

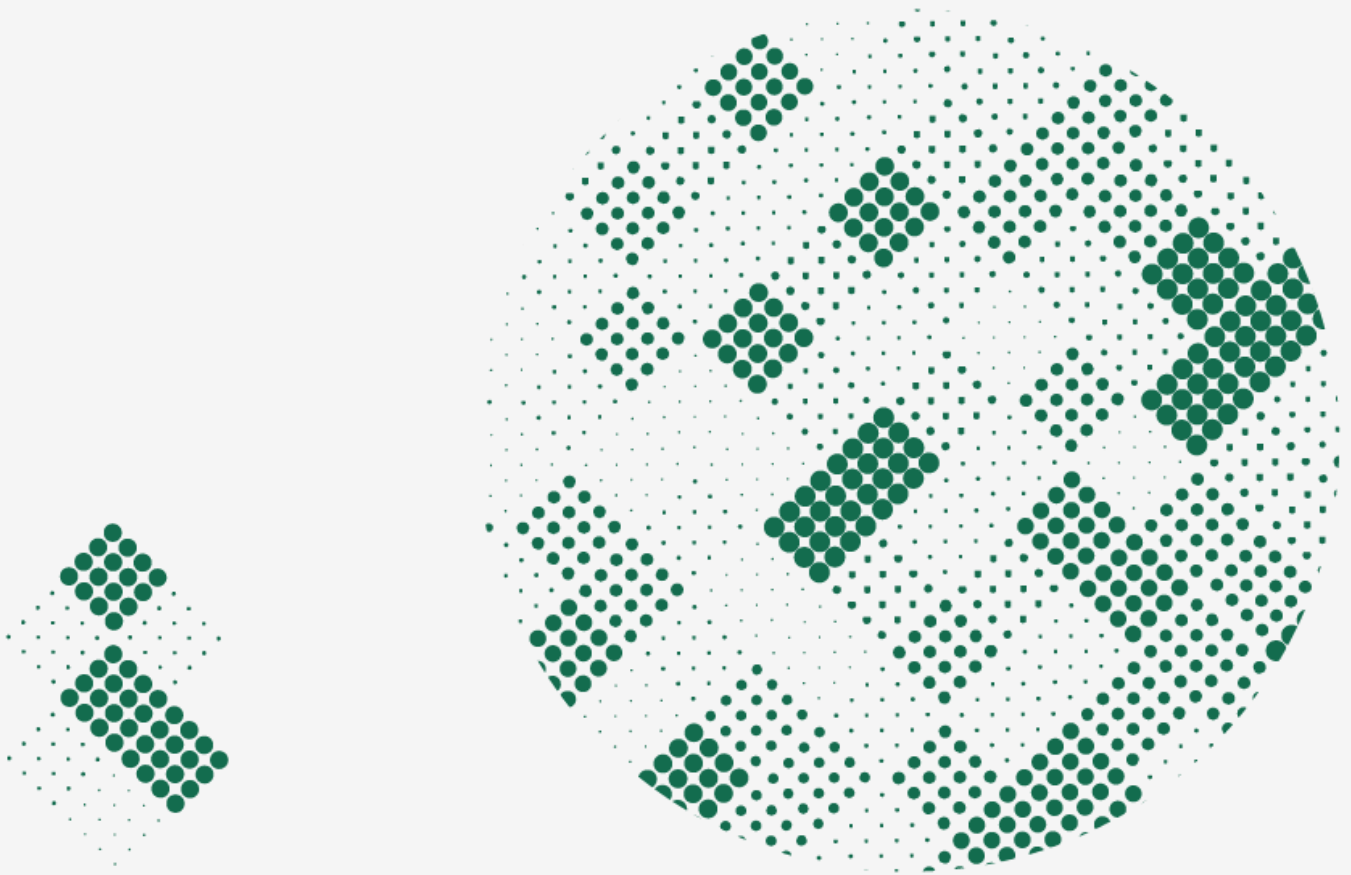


RESPONSIBLE
RESEARCH AND
INNOVATION IN
TERRITORIES

Deliverable 6.6

Endorsement of territorial transformative outlooks

Summary report



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101006439



© RRI-LEADERS 2023

You are free to copy, distribute and publicly communicate the texts, provided the authors and the name of the project, RRI-LEADERS, are credited. The texts cannot be used for commercial purposes nor in derived works.

This publication has been produced within the framework of the RRI-LEADERS project, funded by the European Union's Horizon 2020 research and innovation programme, under grant agreement No 101006439.

Exclusion of liability: Any opinions and views expressed in this publication are the sole responsibility of the authors and do not necessarily represent the official position of the European Commission.



www.rri-leaders.eu



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101006439



Deliverable 6.6

Summary report on endorsement of transformative outlooks

Deliverable leader	Partner 1 – Applied Research and Communications Fund (ARC Fund)
Lead authors	Adriana Dimova (ARC Fund) Zoya Damianova (ARC Fund) Gabriel Happle (THA) Martin Schmitz (THA) Florian Roth (ZHAW) Snezhina Gabova (SDA) Pavlos Kilintzis (LGA WM) Anna Puiggros (PES-SL)
Editors	Marko Hajdinjak (ARC Fund)
Contractual delivery date	31 December 2023
Delivery date	22 December 2023
Dissemination level	Public

RRI-LEADERS Partners



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101006439



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



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101006439



Contents

List of tables.....	5
List of figures	5
List of acronyms used in this document.....	5
About the project	6
RRI and AIRR Definitions.....	8
Introduction.....	9
Chapter 1: Municipality of Thalwil, Switzerland.....	10
Technical information.....	10
Format of the event.....	11
Objectives of the event	11
Main messages	11
Discussion	12
Conclusion from the endorsement in Thalwil	13
Chapter 2: Sofia Municipality, Bulgaria	14
Technical information.....	14
Format of the workshop.....	14
Objective of the workshop	14
Main messages	15
Discussion	16
Conclusions from the endorsement in Sofia	17
Chapter 3: Region of Western Macedonia, Greece.....	18
Technical information.....	18
Objective of the workshop	18
Main messages	18
Discussion	20
Conclusion from the endorsement in Western Macedonia.....	21
Chapter 4: City of Sabadell, Catalonia, Spain	22
Endorsement workshop 1	22
Technical information and format of the workshop	22
Objective of the workshop and main messages.....	23
Conclusions from endorsement workshop 1	23
Endorsement workshop 2	24
Technical information and format of the workshop	24
Objective of the workshop and main messages.....	24
Discussion	24



This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 101006439



Conclusions from the endorsement in Sabadell 25
 Conclusions..... 25

List of tables

Table 1: Technical information of the endorsement events in Thalwil..... 10
 Table 2: Proposed actions of Western Macedonia..... 19

