

Incubator farm and third-place project of Ramonville-Saint-Agne in partnership with 100e Singe

Scored by name(s): Charlène Arnaud, Célia Auquier, Magali Benichou, Pascale Chateau-Terrisse, Myriam Kessari, Claire Ollier, Raphaële Peres and Sarah Serval, Aix Marseille University (sarah.serval@univ-amu.fr)

Date: 01/02/24

Cite as: Arnaud, C., Auquier, C., Benichou, M., Chateau-Terrisse, P., Kessari, M., Ollier, C., Peres, R. & Serval, S. (2024). Incubator farm and third-place project of Ramonville-Saint-Agne in partnership with 100e Singe (GOGREEN Case Report Series No. 36), Roskilde: Roskilde University. ISBN: 978-87-7349-354-0

Is the project a case of...:

- State-initiated co-creation
- Entrepreneur-driven co-creation
- Grassroots-based co-creation*

**For an elaboration of the typology, please consult the GOGREEN theoretical framework p. 25.*

Integrated case analysis

Before proceeding to the scoring of the GFs, please provide a 3–5 page case analysis in which you describe the background, history, and national, regional, and local contexts of the case, the problems, and goals addressed by the local collaboration, the participating actors and their relationships, the unfolding of the co-creation process, the most important governance factors (this may include factors other than those in focus in this project), and the generated outputs and outcomes. The conclusion may specify a few lessons learned from the case study.

1) The genesis of the project

It all began in 2015, when a group of citizens called "the 99 Singes collective" identified a series of problems to which they wanted to provide a solution:

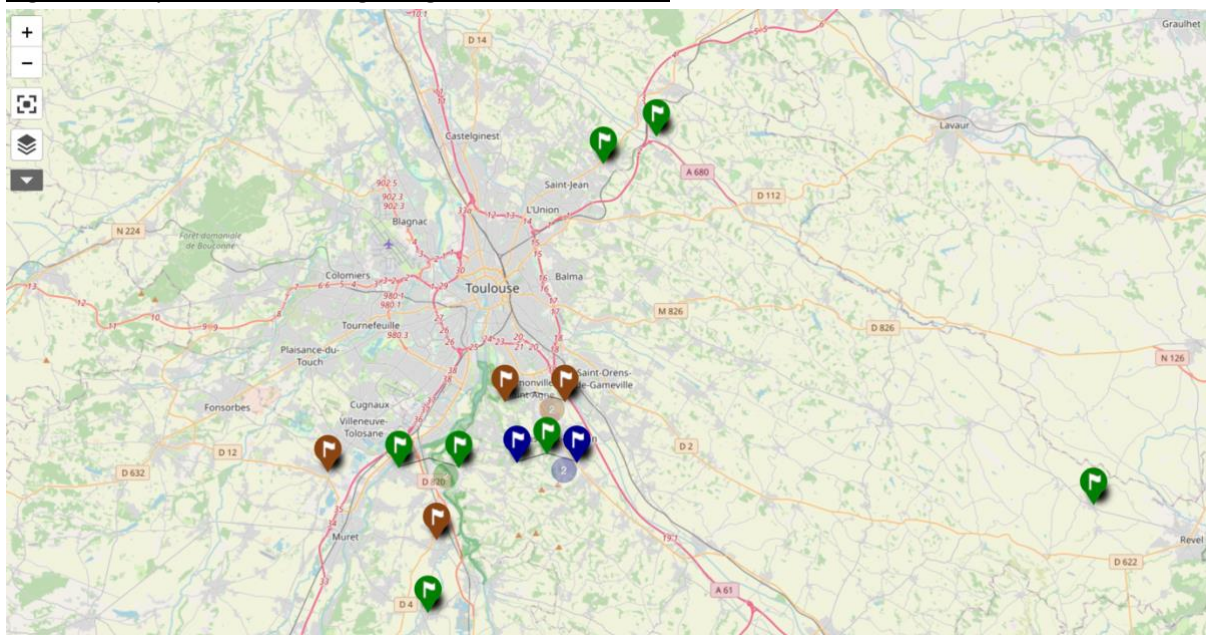
- a) **Ecological problem:** so-called conventional agriculture (intensive and based on global value chains) is one of the causes of the climate crisis, responsible for almost a quarter of global greenhouse gas emissions.
- b) **The problem of renewing the farming population:** the number of active farmers is falling sharply, and the cessation of activity is not being offset by a sufficient number of new start-ups. According to projections, almost half of all farmers in France will cease farming by 2030. Generational renewal is not assured, at a time when the challenges of food sovereignty are becoming ever more acute.
- c) **Land issues:** many new farmers are neo-ruralists who did not inherit the land. They suffer from a lack of knowledge of the system, a lack of social contacts in the farming community, and a lack of experience that makes them less credible when dealing with landowners or landowners, all of which are obstacles to access to land.
- d) **Territorial problem:** peri-urban areas are subject to intense land speculation. They suffer from the loss of meeting places and social exchanges, the sprawl of commercial and residential areas, the loss of agricultural land and a lack of local identity.

