and multiply your capacities. In the **open organisational model,** your partners and your cell collaborate to produce all the activities. In **a hybrid model,** some of your activities are produced openly with your partners while some others are only produced by your cell.
Even if looking more traditionally, certain activities such as training are still perfectly useful activities to carry out. For instance, if you propose training on writing co-RRI project proposals.

→ **How will you ensure the economic viability of your cell?**
As any organisation, your competence cell must be viable to continue delivering its mission over time. There are several revenue streams to ensure its viability:
Internal funding: this means embedding the cell in an existing organisation that will provide all the resources needed to carry out the mission.
External funding: projects funding, subsidies, alternative finance and funding, donations, volunteering time…
Commercial revenues (for-profit and not-for-profit).
A mix of the other streams: this is especially useful if there are some activities that are absolutely necessary to your mission but are not profitable nor easily funded. In that case, you can implement a for-profit commercial activity which benefits will cover the non-profitable but crucial activity.

In case you rely mostly on resources from top-down incumbent institutions, you will have to manage possible attempts of 'co-option' or 'capture'. However, that could mean these institutions consider your

initiative important, and if the relationship is well-managed, that could eventually lead to more resources.

In case you have chosen an open organisation model, you have three options to ensure the viability of your cell:
1. **Contribution:** this is the Wikipedia model; your partners contribute for free (or almost). This model is especially adapted if you can only rely on external funding, but its viability is rather low.
2. **Hybrid:** it is a contribution model which viability is increased by additional for-profit activities.
3. **Dual or freemium:** one part of what is produced collaboratively is offered for free to certain beneficiaries and against payment for others, or one part is offered for free while upgrades are commercial.

FoTRRIS' competence cells rely mostly on internal and external funding, and for some, on not-for-profit commercial revenues.

Independently from the type of your production model, there is another factor on which you can play to fine-tune the viability of your cell: **the means of exchange.** If most of the time it will be your national currency, think also about **alternative currencies,** such as vouchers (including knowledge vouchers), time banks…

The Flemish competence cell has experimented with a knowledge voucher and hopes to perform it at a larger scale in the near future. To know more about this knowledge voucher, consult deliverable *D2.4 Financing, Rewarding and Compensation Strategies* available at http://fotrris-h2020.eu/deliverables/

→ **What will be your image? How other actors will perceive your organisation(s)?**

→ **How will you communicate what you are doing, and how will you reach to your beneficiaries, collaborators and partners?**

3   ## DETERMINE YOUR GOVERNANCE MODEL

Internal governance is an essential condition for a transitioning initiative to reflect and monitor it. FoTRRIS' competence cells have a governance model built on the following values:

**AUTONOMY
GENDER EQUALITY
DIVERSITY
INCLUSIVENESS
REFLEXIVITY
RESPONSIVENESS
TRANSPARENCY**

4 BUILD YOUR TEAM

The team is obviously crucial in the success of your competence cell, so do not overlook to think about it:

→ **The leadership style and team spirit**
Pay attention to the fact that long-term dominance by personalities seen as unchallengeable can be detrimental to the team spirit, and ultimately to the effectiveness of your cell.

→ **The competencies and profiles**
Go for a diverse mix of skills (social, technical, environmental backgrounds) and, if possible, people that have experiences in **the niche(s) and regime(s).** Ideally, the team should gather individuals with skills that complete each other.

5 CHOOSE YOUR METHODS

→ **Favour methods that are innovative and foster open collaboration.** Also, your methods should be flexible. Remember that finally, a transition is rather a transformation than a defined path from A to B.

→ When addressing a deep problem, use a system approach **to determine its root causes.**

→ **Tailor your activities** to the context in which they will take place

→ Your methods should allow you **to learn and reflect on what you do**

→ Especially, **set metrics** that will allow you to monitor your actions, and will support your communication about your activities and outputs

6 ASSESS YOUR COMPETENCE CELL

That's it! You have played the five movements of the jig. Soon you will have to play another piece, the courante, to run your competence cell! But before that, take some time to assess the design of your competence cell. The following questions might help you:

→ Is it clear what your mission is?

→ Are you truly collaborating with quadruple helix actors?

→ Is there long-term commitment from your partners?

→ Are your activities based on co-RRI principles?

→ Are your activities desirable, feasible or viable?

→ Overall, is the competence cell and its mission and activities aligned with the transitioning principles previously presented? ∎

MUSICAL PIECE

4 | COURANTE

RUN YOUR COMPETENCE CELL!

