

A Comparative Analysis of Governance Models and Their Effectiveness in Fostering Multi-Helix Co-Creation Within the Sirr Hubs

Neha Krishnan and Yousra Iflahen

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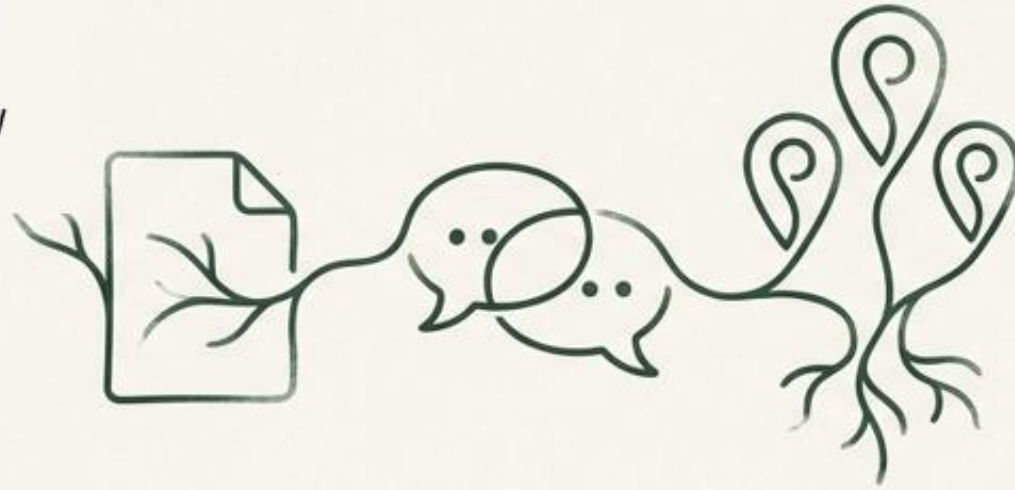
Introduction

The Project

A five-month deep dive into SIRR hubs, exploring how decisions are made and how working together happens

The Goal

To understand the current governance models and find simple ways to strengthen collaboration for the future.



The Method

A comparative study of three hubs, using document analysis and in-depth interviews with coordinators and partners.

Our Guiding Question

How do different governance models in SIRR hubs influence their ability to engage diverse stakeholders in meaningful co-creation?

The Engagement Paradox



Initial momentum fades

Open events and co-design sessions see attendance wear out over time.



Key groups are hard to retain

Youth, specific business players, and associations are often difficult to keep involved long-term.



Engagement becomes sporadic

Involvement is often tied to project funding cycles, leading to periods of high activity followed by inactivity.

The Themes Identified



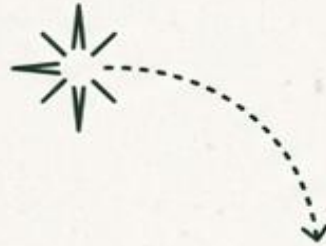
1. Formal Governance

The visible frameworks and official roles that gives the structure.



2. Informal Governance & Trust

The personal relationships and 'fast-calls' that make things happen.



3. The Engagement Challenge

Turning early excitement into long-term, meaningful commitment.



4. Co-Creation in Practice




The workshops, meetings, and spaces where everyone works together



5. Resilience & Missions

How the core purpose- from green energy to local jobs- guides the work and keep things going.

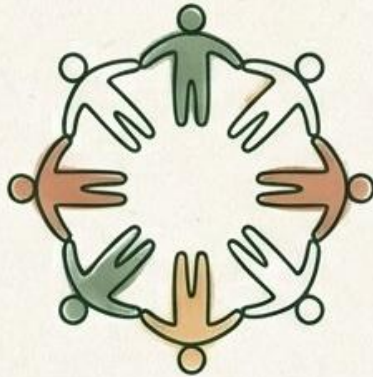
Three Hubs, Three Journeys of Growth.

Hub & Stage	Focus	Governance Anchor	Noted Strengths	
 A simple illustration of a small green seedling with two leaves growing out of a mound of brown soil.	L'Arobase (France) _Sprouting_	Social cohesion & digital resources	Rural Municipality	Visible participatory tools; a popular local meeting point.
 A simple illustration of a seedling with several leaves and a visible root system growing out of the soil.	TrENDi (Germany) _Rooting_	Entrepreneurship & student innovation	University of Vechta	Strong training focus; great at activating students.
 A simple illustration of a mature tree with many green leaves and a thick, spreading root system.	Sotenäs (Sweden) _Thriving_	Circular economy & industrial symbiosis	Municipality & Industry	Strong political support; concrete green projects.

Key Insight from Each Hub



L'Arobase (Sprouting)



A success in early-stage engagement.

They used a **Users' Committee** from the start to ensure the space truly met the needs of citizens, associations, and businesses.



TrENDi (Rooting)



A lesson in organisational agility.

By physically moving to a **visible container space on campus**, they broke down institutional barriers and became more accessible to the entire community.



Sotenäs (Thriving)



The power of long-term relationships.

Over **15 years**, they built built **incredible trust capital**, enabling fast, informal problem-solving between the municipality and industrial partners.

What We Learned

- **The foundation is the Host**

Hubs are fundamentally host-centric. The municipality or university provides the essential stability and legitimacy needed to survive and build.

- **Trust is the ‘secret sauce’**

Informal relationships are the glue that fills the gaps in formal rules. This trust allows hubs to be flexible and adaptive.

