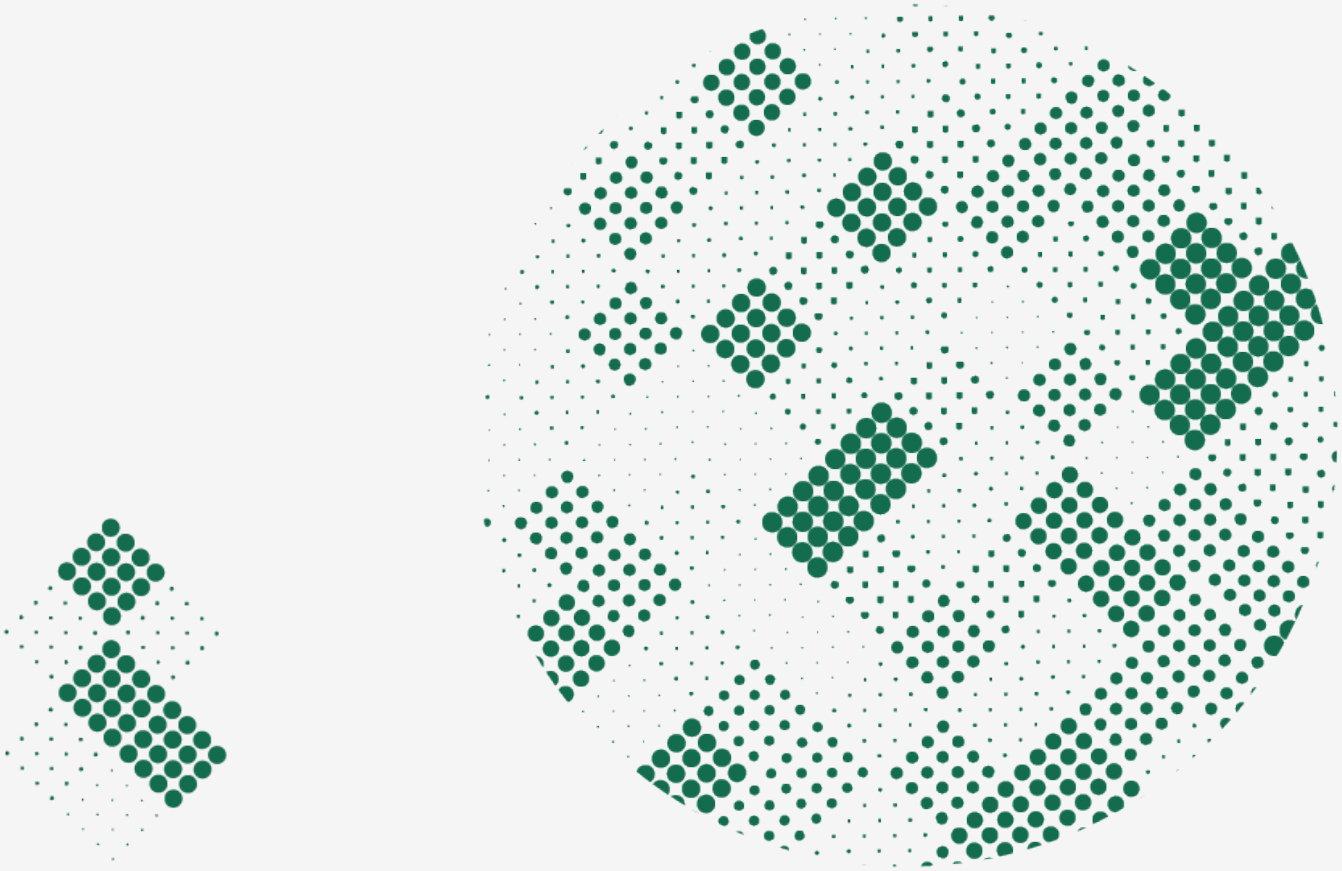
RRI LEADERS

RESPONSIBLE RESEARCH AND INNOVATION IN TERRITORIES

RRI-LEADERS policy recommendations



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RRI-LEADERS Partners

NO	PARTNER'S NAME IN ENGLISH	PARTNER'S NAME IN NATIONAL LANGUAGE
P1	APPLIED RESEARCH AND COMMUNICATION FUND	ФОНДАЦИЯ „ПРИЛОЖНИ ИЗСЛЕДВАНИЯ И КОМУНИКАЦИИ“ (FONDATSIA PRILOZHNI IZSLEDVANIA I KOMUNIKACII)
P2	UNIVERSITY OF WESTERN MACEDONIA	PANEPISTIMIO DYTIKIS MAKEDONIAS
P3	THE DANISH BOARD OF TECHNOLOGY	FONDEN TEKNOLOGIRADET
P4	THE CATALAN FOUNDATION FOR RESEARCH AND INNOVATION	FUNDACIO CATALANA PER A LA RECERCA I LA INNOVACIO
P5	ZURICH UNIVERSITY OF APPLIED SCIENCES	ZURCHER HOCHSCHULE FUR ANGEWANDTE WISSENSCHAFTEN
P6	REGIONAL ASSOCIATION OF LOCAL GOVERNMENT OF WESTERN MACEDONIA	PERIFEREIAKI ENOSI DIMON DYTIKIS MAKEDONIAS
P7	SOFIA DEVELOPMENT ASSOCIATION	АСОЦИАЦИЯ ЗА РАЗВТИЕ НА СОФИЯ (ASSOTSIATSIA ZA RAZVITIE NA SOFIA)
P8	MUNICIPALITY OF THALWIL	GEMEINDE THALWIL
P9	ECONOMIC DEVELOPMENT AGENCY OF SABADELL CITY COUNCIL	PROMOCIO ECONOMICA DE SABADELL

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RRI-LEADERS policy recommendations

Why RRI-AIRR?

The RRI-AIRR[1] framework has the potential to leverage territorial policymaking to achieving sustainable development as it is a paradigm, which exemplifies proactive, shared and responsible initiation of actions towards setting ambitions for change and societal transformations in diverse fields. The RRI-AIRR approach involves citizens and communities, thus making them co-owners of local and regional development plans.

Integration of RRI-AIRR in Territorial Governance

RRI-LEADERS project results show that responsible territorial policymaking should be based on the specific characteristics of the respective territory and take into account the needs and values of society. While the RRI-AIRR framework is to an extent already employed in regional and municipal policy strategies, any plan that contributes to sustainable territorial development requires identifying the RRI aspects that are most commonly neglected by policymakers or misunderstood by stakeholders and developing their capacity to begin implementing them.

Sustainable territorial development frameworks should integrate the RRI-AIRR aspects, since any long-term plan or strategy that neglects them may ultimately prove ineffective. RRI-AIRR facilitates innovation and fulfils ethical standards. Moreover, the implementation of the RRI-AIRR framework may help shape a more cohesive, well-informed society as well as an administration that is prepared to face emerging issues and is able to create and adapt policies accordingly. Therefore, the RRI-AIRR aspects are fundamental requisites for ethical, effective and sustainable policy-making.

How was this policy recommendations list created?