Now that your competence cell is well set up and operational, you will have to manage it and reflect upon its course.

1 | MANAGE AND STRATEGISE

First of all, make sure to maintain the motivation of your collaborators high. To do so:
→ **Satisfy** the needs of your collaborators and partners for autonomy, competence, and a sense of impact
→ **Maintain** unity, sense of purpose and integrity
→ **Pay attention** to ambitious expectations and the fear of failure
→ **Set realistic timescales**
→ **Generate** short-term win
→ **Celebrate** success and share credits

On the strategic level:
→ **Continually demonstrate and communicate** about the added value of your activities.
→ **Adapt** your cell to changing circumstances, contestations with dominant institutions, and maintain your original vision
→ **Remain autonomous**

2 | MONITOR AND REFLECT

Take time to **define metrics and regularly assess your actions** against them, to stop what is not working and spend your resources on activities that are. However, as previously explained, there is no known path to transitioning. So, you might need to change your metrics. Do not do that in a tick-box approach.
Really, take the time to think, reflect and deepen your understanding of your action, with all your collaborators and partners, so that ultimately, the course of your cell remains aligned to each one's vision and wishes. ∎

MUSICAL PIECE

5 | ALLEGRO

ACCELERATE

Possibly after a certain time of operation, you might decide that it is time to accelerate. Several models can help you to do that:

DEEPENING
Go deeper and improve what you do. Improve your impacts and gain efficiency by enhancing internal processes, reaching economies of scale and gaining productivity.

For that:
→ **Build staff and team capabilities**
→ **Develop internal systems and tools**
→ **Acquire supplementary expertise**

DIVERSIFYING
Diversify your activities, adopt new actions, communication streams and funding strategies to reach as many people as possible. Diversification can occur through bottom-up, top-down and collaborative approaches.

REPLICATION
Replicate your activities within a different context or territory, or disseminate your model and allow others to replicate it.
Once your organisation has been replicated by you or others, you can organise all the related organisations in a flexible network, a system of franchises, or a network with a central organisation.

COUPLING
Cooperate further with different stakeholders and build new partnerships, and / or pool and mutualise your resources.

To strengthen your acceleration, eventually develop your advocacy actions by:
→ **Reinforcing** your dialogue with quadruple helix actors
→ **Speaking** at conferences and events
→ **Publishing** papers or articles
→ **Communicating** via social media channels ∎
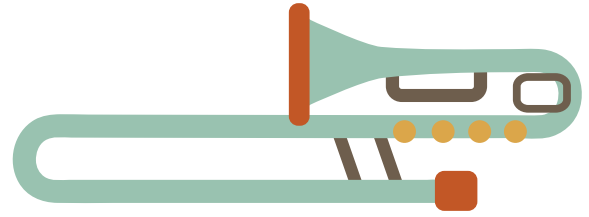
MUSICAL PIECE

6 | RISING STARS

In this section we showcase height organisations which we think could inspire you in setting your competence cell. Each organisation is presented through a description of its mission(s), operational system, activity model and transitioning features.

Sensorica

SoScience

CASIC

LabGov

P2P Foundation

ELab Europe

Future Earth

TETRIS

Sensorica

PROFILE

Geography

Headquarters: Montreal, Quebec, Canada
Action scope: registered in Canada, Sensoria is an international network with affiliated members in many different countries, including Switzerland and Uganda.

Origin and mission

Sensorica was created in 2011, becoming the first commons-based peer production network in the world devoted to hardware development, production and distribution.

Sensorica is part of the open source movement as it aims to participate in the democratisation of knowledge. It is an open, decentralised, and self-organising value network, designing, producing and distributing optical fiber-based sensors and other intelligent systems. It embraces open innovation in favour of local development, supporting local economies and connecting them globally.

OPERATIONAL SYSTEM

Legal status

Sensorica is a non-registered association that operates together with two other legal structures responsible for fulfilling specific functions, a custodian and an exchange firm.

Operational form

Sensorica is an Open Value Network (OVN), a peer-to-peer decentralized network in which members exchange and interact in a volunteer but reciprocate basis. It is run by the most active members of the network and its rules, methodologies of work and tools are developed through a bottom-up approach. Due to its operational form, it could be considered as a permanent structured crowded organization. Sensorica has established a fair meritocratic reward system, meaning that members are remunerated based on their work and on the value they bring to the network, sometimes only when products are commercialised.