List of figures

Figure 1: Self-declared profile of participants according to stakeholder type in the two online events in Thalwil (N=16) 10
 Figure 2: Agreement and disagreement with the statement “The transformative outlook with the co-created policy actions supports the energy transition in Thalwil” (N=17) during the online events 12
 Figure 3: Agreement and disagreement with the statement "I support the transformative outlook and want the municipal council to implement the proposed actions" (N=17) during the online events 13

List of acronyms used in this document

- AIRR principles – Anticipation, Inclusiveness, Responsiveness and Reflexivity
- EU – European Commission
- NGO – Non-government organisation
- R&I – Research and Innovation
- RRI – Responsible Research and Innovation
- RRI-LEADERS – Leveraging Leadership for Responsible Research and Innovation in Territories
- TO - Transformative Outlook



This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 101006439



About the project

The project “Leveraging Leadership for Responsible Research and Innovation in Territories” (RRI-LEADERS) explored the relevance of responsible research and innovation (RRI) to territorial governance in four European territories, representing different cultural and socio-economic backgrounds, different scope of territorial oversight, different institutional and decision-making infrastructures, different R&I landscapes, and different dynamics among territorial actors.

The objectives of RRI-LEADERS were:

- to facilitate the adoption of RRI principles within territorial governance;
- to promote innovative, inclusive, and responsive multi-actor approach to the development of policies on issues related to science and innovation; and
- to provide an evolutionary perspective on the future of RRI in territorial policy and governance.

RRI-LEADERS involved four different territories: Sofia (Bulgaria), Thalwil (Switzerland), Western Macedonia (Greece) and Sabadell (Spain), representing a diverse range of opportunities and implications for responsible research and innovation (RRI), which enabled to carry out a thorough assessment of the RRI relevance to territorial governance. The involved territories acted as demonstrators for the potential of RRI on sub-national level. The accumulated knowledge was used to chart future-oriented strategies and action plans (Territorial Outlooks) for the potential of RRI as a guiding framework in territorial governance of R&I. These outlooks have been developed through a multi-stage co-creation process, which mobilised quadruple-helix stakeholders, i.e., academia, policymakers, industry, and civil society, from the participating territories. In addition to serving as a guiding framework in territorial R&I policymaking, TOs provided an evolutionary perspective on RRI for the Horizon Europe programme.

The project adopted the dominant understanding of RRI, as defined by von Schomberg: “A transparent, interactive process by which societal actors and innovators become mutually responsive to each other with a view to the (ethical) acceptability, sustainability and societal desirability of the innovation process and its marketable products.”¹ It diverges only slightly from this definition in that it did not promote the separation of innovators from the rest of the societal actors, and instead included societal actors as co-creators in the innovation processes, thus enabling leadership in the development of policies with a future outlook. In doing so, RRI-LEADERS interpretation of RRI, has drawn heavily on the extension of the RRI framework proposed by Stilgoe, Owen and Macnaghten, who emphasise the prospective notion of responsibility by introducing four dimensions of RRI – *Anticipation, Inclusiveness, Responsiveness, and Reflexivity*, largely known as the AIRR dimensions.² RRI-LEADERS integrated these four dimensions into its methodological design and operational implementation.

The overall implementation of RRI-LEADERS included the following methodology:

- *RRI Audits in the involved territories and partners*, which launched the first stage of the co-creation approach in RRI-LEADERS. The partners established a clear baseline of existing practices and policy developments in the four territories that have already integrated or have the potential to integrate the RRI keys and the AIRR dimensions (Anticipation, Inclusiveness, Reflection, and Responsiveness), thus

¹ von Schomberg, R. (2011). “Prospects for technology assessment in a framework of responsible research and innovation”. In: Dusseldorp, M., Beecroft, R. (Eds.), *Technikfolgen Abschätzen Lehren: Bildungspotenziale Transdisziplinärer*. Vs Verlag, Methoden, Wiesbaden.

² Stilgoe, J.; Owen, R. & Macnaghten, Ph. (2013). “Developing a framework for responsible innovation”. In *Research Policy*, vol.42(9), pp.1568-1580.



providing the grounds for mainstreaming the RRI-AIRR approach in relevant policy goals, implementation routines, and territorial (municipal/regional) strategies.

- *Delphi exploration of consensus about future orientations for RRI in the participating territories* defined another important stage of the RRI-LEADERS' co-creation process. The Delphi method was used to assess dissensus and barriers, and to develop consensus about possible and feasible future pathways for a better RRI-AIRR integration for each territory.
- The next step in the process was the *Development of RRI-AIRR transformative outlooks in the participating territories*. For each participating territory a transformative outlook was conceived, conceptualised, subjected to public scrutiny and validation through the involvement of non-organised and non-institutionalised citizens and community groups. The current deliverable presents the process of endorsement of these transformative outlooks in each of the four territories.
- A horizontal action of *Policy learning, and evaluation* has run throughout the whole project – it integrated insights from the previous activities and promoted a shared and future-oriented vision for RRI as a territorial leadership framework.

Website of RRI-LEADERS: www.rri-leaders.eu



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101006439



RRI and AIRR Definitions

The **RRI policy framework** of the European Commission includes **five thematic keys**: research Ethics, Public Engagement, Science Education, Gender Equality, and Open Access.

- **Public Engagement** is about bringing together researchers, policymakers, industry and civil society organisations and NGOs, as well as citizens, to deliberate on matters of science and technology.
- **Gender Equality** is about fostering gender balance in research teams, ensuring gender balance in decision-making in research, and integrating gender dimension in the research and innovation content.
- **Open Access** is about making research findings available free of charge for readers.
- **Science Education** is about making science more attractive to young people (STEM – science, technology, engineering, and mathematics) as well as teaching and learning of science to non-scientists, such as school children, college students, or adults within the general public.
- **Ethics** is about conducting research in such a way that allows others to have confidence and trust in the methods and findings of research.

AIRR Dimensions

- **Anticipatory Governance** is focused on harnessing the collective intelligence and wisdom of collaborating organisations and citizens from a given territory (city, region, or state) to address strategic risks while at the same time capitalises on emerging opportunities so as to meet the set policy goals of the said territory.³ Anticipatory Governance approaches include foresight, technology assessment, horizon scanning, scenarios, vision assessment, etc.
- **Inclusiveness** deals with the integration of perspectives from a wide range of societal actors (including non-organised and non-institutionalised citizens and community groups) and their involvement in multi-stage co-creation processes in a wide range of policy areas.
- **Reflexivity** implies encouraging reflection about societal circumstances in order to reassess practices and adjust initiatives.⁴
- **Responsive Governance** places societal needs in the focus of plans and actions of public leadership and governance, and as well engages society in the processes of policy design and decision-making, as well as policy implementation, monitoring, and evaluation. It further develops institutions, structures, systems, and practices that promote the involvement and participation of the people and ensure equal access to services by all.⁵

³ Jose Ramos (Action Foresight), Ida Uusikyla and Nguyen Tuan Luong (UNDP Viet Nam) (2020). *Anticipatory Governance – A Primer*. Posted on February 18, 2020 at <https://www.vn.undp.org/content/vietnam/en/home/blog/AnticipatoryGovernance.html>.

