



VIRTUAL CENTRE OF EXCELLENCE FOR RESEARCH SUPPORT AND COORDINATION ON SOCIETAL SECURITY

D2.9 CREATION OF A GLOBAL ALLIANCE FOR SOCIETAL SECURITY

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Abstract: This document describes the two-sided institutional architecture that will continue the work of SOURCE Societal Security Network after the completion of its contractual mandate as virtual network of excellence under FP7: the Global Alliance for Societal Security (GASS) set out in the original proposal, and the SOURCE Virtual Centre of Excellence, the legally constituted entity that will support the administrative and commercial activities of SOURCE. Together these two entities will institutionalise the two types of activities of the future SOURCE Virtual Centre of Excellence (VCE).

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Executive Summary

This document defines and describes both the Global Alliance for Societal Security and the SOURCE VCE, focussing primarily on the latter, including the definition and main mission, the basic principles, the services offered, the charter, by-laws and the legal form. It describes the two-sided institutional architecture that will continue the work of SOURCE Societal Security Network after the completion of its contractual mandate as virtual network of excellence under FP7: the Global Alliance for Societal Security (GASS) set out in the original proposal, and the SOURCE Virtual Centre of Excellence, the legally constituted entity that will support the administrative and commercial activities of SOURCE. Together these two entities will institutionalise the two types of activities of the future SOURCE Virtual Centre of Excellence (VCE):

- The *Global Alliance for Societal Security* is the international network of stakeholders from academia, industry, technology development, civil society, policy making, and end-user operations. It will be comprised of all members of present primary network and the future network that will grow and evolve continuously for the foreseeable future.
- The *SOURCE Virtual Centre of Excellence* will be governing and commercial entity of the GASS, initiating and managing its activities, and constitute the legal entity and representative for all matters pertaining to the organisation and operation of future SOURCE activities.

The mission of the SOURCE GASS/VCE is to advance evidence-based debate, dialogue and research on societal security for actors engaged in issues surrounding societal security, by sharing knowledge and providing methods, tools and resources for networking and collaboration. Impartiality, transparency and independence are the three basic principles applied by the SOURCE GASS/VCE.

The SOURCE GASS/VCE will be a community of individuals interested in different aspects of societal security. Organisations can be involved as sponsors and partners.

SOURCE VCE will offer to its members training and education, research and knowledge generation, dissemination/publication of content, network-building, organisation of workshops and events, an online journal on Societal Security, an “Ask the Expert” section. All this will be supported by the SOURCE VCE Community platform, an online platform for community building and networking.

The SOURCE VCE will initially be developed by the SymCubator, an open, non-profit incubator for innovation and collaboration founded in 2017. The management structure and basic rules for the SOURCE GASS/VCE are laid down in the SOURCE GASS/VCE Charter, to be found in annex to this document. The SOURCE VCE management structure is composed of a General Assembly (GA) including all SOURCE VCE members and an Executive Board (EB), whose members are elected by the General Assembly and composed of between 3 and 10 members. The EB will monitor the activities of the SOURCE VCE, take decisions on potential partners and propose future strategic directions. The GA approves the annual activity and financial reports, and the annual provisional plan and budget.

Several options for funding the GASS/VCE are envisaged. In the short term, SOURCE NoE partners might “sponsor” the SOURCE GASS/VCE through in-kind contributions such as office space, offering meeting venues for free, etc. Furthermore, intrinsically motivated individuals may offer in-kind contributions in the form of time spent to make

the SOURCE GASS/VCE take off and function. Another possibility is to involve SOURCE VCE as a partner in a new collaborative EC-funded projects. In the long term, charging fees for being a member of the network and/or to attend workshops organised by the network are envisaged. These alternatives and other plans for SOURCE VCE will be further studied in the business planning task of WP2 and described in the deliverable D2.10 Long-term business plan for the SOURCE virtual Centre of Excellence to be submitted in month 54 (June 2018) of the SOURCE FP7 project.