Governance
To give ownership to the network members and preserve an horizontal management system, Sensorica supports value-based relations and avoids power relations among network members. It encourages self-organisation, with a feedback system and voluntary subordination.

ACTIVITY MODEL

Activities

Sensorica operates as an OVN (for more details see the Operational Form section). It exchanges hardware solutions in the market for revenue, while network members are allowed to initiate projects that are mostly passion driven.

Crowdsourcing
Crowdsourcing of innovative solutions and ideas for companies willing to transform their products and production lines.

Researching
Research application and prototypes for all types of research institutions. For example, they work with medical centers in the use of research finding for the development of new medical instruments. Through LE VOICE project, Sensorica is building 5 new innovation labs specialised on different topics. The goal is to stimulate the local economy and co-create solutions for local community by engaging different social actors.

Channels
Sensorica's webpage/platform is a meeting space for the network members. There innovators connect and co-create while generating hardware R&D. In addition, network members promote their projects, do fundraising and recruit volunteers.

Resources

Key resources
Sensoria has between 20 to 30 very active members and 100 to 150 participating sporadically. It is an international network with members from all over the world, with different professional backgrounds, such as engineers, designers, managers... In addition, Sensoria possesses material resources.

Partners
Sensorica works in partnership with private companies and research institutes. Private companies are often looking for crowdsourced innovative solutions, while research institutes are more interested in applying their research to new prototypes.

Economic

Up to date, Sensorica does not have a steady cash flow. Its main income streams are research projects in partnership with the academia and R&D development for private companies. In the past, they have also relied on sponsors, research grants from government, government projects such as Fablabs and on crowdfunding.

They reward people for their work through:
- Peer to peer evaluation
- Benefit redistribution (money, reputation, affiliation to a paper...)
- Reputation (internal and external)

TRANSITIONING FEATURES

Actions

Sensorica contributes to the transition toward a Co-RRI system by proposing and experimenting an alternative approach, operational framework and business model. This non-registered association demonstrates that a transparent, inclusive and cooperative R&I system is possible.

Processes and methods

- Flat hierarchy

- Knowledge development

- Open and reflexive process of engagement

Agency

- Community/builder: Sensorica is a peer-to-peer decentralised network in which members exchange and interact in a volunteer but reciprocate basis

- Autonomous

- Sensorica works in partnership with private companies and research institutes

SoScience
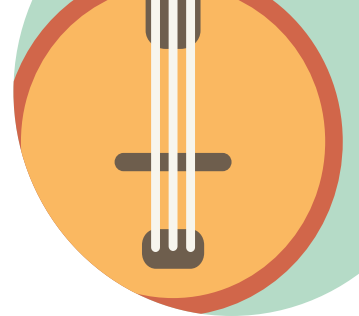
PROFILE

Geography

Headquarters : Paris, France
Action scope : France

Origin and mission

Before creating SoScience, Mélanie Marcel was an expert for the Horizon 2020 Commission on Science with and for Society and Responsible Research. Then, in partnership with Eloïse Szmatula, another leading expert in the field, Mélanie founded SoScience which is pioneer in creating partnerships between research institutes and the private sector in Europe.

SoScience's ambition is to modify the research system. It aims to increase the social and environmental values of science. SoScience aims to foster the uptake of responsible innovation by doing social impact research with scientific excellence.

OPERATIONAL SYSTEM

Legal status

SoScience is a private company registered in Paris with the status of Société à Responsabilité Limitée (SARL or Ltd). It considers itself as a social business, since it aims to generate social benefits for society as an output of its activities.

Operational form

It follows the structure, the operational form and governance model of a conventional small enterprise. Currently, SoScience has a team of five and they will intend to growth in the near future. In addition, SoScience is building a network with the status of association of around 30 engaged RRI expert organisations.

Governance
No information available

ACTIVITY MODEL

Activities

Consultancy
It targets businesses' R&D departments and aims to accompany their transformation towards RRI. They help them develop concrete RRI projects.

Collaborative research
'The Future_Of' is a programme dedicated to

the creation and follow-up of collaborative RRI projects between academia and social enterprises. This initiative also channels funding opportunities for financing RRI projects.

Training
SoScience trains research organisations to

develop their own 'The Future_Of' programme.

Channels
SoScience interacts both with research institutions and businesses. When doing collaborative projects between actors from different sectors, SoScience moderates and mediates the discussion.