⁴ Peter H. Feindt & Sabine Weiland (2018). 'Reflexivity: exploring the concept and assessing its critical potential for sustainable development.' Introduction to the special issue, *Journal of Environmental Policy & Planning*, 20:6, 661-674, DOI: [10.1080/1523908X.2018.1532562](https://doi.org/10.1080/1523908X.2018.1532562).

⁵ Department of Economic and Social Affairs – United Nations (2015). *Responsive and Accountable Public Governance. 2015 World Public Sector Report*. Publication ST/ESA/PAD/SER.E/187, accessible at <https://publicadministration.un.org/publications/content/PDFs/World%20Public%20Sector%20Report2015.pdf>.



Introduction

Deliverable 6.6 “Endorsement of territorial transformative outlooks. Summary report” presents the process of introducing the transformative outlooks (TOs) to stakeholders and policymakers in the four participating territories and the acknowledgement of the TOs, as follows:

- Municipality of Thalwil, Switzerland;
- Sofia Municipality, Bulgaria;
- Region of Western Macedonia, Greece;
- City of Sabadell, Catalonia, Spain.

The four transformative outlooks are some of the most important project results, presenting how the RRI-AIRR framework could be integrated into territorial policymaking. Each TO has been elaborated as a result of a long multi-stage, multi-stakeholder co-creation process and includes specific measures for the introduction of the most relevant RRI-AIRR principles in the respective territory. However, since each territory has a specific local context, not only are the four TOs different, but the process of their endorsement has also been conducted in such a way as to address the local ecosystem and the participation of targeted stakeholders and policymakers who really have the needed power and influence to drive the necessary transformation in the respective territory. Therefore, each chapter of the current report presents the process of endorsement that was organised in Thalwil, Sofia, Western Macedonia and Sabadell. By endorsement, the RRI-LEADERS project means a form of a recognition of the Transformative Outlook by the respective territorial governance body and its partial or full integration into the territorial policy agenda. The goal of the endorsement is to influence further institutional changes with respect to the closer procedural integration of the RRI-AIRR concept or individual RRI keys/AIRR dimensions. The endorsements are also an act of directly exploiting the RRI-LEADERS outcomes.



This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 101006439



Chapter 1: Municipality of Thalwil, Switzerland

Technical information

The endorsement workshop in Thalwil was conducted in a two-staged process. The first part consisted of two identical online events for participating stakeholders and citizens, while the second was an expert discussion during a regular meeting of the Environment Commission of the Thalwil Municipality. The details of these events are presented in Table 2 below.

Table 2: Technical information of the endorsement events in Thalwil.

Event	Date and time	Number of participants	Profile of participants
Online information event 1 (Zoom)	28.11.2023; 13:00 –14:00 ("lunchtime slot")	10	Stakeholders and citizens involved in the co-creation process in Thalwil
Online information event 2 (Zoom)	30.11.2023; 18:00 – 19:00 ("evening slot")	9	Stakeholders and citizens involved in the co-creation process in Thalwil
Regular meeting of the environmental commission	11.12.2023; 18:00 – 20:30	6 (1 excused)	Environmental commissioners of Thalwil

In addition, Figure 1 shows the representation of the different stakeholder groups in the online events in Thalwil.

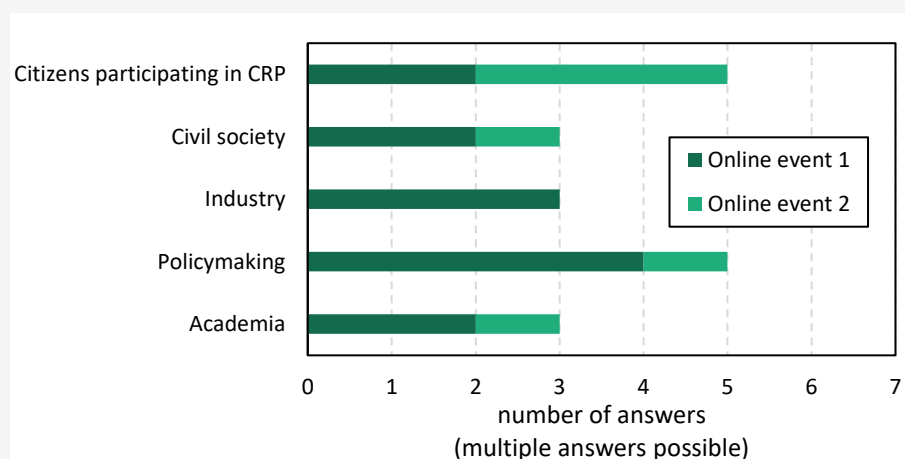


Figure 1: Self-declared profile of participants according to stakeholder type in the two online events in Thalwil (N=16).



Format of the event

Online information events

The online events comprised a 20-minute presentation of the project, the co-creation process in Thalwil, and the proposed policy actions. The policy actions were accompanied with short explanations of ongoing relevant activities of the municipality. This was followed by a 20-minute interactive questionnaire and a 20-minute open discussion and feedback round.

Meeting of the Environment Commission

The Environment Commission of Thalwil usually meets every two months. In each meeting, different topics are discussed and recommendations towards the Municipal Council are made. The discussion of the findings of RRI-LEADERS and the next steps towards implementation of the proposed actions was the first item on the meeting agenda. The project team made a presentation, similar to the one in the online events, which was followed by confidential deliberations of the members of the Commission.

Objectives of the event

The endorsement events in Thalwil had two distinct objectives. While the online information events aimed at presenting the final version of the co-created proposals for policy actions to the stakeholders and citizens (some of whom had only participated in separate stages of the co-creation process) and collecting last feedback, the deliberations in the Environment Commission aimed at securing the official endorsement of the policy actions.

Main messages

Online information events

The presentation made during the online information events included a recap of the RRI-LEADERS project's objective and the steps of the co-creation process, conducted in Thalwil. After that, the proposed policy actions were introduced one by one. For each action, ongoing related processes were also presented.