The SOURCE VCE will start its activities already in the last year of the SOURCE FP7 Network of Excellence project and most activities will be under the double “brand” of the SOURCE project and the SOURCE VCE. A roadmap describing the main activities in the year 2018 has been drafted and will be submitted for approval to the SOURCE project consortium and the SOURCE VCE Executive Board.

Further plans for the SOURCE GASS/VCE will be described in the deliverable D2.10 Long-term business plan for the SOURCE Virtual Centre of Excellence to be submitted in month 54 (June 2018) of the SOURCE FP7 project.

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1. Principles and scope of the SOURCE Global Alliance for Societal Security (GASS) / Virtual Centre of Excellence (VCE)

Mission statement

The aim of the SOURCE GASS/VCE is to advance evidence-based debate, dialogue and research on societal security of interest to actors engaged in issues surrounding societal security, by sharing knowledge and providing methods, tools and resources for networking and collaboration.

Basic principles of the SOURCE GASS/VCE

The basic principles of SOURCE VCE are:

- **Impartiality:** Activities of the SOURCE VCE will be carried out based on objective criteria and consensus-based decision-making.
- **Independence:** The SOURCE VCE will be governed by the interests of its members alone, with financial or ideological influence from external actors.
- **Transparency:** The SOURCE VCE will be based on a principle of free and open exchange of information among members.

Who are the members of the SOURCE GASS/VCE?

The SOURCE GASS/VCE will be a community of individuals. The goal will be to attract members who are active and produce content. GASS/VCE membership will be as open as possible with minimal screening. Members will have to abide by the VCE charter, see annex 1.

Members will thus be individuals interested in:

- specific topics;
- benefitting from services information;
- communicating information;
- networking;
- engaging in dialogue on subjects of interest to the network;
- receiving input from other members;
- sharing insights and participating in discussions;
- acting as moderators.

Organisations can be involved as sponsors and partners (e.g. with their respective networks) if they:

- are willing to pay sponsorship fee and / or provide access to their networks and resources;
- are interested in learning and getting involved;
- are interested in networking and cooperating with other organisations;
- want to create added-value for their customers;
- want to demonstrate corporate responsibility;



- want to motivate their staffs to participate in the activities of the organisation;
- want to contribute their perspective to large societal debate.

Services and activities of the SOURCE GASS/VCE

SOURCE GASS/VCE will offer to **share knowledge and provide methods, tools and resources for networking and collaboration**. The related services/activities and resources can be organised around eight major categories:

1. Training and education
2. Research and knowledge generation (against funding)
3. Dissemination/publication of content
4. Network-building
5. Workshops/events
6. Online journal on Societal Security
7. “Ask the expert”
8. Virtual community platform supporting the above-mentioned activities and hosting the results from these activities

The activities will be structured around Thematic Working Groups, which will be facilitated and enabled by the SOURCE VCE. Such thematic working groups can be considered as small ventures within the SOURCE VCE. Each thematic working group will have its own leaders, members and potential partners.

The following are potential activities for each of the 8 categories. In the section “Plan for SOURCE GASS/VCE in year 1”, the specific activities planned for the first year of the SOURCE VCE without EC funding is presented.

Training and education

- Online educational material for the larger public: a website with information about different societal security questions, popular and scientific articles, online courses, webinars
- Educational events and training activities: courses, workshops
- Trainings and educational programs in diverse forms:
 - Summer or winter schools on specific topics to attract audiences, in Brussels as strategic point.
 - Self-paced courses through different platforms (e-learning).
 - Courses about security and society for master courses.