- **Meaningful formats matter most**

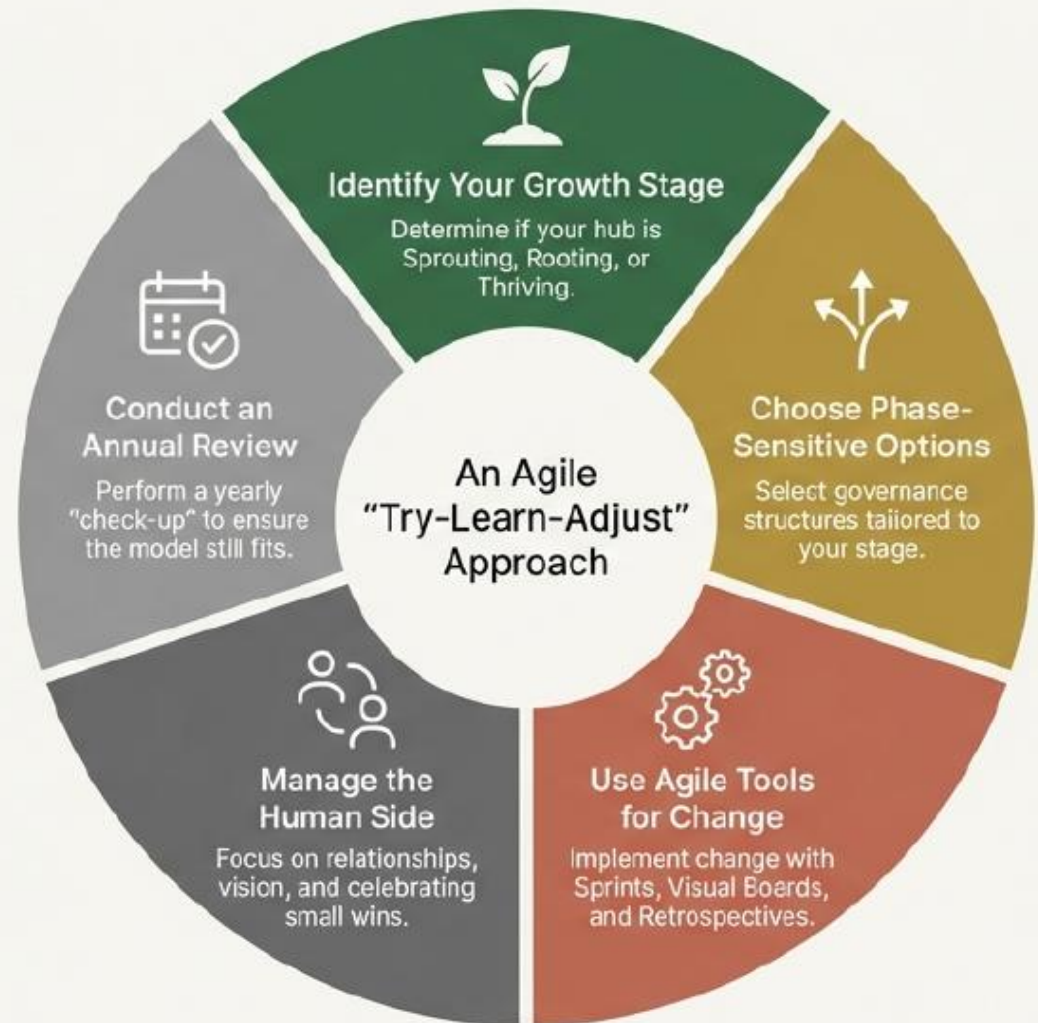
“It is not a matter of will, but a matter of form and procedure.” People stay engaged when structures make their participation meaningful and manageable.

Challenges and Strengths

Challenges to Grow Through	Strengths to Build On
<ul style="list-style-type: none">• Limited Time/Staff – Coordinating diverse partners is rewarding but incredibly time-consuming. <p>“We are often small teams doing big work”</p> <ul style="list-style-type: none">• Communication Gaps- The language must be simple and grounded in reality. Some words may feel abstract.	<ul style="list-style-type: none">• Tangible Outcomes- Visible results like green energy projects are the single best motivator for partners• A Sense of Belonging- Shared events and co-designed activities create a feeling of ownership that turns stakeholders into true partners.

The Governance for Engagement Action Framework

- It is a guide for iterative change towards a balanced, multi-helix governance.
- The Framework is an Agile **“Try-Learn-Adjust Cycle”**



**Full details, implementations are available in the complete report*

Agile + Change Management: The Recipe for Sustainable Governance

Agile- The Cooking Approach



An iterative cycle



Why A Single Approach Fails



Agile alone feels chaotic to people;



Change Management alone is often too slow.

Synergy for Success: Speed + People

Agile provides **speed** and **learning**,

Change Management ensures **people support** the change.



The Result: Sustainable Governance

Together, these methods create changes that are **understood**, **owned**, and **actually stick**.



Change Management: The People Approach



1. Explain **WHY**



2. Involve **PEOPLE**



3. Celebrate **WINS**



4. Make it **STICK**

A structured path

Conclusion - Looking Ahead

- All three hubs demonstrate strong commitment to collaboration and local development
- Governance provides a stable foundation for engagement and coordination
- Different hub stages call for flexible and evolving governance approaches
- Continued reflection and learning can further strengthen cooperation across actors
- The SIRR hubs are well positioned to deepen collaboration and support long-term rural resilience



THANK YOU !