Resources

Key resources
SoScience key resources are its team, methodologies and know-how.

Partners
It has partnerships with established research organisations, such as the Research Institute for Development (IRD), social enterprises and big businesses. In addition, it owns a large database of contacts, and its expertise has been recognised by the European Commission, Ashoka, Change Maker Exchange and Echoing Green.

Economic

Spending
They have monthly operational expenses (wages) among others.

Economic exchanges
Commercial: SoScience consultancy and training activities are 'for profit'. In the near future, the idea is to develop a network or an association of around 30 'RRI engaged research organizations'. Their membership fees would serve to cover the cost of the different programmes.

Funding:The programme 'The Future_Of' is funded by sponsors or by private companies interested on a given project. The IRD partially funds it. Up to now it has allocated around €200K for this programme.

Economic sustainability
Consultancy is SoScience's main source of income, which ensures the business sustainability as it continues to growth every year.

TRANSITIONING FEATURES

Actions

SoScience's main objective is to drive partners and/or clients to 'Responsible Research and Innovation' (RRI). It proposes co-RRI alternatives and accelerate the transitioning process through its program 'The Future_Of'.

Agency

SoScience's ambition is to enlarge its current RRI research organisations network. Through its consultancy activity, SoScience diffuses within its clients RRI knowledge and good practises.

Processes and methods

- Context-sensitive insofar as SoScience focuses its activity on the serious challenge of our time

- System analysis: SoScience brings closer the CSR ambition and R&I activities to avoid greenwashing

- Under certain conditions, they invite citizens into R&I projects

CASIC
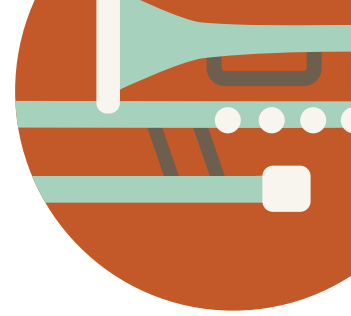
PROFILE

Geography

Headquarters: Keele University, Keele, England (United Kingdom)
Action scope: Keele and the Keele University

Origin and mission

The Community Animation and Social Innovation Centre (CASIC) is part of the Keele University's work on multi and transdisciplinary research.

CASIC's mission is to foster community development and facilitate creative and constructive cooperation between academia and local communities. Similarly to FoTRRIS, it aims to develop interdisciplinary, local, solutions to complex societal issues based on creative and inclusive processes.

OPERATIONAL SYSTEM

Legal status

CASIC is part of the Keele Unversity

Operational form

CASIC is made of a steering group, full members and affiliate members.

Governance
CASIC is hosted by the Faculty of Humanities and Social Sciences, where it welcomes 60 academics along with 30 community partners.

ACTIVITY MODEL

Activities

Summer school
Co-production and community engagement programme designed for students and early carrer researchers.

Working paper series
A peer-reviewed collection of work that aims to present rigorous research, promote scholarly writing and provide materials for discussion in the field of community research and engagement.

Connected communities festival
Thematic workshops that fosters creative debate on a certain issue among different community stakeholders.

Methodology
CASIC works in partnership with the award-winning New Vic Theatre, with whom they developed a methodology to facilitate knowledge co-creation through games entitled 'Cultural Animation'.

Channels
The main channel used by CASIC is the Keele University and their own partnerships.

Key resources
Full members and affiliate members are CASIC's main asset, as they contribute to the organisation of activities and intellectual debates. CASIC relies on funding from research institutions such as the AHRC Northwest Consortium Doctoral Training Partnership (NWCDTP).

Partners
They are bringing together community partners, activists, community members and academics to hopefully bring down some of the barriers that exist between academics and the rest of society.

Economic

Spending
No information available

Economic sustainability
No information available

TRANSITIONING FEATURES

Actions

CASIC supports the transitioning process by fostering cooperation between academia and local communities. Similarly to FoTRRIS, CASIC experiments co-RRI alternatives and develops interdisciplinary solutions that are presented in research papers.

Agency

In its summer school, CASIC coordinates transitioning actors who share good practices and knowledge. As part of the Keele University, CASIC has an institutional home.

Processes and methods

- Multi-actor process

- Knowledge development

LabGov

Geography

Headquarters : Rome, Italy
Action scope: Italy and few cities across the world, such as Accra, Amsterdam, Liverpool and New York

Origin and mission

The LABoratory for the GOVernance of the City as a Commons (LabGov) was created by LUISS Guido Carli University with the aim of training young professionals in the governance of the urban commons and the city as a commons. It is part of the University's informal education path and aims to create public goods through public engagement.