Research and knowledge generation

- Funded PhD positions (paid via the VCE as partner of H2020 R&D projects)
- Future studies on predicting future scenarios
- Applying research and doing applied research
- Studies and assessment of security technologies
- Creation of manuals and support workshops for security technologies
- Checklist of societal issues that may come up due to specific solution (e.g. effect of new technology, new policy)

Dissemination/publication of content

- Providing services of SOURCE observatory (Mediawatch, Knowledge database)



- Publications, online material, interviews, videos, webinars, trainings, etc
- Providing documentation on societal/ethical impact of future technologies for feedback to manufacturers, integrators and end-users
- Providing documentation on societal/ethical impact of future policies for feedback to policy makers

Network-building

- Creation of a “Living lab” on societal security and join: European Network of Living Labs - find many projects that might be related to societal security and introduce concept (networking, sustaining SOURCE outcomes)
- Identification of contributors for SOURCE Journal and speakers for conference and courses and TWG
- Organisation of brokerage events (online/in real life)
- See also “Workshops/events”

Workshops/events

- Facilitation of workshops with different stakeholders
- Supportive logistics, events management/secretariat
- Provision of rooms to hold workshops for free through network

Online journal on Societal Security

- Publication of at least two issues per year on societal security related topics

“Ask the Expert”

- Provision of experts either by members/sponsors or providing the expert through the network on a large variety of subjects related to societal security

SOURCE VCE Community platform

- Hosting of the SOURCE Community Platform which will support all the above-mentioned activities and, in addition, have the following features:
 - Increased visibility of members through profile presentation and networking functions
 - Discussion forums
 - Document archiving
 - Publication of news and articles
 - Events registration
 - Access to Mediawatch, Knowledge database, etc.

2. Funding of the SOURCE GASS/VCE after the termination of the EC funding

The funding of the SOURCE GASS/VCE is divided into two phases for the business modelling:

1. A preliminary phase (short-term) when the VCE is new, unknown and does not generate any revenue
2. A stabilisation phase (long-term) where the VCE is well established and could generate some revenue

1. Preliminary phase (short-term)

In the first year of the SOURCE VCE after the termination of the EC funding (i.e. the year 2019), since the SOURCE VCE will not yet be sufficiently well known and judging from discussions with some primary network members, it might be difficult to generate revenues from paid services, conference fees or memberships. However, this may be possible if the partners succeed in gathering enough critical mass around events and activities by including renowned speakers and high-quality contents. In this case, in-kind dissemination effort by the partners may be necessary.

Several options are therefore envisaged:

1. The current SOURCE NoE project partner organisations sponsor the SOURCE GASS/VCE to fund the activities for the first year. The estimated budget and the level of in-kind contribution should be confirmed.
2. SOURCE NoE partners volunteer to cover activities/costs through in-kind contributions such as office space, free meeting rooms, catering for events, invited speakers, part-time students for community platform moderation, organisation of events, dissemination, preparation of Journal issues, etc.
3. SOURCE VCE becomes a partner in a new EC-funded H2020 project, typically as related to Thematic Working Groups. Activities within that project will be funded as direct costs. SOURCE VCE operational costs will be funded as indirect costs.
4. Intrinsically motivated individuals providing in-kind contributions in the form of time invested in actively contributing to the SOURCE GASS/VCE.

2. Stabilisation phase (long-term)

Several options are possible for a long-term funding of the SOURCE GASS/VCE:

1. Fund-raising activity that the SOURCE VCE partners will perform is searching for opportunities to include the SOURCE VCE as a partner in EC-funded projects to support security research (CSAs, training, dissemination activities etc.). The search for such opportunities will start already during the last year of the SOURCE NoE project.
2. "Service fees"
 - Participation in events (reduced for members, full for non-members)
 - Training courses and training material (reduced for members, full for non-members)
 - Subscriptions to SOURCE Journal
 - Use of SOURCE services (societal survey, Mediawatch)
 - Use of helpdesks and "ask the expert" service
3. Membership fees
 - Small membership fees from individual members in exchange of services to be defined
 - Sponsorships / larger membership fees from organisational members
 - "Premium member" fee (exact benefits/services to be defined)
4. External organisation sponsorship. This will require that the SOURCE VCE becomes known during 2018 and significant efforts for promotion and communication will be needed. Such efforts will be discussed and planned during 2018.

5. Intrinsically motivated individuals providing in-kind contributions in the form of time invested in actively contributing to the SOURCE VCE.

These options will be further studies and developed in the SOURCE VCE business plan due in month 54 of the project.