The main message of the presentation was that all of these actions emerged from a comprehensive co-creation process and that the involved stakeholders and citizens are the collaborative authors of each one. Each action is based on findings from the status-quo analysis and consensus statements from the Delphi study and is shaped by the inputs of stakeholders and citizens during the various steps of the co-creation process (World Café workshop, citizen review panel and stakeholder workshop).

The second message was that this co-creation process happened complementary to the regular democratic decision-making processes in the municipality. The project team of the municipal administration does not have the authority to implement these proposed actions. Therefore, the policy recommendations shall be transferred back to the Environment Commission to decide the next steps.

Meeting of the Environmental Commission

The main message, targeted at the Environment Commission, was that the RRI-LEADERS project was a successful experiment in systematic stakeholder and citizen engagement and that it is now in the hands of the decision-makers to push the co-created policy proposals towards implementation.

Another important message was that the control of the content of the policy proposals was in the hands of the stakeholders and therefore, it is possible that some of the proposed actions are already being implemented or have previously been rejected by the decision-makers.



Discussion

Online information events

In the first online information event, stakeholders and citizens appreciated the project and Thalwil's participation in it. They especially praised the citizen review panel as a novel instrument for the municipality. However, they doubted the novelty and innovativeness of the co-created policy proposals. Reflecting further, some stakeholders expressed their view that the chosen policy area of energy transition was too sectoral and that other societal matters might have been better suited to test the applicability of the RRI framework.

In the second online information event, the participants commented that they specifically enjoyed the opportunity to discuss current political issues with other people with different backgrounds. Further, the participants emphasized the value of collaborating with academic partners to develop innovative solutions in the context of sustainability governance. On a critical note, participants remarked that few of the actions are entirely new, and rather seem to confirm existing plans and strategies of Thalwil.

Moreover, there was an interesting discussion focused on a potential disconnect between parts of the local community that are interested to engage in sustainability issues and others who have little interest in these topics and do not want to participate in projects such as RRI-LEADERS. However, in the end a consensus was reached that such a project could be a good opportunity to spark the interest of citizens and to engage them in local affairs.

The two online events were accompanied by an interactive online survey. While Figure 2 shows that most participants agree that the co-created policy proposals will support the energy transition in Thalwil, Figure 3 shows that, despite the indifference of some participants, most of them endorse the policy proposals and support their implementation.

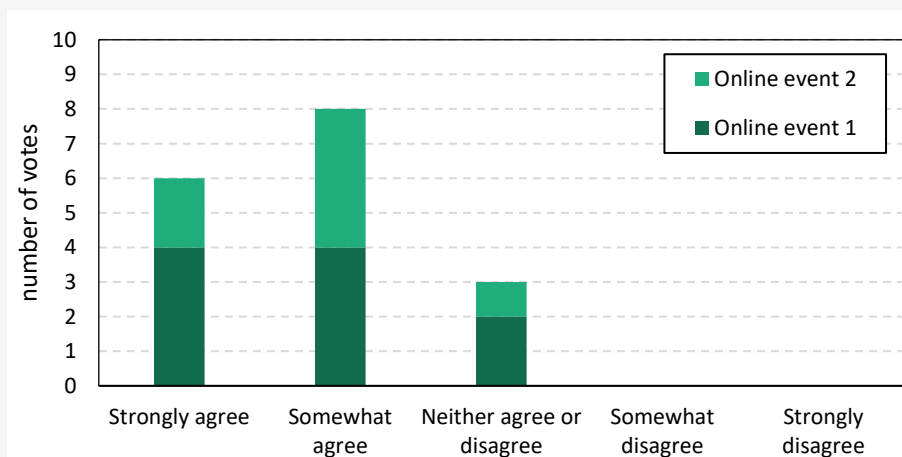


Figure 2: Agreement and disagreement with the statement “The transformative outlook with the co-created policy actions supports the energy transition in Thalwil” (N=17) during the online events.



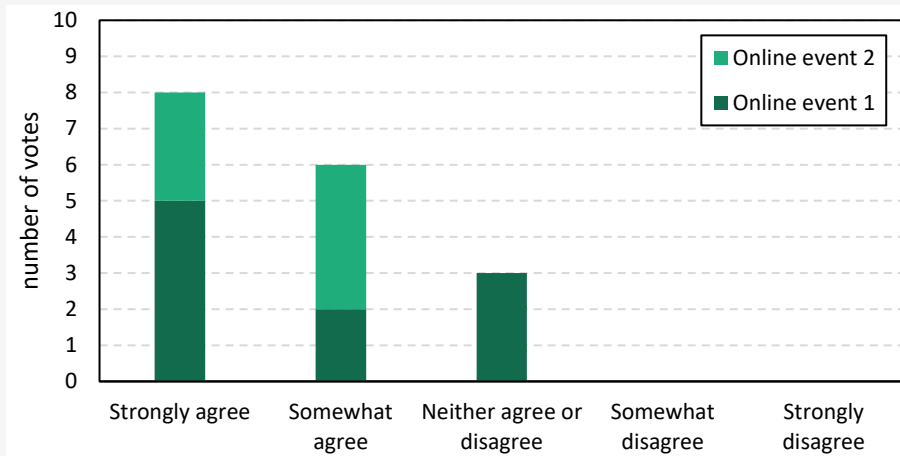


Figure 3: Agreement and disagreement with the statement "I support the transformative outlook and want the municipal council to implement the proposed actions" (N=17) during the online events.

Based on the results of the survey, it became clear that the majority of the participants think that the measures, developed during the RRI-LEADERS project, would contribute to overcoming the challenges of Thalwil. In addition, most participants regarded the process as successful, not putting a burden on the administration or participants and offering a good opportunity to bring in diverse perspectives.

Meeting of the Environment Commission

Generally, the discussions in the Environment Commission are confidential. Only the final decision is included in the protocol. In the end, the Commission decided to recommend the following actions to the Municipal Council:

- The transformative outlook ("Perspektiven zur Energiewende") is acknowledged and appreciated.
- The Department of Environment and Sustainability is instructed to critically examine the actions proposed in the Transformative Outlook, taking into account additional criteria regarding feasibility in coordination with other municipal administration departments. The Department of Environment and Sustainability is to develop proposals on how these actions can be integrated into existing and planned processes. The results are to be presented to the Environment Commission for the Municipal Council.

This signifies the Environment Commission's endorsement of the transformative outlook. Nevertheless, the authoritative decision on the implementation of the proposed actions lies within the purview of the Municipal Council.

Conclusion from the endorsement in Thalwil

The endorsement events in Thalwil were conducted in two parts. Online events informed the involved stakeholders and citizens about the overall process and the final outcomes and ensured the unofficial endorsement of the co-creators. The meeting of the Environment Commission secured the official endorsement towards the Municipal Council, which will deliberate on further steps towards implementation in early 2024.



