RRI Network Strategy

D.9.4

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[1] PU=Public, CO=Confidential, only for members of the consortium (including the Commission Services), CI=Classified, as referred to in Commission Decision 2001/844/EC.

Executive summary

Whoever does not have visions today needs a doctor.
(Christian Kern, Chancellor of Austria 2016-2017)

Deliverable *D.9.4 RRI Network Strategy* is a living document meant to show how the RRI Network working group within NewHoRRIzon intends to put the *Task 9.2 RRI Network* into practice.

The core objectives of Task 9.2 translate into the following subtasks:

- **Subtask 9.2.1 "establish links":** To establish links to existing training networks, academies, and other potential distributors and target groups (NCP Academy, TAFTIE, national customer academies, national funding agencies academies, EC etc.).
- **Subtask 9.2.2 "disseminate NH":** To disseminate NewHoRRIzon instruments and trainings developed in Social Labs as well as information generated in the project via the network and its channels
- **Subtask 9.2.3 "identify knowledge holders":** To identify and appoint RRI knowledge holders within participating funding agencies and ask them to act as supporters of RRI.
- **Subtask 9.2.4 "long-term implementation":** To develop a strategy for the long-term implementation and extension of the network and secure the necessary support and funds.
- **Subtask 9.2.5 "RRI review":** To write a report that reviews the key concerns motivating a stronger integration of RRI into R&I funding with a focus on the actual legitimisation provided by these concerns and the pros and cons of a broad integration.

In section 1 of this document you will find an introduction into the role and nature of this document as well as an explanation of the role of the RRI Network working group within NewHoRRIzon.

Section 2 details the objectives of D.9.4 and how they translate into concrete subtasks.

Section 3 discusses a series of general strategic considerations with respect to creating a long-term RRI actor.

Section 4 is concerned with the implementation of the subtasks described in section 2.

Finally, section 5 provides the next steps of implementation including a timeline.

Modification Control

Please note that this is a living document. If necessary, changes and add-ons will be made to guarantee effective dissemination and communication.

VERSION	DATE	DESCRITION AND COMMENTS	AUTHOR
0.1	October 24th, 2017.	First Draft	Ulrich Schoisswohl (FFG)
0.2	October 27th, 2017	Comments to first draft	o Jana Dvořáčková (TACR) o Vladimir Kebo (TACR) o Lieke Michiels van Kessenich (RVO) o Ülle Must (ETAg) o Ulrike Wunderle (FGS)
1.0	October 31st, 2017	Version 1.0	Ulrich Schoisswohl (FFG)

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Table of content

1   Introduction

This document aims at providing a strategy for the implementation of *Task 9.2 RRI Network* of the NewHoRRIzon project. The implementation of *Task 9.2 RRI Network* as well as the securing of support and financing will be, if successful, NewHoRRIzon main long-term impact.

1.1   The role and nature of *"D.9.4 RRI Network Strategy"*

The deliverable *D.9.4 RRI Network Strategy* is one of three documents that detail the implementation of dissemination[2] and communication[3] (D&C) within NewHoRRIzon. These documents are:

- ▪ *D.9.2 Guidebook Dissemination Strategy and Communication Management*
- ▪ *D.9.3 Handbook Media Communication*
- ▪ *D.9.4 RRI Network Strategy*

Preliminary information on the implementation of Task 9.2 was already provided in deliverable *D.9.2 Guidebook Dissemination Strategy and Communication Management* (status: submitted). Details on the support of Task 9.2 via media and social media communication can be found in *D.9.3 Handbook Media Communication* (status: submitted).

To get the complete picture all three documents need to be read. The documents are partly based on each other; the reader should hence start with D.9.2, proceed to D.9.3 and finish with D.9.4. Yet the document *D.9.4 RRI Network Strategy* can also be read without prior knowledge of the content of D.9.2 and D.9.3.

As these three documents are strategy documents, they are very much provisionally in nature and will have to be adapted and amended based on overall progress and unexpected developments. This is particularly true for the document at hand: the reason being that the creation of sustainable long-term impact needs a lot of flexibility. Therefore, large parts of this document might have to be turned upside down at a later stage. Yet we will make sure that the spirit of things will be kept!

The process of adaption and review of *D.9.4 RRI Network Strategy* is detailed in section 5.

There are still many open ends with respect to the implementation of Task 9.2. These open ends are discussed in sections 3 and 4 and will be clarified at a later stage.

1.2   The role of the RRI Network working group within NewHoRRIzon

Most of the work done in NewHoRRIzon will focus on the current and the upcoming European Framework Programme. Complementary work by the RRI Network working group will focus on the uptake of RRI within the national research and innovation systems. A strong focus of the RRI Network working group will be on the uptake of RRI within national R&I funding.