The LabGov was created to accomplish the objectives established by LUISS Guido Carli University (top-down approach). It is a multi-stakeholder urban co-governance organisation. It is a place of experimentation and multi-stakeholder engagement for the development of projects, regulations and policies related to urban commons and aimed to reconceiving the city as a commons.

OPERATIONAL SYSTEM

Legal status

LabGov is part of the LUISS Guido Carli University (Rome). Today, it is an independent, permanent, organisation run by the alumni.

Operational form

The team that carries out LabGov's activities is made of a scientific committee, advisors, senior tutors, associate researchers, editors and a project manager.

Governance
In collaboration with other cities, LabGov runs Labs of collaborative and policentric governance experimentation with several cities in Italy and across the world. Today, LabGov research activities are developed as a joint venture between the LUISS International Center on Democracy and Democratization (led by Professor Leonardo Morlino), and the Fordham Urban Law Center (led by Professors Sheila Foster and Nestor Davidson).

ACTIVITY MODEL

Activities

The Education Labs on Storytelling
They carry out workshops, codesign sessions and fieldwork in the premises of the University to explore the instruments and practice of urban commons.

The Governance Labs
They are present in multiple cities, in which they offer different activities, such as a policy innovation lab for public servants in Bologna, research on alternative economies in New York and support the development of strategic guidelines for the Municipal City Plan of Battipaglia.

The commons post
It is a virtual archive of articles on the commons economy written by researchers and experts in the field.

Channels
The main channels used by LabGov are the LUISS Guido Carli University, Italian cities representatives and their own partnerships and/or members.

Resources

Key resources
GovLav's team is its main asset.

Partners
Its main partners are the LUISS Guido Carli University and the Fordham University.

Economic

No information available

TRANSITIONING FEATURES

Actions

LabGov contributes to the transition towards a Co-RRI system by proposing and experimenting alternative(s) to the classic R&I system. Embedded in LUISS Guido Carli University, it supports the transitioning to a co-RRI system which focuses on global issues.
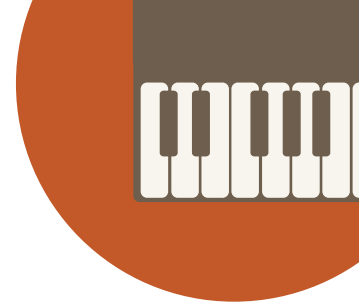
Agency

LabGov is part of a transnational transitioning network. It offers a place for experimentation and multi-stakeholder engagement.

Processes and methods

- Multi-stakeholder urban co-governance organisation

- Knowledge development

- Co-governance organisation

P2P Foundation

PROFILE

Geography

Headquarters : Amsterdam, The Netherlands
Action scope : global

Origin and mission

The P2P Foundation was founded in 2005 as a non-profit organisation and global network dedicated to the advocacy and research of commons-oriented peer to peer (P2P) dynamics. The P2P Foundation was created from scratches as a bottom-up organisation.

The P2P Foundation was conceived to help people, organisations and governments transition towards Commons-based approaches. The P2P Foundation exists as an 'organised network' that serves as an incubator and catalyst of projects and ideas based on an open knowledge and co-creation.

OPERATIONAL SYSTEM

Legal status

The P2P is a formal foundation registered in the Netherlands.

Operational form

The P2P Foundation is a permanent organisation with four interdependent operational hubs:
1. The vision stream is responsible for observation and theoretical knowledge production on commons economy and society
2. The advocacy stream is responsible for the communication and advocacy of the P2P Foundation
3. The research stream is lead by the P2P Lab in Greece. It coordinates and participates in research projects focusing on free/open source technologies and Commons-based practices.
4. The infrastructure stream is responsible for the legal, financial and technical aspects of the Foundation

Governance
Their internal governance and structure are inspired by the P2P values. Rather than a top-down hierarchical structure, they respect the principles of heterarchy, trust and autonomy. Measurable goals are set collectively per stream, and the global core team meets twice yearly to review and share progress.

ACTIVITY MODEL

Activities

Wiki open access
They gather and document all the P2P projects' information in their Wiki open access.

Blog
They report on and critique relevant events on their daily blog.