Chapter 2: Sofia Municipality, Bulgaria

Technical information

The endorsement workshop in Sofia was held on December 13, 2023 in SofiaLab. It was organised by Sofia Development Association and ARC Fund. The in-person event brought together over 20 participants from Sofia Municipality and local stakeholders from the quadruple helix (NGOs, academia). Among the participants were the head of the Youth Policies directorate, experts from SofiaGreen department, from the department in charge of implementing the municipal digital transition strategy (InnovativeSofia), from two municipal funding programmes, Programme Europe and Programme Culture. Attending was also the advisor to the Mayor on public engagement and communication; this is a newly created position to the mayor's office and the adviser will be in charge of stakeholder engagement and public consultations with city residents.

Sofia Municipality had local elections on October 29th, but due to prolonged political negotiations among the parties represented in the municipal council, the council is yet to be constituted and a chairperson to be elected (at the time of writing this report). For that reason, the council committees in charge of various policies are not functioning yet. Some of the administrative staff that has previously worked on policy and strategic planning (and has been involved in project activities) have not been re-appointed following the end of their term.

SDA will brief the relevant heads of directorates and chairpersons of council bodies as soon as they are officially appointed and will provide information about the project and Sofia's Transformative Outlook.

Format of the workshop

The workshop was an in-person event. Printed information materials – booklets with the Transformative Outlook, the RRI-LEADERS Vision, a synopsis of the RRI-AIRR keys and a project leaflet were handed out during the workshop.

Objective of the workshop

The endorsement workshop aimed to present to municipal policy- and decision-makers, local stakeholders, and experts the Transformative Outlook, developed under the RRI-LEADERS project. The transformative outlook (TO) for Sofia Municipality is the result of an intensive co-creation process, followed by the project partners. The outlook includes the policy objectives and actions for four policy areas, identified by Sofia Municipality, namely, (i) support for innovation, (ii) digital transition and new skills, (iii) youth employment and entrepreneurship, and (iv) sustainable urban development. In addition to policy-specific actions, the outlook presents activities, related to the RRI-AIRR framework, for each respective policy. Both the actions and the RRI-related measures have been formulated and discussed in a series of stakeholder meetings and confirmed by randomly selected panel of citizens.

The workshop aimed to engage the participants in discussion about the role of responsible research and innovation in territorial development policies; to assess the potential for inclusion of the proposed policy actions in current and future municipal strategies; to obtain feedback on the scope of the TO from the local stakeholders; and to outline opportunities for integrating the actions in municipal policy implementation.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101006439





Pictures: Endorsement workshop in Sofia, held in SofiaLab on December 13, 2023.

Main messages

The workshop presentations outlined the main steps of elaborating the TO, emphasising the role of the co-creation process for policy formulation and agenda setting. This is particularly relevant to Sofia given that the TO focuses on four diverse policies, which address a range of challenges and target diverse end beneficiaries. The presentations also focused on the specific interrelations between the RRI and AIRR dimensions, clarifying the role of individual keys and outlining pathways for integrating them in policymaking practices and implementation.



Picture: The introductory slide of the presentation of the transformative outlook for Sofia municipality, made during the endorsement workshop in Sofia on December 13, 2023

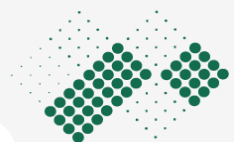


Picture: Zoya Damianova, RRI-LEADERS coordinator, speaks during the endorsement workshop in Sofia on December 13, 2023

The objective of selecting the four policies for the TO was to reassess the entire policymaking process, considering the growing needs for consensus-building around contentious societal matters, and to introduce more efficient citizen engagement structures and practices. At organisational level for Sofia municipality, the transformative outlook has the potential to mainstream actions that will improve the policymaking process, for example, institutional routines related to anticipatory, inclusive, and reflexive governance. Concrete actions are proposed to this effect, such as regular reviews and foresight exercises, communication to citizens to ensure transparency and accountability of policy implementation, stakeholder networking, etc.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101006439



The TO is aligned with current strategies and policy initiatives at municipal level. It also considers the results of various projects, implemented by the municipality or local R&I stakeholders. The document includes proposals for communication activities, aimed at informing the local government as well as citizens about the relevance of the RRI-AIRR framework and facilitating the adoption of RRI-AIRR dimensions into the policymaking process.

Another key message stressed the contribution of the TO to better understand the essential connection between public participation, regional policies, and the overarching idea of Responsible Territorial Policymaking. Cities today are confronted with significant economic and social challenges regarding urban development. Addressing each of these challenges necessitates the allocation of institutional, human, and financial resources to effectively tackle them. Sofia Municipality is committed to creating strong innovation ecosystems and transforming the city of Sofia and surrounding communities into smart and sustainable places where people enjoy living and working. To achieve these goals, concerted efforts and investments are needed not only from the city administration, but also from key stakeholders and partners from the industry, research and academia, civil society organisations and citizens.

Discussion

Discussions following the TO presentation aimed to outline pathways for the implementation of each of the four policies on the territory of Sofia Municipality by 2030, with a specific focus on applying the principles of responsible research and innovation. Participants noted the synergies of the TO with ongoing and planned initiatives (for example, the advisor to the Mayor on public engagement spoke of planned communication and public information activities to stimulate smart mobility in city suburbs; the TO lists several actions under the Sustainable Urban Development policy very similar to those.)

Further synergies were noted by the representatives of the InnovativeSofia department, which are implementing initiatives for digital transition. The co-creation approach promoted by the TO is very relevant to designing and adopting digital solutions to urban challenges (such as e-services); open access policies are also promoted as a way to facilitate the cooperation of the municipality with stakeholders to support social and technological innovations.

A key point in the discussions was the example of creating Sofia's new culture strategy - *Culture and the Arts - New Energy for Sustainable Development of Sofia 2023-2033*. The entire process of developing the strategy (which took over 6 months) was built upon the methodology of the RRI-LEADERS project and focused on strengthening the "transformative role of cultural policy" for building an inclusive and just city. Many of the RRI-AIRR keys are included in the strategy and the policy implementation relies on strong stakeholder partnerships, open access, and transparency. The strategy was voted unanimously by the Municipal Council in June 2023. Workshop participants agreed that this is an excellent example of integrating the proposals from the TO and the RRI-AIRR framework into policy development practices; it is a main recommendation, resulting from the event.