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[2] **Dissemination (EC definition):** The public disclosure of the results by any appropriate means (other than resulting from protecting or exploiting the results), including by scientific publications in any medium.

[3] **Communication (EC definition):** Communication on projects is a strategically planned process that starts at the outset of the action and continues throughout its entire lifetime, aimed at promoting the action and its results. It requires strategic and targeted measures for communicating about (i) the action and (ii) its results to a multitude of audiences, including the media and the public and possibly engaging in a two-way exchange.

2   Objectives of task 9.2 and their translation into subtasks

The objectives of task 9.2 taken from the description of work package 9 and the sections 2.1 and 2.2 of the proposal are:

- to form an RRI Network working group amongst the funding organisations participating in NewHoRRIzon
- to clarify strategic questions with respect to a broad uptake of RRI by funding organisations
- to continue and expand the RRI Network working group during and after the lifetime of the project to ensure wide and sustainable impact and dissemination of project results
- to stimulate the integration of RRI into R&I
- to act as a multiplier and help to integrate the promotion of RRI in R&I in existing institutions, trainings, and programmes

These objectives translate into the following subtasks:

- **Subtask 9.2.1 "establish links":** To establish links to existing training networks, academies, and other potential distributors and target groups (NCP Academy, TAFTIE, national customer academies, national funding agencies academies, EC etc.).
- **Subtask 9.2.2 "disseminate NH":** To disseminate NewHoRRIzon instruments and trainings developed in Social Labs as well as information generated in the project via the network and its channels
- **Subtask 9.2.3 "identify knowledge holders":** To identify and appoint RRI knowledge holders within participating funding agencies and ask them to act as supporters of RRI.
- **Subtask 9.2.4 "long-term implementation":** To develop a strategy for the long-term implementation and extension of the network and secure the necessary support and funds.
- **Subtask 9.2.5 "RRI review":** To write a report that reviews the key concerns motivating a stronger integration of RRI into R&I funding with a focus on the actual legitimisation provided by these concerns and the pros and cons of a broad integration.

Subtask 9.2.4 and 9.2.5 need some elaboration:

- Subtask 9.2.4: to secure support and funds the RRI Network working group must first develop a vision of how it plans to stimulate the integration of RRI into the national research and innovation systems. This vision then needs to be translated into a clear mission statement, network concept and feasible business model. Without such a business model it will not be possible to secure support and funds. This needs to be followed by the development and implementation of a concrete action plan to translate vision into reality.
- Subtask 9.2.5: to develop a profound understanding of how to stimulate the integration of RRI into the national research and innovation systems we will have to include a review of the concept of RRI and its development into this subtask.

3   Strategic considerations

We are convinced that the following considerations are key to a successful long-term implementation and extension of a RRI actor created by the RRI Network working group and its integration with the NewHoRRIzon project.

These considerations are based on a two-day workshop[4] on *Task 9.2 RRI Network*, the experience of the Visioning Conference[5], a reflection meeting[6] at the Visioning Conference attended by the RRI Network working group[7] and several personal and online discussions of the RRI Network working group as well as several discussions between members of FFG and IHS including work package 9 lead and project coordinator.

3.1   RRI in the context of the national research and innovation systems

We believe that to stimulate the implementation of RRI in the national R&I systems via a RRI actor created by the RRI Network working group we need to take a step back from the six keys developed in the RRI-Tools project[8]. There are three major reasons for this assessment:

1. We consider the six keys to be a first operationalization of RRI specifically developed to suit the European Framework Programme HORIZON 2020, based on the more fundamental process dimensions identified by the RRI-Tools project[9].
2. We strongly believe that the concept needs to be significantly adapted to suit the needs of the different national R&I systems with their strong focus on innovation and their (often) structural separation of research and innovation funding.
3. In many EU member states there are already several actors in place engaged in a process of implementing the six keys and the three Os[10] into the national R&I systems[11]. These actors do not always use the terms defined by the EC The RRI Network needs a strong distinct USP otherwise it will not be able to secure support and financing, it will not have the necessary USP if it merely contributes to this already ongoing process.

To generate sufficient USP we will have to review the concept of RRI and its development. Beyond that we will also review the key concerns motivating a stronger integration of RRI into R&I funding with a focus on the actual legitimisation provided by these concerns and the pros and cons of a broad integration (subtask 9.2.5)[12].

Based on this review we will enter into a process of identifying and developing new and untried ways of operationalizing the concept of RRI for its implementation into the national R&I systems. We are

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[4] The two-day workshop on the RRI Network was held in Vienna on September 18th and 19th, 2017.

[5] The Visioning Conference was held in Brussels on October 5th and 6th, 2017.

[6] Held as a break-out session of the Visioning Conference in the evening of October 5th, 2017.

[7] The RRI Network working group within NewHoRRIzon is composed of ETAg, FFG, FGS, RVO and TACR.