3. SOURCE GASS/VCE institutional body

SOURCE VCE legal form

By decision of the Steering Committee of the SOURCE Network of Excellence, the SOURCE VCE will initially be developed by the SymCubator, a non-profit incubator for innovation and collaboration. The SymCubator is a legal entity, made up of a network of national and international associations founded in 2017.

SOURCE GASS/VCE charter and by-laws

The SOURCE VCE charter and by-laws:

- Define the purpose of SOURCE VCE Network
- Identify types of membership, together with rights and duties
- Define rules of the game for individual and organisational members
- Define how the Network deals with members having an inappropriate behaviour
- Define the government structure and functioning

They can be found in Annex 1.

4. Annex 1: SOURCE GASS/VCE charter and by-laws

PREAMBLE

- §1. The SOURCE GASS/VCE is an international Virtual Centre of Excellence for debate, dialogue and research on societal security. It is an outcome of the SOURCE EU-funded project¹.
- §2. The aim of the SOURCE GASS/VCE is to advance evidence-based debate, dialogue and research on societal security of interest to actors engaged in issues surrounding societal security, by sharing knowledge and providing methods, tools and resources for networking and collaboration
- §3. SOURCE VCE's basic principles are:
- **Impartiality:** Activities of The SOURCE GASS/VCE will be carried out based on objective criteria and consensus-based decision-making.
 - **Independence:** The SOURCE GASS/VCE will be governed by the interests of its members alone, with financial or ideological influence from external actors.
 - **Transparency:** The SOURCE GASS/VCE will be based on a principle of free and open exchange of information among members.
- §4. The group of all members of the SOURCE GASS/VCE is called The SOURCE GASS/VCE Community.
- §5. SOURCE GASS/VCE is not a legal entity. SOURCE GASS/VCE is hosted and incubated by the SymCubator France until it is otherwise decided by the SOURCE GASS/VCE Community or the SymCubator.
- §6. SOURCE GASS/VCE is composed of members (individuals) and partners (organisations). Both individual members and organisations can choose to sponsor the SOURCE VCE. All individual members and sponsors commit to the purpose and principles of the SOURCE GASS/VCE Community.
- §7. The SOURCE GASS/VCE is a venture of the SymCubator. As such its members are members of the SymCubator Community and adhere to its Charter, which is included in the annexes of this Charter.

MEMBERS AND INTRINSIC MOTIVATION

- §8. In order to participate in the SOURCE GASS/VCE activities or benefit from its services, it is mandatory to join the SOURCE GASS/VCE Community and agreeing to the SOURCE GASS/VCE Charter.
- §9. Members commit to the SOURCE GASS/VCE principles and engage to advance the SOURCE GASS/VCE aims, as stated in the Preamble of this Charter.
- §10. Members register and communicate through the SOURCE GASS/VCE online platform, under their legal identity and provide evidence that they are whom they claim to be. The confirmation of the validation of this information is archived. By adhering to the SOURCE GASS/VCE Charter, members also provide consent for the SOURCE GASS/VCE Online Community Platform to store and use their personal data according to European data protection regulations.
- §11. By adhering to the SOURCE GASS/VCE Community, members commit to respect the dignity of other members and to keep exchanges courteous and constructive.

¹ "SOURCE – Virtual centre of excellence for research support and coordination on societal security" is a collaborative project funded by the European Union under the FP7 Programme under Grant Agreement n°313288 from January 1st, 2014 to December 31st, 2018.



§12. Reported inappropriate behaviour will be examined by the SOURCE GASS/ VCE Executive Board who will, if confirmed, decide of adequate sanctions against the concerned members.

GOVERNANCE OF SOURCE VCE

§13. The General Assembly (GA) will be constituted by all members of the SOURCE GASS/VCE. The GA will meet at least once a year.

§14. The General Assembly:

- a. Elects the SOURCE VCE Executive Board (SVEB) members. In case of serious problems, the GA can decide to destitute the SVEB and call for new elections.
- b. Approves the annual Activity and Financial Reports, and the annual Provisional Plan and Budget.
- c. Can change the Charter.