The aim of “the 99 Singes collective” is to re-establish agro-ecological market gardeners in the first and second suburbs of Toulouse, through the creation of agricultural test areas and a third place¹. The test areas are incubation facilities designed to secure the first years of training for future farmers (mainly people undergoing vocational retraining who do not come from a farming background) in order to limit risk-taking.

These farm-schools collectively train farmers with high environmental standards (beyond organic standards: maximum reduction in tillage, water saving, hedge and tree planting, soil restoration, etc.), and incubate future market gardeners from the region, who will set up in neighboring communes.

The citizens' initiative led by “the 99 Singe collective” is gradually giving rise to the creation of a Multi Stakeholders Cooperative, called 100^e Singe. On the one hand, the MSC enables the business to be developed in the form of an archipelago of agricultural test areas in the peri-urban zones that make up the metropolis' "green belt". There are currently 7 market garden incubation sites managed by 100^e Singe, hosting more than a dozen producers testing out their farming activities.

Figure 1: Map of the 100e Singe’s agricultural test areas



Legend - Green: test site in production; brown: test site to come; blue: test site open to applications

Source: <https://le100esinge.com/espace-test-agricole/>

¹ According to France Tiers-lieux, a French national agency, “a third place is a place where people enjoy going out and getting together informally, outside the home (first-place) and the workplace (second-place). These are places where people can get together and do things together: innovation levers thanks to the shared spaces they offer, places for meeting and sharing that encourage collaboration and collective projects” (source: <https://francetierslieux.fr/quest-ce-quun-tiers-lieu/>).

On the other hand, the MSC ensures the integration of these spaces into the local community spaces through a third-place. The particularity of third places, especially in peri-urban areas, lies in the creation of commons (land and real estate as supports at the service of the greatest number) in territories marked by land speculation, urban sprawl, and heritage. The aim is to open up the workspaces, processing laboratories, and workshops to other types of professionals (from the agricultural, agri-food and service sectors), as well as to the general public, through events designed to raise awareness of agroecology and the challenges of providing food for all.

Box 1. Structures, team, and stakeholders of the 100^e Singe

Structures of the MSC:

The Multi Stakeholders Cooperative 100^e singe is made up of three structures which are managed by the same team:

- a) The MSC SCIC 100^e singe: 40 cooperators
- b) Le 100^e singe, an association under the law of 1901
- c) The cooperative Le Labo du 100^e singe

The salaried team:

The SCIC's salaried team is made up of two co-directors, a third-place facilitator, an agricultural facilitator, a farming advisor, and a community support coordinator.