[8] A practical guide to responsible research and innovation: key lessons from the RRI Tools project. [Source: https://www.rri-tools.eu/]

[9] A practical guide to responsible research and innovation: key lessons from the RRI Tools project. [Source: https://www.rri-tools.eu/]

[10] The three Os: Open Science, Open Innovation, Open to the World. [Source: http://www.openaccess.gr/sites/openaccess.gr/files/Openinnovation.pdf]

[11] Please note that these actors do not always use the same terms (e.g. six keys) and wording (e.g. RRI) as the EC.

[12] The first step of the RRI review will be to define a portfolio of documents to be analysed. This portfolio will include deliverable D.1.3 which is due on November 30th, 2017 but also documents from earlier RRI projects (e.g. RRI-Tools, ResAGoraA, Responsible Industry etc.) as well as documents from the EC.

convinced that is necessary to include actors other than the participating funding organizations into this process to assure the plurality of opinion, which is at the core of RRI.

3.2   Motivation for creating an RRI actor

From the start the motivation for the RRI Network working group was to create and establish a transnational RRI actor that can outlive the NewHoRRIzon project and by doing so provide its results and follow up on its intent beyond April 2021. We are convinced that such an actor is needed to fully unlock the potential of RRI for strengthening the national R&I systems and increase their impact and efficiency.

We hence want to create an actor that raises awareness for the importance of RRI and distributes RRI knowledge, while simultaneously stimulating the uptake of RRI in the national R&I systems. We are convinced that such an actor would need a capacity to channel knowledge from the RRI research community, integrate feedback from practitioners (innovation, R&I funding etc.) and reflect conditions specific to NRIS. Our strategic vision is to contribute to answering the societal challenges and building the ecologically, socially and economically sustainable research and innovation systems of the future.

3.3   Implications of the RRI core ideas on the character of the RRI actor created

A broad uptake of RRI within the national R&I systems aims at a process where all stakeholders involved in the national R&I systems become mutually responsive to one another to realize shared responsibility. From this perspective the process of implementation of RRI into the national R&I systems will have to be a process of dialog and negotiation including all stakeholders willing to contribute to the implementation of RRI. Even if the RRI Network working group should focus on a process of implementation within national R&I funding it will need the participation of a broad range of R&I stakeholders to develop a feasible approach.

The RRI Network working group (and the RRI actor created) might hence have to open itself up to broad range of stakeholders willing to experiment with a process of participation and co-creation. In doing so the RRI Network working group (and the RRI actor created) could mirror a balanced multitude of opinions featuring a solid representation of the national R&I systems. To our knowledge such a RRI actor would have pilot character within Europe.

As an alternative, to remain a network of funding organisations, the RRI Network working group (and the RRI actor created) could secure itself a well-balanced Advisory Board which could bring in this multitude of opinions.

3.4   Designing an interface between the RRI Network working group and NewHoRRIzon

As mentioned before the focus of NewHoRRIzon is on the European Framework Programme while the focus of the RRI Network working group is on the uptake of RRI within the national R&I systems. Yet there are a few synergies resulting from the core business of the consortium partners forming the RRI Network working group:

1. It can be expected that NewHoRRIzon develops an understanding of R&I funding on the European level that is of value for or can be translated to the national level.
2. It is quite likely that some of the pilot actions and activities created in the Social Labs are of special value for the consulting business done by the NCPs within ETAg, FFG and RVO.
3. Some of the pilot activities created in the in the Social Labs will be directly of value for the national R&I systems.

With respect to NewHoRRIzon the RRI Network working group (and the RRI actor created) will hence (1) absorb knowledge created in NewHoRRIzon and attempt its translation into the national R&I systems and (2) act as a hub for dissemination and communication of NewHoRRIzon results (actions, activities, instruments, trainings etc.) suitable for the national R&I systems. In addition, it will (3) disseminate selected trainings and instruments identified in the cause of the RRI review.

3.5   Developing a RRI actor: strategic questions and decisions

In this section we have collected what we consider the most important strategic questions with respect to developing an RRI actor.

3.5.1   Develop a vision and translate it into a business model

The first step in developing the RRI actor is to develop a vision of how to stimulate the integration of RRI into the national research and innovation systems. This vision then needs to be translated into a clear mission statement and feasible business model. Without such a business model it will not be possible to secure support and funds.

3.5.2   Deciding on a suitable vehicle

When developing the RRI actor we have to decide on a suitable vehicle for our business model. The structure of this vehicle will very much determine what the RRI actor can or can't do.

As a vehicle we might for example choose a platform, a think-tank, a network, an association or a new European institution. The structure of the vehicle will also very much determine if and how it can be extended to include new additional partners. So, we need to choose wisely.