§15. All members will have one vote in the GA. Decisions will be taken by a simple majority. In case of a tie, the decision will be taken by the President of the SOURCE GASS/VCE Executive Board.

§16. The meeting of the General Assembly must be announced at least three weeks beforehand.

§17. The SOURCE All members will have one vote in the GA. Decisions will be taken by a simple majority. In case of a tie, the decision will be taken by the President of the SOURCE GASS/VCE Executive Board.

§18. Meetings and votes of the General Assembly must be notified three weeks in advance.

§19. The SOURCE VCE will be managed by the SOURCE VCE Executive Board which will be composed of 3 to 10 members and meet at least once quarterly. The EB will be elected by Annual General Assembly meeting. The EB will elect amongst its members a Chairman and a Treasurer. Decisions will be taken by a simple majority.

§20. The SOURCE GASS/VCE Executive Board:

- d. Selects and monitors the work of and in thematic working groups (TWG). If needed, the SVEB can terminate a TWG (or ask its members to leave the SOURCE GASS/VCE).
- e. Decides on possible partners for SOURCE GASS/VCE.
- f. Assesses situations where members do not comply with SOURCE VCE Charter and, if necessary decides on sanctions.
- g. Monitors and recommends the usage of processes, methods and tools to support TWGs and recommends improvements.

§21. The statutes, including the SOURCE GASS/VCE Charter, can be changed subject to either a vote of all members at a physical General Assembly or an electronic vote, submitted by at least half of all active members.

RELATIONS WITH SPONSORING ORGANISATIONS

§22. Partner organisations can choose to enter a sponsoring relationship with the SOURCE VCE. Sponsoring organisations must fully adhere to the present SOURCE GASS/VCE Charter.

§23. The sponsor will provide resources (labour, infrastructure, IPR...) and / or monetary.

§24. All Sponsoring Organisations must be approved by the SOURCE GASS/VCE Executive Board.



PUBLICATIONS OF AND APPEAL AGAINST DECISIONS OF THE SOURCE VCE EXECUTIVE BOARD

§25. All decisions of the SOURCE GASS/VCE Executive Board, regarding the relations with sponsors and SOURCE GASS/VCE Partners are published and communicated to all SOURCE VCE members.

§26. Any objections will be put to a mediation process.



5. Annex 2: SymCubator Charter

PREAMBLE

- §1. The purpose of the SymCubator is to progress Humanity / Society through ICES, i.e. Innovation, Collaboration, Education and Solidarity, in line with the United Nations charter of fundamental rights of 1948.
- §2. The SymCubator supports the incubation and realisation of so-called SymVentures, which can be any undertaking related to ICES, as long as it contributes to the well-being of Humanity/ Society in the broadest sense, encompassing notably but not only causes related to fundamental rights and political liberties, science, social cohesion, security, health, education, ecology, culture, the arts and / or economic development. A symVenture brings together physical persons, who are volunteers and intrinsically motivated by the purpose of the undertaking, called the members of the symVenture; members can have one of three roles: leader, contributor or support. SymVentures can be for-profit, non-for-profit or simply not generating revenues and costs.
- §3. The group of all members of symVentures is called the SymCubator Community. The SymCubator Community is a community of values, notably the unconditional dignity of all human beings (and the rights and obligations resulting from it) and universal solidarity across borders and generations¹.
- §4. The SymCubator supports symVentures by providing a protected space for collaboration, innovation, education and / or solidarity between its members, including an online platform, the access at favourable conditions to selected partner resources, expertise and services as well as the access to the advice and support from the SymCubator Community.
- §5. The SymCubator is an international open non-for-profit incubator. Legally it has the form of a network of national non-for-profit SymCubator associations; this network will itself have the form of a non-for-profit association, SymCubator International, whose members are the members of the national SymCubator associations. Both the national SymCubator and the SymCubator International association have individuals as members and organisations as partners.
- §6. Both individual members and organisations can choose to sponsor the a national SymCubator association of SymCubator International. The SymCubator is itself a symVenture, which will be subject to continuous ICES efforts of its members. All individual members and sponsors commit to the purpose and values of the SymCubator Community.
- §7. Exchanges and communication in the SymCubator primarily happens through the SymCubator Online Platform.