Commons Transition webpage
On the Commons Transition webpage they have a platform for policy proposal and co-creation, as well as a web magazine featuring stories and interviews.

P2P Lab
The P2P Lab is responsible for the development of academic research projects.

P2P Library
The P2P Library is an online library with free of charge publications on commons and P2P dynamics.

PROJECTS
PROJECTS is the branch of pilot projects of the P2P Foundation, which aims to apply P2P know-how in practice. This branch current PROJECTS are Phygital, Open Design and Manufacturing and P2PValue.

Channels
Wiki, daily blog, webpages and web magazine.

Resources

Key resources
Their asset is their global team and international network. Their activities are sponsored by grants and donations.

Partners
They have partners and supporters across the world, including the Foundation Charles Léopold Mayer, Heinrich Böll Foundation and the Transnational Institute (TNI).

Economic

Spending
Administrative and operational costs, consultancy services and infrastructure.

Economic exchanges
Donations and grants.

Economic sustainability
Long-term grants and funding for several specific projects give some economic stability to the P2P Foundation.

TRANSITIONING FEATURES

Actions

As an incubator and catalyst for projects and ideas based on an open knowledge and co-creation, P2P accelerates and supports the transitioning process toward co-RRI.
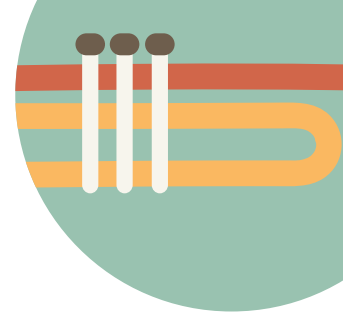
Agency

P2P acts as a global network to help people, organisations and governments transition towards Commons-based approaches. They diffuse knowledge and promote cooperation with transnational networks.

Processes and methods

- Inspired by the P2P values: heterarchy, trust and autonomy

- Bottom-up approach

ELab Europe

PROFILE

Geography

Headquarters: Spain
Action scope: Europe

Origin and mission

ELabEurope is an organisation committed to promote civic engagement and new forms of participatory democracy, and evidence-based advocacy in the public interest in Europe and beyond.

They make use and promote advances in technology and emerging collaborative approaches to reinvent existing institutions and processes of governance to improve people's lives. They strive to fill the gap between academic thinking and reality by fostering synergies and debate between policymakers, citizens and civil society, and lobbying in the public interest.

OPERATIONAL SYSTEM

Legal status

Association

Operational form

The ELabEurope operates as an advisory and research platform. Through the Good Lobby project, it operates as a network of professionals across different disciplines.

Governance
No information available

ACTIVITY MODEL

Activities

Experiment
Academic research carried out through the EU Clinic, a project that aims to explore and enable citizen participation in the EU decision-making process.

Empower
Consultancy offered by the Good Lobby project to support NGOs with skills and expertise helping them to achieve the public goods.

Educate
They created and offered a MOOC in partnership with HEC Paris on 'Why it Matters and What it Can Offer You'.

Channels
New York University School of Law, HEC Paris and MOOC.

Resources

Key resources
Alberto Alemanno's personal network.

Partners
New York University School of Law, HEC Paris, among others.

Economic

Spending
No information available

Economic exchanges
No information available

Economic sustainability
No information available

TRANSITIONING FEATURES

Actions

ELab Europe supports the transition towards co-RRI by fostering synergies and debates between policymakers, citizens and civil society, and lobbying. It experiments alternative(s) to the classic R&I system by involving citizens in decision-making process.

Agency

Community of interdisciplinary experts collaborating with citizens and the civil society.

Processes and methods

- Knowledge development and diffusion

- Multi-actor process

Future Earth

PROFILE

Geography

Headquarters: The Future Earth Secretariat is currently based in five global hubs and three regional centres and offices around Asia, Middle East and North Africa (MENA), and Latin America
Action scope: global

Origin and mission

Future Earth was created in June 2012 at the UN Conference on Sustainable Development (Rio+20). In 2014, a consortium from five different countries successfully bid to create Future Earth. It became fully operational at the end of 2015. It is a top-down organisation that builds on more than three decades of global environmental change research from other institutions.
Future Earth is a global community that facilitates research, mobilises networks, sparks innovation, and turns knowledge into action. Its mission is to accelerate transformations into global sustainability through research and innovation.

OPERATIONAL SYSTEM

Legal status

Future Earth is an international platform for research and innovation. At its core, Future Earth is a federation of projects related to environment and climate change.