3.5.3   Picking a name for our vehicle

Once we have decided into which vehicle to channel the effort of the RRI Network working group, we need to choose a name for this vehicle. The name will hence be a very important framing of our RRI actor, it could be e.g. **EU Centre of Expertise in RRI** or **European RRI Nexus**.

3.5.4   Questions to ponder with respect to long-term implementation

To assure long-term implementation will have to also address the following questions with respect to the RRI actor we create:
- should it be independent or operate under a specific umbrella like e.g. ERA, EC?
- do we want to operate it ourselves once it is established or do we want to channel it into an established network, institution etc.?
- what kind of financing are we looking for (e.g. ERA, EC, COST action, other FP9 formats, other kinds of financing)?
- what are the framework conditions of a specific kind of financing (amount, period, requirements etc.) and how does that influence the creation process of our RRI actor?

3.5.5   RRI actor visual identity

We have agreed at the first workshop on *Task 9.2 RRI Network* in Vienna that it should have its own logo, while sharing the NewHoRRIzon visual identity. The NewHoRRIzon visual identity is currently developed by Nur Mohammed, a Hungary based graphic designer.

3.6   Looking ahead: planning potential scenarios

With the results of the RRI review available we should have a clearer picture on how the integration of RRI into the national R&I systems can be best stimulated and fostered. Based on these results we can then start with detailed scenario planning.

3.6.1   A first preliminary scenario: European RRI Nexus

A first scenario that has emerged is to form *a European RRI Nexus that specialises in the operationalisation of RRI*. The core objective of this nexus would be to develop a series of new operationalisations of the RRI concept suitable for national research and innovation systems while simultaneously assist in their implementation.

These operationalisations could be developed in a **shared process** involving both the RRI Network working group and the RRI Ambassadors (subtask 9.4.4). Assistance for implementation could be provided by (a) either a **Think Tank** consulting on implementation or by (b) a **Dialog Platform** providing a space for negotiating implementation.

The idea is to first separately build the RRI Ambassadors and the RRI Network working group (task 9.2) while simultaneously pushing for a COST action on RRI. Both the RRI Ambassadors and the organisations forming the RRI Network working group could then be united and extended through this COST action. Financing for the Think Tank respectively the Dialog Platform would have to be considered separately.
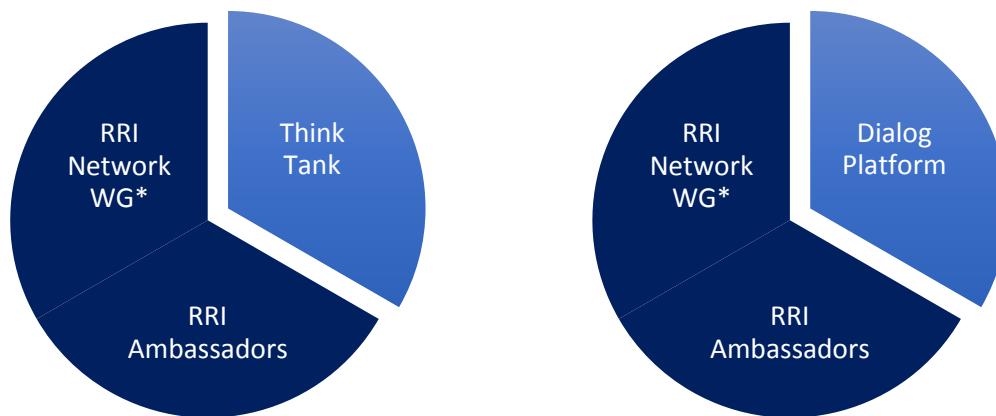

Figure 1: European RRI Nexus including a think tank (left) or Dialog Platform (right). Parts that could be financed via a COST action (dark blue). Parts that would need to be financed separately (light blue). WG is short for working group.

3.6.2   Developing additional scenarios

Additional scenarios will be developed in parallel and following the RRI review (subtask 9.2.5).

4   Implementation of the objectives of task 9.2

4.1   Forming the working group "RRI Network"

With the start of NewHoRRIzon project the internal working group "RRI Network", composed of the participating funding organisations ETAg, FFG, RVO and TACR, was formed (cp. Table 1).

4.1.1   Extending the RRI Network working group

It became clear soon after forming the RRI Network working group that the Federation of German Scientist (FGS) would be a valuable partner with extensive experience and competence. The FGS was hence invited to participate in the internal working group and its first meeting in Vienna on September 18th and 19th,2017. With the FGS we have won a valuable partner for the RRI Network working group (cp. Table 1).