The 100^e singe defines the following 10 categories of stakeholders:

1. Daughter structures: legal entities with an organic link to the 100^e Singe, companies, cooperatives, or associations created by the cooperative.
2. Guardian category: any individual who has been effectively involved in the project for more than three years. They are the "guardians of the project's initial mission and history".
3. Everyday Builders category: all employees with permanent contracts who contribute to the management and running of the cooperative, and to the support of its beneficiaries.
4. Category of Cooperative Builders: any individual or legal entity benefiting from shared services, and anyone wishing to set up their own business within the cooperative as an associate salaried entrepreneur.
5. Action Partner category: any individual or legal entity that regularly hosts the cooperative's activities and participates in its action (e.g., partners in agricultural transition, SSE partners, suppliers, etc.).
6. Project Seeds category: any individual or legal entity with a project that shares the cooperative's values.
7. Category of Committed Contributors: any individual or legal entity benefiting from and supporting the cooperative by regularly using the activities and services it offers (e.g. coworkers, trainees, workshop participants, etc.).
8. Committed Citizens category: any individual not included in the other categories who participates in the cooperative's activities on a voluntary basis.
9. "Territories in Movement" category: all local authorities and public establishments participating in the cooperative's activities.
10. Active Supporters category: any legal entity not included in the other categories wishing to support the cooperative's activities (e.g. financial partners).

So, from 2015 to 2018, 100^e Singe was able to demonstrate the need for this type of third-place in peri-urban territory on a site made available by private owners in the commune of Belberaud. The 400m² of a former 19^e century farmhouse on 5 hectares of land were used to structure the agricultural test space, welcome the first co-workers (teleworkers, freelancers from all sectors of activity, representatives of organizations, etc.), accompany 5 future market gardeners on their journey, offer citizen workshops on zero waste, agroecology, etc., and organize events. With the growing success and number of visitors and the requirements for compliance with ERP ("public establishment") standards meant that 100^e Singe was no longer able to develop its activities on this site. As a result, 100^e Singe moved to a neighboring town, Escalquens, as the local council made a venue available to them. Unfortunately, the adventure was short-lived, as municipal elections changed the local political landscape, which no longer supported the presence of 100^e Singe. The MSC bounced back and set up shop in Castanet-Tolosan, in partnership with the municipality, on a site that would become the rear base of their archipelago. The MSC has 800 m² of buildings and 3 ha of fields that house office space, training rooms, a farmlab for self-fabrication of tools and market gardening test plots.

Building on this expertise around an innovative agro-ecological transition solution, 100^e Singe is gradually structuring a support offer that will give rise to the "Labo du 100^e " (see Box 1.).

Box 2. The "Labo du 100^e"

The "Labo du 100^e" **brings together experts and experienced social entrepreneurs** to support institutional **and grassroots** players wishing to create impact projects and accelerate societal transitions. Their website states:

*"We need to collectively invent new ways of working, new ways of producing healthy food that protects ecosystems, and learn to collaborate and meet again. Faced with the challenges, allow yourself to experiment and invent solutions that have not yet been thought of. **The "Labo du 100^e" can help you create innovative places and/or systems to achieve a broad, coherent impact: third places with an agricultural or food-related dimension, relocation of agro-ecological farmers (agricultural test areas), (...). We transfer to you the expertise and practices of social innovation in the field, and adapt them to your local area.**"*

Source : <https://www.lelabodu100esinge.com/>

This offer of support is aimed at local authorities to help them address agri-food issues through a 4-step methodology (see Figure 2.): (1) mapping of the territory to identify areas to be preserved as farmland where agro-ecological market gardening is possible; (2) project design and identification of project leaders; (3) technical implementation to operationalize farming activities, but also in terms of governance and economic model; (4) and finally, support for project leaders to develop their skills and structure their farming activity.

² <https://www.lelabodu100esinge.com/>

Figure 2. The support process



Source: adapted from <https://www.lalabodu100esinge.com/>

As part of this expertise, the municipality of Ramonville-Saint-Agne decided at the end of 2018 to mandate the “Labo du 100^e” as part of a support mission to help them reintroduce farmers to their territory.