MEMBERS, VOLUNTEERS AND INTRINSIC MOTIVATION

- §8. For a person to participate as lead, contributor or supporter in a symVenture, it is mandatory to join one the national SymCubator associations or SymCubator International as a member and to sign the SymCubator Charter. By becoming a member, s/he also commits to the SymCubator's values and to participate - as lead, contributor or supporter - in the symVenture dedicated to progressing the SymCubator's purpose. SymCubator values and purpose are stated in the Preamble of this Charter. By joining a national SymCubator Association, a member also becomes automatically a member of SymCubator International. A member can join several national SymCubator associations.
- §9. A SymCubator member, who wants to propose or join any symVentures, as leader, contributor or supporters, must sign a declaration specific to this symVentures stating that their role is free of any conflict of interest related to parallel commitments with other organisations and that they are



intrinsically motivated, either by personal interest or due to their personal convictions, to lead, contribute or follow the symVenture.

§10. Members register and communicate through the SymCubator online platform, under their legal identity and provide evidence that they are whom they claim to be. The confirmation of the validation of this information is archived. By adhering to the SymCubator Charter, members also provide the informed consent that allows the SymCubator Online Platform to store and use their data (the adherence to EU data protection rules is monitored by the SymCubator Executive Board (see below).

§11. By adhering to the SymCubator Community, members commit to respect the dignity of other members and to keep exchanges – both physical and online - courteous and constructive.

§12. When members join a symVenture, they clearly specify the level of involvement they propose to have. There are three levels:

- **lead**, i.e. the responsibility for driving the incubation and interacting with the SymCubator
- **contributor**, i.e. a commitment to make significant efforts to address significant needs / issues of the symVenture
- **supporter**, i.e. a declaration of interest to receive information about the symVenture, provide feedback

§13. Roles of participants in a symVenture can change, subject to communicating this change to the SymCubator. However, a symVenture without at least one lead will be suspended, if the sole / last lead is no longer involved.

GOVERNANCE OF SYMCUBATOR INTERNATIONAL, THE NATIONAL SYMCUBATOR ASSOCIATIONS AND OF SYMVENTURES

§14. All active members will have one vote in the General Assembly of SymCubator International and one vote in each of the General Assemblies of national SymCubator associations s/he is a registered member of. To be active, members must have paid their membership fee to one the SymCubator associations or to SymCubator International. It is not necessary to pay membership fees for more than one SymCubator association. Decisions will be taken by a simple majority. In case of a hung vote, the president of the respective association casts two votes.

§15. To be valid both the General Assembly and the electronic vote must be notified which must be convened at least three weeks beforehand by postal mail or email. In the case of an electronic vote, if all active members have cast their vote, the vote can be considered valid.

§16. It will be possible for all members to attend the general assemblies by conference call and through the online platform of the SymCubator.

§17. The SymCubator International Association will be ruled by the SymCubator Executive Board which will be composed of 3 to 10 members. The SymCubator Executive Board will be elected at each Annual General Assembly meeting. Each active member will have a vote. The Executive Board will elect amongst its members a President, a Treasurer, a Secretary and an Ethical Advisor.

§18. The national SymCubator associations will be ruled by their own management board which will be composed of 3 to 10 members. This management board will be elected at each Annual General Assembly meeting. Each active member will have a vote. This management board will elect amongst its members a President, a Treasurer, a Secretary and an Ethical Advisor.

§19. The statutes, including the SymCubator Charter, can be changed subject to either a vote of all members at a physical General Assembly or an electronic vote, submitted by at least half of all active members.



§20. SymVentures will set up and maintain their own governance structures and rules. These will be independent of the governance structures of the SymCubator. The lead(s) of a symVenture are the representatives of the symVenture to the SymCubator.

SELECTION OF SYMVENTURES. SYMCUBATOR LABEL. MONITORING.