RRI Network working group					
Organisation	Estonian Research Council	Austrian Research Promotion Agency	Ministry of Economic Affairs	Technology Agency of the Czech Republic	Federation of German Scientists
Abbrev.	ETAg	FFG	RVO	TACR	FGS
Location	Estonia	Austria	The Netherlands	Czech Republic	Germany
Role in ERIS[13]	NCP	NCP	NCP	Provider of EU Cofunds	Scientists organisation
Role in NRIS[14]	funding of basic and applied research	funding of industrial research, development and innovation	encourages entrepreneurs in sustainable, agrarian, innovative and international business. It helps with grants, finding business partners, know-how and compliance with laws and regulations.	funding of applied research, development and innovation	encourages examination of the role of science itself in genesis and solution of socio-technological problems
Taftie member	No	Yes	Yes	Yes	No

Table 1: Details on partners participating in the RRI Network working group.

4.2   Details for the implementation of the subtasks of task 9.2

We have used the workshop on the RRI Network[15] to develop a concrete idea on how to shape the subtasks 9.2.1, 9.2.2, 9.2.3, 9.2.4 and 9.2.5.

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[13] ERIS: European Research and Innovation System
[14] NRIS: National Research and Innovation System
[15] The workshop was held at FFG on September 18th and 19th, 2017.

To that end we have used the "five bold steps vison canvas"[16] to work out subtasks 9.2.1, 9.2.2 and 9.2.3. Accordingly, the sections on these subtasks follow the same structure as the canvas.

Subtasks 9.2.4 and 9.2.5 have been discussed in a more open workshop setting.

4.2.1   Implementing subtask 9.2.1 "establish links"

The **objective of subtask 9.2.1** is to establish links to existing training networks, academies, and other potential distributors and target groups (NCP Academy, TAFTIE, national customer academies, national funding agencies academies, EC etc.).

Our **vision for subtask 9.2.1** is to support a broad uptake of RRI, it is therefore essential to deliver the RRI message as well as RRI content to a wide variety of stakeholders. To deliver the RRI message as well as RRI content we will hence have to connect to existing trainings, networks, academies and other target groups as described below.

The **five bold steps** for realizing our vision of subtask 9.2.1 are:

Step 1:	**Identify content to be disseminated**
	• To specify the content to be disseminated to selected target groups together with the Social Lab managers and if necessary translate the content's message for additional specifically selected target groups (include review of deliverable D.1.3).
	• To choose content from the results provided by the RRI review.
Step 2:	**Identify target groups for content**
	To identify the target groups interested in the content we provide. Thinking of target groups, we should look at the level of the group (national/European) and the level and type of organisation.
	A first brainstorming has resulted in the following preliminary list:
	• Industry & and other business
	o SMEs; How to best reach them?
	o Consultants; Can we reach industry and large companies via the consultants?
	• Journalists and Organized Civil Society Representatives
	• Scientific community
Step 3:	**Identify networks & organisations capable of reaching our target groups**
	To analyse existing networks and organisations to find out who is willing and able to distribute the selected RRI content (dissemination of trainings and raise awareness) to our target groups. Establishing links only to these partners is crucial to accomplishing a broad uptake of RRI. Focus on networks & organisations we are already connected to.
	A first brainstorming has resulted in the following preliminary list:
	• Academic
	o Academic Cooperation Association
	o ECSITE (European network of science centres and museums)
	o EUSEA (EU platform to exchange experiences on organization of science events)
	o Science Europe (offers trainings)
	o Scientix → teachers, education researchers and policy makers in science teaching
	o Young scientists → Global Young Academy
	• Academies, funding organisations, funds etc.
	o ACR (Austrian Cooperative Research)
	o Ashoka
	o COST, Science Europe
	o Dutch networks (NWO MVI grantees, RVO IMVO, MVO Nederland, MKB Nederland)
	o Enterprise Europe Network (EEN)
	o EURAXESS network
	o FFG Academy
	o FWF Academy

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[16] http://designabetterbusiness.com/toolbox/#/tools/5boldstepsvision

	○ NCP Network and their projects ○ R&I funding organisations of the federal states - Higher Education ○ Guild of European Research-Intensive Universities ○ Research Service Units of Universities - Interest groups and lobby organisations (and their training academies) ○ Economic chamber of Austria (WKO) ○ European SME organisation (e.g. http://www.ueapme.com/) ○ Federation of Austrian Industries (IV) ○ national & European associations in industry - NGO-Networks - NewHoRRIzon partners: internal channels (see also subtask 9.2.3)
Step 4:	**Define strategy and select strategic partners** - To clarify for ourselves what want to achieve with the RRI actor (= its strategic goals) in the long run and how this in turn influences e.g. the strategic selection of partners for dissemination of content. - To select strategic partners. *To assure that NewHoRRIzon speaks with one voice we need to get ourselves up to speed on whether there is already a list of strategic partners*
Step 5:	**Establish contacts and inform about potential content**

Support for subtask 9.2.1 can be expected from the Social Labs and the project coordinator. This support will help …

- … to shape a clear project message
- … to identify content for dissemination
- … to customise the content/message to specific target groups and show what they can gain
- … to establish contacts to/via the stakeholders participating in the Social Labs

The following **challenges/questions** will have to be addressed:

- How can we convince potential partners to assist us in the dissemination of content?
- How do we sell the RRI actor? What will be the benefit for our potential partners if they assist us in the dissemination of content?
- What are the fitting narratives for a specific partner?
- Once we have identified our target groups (e.g. executive level, political level, SMEs, consulting companies etc.): how can we reach and attract them?