The policy recommendations presented herein have been identified by the RRI-LEADERS consortium on the basis of the project results as well as the experiences, gathered by the partners during project implementation, with contributions by the tetRRIS, RIPEET, ENTRANCES and WBC-RRI.NET projects. The list is non-exhaustive and priority has been given to the most pressing issues to be addressed in territories. The recommendations target territorial policymakers although they might be of interest to representatives of national and EU-level institutions as well.

[1] **RRI-AIRR** is the acronym of Responsible Research and Innovation – Anticipation, Inclusiveness, Reflexivity and Responsiveness.

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RRI-LEADERS POLICY RECOMMENDATIONS

1. Strengthen the capacity of territorial administration for anticipatory policymaking
2. Enhance reflexivity in territories
3. Initiate inclusive regional decision-making mechanism in territories
4. Promote participatory co-creation and policy development
5. Strengthen ethical and social aspects in territorial R&I projects
6. Rethink and redefine principles such as gender equality/diversity as well as open data and science education
7. Mainstream RRI in territorial research and innovation
8. Foster peer-to-peer learning among territories in order to steer transformative societal processes
9. Create RRI observatory at territorial level
10. Institutionalise RRI

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1. **Strengthen the capacity of territorial administration for anticipatory policymaking**

   The importance of anticipatory governance has been underlined many times during RRI-LEADERS project implementation, however, at the same time, territories have reported that territorial administrative bodies do not possess the needed experience and know-how to define strategic goals via the application of anticipatory practices. Furthermore, it is important to integrate sustainable and responsible aspects into the administrative structures of territorial policymakers.

   Anticipation forms the foundation of responsible governance, allowing the creation of proactive rather than reactive strategies. Reinforcing the anticipation dimension will result in territories, which are more resilient and better prepared to global changes. Anticipation can also help to build bridges to other aspects of responsible policymaking such as reflexivity, on questioning, for instance, how a policy affects gender, ethics, or inclusivity**.**

2. **Enhance reflexivity in territories**

   Reflexive policymaking in territories has to be enhanced as current practices by policymakers usually focus on relying on external expertise, provided by researchers and/or business to rethink and possibly adapt policies and practices. The scope of reflexive policymaking shall go beyond that into becoming aware of societal circumstances and including such reflections into re-assessing relevant policies and practices in all fields from energy, environment and artificial intelligence to healthcare, education and social policies.