Pauline, the municipality's project manager, contacted Amandine, co-manager of 100^e Singe, to discuss the possibilities and methods of such support. For several years now, Ramonville-Saint-Agne's public authorities have been trying to attract farmers to the area, but without success. Faced with the difficulties encountered, the public players decided to seek support and identified 100^e Singe as a key player in the success of their project. In 2019, 100^e Singe's support began with a local mapping phase, for which they were commissioned to study an available 2-hectare plot of land in the commune.

As part of this project, the 100^e Singe is positioned to assist the project owner, and through its diagnosis identifies the possibility of a land area of 7 hectares rather than just 2 hectares. The conclusions of the 100^e Singe on this first diagnostic phase led to two scenarios:

- a) A first scenario on a communal scale, based on the 2 hectares identified by Ramonville-Saint-Agne for the installation of 2 market gardeners.
- b) A second scenario involves the remobilization of the 7 hectares of land identified by the 100^e Singe through the purchase by the municipality of private land in an area with no economic value for the owners due to the constraints of the PLU (local plan of urbanism).

In this second scenario, the project is much more ambitious, with an intercommunal scope. The project aims not only to install 2 market gardeners, but also to offer agricultural test spaces as well as a third place with coworking spaces, meeting rooms and a processing workshop.

The Ramonville-Saint-Agne municipal team welcomed this second scenario. At that time, the team consisted of the elected representative for ecological transition, the mayor, the director general of services (DGS), the chief of staff and the project manager. For the municipal team, this project was perfectly aligned with the political vision and enabled them to give concrete expression to their political ambitions for the area. This second scenario, chosen by the municipality of Ramonville-Saint-Agne, gives rise to the project of a farm-incubator third place in which 100^e Singe is no longer positioned as a project owner but as a project operator. To avoid the risk of a conflict of interest, once the two scenarios had been submitted, 100^e Singe stopped providing support in order to be in a legal position to offer its services as an operator.

2) Structuring and first round of financing for the project

The project team is structured around a COPIL (Steering Committee), which meets every three months, and a COTECH (Technical Committee), which meets on an ad hoc basis according to the technical needs of

the project. Meetings are held mainly at the Ramonville site, and occasionally at 100^{ème} singe. Team members mainly exchange e-mails between meetings and share a virtual drive folder for project tracking. A Slack was opened at the start of the project but was quickly abandoned.

The twofold organizational structure reflects a lack of formalization and tools for project management and collaborative support. The limitations to this organizational fragmentation is exemplified on the COTECH level, as technical difficulties arose from negligence on the part of Ramonville's urban planning department, which had still not drilled the wells to check the availability and accessibility of water resources that was otherwise essential to the project. David-Alexandre, who is in charge of the technical side of 100^e Singe's agricultural activities, has been warning of this major issue since the start of the project's operational deployment. This neglect is also underlined by the elected representative, who believes that the technical agents did not take over following an initial diagnosis carried out by a dowser (financed by the town and commissioned through 100^e Singe): "*The requests for authorization were not made, that's all us. And we need to do it quickly, it's a priority, we can't back out now*" (R1).

Team members include the elected representative for ecological transition, the chief of staff, the DGS and the project manager, as well as Amandine and David-Alexandre from 100^e singe. The mayor is a member of the COPIL but is not present at every steering committee.

While the 100^e Singe team is unchanged and stable throughout the project, the Ramonville team will see a change of project manager along the way, and the DGS will become more involved when it comes to funding.

In terms of financing, the transition from a 2-hectare project aimed simply at setting up 2 market gardeners, to a 7-hectare project for a third-place farm-incubator, inevitably entails a substantial increase in the budget, from the 2 million euros initially planned to over 4 million euros. This second scenario therefore requires a shift to a larger territorial scale to ensure cross-financing on the one hand, and territorial coherence, on the other, by responding to issues on an inter-communal scale.