4.2.2   Implementing subtasks 9.2.2 "disseminate NH"

The **objective of subtask 9.2.2** is to disseminate NewHoRRIzon instruments and trainings developed in Social Labs as well as information generated in the project via the network and its channels.

Our **vision for subtask 9.2.2** is to enable selected actors to implement RRI in their specific field and understand its benefits for R&I projects. As consequence we expect more R&I projects to follow a RRI approach.

The **five bold steps** for realizing our vision of subtask 9.2.2 are:

Step 1:	**Offer content to selected channels** - To offer and advertise suitable content to a selected channel once it becomes available either through the progress of the project or the RRI review. - To negotiate the modus of dissemination of this content with the selected channel.
Step 2:	**Work out detailed content** To work out the selected content in more detail to suit the modus of dissemination. At best the content provided should enable actors…

	• … to implement RRI in their specific fields • … to lobby for RRI • … to understand the benefits of RRI for R&I projects
Step 3:	**Preparatory work for the dissemination of content** To organize and prepare the dissemination of the detailed content together with the selected partner. - Depending on the content and the modus of dissemination this might include a broad range of activities from the organization of events to the preparation of documents, presentations, workshops etc.
Step 4:	**Disseminate content** To either disseminate the detailed content ourselves or support our partner in the process of dissemination. – Depending on the modus of dissemination this might range from proofreading to giving workshops, webinars etc.
Step 5:	**Review and learn** Review steps 1 to 4 and learn for future dissemination activities. – Depending on the modus of dissemination this might include the adaption of training materials, workshop designs etc. • **Start again at step 1**

Support for subtask 9.2.2 can be expected from the Social Labs and the project coordinator. This support will help …

- … to detail the content coming from the Social Labs to make it suitable for dissemination

Recommendations for subtask 9.2.2 are:
- To look for support from existing platforms.
- To use personal networks and contacts to established channels.
- To bring together innovation leaders, researchers, educational institutions, policy makers and civil society representation. Incentives could be provided by other stakeholders for innovation, civil society, professional groups, relevant to specific research and innovation areas.
- To get attention by combining RRI and "hot topics" coming from the Social Labs
- To use suitable content. First ideas on content are:
  - instruments
  - narratives, supplemented by roadmaps
  - specific proposals for certain stakeholders
  - trainings

The following **challenges/questions** will have to be addressed:
- What is the benefit of training in RRI?
- How can we best shape our content/message for a precisely selected target group?
- How do we find out what our target groups need/want?
- How much budget do we have for subtask 9.2.2? How do we make sure that we stay within budget?

4.2.3   Implementing subtasks 9.2.3 "identify knowledge holders"

The **objective of subtask 9.2.3** is to <u>identify and appoint RRI knowledge holders</u> within participating funding agencies and ask them to act as supporters of RRI.

Our **vision for subtask 9.2.3** is to identify RRI knowledge holders in order to **build strong communities within our organizations** dedicated to supporting RRI.

The **five bold steps** for realizing our vision of subtask 9.2.3 are:

Step 1:	**Groundwork for building profiles**
	Before we can build the profiles of RRI knowledge holders we need to first clarify the following points:
	▪ What is our shared understanding or RRI?
	▪ What are our expectations with respect to the internal support communities we are trying to form?
Step 2:	**Build profiles of RRI knowledge holders and RRI executives**
	Persons with knowledge relevant for the broad uptake and implementation of RRI will be called **RRI knowledge holders**. To build their profiles we need to address the following questions:
	▪ Who qualifies and why?
	▪ What is expected of him/her and what will he/she get out of it?
	Executives who could become strong supporters of RRI will be called **RRI executives**. To build their profiles we need to address the following questions:
	▪ Who qualifies and why?
	▪ What is expected of him/her and what will he/she get out of it?
	Beyond that we will have to clarify the relationship between RRI knowledge holders and RRI executives?
Step 3:	**Identify potential candidates and make contact**
	▪ Project partners will create a list of potential RRI executives and RRI knowledge holders in their organizations.
	▪ Potential candidates will be selected and approached.
	▪ To keep the recruitment inclusive, they can use an online form.
Step 4:	**Design knowledge sharing system**
	To **include** RRI executives and RRI knowledge holders **into a continuous flow of information** on RRI and NewHoRRIzon and hence assure knowledge transfer from NewHoRRIzon and other RRI activities. The following questions will have to be addressed:
	▪ What communication means should be selected?
	▪ What will be shared (newsletter, invitations for events etc.)?
	▪ Which content should be shared with whom?
	▪ How often should content be provided?
	▪ Who will be responsible for that (distribution of work, workload etc.)?
Step 5:	**Start to inform and engage RRI executives and RRI knowledge holders**
	▪ To **mainstream RRI into these communities** by offering them to participate in MOOCs, trainings and events of the RRI Network working group and the RRI actor created.
	▪ To **engage these communities** in RRI by inviting them to participate in RRI events, the Social Labs, the RRI Network working group and the RRI actor created.
	▪ To **design an information feedback system** – reflection from RRI executives and knowledge holders