   Reflexivity implies the application of a more comprehensive, systemic approach to policymaking that could be kicked-off by citizen engagement as a way to achieve such a reflexive and more holistic territorial policymaking, able to address many issues at the same time. Experience with citizen engagement has shown that citizens usually approach any issue by looking at the bigger picture (they have a holistic vision of the future in their minds) and search for solutions, which are out of the box and faraway of the administration's silo. They also consider all aspects of the issue and deliberate on the pros and cons of various potential solutions before selecting the most feasible ones. Therefore, citizens' contribution can be a valuable source of input for enhancing reflexivity on territorial level. In addition, territories could also practice self-evaluation and comprehensive monitoring to strengthen reflexivity.

3. **Initiate inclusive regional decision-making mechanism in territories**

   The need to initiate territorial-level decision-making mechanisms that will be inclusive in terms of businesses, research and citizens' participation has been identified during RRI-LEADERS implementation. This mechanism may consist of public consultation tools that should be constantly active and operate in major decision-making regarding prime policy foci of each region as well as other issues that may significantly concern specific societal sectors. Digital platforms and means could consist such tools.

4. **Promote participatory co-creation and policy development**

   Territories should consider the use of **case-specific targeted engagement methods for participatory co-creation** (inclusion by design, incentivize underrepresented groups, «managed

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participation/inclusiveness»), depending on the specific issue under scrutiny. Generally, it is important to reinforce participatory co-creation and policy development processes as they are an exceptionally important feature of responsible territorial policymaking, because they guarantee that the policies reflect the specific characteristics of the respective territory and take into account the needs and values of society. Also, policymakers should adopt tried and tested formats of stakeholder engagement, moving beyond single pilot studies, aiming to scale-up solutions that have demonstrated added value. However, in addition to already proven deliberative and co-creation methods, new formulas need to be explored as well in order to reach more people, especially in territories where participatory culture is unpopular or is totally lacking.

5. **Strengthen ethical and social aspects in territorial R&I projects**

   As ethics and social aspects in R&I projects are very important, it is necessary to strengthen ethical and social considerations in the evaluation, selection and implementation of territorial-level R&I projects. This could involve developing ethical guidelines and procedures, training researchers in ethical and social aspects of their work, and engaging (non-academic) stakeholders in the research process as well as in the decision-making bodies of the research and innovation system. Also, initiatives that bring research and innovation closer to citizens should be (financially) supported.

6. **Rethink and redefine principles such as gender equality/diversity as well as open data and science education**

   Redefining the principles of gender equality and diversity by considering various gender dimensions of policy impact, generational differences, minority groups, intersectional discrimination, etc. is of utmost importance for responsible territorial policymaking. Also, open data and science education appear to be two very challenging aspects that need to be addressed in order to improve transparency in policymaking.

7. **Mainstream RRI in territorial research and innovation**

   In addition to decision-making and policy development, local authorities should pay structural attention to mainstreaming RRI into research and innovation activities. This is important as R&I results need to reflect the societal and ethical aspects of research. RRI-based results could be integrated into existing administrative routines and policies, which can be done by setting up a municipal R&I team to coordinate internal processes and communication with external parties.

   Developing RRI-based local and regional research ecologies that interact, reflect and act together is necessary for handling the emergence of multiple accelerating and accumulating global challenges and crises, like the coronavirus pandemic, migration, climate change. *Think globally, act locally* is a good approach in addressing such complex issues/challenges that transcend geographical and administrative boundaries, but have considerable consequences locally. To be able to pursue this approach, ensuring good structural and administrative support for stakeholder collaborations is needed to develop resilient response capacities which can survive political power shifts.

8. **Foster peer-to-peer learning among territories in order to steer transformative societal processes**

   Learning from the experience of other territories serves as a shortcut to integrating needed solutions/best practices. Thus, based on the lessons learnt, shared by other territories that have

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faced and have successfully addressed similar issues in the past, a territory could steer transformative societal processes in the most effective and efficient way.

9. **Create RRI observatory at territorial level.**

   Another option to support the institutionalisation of RRI and to achieve inclusive regional decision-making in a territory is to **create RRI observatory at regional level**, which will monitor and record the level of implementation of the responsible research and innovation aspects at both holistic policy frameworks and distinct policies. The embedment of regional key performance indicators into the RRI framework would further accelerate sustainable regional development and social acceptance. An observatory function should also provide an updated praxis of RRI, and insight into developments in RRI research and methodology.

10. **Institutionalise RRI**

    The ongoing digital transition requires local governments to contribute to a digitally enabling working environment which means changing leadership models, organisational structures, learning cultures, and ways of working. This transition to a digitally savvy administration might be the perfect time to institutionalise RRI by including **RRI protocols** into the new administrative procedures. This includes also developing a broader digital skills strategy for society as a whole, ensuring everyone is equipped with the necessary skills to thrive in the digital age, including public servants who have the skills that support digital government. Internal procedures, workflows, and digital systems should be adapted to the ambition of having an active policy for RRI.

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