Once the project had been approved, the municipal team, including the chief of staff and the elected representative for ecological transition, took the lead in seeking financing for the purchase of the land and the construction of the third-party workplace. An initial round of contacts enabled the Sicoval intercommunality to be targeted, in order to publicize the Ramonville project and have it identified as a project with an intercommunal dimension.

The inclusion of the third-place farm-incubator project in the Sicoval's portfolio of projects, firstly, enables it to benefit from funding from the intercommunality and to position the project to obtain national funding as part of the Recovery Plan. Secondly, as Sicoval has also relaunched its agricultural policy, it has seized on the opportunity to make the project into a flagship project for the PAT³. This increased political and citizen support for the project, as it became a structuring project for the intercommunal area.

At the same time, 100^e Singe decided, with the agreement of Ramonville, to submit this project to a participatory budget of the Occitanie region "ma solution pour le climat". With 1,300 citizen votes, this

project will be the second winner of the regional participatory budget in January 2021, awarding it 150,000 euros dedicated to financing the equipment to be paid for by 100^e Singe.

Although the first round of financing was successful, the budget imbalances remain substantial as potential partners warn of the high cost, particularly for the building: *"It's unheard of for a new third-party venue to cost over a million euros, and it's very expensive because the energy performance is so high due to the municipality's standards for new buildings"* (R2).

In fact, the construction project for the building dedicated to the third-place is intended to be not only of a high environmental quality (carbon-neutral), but also energy-producing and compostable. As the construction of the building will be the responsibility of the municipality, the search for financing sources is difficult due to the status of the local authority and the ZAN⁴ law, which severely restricts new construction.

The increase from a 2-hectare to a 7-hectare project, with a land purchase price of 600,000 euros and an estimated building cost of 2.3 million euros, requires the municipality to increase its budget from 700,000 euros to 2,000,000 euros, an increase of 185% relative to the initial budget. To give an idea of the financial importance of the project for the municipality, it should be noted that Ramonville has an annual investment budget of 28 million euros, of which 10 million euros are allocated for the energy upgrading of buildings over the coming years. The municipality's financial commitment of 2 million euros to the third-place farm-incubator project will therefore have a considerable impact on Ramonville's budget: *"the budget is very large and represents the budget for an entire school renovation"* (R2).

For its part, the 100^e Singe is investing 35,000 euros and is involved in a number of fund-raising operations, notably with the Region, the "Léa Nature" foundation, the "Banque des territoires" and the French government as part of the Recovery plan and the "Manufacture de Proximité" label (manufacturing proximity label). The 100^e Singe is therefore taking charge of the interior and exterior equipment for the third-place farm-incubator project, estimated at 368,000 euros. So, with the total project estimated at 4 million euros, and despite the 2 million euros committed by Ramonville, the 35,000 euros invested by 100^e Singe, and the 730,500 euros potentially raised from various partners, more than 1.2 million euros remain to be found.

In sum, the project ran into financing difficulties already during its operational deployment phase. Ramonville town council then turned to the Departmental Council, which proposed a solution to the building problem by making office space available to 100^e singe for the project's third-place component in

³ "The territorial food project (PAT) aim to relocalize agriculture and food in territories by supporting the installation of farmers, short circuits or local products in canteens. Stemming from the Loi d'avenir pour l'agriculture, which has encouraged their development since 2014, they are drawn up collectively on the initiative of local players (local authorities, agricultural and agri-food businesses, craftsmen, citizens etc.).