Support for subtask 9.2.3 can be expected from the communities in place within the partners' organisations:

- There are already support communities in place engaging for example in some of the six keys (Open Access, Gender), Open Innovation, Open Science, CSR etc. Based on a division of labour

approach these communities could contribute to (and push for) the implementation of RRI if they are organized under a RRI umbrella.

- It will also help that many elements gathered under the RRI umbrella are declared EU policy goal in one way or another.

Recommendations for subtask 9.2.3 are:
- To convince others of RRI we need to:
  - convey that RRI assures our future competitiveness
  - invest time and resources into community building within our own organisations
- We should try to establish synergies with the RRI Ambassadors (subtask 9.4.4)
  - Use same training infrastructure (trainings, MOOCs, events etc.) and access to the NewHoRRIzon RRI community.
  - Establish personal connections between RRI Ambassadors and RRI executives / RRI knowledge holders.
  - Still there should be a clear difference between RRI Ambassadors, RRI executives and RRI knowledge holders. Not all supporters should qualify for more than one of these profiles, although especially in small organisations some might.

The following **challenges/questions** will have to be addressed:
- Winning the support of **RRI Executives** will not be easy. In order to win their support, we have to demonstrate that
  - RRI provides a profound and concrete benefit for society
  - RRI is of relevance for our companies´ core business and provides value for their customers
  - RRI is of particular relevance for present and future R&I agendas
  - RRI is strongly relevant for Business 4.0 (as well as Society, Education, Governance 4.0 and Industry 4.0)
- Identify actual **RRI knowledge holders** will be easier. Convincing them to contribute to the RRI idea and put some concrete steps into their agenda will be more difficult. The RRI Network working group should help them to shape this agenda and equip them with concrete examples.

4.2.4   Implementing subtasks 9.2.4 "long-term implementation"

The **objective of subtask 9.2.4** is to develop <u>a strategy for the long-term implementation and extension of the network</u> and secure the necessary support and funds.

Considerations with respect to the implementation of this task and establishing a transnational RRI actor have been provided at length in **section 3**. Here we will provide just a few additional considerations:

To **guarantee the long-time survival of our actor** we will have to address the following questions:
- What is our core business definition? What is our business model? Is it convincing?
- What is the benefit of being part of our actor? Why would someone finance our actions?

…and of course, we need to consider budget restrictions and find a good distribution of work amongst us.

To **get support & financing** we need to offer **a concrete product and/or service**:
We are not yet sure about the **product(s) and/or service(s)** that we want to offer, and we lack a precise definition of our future customers, but we agree that we want to create new opportunities

and if possible, a space that connects the political, the strategic and the operational level of the national R&I system. – Brainstorming has revealed **some issues** that we could address:

- strengthen the translation of research from the SSH into socio-technical innovation
- build a knowledge arena for glocal[17] innovation through RRI
- foster responsible solutions to the societal challenges through RRI
- accelerate the solution of socio-technical problems by raising awareness for socio-technical problems identified by the SSH amongst techno-political communities
- experiment with new formats in R&I funding and/or open programming
- spread the RRI idea and practice by showing the benefits and opportunities inherent to RRI
- supply those already interested in RRI with information, knowledge and contacts
- act as a transnational RRI training and awareness hub and/or base camp for RRI Ambassadors
- act as a hub for the operationalisation of RRI into the national R&I systems

Potential customers could be for example researchers, innovators, businesses (small and big), funding officers, NCPs, policy makers, NGOs, networks etc. This will strongly depend on the issue(s) we decide to address.

To grow from our small working group into something bigger we will have to organize events, invite potential partners and interested individuals (from within and outside of our organizations) and create interest through giving policy advice. We should try to include new partners early on: they can provide valuable feedback and help shape a successful process. We also need to think about how to best secure funds (e.g. FP9, ERA).

4.2.5   Implementing subtasks 9.2.5 "RRI review"

The **objective of subtask 9.2.5** is to write a <u>report that reviews the key concerns motivating a stronger integration of RRI into R&I funding</u> with a focus on the actual legitimisation provided by these concerns and the pros and cons of a broad integration.