At the end of the event, participants were asked to complete a short Mentimeter survey, answering questions on how to integrate the TO's proposals in future municipal initiatives. Unanimously, participants responded that the actions in the TO and RRI-AIRR principles are most easily integrated in the Sustainable development policy, followed by support for innovation and digital transition. Most participants also said that the model of policy development, which integrates RRI-AIRR measures, will improve policymaking at system level "to a great extent". In terms of individual keys, public engagement is ranked highest, followed by open access; gender equality and diversity are ranked last (the latter is a very interesting finding – consistently throughout the co-creation process, GE has been considered as the least significant issue in policymaking in the city). Finally, participants suggested many ways for effectively



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101006439



integrating the TO's proposals in the administration's institutional routines; some of these include regular meetings with citizens and stakeholders; institutional codes of practice, based on RRI-AIRR followed by the administration; applying RRI-AIRR in policy impact assessment.

Conclusions from the endorsement in Sofia

The workshop discussions reinforced many of the policy priorities and objectives proposed in the TO and outlined new fields for citizen engagement. The ambition is to build Sofia as an innovative city that employs digital technologies, policy, and financial instruments to improve the efficiency of urban operations and public services, the economic, social, and cultural environment, citizen well-being and quality of life.

The inclusion of science- and research-based policymaking in the organisational standards and practices of the municipality will take time and efforts. Given that a new administration is in office, this is a good opportunity to introduce RRI-AIRR related norms, culture, and motivations in strategic planning. Recommendations included in the TO encourage the municipality to pay structural attention to innovation so that the results of research can be integrated into existing administrative routines and policies, for example, by setting up a municipal R&I team to coordinate internal processes and communication with external parties (this will be one of the tasks of the mayor's adviser on citizen engagement).

SDA will continue to cooperate with the municipality on these and other priority policy areas. The results of the RRI-LEADERS project are a solid base to build upon and further expand the expertise gained, as well as to introduce good practices from the project partners.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101006439



Chapter 3: Region of Western Macedonia, Greece

Technical information

The endorsement workshop in Western Macedonia was conducted in a hybrid form: a workshop which took place on 3 Dec 2023 in the premises of the Regional Association of Local Government of Western Macedonia (LGA-WM). The event was attended by 17 policy-makers. Following the workshop, three Mayors of Western Macedonia Region were visited at their municipal premises on 7 Dec 2023 by the LGA-WM project team, since it was not possible for them to attend the workshop that took place on 3 Dec 2023.

Objective of the workshop

The main objective of the workshop was to ensure the endorsement of the Transformative Outlook in Western Macedonia, leading to maximisation of the exploitation opportunities in the region. The workshop included details on how the endorsement will be achieved, who the main targeted decision- and policymakers are, what key messages have been accrued and what impact will be sought within the territory in case the transformative outlook is implemented as official policy framework of the region.

Main messages

The main messages that were presented to the participants were the final actions that have been accrued from the region’s Transformative Outlook and the questions/issues that need to be specifically discussed during the endorsement workshop. The final proposed actions regarding the energy transition in Western Macedonia are listed in Table 2 below:

Table 2: Proposed actions of Western Macedonia

Objective 1	Putting forward an extensive upskilling of the local workforce through the creation of efficient, decentralised and innovative procedures, where the local research institutions will play a primary role.
Action 1.1	<i>Conduction of a Regional Foresight Study for re-and-upskilling that will set the exact educational and training needs of citizens that have been mostly affected by the energy transition.</i>
Action 1.2	<i>Establishment of a broad and inclusive upskilling programme that will be mainly focused on the citizens that have been mostly affected by the energy transition (miners, electricity production workers).</i>
Action 1.3	<i>Integration of digital transformation infrastructure for easing and supporting effective upskilling that will be directed to all social backgrounds and offer high tech training solutions. This will include high-speed networking, user-friendly distance-learning platforms, scientific database for energy and other subjects, etc.</i>
Action 1.4	<i>Creation of innovative energy-related upskilling entities such as a Hydrogen University Course.</i>
Action 1.5	<i>Extensive creation of infrastructures in the region.</i>



This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 101006439



Action 1.6	<i>Installation of digital infrastructure in the Regional Authority.</i>
Action 1.7	<i>Creation of an industrial and alternative tourism plan.</i>
Objective 2	Creation of an entrepreneurial ecosystem in the Region of Western Macedonia
Action 2.1	<i>Initiation of an Action Plan for entrepreneurial growth in the region by the regional authority, the municipalities, the university and the local professional chambers. The plan will foresee specific incentives and funding will accrue from the regional authority / municipalities.</i>
Action 2.2	<i>Establishment of an innovation zone.</i>
Action 2.3	<i>Creation of a spatial plan that will clearly foresee land usage and distinguish areas for major investments, RES infrastructures, agricultural activities and other usages.</i>
Objective 3	Development of a regional energy efficiency model with the inclusion of actions towards the achievement of environmental sustainability
Action 3.1	<i>Programme for achieving regional energy efficiency on an industrial and consumption level in connection to the Just Development Transition Programme. The programme will include a foresight study for current and future energy needs per municipality in the region, taking into consideration major investment plans.</i>
Action 3.2	<i>Setting up a holistic action plan for environmental restoration of ex-mine lands.</i>
Action 3.3	<i>Creation of an environmental sustainability and circular economy university master degree course.</i>
Action 3.4	<i>Initiation of an "environmental tariff" to non-green investments and environmental activities that will be exclusively used for environmental restoration purposes at a regional level.</i>
Action 3.5	<i>Creation of a Waste Management Plan and spatial planning of waste storage.</i>

Then, the six questions below, regarding the whole action set and separately about every single action presented in Table 2 above, were given to the policy makers:

1. *Which of the above actions do you think would have the greatest development impact for your region (select at least one action per objective)?*
2. *Do you consider that any/all of the above actions are already implemented or will be feasible to be implemented in your region?*
3. *If you were to change any of the above actions, what would you add/remove/change?*
4. *If you plan to exploit the results of the transformative outlook by implementing any/some of the actions, what steps would need to be taken to ensure that they are implemented in your municipality?*
5. *What are the difficulties for implementation? What would you need as a municipal authority?*
6. *Do you have any other general comments?*



Discussion

The policymakers of Western Macedonia, who were mostly representatives of the Municipal governance sector, pointed out their views on the specific actions listed below:

- **Action 1.2:** Major investments have already been launched in the area, but all investments require technical staff that needs to be upskilled. The municipalities of the region have made investment proposals under the Public-Private Partnerships' framework to upgrade regional technical education with new technical schools. However, this is not targeted at special or vulnerable groups, but to all people in Western Macedonia.
- **Action 1.3:** Municipalities do not have scientific platforms - they do not produce scientific studies by themselves, because this is not in the scope of their activities. Regarding digital infrastructures, cable internet networking inside cities and towns is crucial. In collaboration with the University, the major municipalities of the region have already installed a very effective LoRa Network that is currently being expanded. So, this action has already been endorsed to an adequate degree.
- **Action 2.1:** The national funding framework, which is also based on the European legislation principles, leaves very limited room for flexibility regarding the provision of financial incentives to private entities by the Municipal or Regional authorities. The Just Development Transition Programme (JDTP) foresees specific provisions to raise money from private entities. This action may not be endorsed by the regional authorities.
- **Action 2.2:** The Municipality of Kozani is expected to contribute to the Innovation Zone establishment by providing municipal lands for installation of the project. The municipality will be a stakeholder in the Innovation Zone legal scheme once this is established (in 2024), fully endorsing the action.
- **Action 2.3:** There are two types of existing spatial plans, namely the Regional Spatial Plan (RSP) and the Local Spatial Plans (LSPs). A municipality cannot intervene in any way in the former. The latter used to be a responsibility of the municipalities (meaning the action is already partially endorsed), but the national legislation has recently changed, transferring this responsibility to the Technical Chamber of each region. Overall, in the LSPs there is difficulty to accurately identify land uses for the whole area rather than only for specific smaller sections. For areas inside the major cities of Western Macedonia, the action will be fully endorsed in the coming years.
- **Action 3.1:** The Municipality of Kozani has already partially endorsed the action. Since 2012, it has joined the Covenant of Mayors and implemented an extensive foresight study of CO2 emissions, which was recently updated (2021-2022). Furthermore, it is expected that the municipality will endorse the action even further by making a plan for emission reduction, which is being elaborated in cooperation with the University of Western Macedonia in the context of the submission of a proposal for the 100 climate-neutral and smart cities.
- **Action 3.5:** There is a mechanism in Western Macedonia for already endorsing this action. The body that is responsible for implementing the mechanism (DIADYMA S.A.) is submitting a regional waste management plan every 4-5 years. The plan is being implemented and there is a clear boundary showing where the municipality's responsibility is and where the responsibility of other organisations lies.



Conclusion from the endorsement in Western Macedonia

Specific actions have been pointed as significant at a local/regional governance level by the workshop participants in Western Macedonia. While some actions of the Western Macedonia's TO have not been selected for endorsement by the policymakers in the endorsement workshop, others have been considered as needed for the smooth energy transition in the region. Regarding the applicability of the RRI framework, top policymakers and mayors of the region highlighted the poly-thematic nature of “responsibility”, which is not and should not always be strictly limited to the typical RRI content, consisting of the nine keys/dimensions. For policymakers, responsible governance consists of specific prime ingredients that are mostly linked to specific RRI-AIRR keys/dimensions such as anticipatory governance, science education, reflexivity and responsiveness. Therefore, actions that are related to these specific characteristics are perceived as most responsible and are accepted by the policymakers as potential policy means towards the effective execution of the energy transition of the region.

With regards to the potential margin of endorsement of the policy actions, policymakers pointed out the restrictive national legislation framework that does not allow for the effective implementation of policy measures at local or regional level. In practice, the Hellenic legislative framework foresees that laws and key decisions are exclusively decided at national level while regional or local authorities may intervene on the shape of specific measures. In this context, municipal authorities are free to fully endorse actions that are related to the development of investments such as infrastructures, waste management or training initiatives. Because of this, the actions that are related to the aforementioned sectors have been pointed out for potential endorsement by the participating stakeholders. Moreover, policymakers were committed to exploit the usage of parallel existing mechanisms or means, such as the involvement of the local scientific and labor capital in the upskilling process as well as the initiation of synergic training projects with the local university and other regional/research institutes.

However, policymakers expressed concerns over the endorsement of actions that need significant change of the current legislation framework and/or extensive collaborations with other involved organisations. For instance, the implementation of a local spatial plan has already been partially implemented and this measure is expected to be fully endorsed by the municipal authorities by 2028 (only in the part that concerns the implementation of the LSPs). The spatial plans have been designed to foresee land usage solely in the limited urban areas of municipalities. For interventions at a wider scope such as the hospitality of labor-intensive industrial investments, local authorities need the adoption of the regional spatial plan, which is not applicable yet.

Overall, the RRI-LEADERS' outcomes include important actions that fully embed the principles of responsible governance and support the effective enactment of the energy transition. These actions may be partially or fully endorsed by the policymakers of Western Macedonia only if the current legislation and policy framework evolves into becoming more flexible, regionally-based and socially-focused. However, according to the policymakers' perceptions, RRI-LEADERS can be already considered a very good basis of a nascent policy framework, upon which future responsible territorial governance developments can be based upon.



Chapter 4: City of Sabadell, Catalonia, Spain

The municipality of Sabadell conducted three actions for the endorsement of the TO:

1. An online meeting to present the final results of the TO to stakeholders (except policymakers).
2. A meeting with city policymakers, heads of departments and experts in charge of developing the objectives and actions, stemming from the TO.
3. Translation of the TO into Catalan and disseminating it via email to more than 90 stakeholders who participated or expressed interest in the project.

Endorsement workshop 1

Technical information and format of the workshop

The 1st endorsement workshop was held online on December 4, 2023. The meeting was conducted online in order to facilitate the attendance of as many stakeholders as possible. For this purpose, an individual invitation was sent to all stakeholders who participated in the project and had provided PES SL with their email contact (more than 80 people). The email was accompanied with an invitation card (shown below).



Presentació resultats finals

Presentació del Pla d'Acció sobre Envelliment Actiu com a estratègia d'innovació territorial a la ciutat de Sabadell i conclusions del projecte.

4 de desembre de 12:30 a 13:30 Online

Us podeu inscriure a [aquí](#)

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101006439

Moreover, since the TO results could be of interest to other stakeholders, the event was also disseminated through social media (LinkedIn and Twitter):