Territorial food projects are voluntary, collective, grassroots initiatives. They bring together players with an interest in the food issue, who get together, establish a diagnosis of the territory, and seek and implement concrete solutions to local problems". Source : <https://agriculture.gouv.fr/quest-ce-quun-projet-alimentaire-territorial>

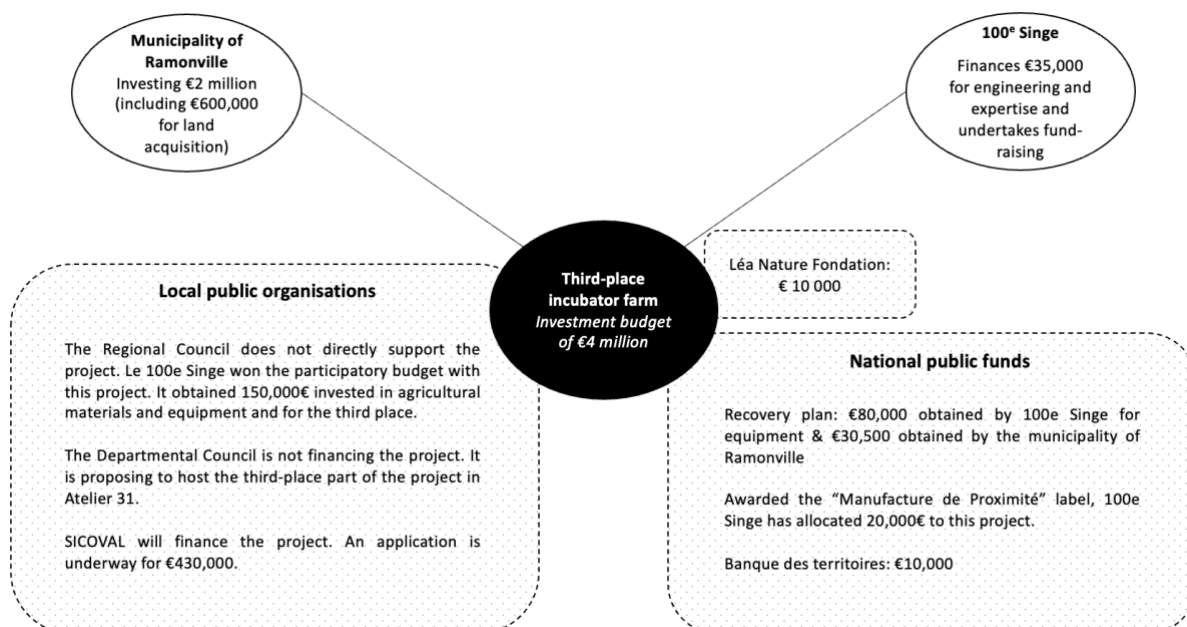
⁴ Net-zero artificialisation of the soil

an area nearby, but disconnected from, the farmland. The site in question is Atelier 31, a space where the Departmental Council would like to set up social innovators in a building (Théogone) that will be refurbished:

"The Théogone incubator, located in a departmental building in Ramonville-Saint-Agne, is being transformed to become a platform dedicated to the Social and Solidarity Economy in Haute-Garonne, which will bear the name "Ateliers 31 - Innovation sociale et solidaire". The aim of this conversion, driven by the Departmental Council, is to create a showcase for innovative solutions designed and supported by the Department as part of its competencies⁵" (secondary data: extract from a press article published in Ladepeche.fr on May 27, 2022).

The following diagram illustrates the project's financial structure and support, but also highlights the points to watch in terms of the project's financial stakes (see Figure 2).

Figure 2. Cross-financing of the third-place incubator farm project



Source: Authors

3) The turbulence zone

For the municipality, this assistance from the Department represents an opportunity to delay the project so that the construction of the building can be reconsidered at a later stage. However, for the 100° Singe, this proposal from the Department is not feasible, as it is incompatible with the project for a third-place incubator farm. Indeed, for the 100e Singe team, the offices at Atelier 31 are unsuitable and do not meet the needs of their collaborative community, who are looking for alternative workspaces. In their view, this proposal is unacceptable, as Atelier 31 is located in the Canal Technology Park, which is home to a large number of companies. The environment is therefore not appealing to the 100° Singe. In addition to being