As mentioned earlier in section 2 we have decided to include a review of the concept of RRI and the RRI tools available[18] into subtask 9.2.5 to develop a profound understanding of how to stimulate the integration of RRI into the national R&I systems and identify RRI content that can be disseminated via the RRI Network working group (and the RRI actor created).

As an additional part of the RRI review we should attempt to identify and specify the benefits and added value of an implementation of the RRI principles for all TRL levels, from basic research up to new products and services

A detailed plan for the RRI review process will be developed in the upcoming months and provided by January 31st, 2017.

5   Next steps

Details on strategy development and implementation can be found in Table 2.

Table 2 will be adapted according to progress.

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[17] https://en.wiktionary.org/wiki/glocal
[18] This will include a review of the tools provided by the RRI-Tools project.

6   Used abbreviations

COST	European framework supporting trans-national cooperation among researchers, engineers and scholars across Europe
CSR	Corporate Social Responsibility
D&C	dissemination and communication
EC	European Commission
ECSITE	European network of science centres and museums
ERA	European Research Area
ERIS	European research and innovation system
ETAg	Estonian Research Council
EUSEA	EU platform to exchange experiences on organization of science events
FFG	Austrian Research Promotion Agency
FGS	Federation of German Scientists
FP9	EU RTD Framework Programme (2021-2027)
MOOCs	massive open online courses
NCPs	The network of National Contact Points (NCPs) is the main structure to provide guidance, practical information and assistance on all aspects of participation in EU RTD Framework Programmes
NRIS	National research and innovation system
R&I	Research and Innovation
RRI	Responsible Research and Innovation
RVO	The Netherlands Ministry of Economic Affairs
SMEs	Small and Medium Size Enterprises
SSH	Social Sciences and Humanities
TACR	Technology Agency of the Czech Republic
TAFTIE	The European Network of Innovation Agencies
USP	Unique selling preposition

Date	RRI Review *(subtask 9.2.5)*	long-term implementation *(subtask 9.2.4)*	Establish channels & disseminate *(subtask 9.2.1 & 9.2.2)*	Identify RRI supporters *(subtask 9.2.3)*	Strategy development *(update & review of D.9.4)*
11/2017 to 01/ 2018	**Prepare review process** ▪ definition of review materials ▪ agree on distribution of work ▪ include design for D.9.14	**Collect potential business ideas** ▪ identify potential business models ▪ create a one-pager for every potential business model ▪ identify tools suitable for national R&I systems **Collect potential scenarios** ▪ identify potential scenarios ▪ create a one-pager for every potential scenario			
01/2018 to 04/2018	**Review of RRI materials** ● RRI approaches & projects ● RRI tools (RRI-Tools project and other projects) ● RRI R&I funding programmes (past, ongoing, planned) Consolidation of results		**Collect input for contextual analysis** ▪ Identify potential content to be disseminated ▪ Identify potential target groups for content ▪ Identify potential networks & organisations	**Groundwork for building profiles &** **Design knowledge sharing system**	
05/2018 to 06/2018	**Agree on results of RRI review** ● decide on workable RRI approach ● discuss implications of RRI for national R&I systems		**Full contextual analysis** ▪ Identify and select content to be disseminated ▪ Identify and select target groups for content ▪ Identify and select networks & organisations		
07/2018 to 09/2018		**Agree on selected business ideas and scenarios** ▪ do they feature the RRI framing we have agreed on? ▪ decide on ideas and scenarios to follow up on		**Build profiles** for the identification of RRI supporters within partners organisations and their key stakeholders: ▪ RRI knowledge holders ▪ RRI executives	**Review strategy based on RRI review results and recent developments**
10/2018			**Define strategy and select strategic partners**	**Identify potential candidates and make contact** ▪ Provide list of names for national workshops	**Review strategy based on recent progress**
11/2018		**Prepare feedback workshop**	**Establish contacts and inform about potential content**		
12/2018		**feedback from project partners** ▪ spin-off workshop at 4th general assembly			
01/2019 to 02/2019		**Workshop design and preparation for five national workshops**	**Disseminate content** ▪ offer content ▪ work out details	**Start to inform and engage RRI executives and RRI knowledge holders**	**Update strategy based on workshop results**
03/ 2019 to 04/2019		**Five national workshops with key stakeholders of national R&I system** ▪ get feedback on the business proposals ▪ get feedback on the issues our business models try to solve	▪ preparatory work ▪ disseminate ▪ review and learn		
05/2019 to 06/2019		**Review results of all five workshops**			
start 06/2019		**Implement selected scenario and business idea** ▪ iterative, feedback			**Review strategy based on workshop results**

Table 2: Next steps in strategy development and implementation.