GRACE

How to put RRI into practice_AGAUR experience

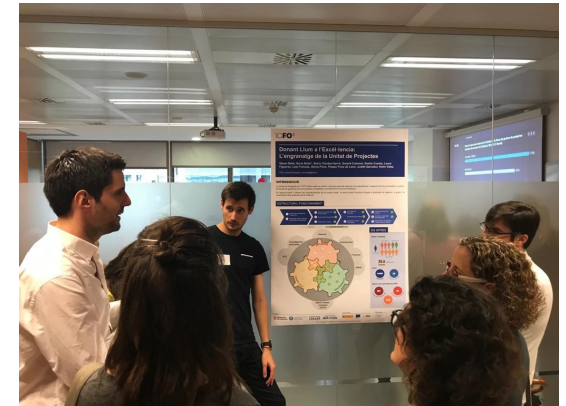*Aïda Díaz*

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Agency for Management of University and
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Triple Helix Conference

What is AGAUR (Agency for Management of University and Research Grants)?

It is an agency which awards scholarships to students & research and innovation grants to researchers and entities through open competition

It is affiliated to the Government of Catalonia's Ministry for Business and Secretariat for Universities and Research

It encourages:
- Talent attraction
- R+D projects
- Valorisation & Knowledge transfer
- International cooperation
- European R&D programs

AGAUR runs annually more than 30 university, research and innovation grant programmes

AGAUR'S RRI Context

- An overall institutional strategy on RRI was still not in place.

- RRI elements were already included in some institutional initiatives and funding programmes but not in a structured and systematic manner.

- The RRI concept was becoming more relevant for the calls management but it was still at an embryonic stage and the awareness level of AGAUR staff about RRI was limited.

- No specific unit devoted to RRI issues existed, nor specific guidelines and protocols were in place.

SWAFS 2018 Call
SwafS-05-2018-2019. Grounding RRI practices in research and innovation funding and performing organisations

AGAUR General Strategy_Objectives

- **Aligning AGAUR's activities and the research it funds** with the principles of RRI, creating value for society in an ethical and responsible way
- Expanding the **AGAUR's capacity in RRI and corporate social responsibility** providing it with clear methods, procedures, and plans related to RRI
- Making **AGAUR staff more aware of RRI** and identifying and better addressing potential sources of resistance to change
- Becoming a **more inclusive, open and transparent** Agency.
- Enhancing the capacity of AGAUR to be a **reference entity and a driving force** for stimulating and enacting RRI-oriented structural change in the Catalan research and innovation system
- Making the GAs implemented under GRACE as part of the **whole Catalan R&I system** by involving governmental entities and the main actors of the Catalan research and innovation system.

AGAUR General Strategy_Roadmap towards RRI

RRI keys
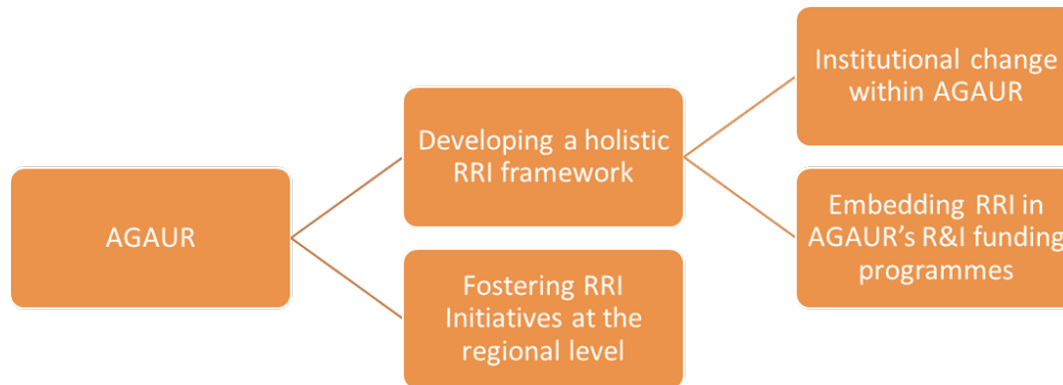
Governance
- Gender Equality
- Research Ethics & Integrity
- Open Access
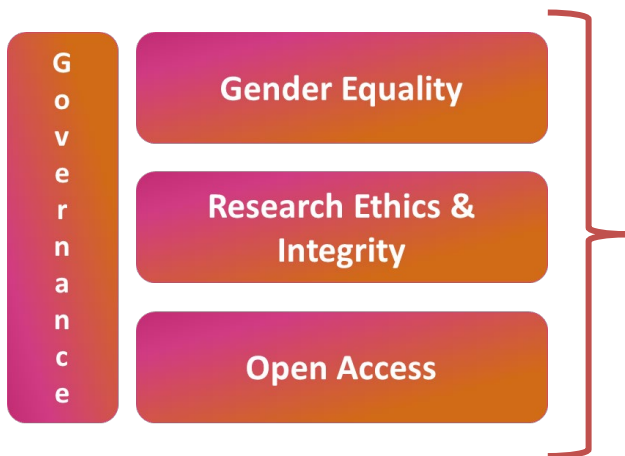
The RRI AGAUR governance framework as well as the principles guiding the inclusion of gender issues, open access and ethics are **being developed all at the same time**.