⁵ <https://www.ladepeche.fr/2022/05/27/la-pepiniere-theogone-devient-ateliers-31-un-lieu-pour-less-10320968.php>

disconnected from farmland, the immediate environment is not aligned with the values of their project. Also, Atelier 31 will house several social and solidarity economy structures with spaces dedicated to welcoming the public, which tends to blur the identity of the 100^e Singe as a third-place itself:

"It nothing to do with our project, it's not possible. They don't say it in words, but Théogone is a third-location project run by the Department, a place full of social economy structures that share space. So they're calling for structures to come and work there. And I've drawn up diagrams of boxes within boxes to show that a third-place within a third-place doesn't fit together, it can't work in fact. (...) If we tell them that Théogone actually jeopardizes the life of the structure, the life of the project, the viability of the project, then they have to hear us out. (...) And then, when we say that nobody wants to go to the canal zone, that in any case they're having problems attracting people to the area, and even worse for the people we're targeting, who have rather different desires for work and different workspaces, and that here it's very classic in an economic zone where we're not even in a coworking space, it's worse than that! It's a tower, it's an old company building, with just floors and offices, so it's even worse than a coworking space" (R6).

The players thus enter a more complicated phase, leading to conflicts. Within the team, there are two opposing visions: the Ramonville town council wants to make concessions and phase the project, with a third-place project in the Department's Atelier 31 first, followed by the construction of the building, whereas 100^e Singe rejects this compromise as a loss of meaning for the initial project. The Ramonville municipal team hopes to be able to convince 100^e Singe, as the search for funding is doubly constrained. Firstly, the project's budget is considered too high. Secondly, because potential institutional partners consider that 100^e Singe has not yet sufficiently demonstrated its proof of concept through the installation of several market gardeners to be eligible for such a budget:

"Potential partners don't understand the 100^e business model, they feel they're paying for everything. They would be reassured to know the business model and have more proof of success. It's too much in relation to the number of people set up, in relation to the cost of other third places, so 100^e has the impression that Ramonville is putting the brakes on, when in fact it's not" (R2).

While the budgetary aspects of the project deployment phase give rise to conflicts, they also slow down the project and lengthen administrative time. Time constraints and bureaucratic red tape clash with the operational project manager's need for responsiveness and action. In addition, the municipal team, which is actively seeking funding and setting up partnerships (with Sicoval, and possibly the Department and the Region), is trying to keep 100^e Singe out of these internal discussions between local authorities. They are not transparent about the meetings held and the content of the discussions. This is perceived by 100^e Singe as a lack of involvement on Ramonville's part, insofar as, given their level of information, they perceive mostly inertia:

"For the time being, we're preserving them. So, I asked myself last time whether it was an advantage or a disadvantage for the 100^e Singe not to necessarily share it. Even if it's still a bit of in-house cooking, there are recipes that you don't necessarily want to share. And by sharing them, we might be able to integrate others into the difficulty of our approach and acculturate them to our model, or at least to our institutional and organizational contingencies" (R5).

4) Conclusion and lessons learned

The present circumstances create a tension between the local authority seeking to build an innovative territorial project, and therefore willing to make concessions to ensure that this project sees the light of day, *versus* social entrepreneurs who have a social innovation project and are seeking to deploy it in a peri-urban area, wherever that may be. They are therefore much less inclined to make concessions when it comes to the meaning of their project. While for the local authority the conflict is simply a disagreement over the means through which the project is realized, which can be the subject of a concession, the operator perceives the conflict as detrimental to the overall purpose of the project.