Operational form

The Future Earth operates as a global network of thousands of researchers inquiring, discussing and exploring our natural environment and its transformations.

Governance
Future Earth has a Governing Council of the Science and Technology in Society (STS) forum, the Sustainable Development Solutions Network (SDSN) and the members of the Science and Technology Alliance for Global Sustainability (the Alliance).
It has also an Advisory Committee responsible for supporting Future Earth's development and evolution as an international platform.
The Future Earth Secretariat is based in five global hubs and in various regional centres and offices. The global hubs coordinate the international efforts of Future Earth and they are located in Canada (Montreal), France (Paris), Japan (Tokyo), Sweden (Stockholm) and the United States (Colorado).The regional centres adapt and spread the vision of Future Earth in regions around the world.

ACTIVITY MODEL

Activities

Facilitate and amplify research
Future Earth serves as a platform for international scientific collaboration.

Convene and mobilise networks
Knowledge action networks to facilitate collaborative research, policy innovation, debates and exchanges.

Spark and promote innovation
Future Earth media lab creates digital products and experiences to communicate about the challenges of global sustainability to the general public and to turn knowledge into action.

Channels
Webpage, the Anthropocene magazine, webinars, publications.

Resources

Key resources
Future Earth counts on a network of qualified scientific collaborators and partners.

Partners
Future Earth has formed strategic partnerships and relationships with a number of international organisations working across sustainability research and action.

Economic

Spending
From April 2016 to March 2017, the total funding received by Future Earth for the operation of the five global hubs was €5.5M.

Economic sustainability
Future Earth is economically sustainable thanks to its multiple partnerships and to the variety of products offered.

TRANSITIONING FEATURES

Actions

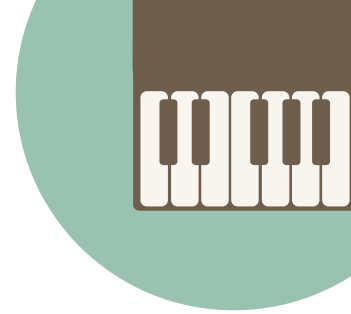As a global platform, Future Earth experiments and embeds an alternative way of doing research.

Agency

Future Earth is a global network of thousands of researchers. It cooperates with a number of international organisations working across sustainability research and action.

Processes and methods

- Knowledge development and diffusion

TETRIS

PROFILE

Geography

Headquarters : Pays de Grasse, South of France
Action scope : Pays de Grasse

Origin and mission

Three years ago, the Agglomeration Community of the Pays de Grasse committed to promote social innovation within its territory. TETRIS emerged in this context and with the mandate to support local actors developing innovative socioeconomic activities in the region.

TETRIS' mission is to support and foster the uptake of social innovation in the Pays de Grasse. It aims to encourage socioeconomic activities capable of generating wealth that have a positive social and environmental impact on the region. TETRIS aims to foster the local emergence of innovative socioeconomic activities favourable for a sustainable development.

OPERATIONAL SYSTEM

Legal status

TETRIS is a Société coopérative d'intérêt collectif (SCIC), a cooperative society that works for the collective interest and local sustainable development by promoting research and innovation.

Operational form

Governance
Multiple actors work together for the promotion of a common local economic project. Both the 'Territorial Economic Cooperation Hub' (PTCE) and TETRIS are managed cooperatively and work together to accomplish their joint mission.

Moreover, TETRIS brings together five structures :
1. Evaleco, an association specialized in education for sustainable development
2. 'Résines Esterel Azur', an association responsible for three projects of insertion through the fabrication of eco leather goods, eco joinery and sales
3. The TEDEE, a network that recycles electronic waste
4. A cyclist association called 'Choisir Initiative Vélo'
5. A local currency association called APese

ACTIVITY MODEL

Activities

The Applied Research Centre
The Applied research centre is responsible for accompanying the social innovative initiatives.

Incubator
An incubator with the means and partner structures supports the development of initiatives that address local needs.

Four key areas
TETRIS activities focus on four key areas: waste management, furniture development, production and exchange, and development of a social and digital economy.

Channels
Agglomeration Community of the Pays de Grasse.

Resources

Key resources
TETRIS has access to equipped offices and human resources from the Agglomeration Community of the Pays de Grasse.

Partners
National universities, researchers, local authorities and other stakeholders.