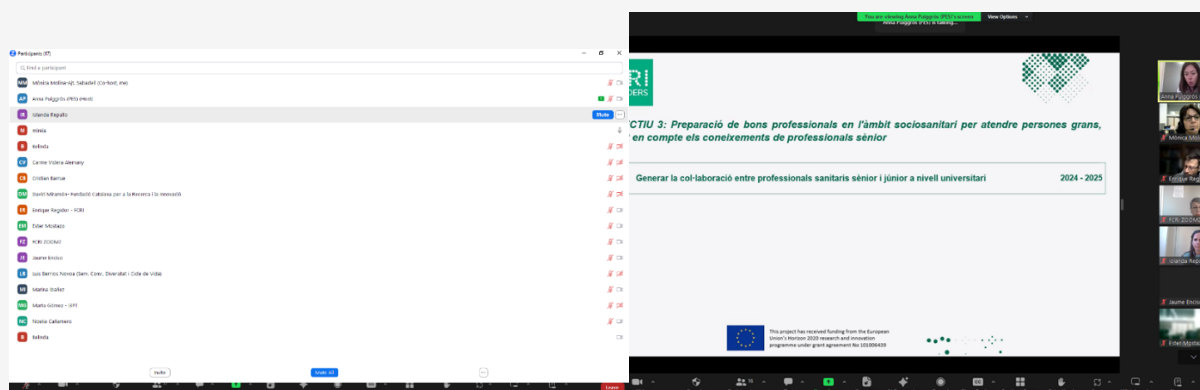
- https://www.linkedin.com/posts/vapor-llonch-promoci%C3%B3-econ%C3%B2mica-de-sabadell-en-el-marc-del-projecte-europeurri-leaders-activity-7135561738967523328-DW0u/?utm_source=share&utm_medium=member_desktop
- <https://twitter.com/treballempresa/status/1729796758023090261?s=20A%20total%20of>

A total of 17 people joined the meeting (five of them being PES and FCRI staff members).



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101006439





Pictures from the online meeting on December 4, 2023

Objective of the workshop and main messages

The endorsement workshop aimed to explain the ambition of the Transformative Outlook for the Innovation in Active Ageing in Sabadell, to reflect on the co-creation process of elaborating it, and to detail its five objectives with their respective actions. Thus, the presentation was structured as follows:

- Introduction to the project: some facts about the project (duration, partners, main objectives, etc.).
- The importance of Active Ageing in the city of Sabadell: challenges and opportunities of the policy focus for the city of Sabadell.
- Co-creation process of the Transformative Outlook: the integration of the quadruple helix as the cornerstone in designing the action plan.
- Stakeholders mapping: one of the main outputs of the project, which allowed PES SL to have a clear picture of the active ageing innovation ecosystem.
- Citizens and final users: challenges and opportunities to involve citizens in the city decision-making.
- Objectives and actions of the Transformative Outlook: development of five objectives and their respective actions, taking into consideration the local context and the current city projects.
- Final Policy Conference: quick overview of the event and its main results.
- Policy recommendations.
- Discussion.

Conclusions from endorsement workshop 1

Ageing is one of the greatest challenges of contemporary societies. Maintaining a healthy and active population is necessary in all countries in order to be able to meet the social and economic demands of citizens. Policies, aimed at active ageing, could create opportunities for technological (design) innovation and experimentation. At municipal and regional level, universities, companies, local and regional administrations, and citizens need to come together to plan and innovate the field of active ageing, thus, creating and promoting a valuable innovation ecosystem. Civil society is a crucial actor in overcoming societal challenges. Its participation in all innovative processes shall be encouraged in order to develop better policies and more citizen-centred solutions.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101006439



Endorsement workshop 2

Technical information and format of the workshop

The 2nd endorsement workshop was held on the December 11, 2023. The workshop consisted of a meeting with decisions-makers who have the competence to deploy the five objectives of the Transformative Outlook. A total of nine people working at the City Hall of Sabadell and at PES discussed the actions of the TO - two of them were politicians, one was a general manager, three were heads of departments and three were experts.



Pictures from the workshop held on December 11, 2023.

Objective of the workshop and main messages

The 2nd endorsement workshop aimed to explain the final results of the TO to the participating policymakers. This workshop followed the same structure as the one during the 1st endorsement workshop. However, the meeting paid special attention to the objectives and actions of the Transformative Outlook and the current city projects that could integrate them. Moreover, the co-creation process was highlighted and explained in details so that all participants could understand how the objectives and actions had been defined.

Discussion

The meeting was a real success since all the attendees wanted to learn more about the objectives and actions of the TO. The first among the five objectives, namely *“Increasing the number of photovoltaic panels installed in public and private nursing homes by 15%”*, generated an important interest due to the innovative component of its actions. The discussion of this objective was clearly focused on the pertaining barriers and challenges. The feasibility of the actions needs to be further evaluated by the competent departments of the local government, thus, no commitment was reached.

The second objective *“Creation of a senior lab”* and the fourth objective *“Creation of a participatory tool for identifying the challenges of the elderly people”* were considered feasible. Both the senior lab and the participatory tool have been already created by one of the stakeholders (Parc Taulí Research and Innovation



This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 101006439



Institute - I3PT) and are ready to be exploited. However, they need to be fostered and promoted.

The third objective *“Training of professionals in the socio-sanitary field to attend elderly people, considering the Expertise of Senior Professionals”*, provoked an interest among the attendees. In 2024, Sabadell will host the future Urban Campus, dedicated to life and health studies, so this objective could be elaborated during the upcoming event. However, its feasibility needs to be further explored by the stakeholders in charge of the campus. Thus, no commitment regarding this objective was reached.

The fifth objective *“Development of pilot projects for the design of technology-based products, focused on Active Ageing”*, was considered feasible. PES SL currently promotes the transfer of knowledge through different annual programmes and activities. This objective will be explored in depth so new initiatives and actions could be created in order to foster it as well as to enlarge and strengthen the local innovation ecosystem.

Conclusions from the endorsement in Sabadell

The Transformative Outlook for the Innovation in Active Ageing in Sabadell was highly appreciated. Its connection with current city projects was really praised and added value to the objectives. Objectives 2, 4 and 5 reached high scores due to their feasibility. On the contrary, objectives 1 and 3 need to be further explored given their complexity.

The endorsement workshop with policymakers was an excellent opportunity to gather all initiatives, related to innovation in active ageing, and to begin thinking collaboratively. However, all TO objectives need a deeper exploration by the departments in charge of deploying them.

Conclusions

The endorsement events in the Municipality of Thalwil, Sofia Municipality, the Region of Western Macedonia and the City of Sabadell marked the final stage of the multi-actor co-creation process, applied during the implementation of the RRI-LEADERS project with the aim to explore the relevance and to facilitate the adoption of the RRI-AIRR principles into territorial policy-making in the four territories. One of the greatest challenges was stemming from the fact that each of these territories represents a different cultural and socio-economic background, different institutional and decision-making structures as well as different R&I ecosystems where stakeholders have different dynamics. In addition, each territory has chosen a specific policy focus, which was different from the one(s) in the other three territories. Yet, all territorial partners applied the same methodology and managed to produce excellent results. One of the most important outputs of the project are the Transformative Outlooks, which provide guidelines for the integration of the most relevant RRI-AIRR principles in the respective territory. Overall, despite the differences among the territories as well as their different policy areas, the endorsement events evidenced that the RRI-LEADERS approach of promoting and applying the RRI-AIRR framework was successful and could serve as inspiration for many other European regions.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101006439