Overall scheme of the Roadmap

	Grounding actions
GRACE Period 2019-2021	**RRI GOVERNANCE** – Structures for RRI Governance – RRI Framework – RRI Monitoring Plan – RRI measures in graduate and postgraduate programmes – Preparation of RRI-related plans and cross-cutting measures **GENDER EQUALITY** – Inclusion of gender equality issues in AGAUR's funding programmes – Gender equality complementary activities **OPEN ACCESS** – Inclusion of Open Access measures in AGAUR's funding programmes – Open Access complementary activities **RESEARCH ETHICS AND INTEGRITY** – Inclusion of ethical considerations in AGAUR funding programmes – Research Ethics and Integrity complementary activities
	Action lines
Post-project period (2022-2023)	– Consolidation of RRI governance structures and AGAUR RRI Framework – New round of GAs
	Action lines
Stabilisation period (2024-2026)	– New long-term RRI objectives for AGAUR – Reinforcing AGAUR as a regional player

1.The vision
What problems do we wish to adress?
What do we want to achieve in the long run?

2. Success criteria
Break down the vision to manageable goals
How do we assess goal attainment?

3. Stakeholder inclusion
Who will be affected by the Grounding Action?
How do we involve them in the decision-making?

GROUNDING ACTION

4. Implementation
How do we reach our goals?
Who does what, when, and how?
Ste-by-step plan

5. Obstacles
What obstacles might we run into?
How can take them into account?

6. Ressources
What ressources do we need?
Knowledge, know-how, support
How do we obtain them?

Aarhus University

2019

2020

2021

AGAUR Roadmap towards RRI

Establishing the principles of RRI in AGAUR's funding programmes

Gener-Set.

Developing guides, documents, etc

Oct-Dec.

Inclusion of RRI issues in AGAUR's funding programmes

RRI External Advisory Board

RRI Training (AGAUR Staff)

Monitoring Indicators (GRACE Project)

RRI Governance (Creation RRI Unit)

KPI/ RRI Data Collection/ Monitoring system

Government of Catalonia (Department of Economy,..)

Secretariat for Universities and Research

AGAUR

GRACE (AGAUR)

TRANSFORM (Dept. Economia (RIS3CAT))

RRI

SERRI (Dept Economia+UAB)

TERRIFICA (ACUP)

AGAUR Executive Team

Working Group for each policy agenda (Staff)

External Stakeholder RRI group

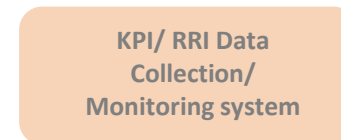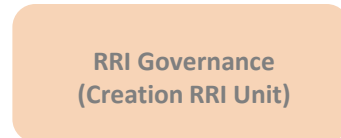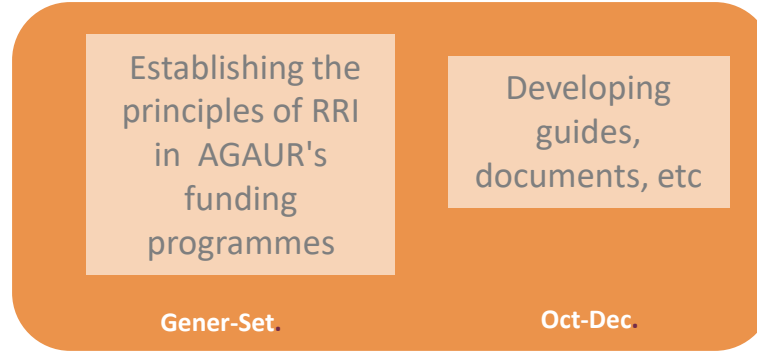**Institutional Change within AGAUR**

Potential barriers

- Lack of support from AGAUR's management and leadership team.

- Resistance to change among AGAUR's staff.

- Lack of coordination between AGAUR Units.

- Difficulties in embedding the RRI Framework in the AGAUR current routines, practices and procedures.

Measures to overcome the barriers

➢ Involving **top leaders** on GAS from the very beginning.

➢ **Build a narrative** around the importance of implementing RRI policy agendas within AGAUR.

GRACE at the service of the entity
GRACE as an institutional project
GRACE as a windows of opportunity
GRACE as a tool to improve the objectives and activities of AGAUR

➢ Set up **working groups per policy agenda** composed by **staff of each unit**.

➢ Adopting **participatory approaches** in defining and implementing the Gas.

➢ **Positive approach** (RRI as an improvement and not a lack of not having done things).

Potential barriers

- Poor capacity of the staff to manage RRI policy agendas.

- Inadequate skills and capacities of the team in charge of Gas.

- Normative, logistical and organisational obstacles making it difficult the implementation of GAs as planned.

- Difficulties to develop measures in conformity with the reality of Grants' beneficiaries and the regional research and innovation features

Measures to overcome the barriers

➢ **Training** activities for all staff.
➢ Mapping the relevant skills and capacities the teams in charge of GAs are lacking of so to support them.
➢ **Advanced training to key staff members** (creation of an RRI Unit)
➢ Accompanying the identification and design of GAs with a **feasibility analysis**.
➢ Looking for support and cooperation with **external stakeholders** on the GAs.
➢ Engaging **legal experts** for overcoming the possible normative barriers.

Lessons Learned

- **Involvement of all the actors** (executive team; staff members; policymakers & external stakeholders) is needed. Lots of meetings.

- Need for a lot of **pedagogy and explanation** of the importance of implementing RRI at institutional level (relate it to other policies, to activities that have already been done and have worked, etc). Many "invisible" effort and work.

- Embedded **RRI issues** in the **institutional practices**.

- Find a **window of opportunity** (any policy, institutional initiative, political context, etc)

- Balance between a **co-creation and oriented approach**.

- Everything is already invented.

Thank you very much

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http://grace-rri.eu/

@GRACE_RRI