Economic

Spending
No information available

Economic exchanges
No information available

Economic sustainability
TETRIS relies on funds from the Agglomeration Community of the Pays de Grasse. As long as this funding is available, TETRIS economic sustainability is probably not an issue.

TRANSITIONING FEATURES

Actions

TETRIS supports the research transition by accompanying social innovative initiatives at local level. As an incubator, it accelerates the development of initiatives.

Agency

TETRIS is part of a regional quadruple helix network. It enables the development of local and social initiatives thanks to dedicated spaces.

Processes and methods

- Context-sensitive

- Multi-actor process

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This work is based on our free interpretation of the following sources, although they influenced our ideas extensively. We have interpreted them according to the knowledge gained through the FoTRRIS project.

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FoTRRIS RESOURCES

Deliverable D1.2 Conceptual Framework for co-RRI

Deliverable D4.3 Policy recommendations for co-RRI

Deliverable D2.3 Design and mandate of the competence cells

Deliverable D2.4 Financing, Rewarding and Compensation strategies
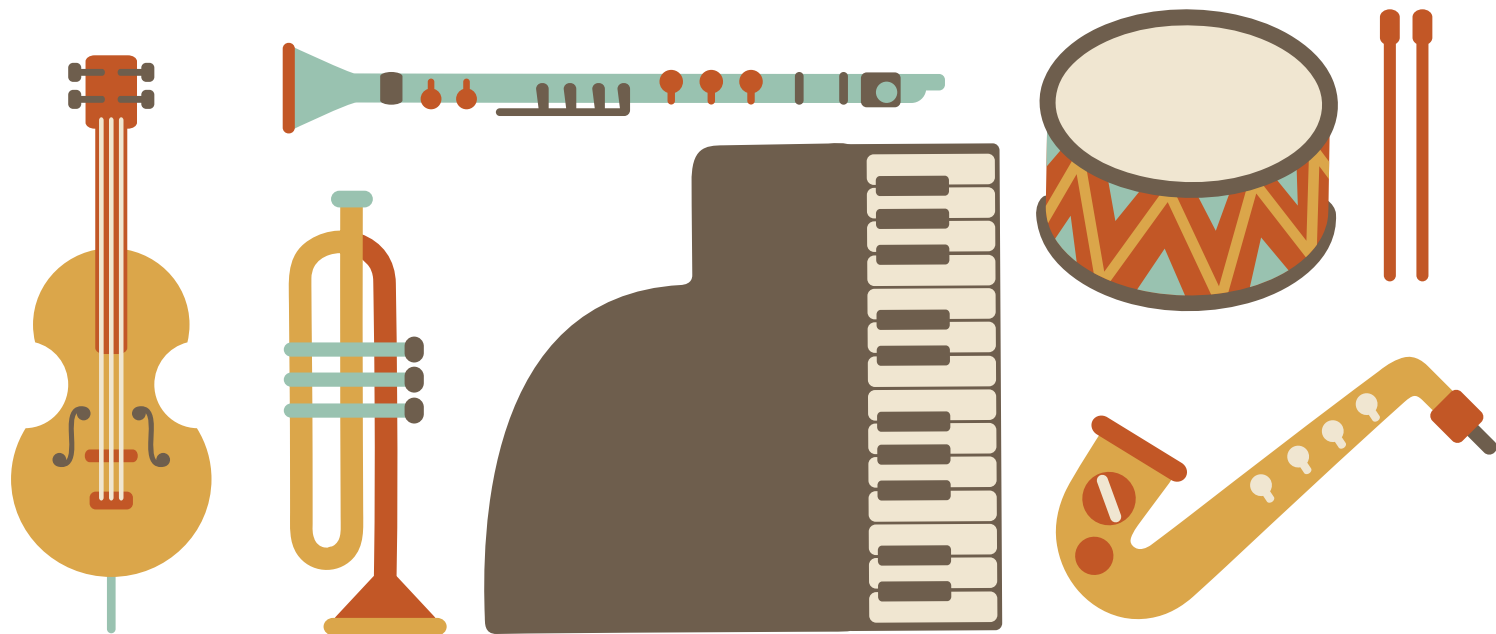
Deliverable D2.5 Activity models

All available at http://fotrris-h2020.eu/deliverables/

Cookbook How to co-create RRI projects: http://fotrris-h2020.eu/material-for-uptake/

Access here **the FoTRRIS web platform for co-creation of RRI projects**: http://ingenias.fdi.ucm.es/fotrris/home.php

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