§21. The SymCubator Executive Board will select the initiatives that will be hosted by the SymCubator and what support they will receive on the basis of previously established and communicated criteria. All symVentures are expected to make a positive contribution to the advancement of society. Proposers of symVentures will provide a short form, which will provide the necessary information about purpose, requested support and initial commitments to the SymCubator. The Executive Board of SymCubator International will consult the management boards of the national SymCubator associations regarding such decisions, before taking a final decision.

§22. SymVentures, which have been selected by the SymCubator Executive Board, will receive the SymCubator label and be entitled to use this label for their communications.

§23. The SymCubator Executive Board will monitor symVentures for adherence to initial commitments and standards. Either periodically or in line with the roadmap of the symVenture, the Executive Board will receive a short progress report. Non-compliance with the initial commitments and / or the purpose of the SymCubator can result in a decision by the SymCubator Executive Board to ask a symVenture to leave the SymCubator within a fortnight.

RELATIONS WITH SPONSORING ORGANISATIONS

§24. Third party organisations can choose to enter a sponsoring relationship either with the SymCubator as a whole or with selected symVentures. Sponsoring organisations must fully adhere to the present SymCubator Charter. The sponsor will provide resources in kind (labour, infrastructure, IPR...) and / or monetary. Subject to the approval of the leaders of a symVenture, in exchange the sponsor can receive a defined stake in symVentures. All Sponsoring Organisations must be approved by the ESG and the SymCubator Board.

§25. Sponsors can also propose the initiation of symVentures, to create a space of freedom for members of their organisation or third parties.

§26. All agreements and contracts with sponsors at the level of the SymCubator are subject to a preliminary approval by the SymCubator Executive Board.

§27. Agreements and contracts with sponsors at the level of the individual symVentures will be primarily handled by the governance structure of the respective symVentures, but will also have to be approved by the governance structure of the SymCubator as only the SymCubator will have a legal identity and hence the possibility to take contractual and / or financial commitments.

SYMCUBATOR SERVICES, REVENUES AND INVESTMENTS

§28. The SymCubator will provide services to support the incubation of symVentures, which have been accepted and hence labelled by the SymCubator. These services will be preferentially delivered through partnerships with third party organisations, so-called SymCubator Partners. Such partners will be selected through an open public procurement process. Candidate partners will be screened by the SymCubator Executive Board, in coordination with the national SymCubator associations.

§29. Agreements and contracts with SymCubator Partners at the level of the individual symVentures will be primarily handled by the governance structure of the respective symVentures, but will also have



to be approved by the governance structure of the SymCubator as only the SymCubator will have a legal identity and hence the possibility to take contractual and / or financial commitments. Inversely, the SymCubator will only take contractual commitments on behalf of a symVenture in coordination with its leaders.

- §30. The SymCubator can also offer incubation support services to sponsoring organisations, if the respective activities are in accordance with the overall purpose of the SymCubator (see §1). Commercial contracts for such services will be screened by the Executive Board. Whereas possible, these services will be delivered by mobilising the SymCubator members and the SymCubator Partners. Resulting undertakings can, but do not need to become symVentures.
- §31. Profits resulting from such services and / or the return on investment into symVentures, can be used by the SymCubator to invest in promising symVentures. The SymCubator Executive Board will nominate, amongst the SymCubator members, an Investment Committee, which will recommend a selected of symVentures for investment, based on criteria related to both societal impact and potential return on investment for the SymCubator (notably considering the success chances / risks of failure).

PUBLICATIONS OF AND APPEAL AGAINST DECISIONS OF THE SYMCUBATOR EXECUTIVE BOARD

- §32. All decisions of the SymCubator Executive Board, regarding the selection or exclusion of symVentures, the relations with sponsors and SymCubator Partners or investment in selected symVentures, are published and communicated to all SymCubator members and in particular the national SymCubator associations.
- §33. Within a week after publication, members can challenge the decisions of the Executive Board. In this case, within a month, a contradictory debate is organised, facilitated by a third-party mediator proposed by the SymCubator Executive Board. Once the debates contribute no more new elements they will be closed and the SymCubator Executive Board will take a final and binding decision.