However, despite this more tense phase of operational deployment, all respondents emphasized the political alignment around the project and the sharing of common values. In this respect, political support is seen as a prerequisite for the project's success: "*You need strong political support, because it's a tool that doesn't exist yet. It's just coming out of the ground*" (R6). All the respondents are therefore confident about the operational deployment of the agricultural test areas and are continuing their efforts to find a solution to the project's "third place for food" aspect. In so doing, they are pursuing their 2023 objectives of:

- a) install 4 agroecological market gardens,
- b) support 4 market gardeners ready to set up nearby,
- c) possibly host 30 agro-ecological and societal transition professionals in shared workspaces,
- d) and finally, to make 150 children and citizens aware of ecological issues.

The long-term objective of this project is to multiply this type of farm-incubator around Toulouse to recreate a peri-urban green belt, with 100 agroecological market gardens re-established and over 150 ha of green spaces by 2030.

In terms of governance, this case study illustrates a relatively low level of formalization, due to the fact that the size of the project has evolved considerably without necessarily rethinking its management methods. Indeed, the importance of securing blended funding (GF9⁶) to ensure the project's feasibility leads them to seek the support of local institutions and widen the circle of governance (GF10). While public actors in the first circle of governance are convinced by the 100^e Singe's proof of concept, it has yet to convince the second circle of governance. Moreover, the use of prototypes to demonstrate the effectiveness of the solution to address public problems is therefore highly significant to reduce uncertainty that surrounds innovation which, in our case, determines the level of commitment of public actors (GF14).

Hence, within the first circle of governance, this case study is emblematic of a slightly formalized form of governance and a collaboration with few tools, operating essentially on the basis of trust and mutual adjustment (GF13). This type of governance corresponds to the theoretical model of a highly meshed but sparsely populated network (Provan & Kenis, 2008)⁷. It also highlights a paradigm shift in the relationship between a local authority and a social economy organization. In this case, the operator is not a mere

⁶ Governance Factor number listed in Appendix 6.2

⁷ Provan, K. G., & Kenis, P. (2008). Modes of network governance: Structure, management, and effectiveness. *Journal of public administration research and theory*, 18(2), 229-252.

auxiliary of public policy, but a partner who has a say in the design and guides it largely through its expertise (GF3). This partnership is continuing in the current implementation phase.

Until now, this configuration of governance factors has not posed a problem. However, as the project reaches its operational phase, during which it will potentially face difficulties that require compromises, there will be a need to introduce formalized structures to buttress the collaboration (especially in regard to GF15; GF12; GF8). This would make it possible to clarify and understand mutual expectations, the issues at stake for each stakeholder, and their constraints. However, the shared values and vision of the future embodied in the project appear to be particularly decisive. The symbolic and intangible content of the project seems to help overcome the lack of formalization. In this sense, trust and knowledge dissemination between the players, mediated by a commitment to the project's symbolic content, are key factors in collaboration (GF13; GF1). In this way, the shared vision is an "organizer" and a lever for overcoming conflicts. Similarly, the project's political and civic support makes it easier for players to get involved and forces them to seek solutions to the difficulties they encounter.

Scoring and analysis of governance factors

1. Perceived importance of biosphere conditions

QCA score:

- 0
- 0.33
- 0.66
- 1

Scoring confidence:

- Low confidence
- Medium confidence
- High confidence

Data sources:

- Interviews
- Documents
- Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

The project is based on a shared vision of a third-place incubator farm. The project's multiple objectives are rooted in strong local environmental and social issues, which are multiple and interdependent:

- a) restoring the green belt around the Toulouse metropolis area by reintroducing market gardeners;
- b) fighting against soil artificialization, thus enabling the preservation of agricultural land and landscapes;
- c) the food sovereignty and resilience are also a key issue, with a desire to develop short-distance supplies in the region (particularly for school canteens);
- d) this supply is based on the quality of food products (in particular through the organic label);
- e) constructing a low-carbon building, located in the local area and in harmony with transport infrastructures and soft mobility;
- f) this is a flagship project intended to foster the spread of this type of initiative throughout the local area.

The perceived importance of biosphere conditions has been a critical governance factor that has strongly supported the collaboration, laying the foundation for joint definition of the project objectives.

2. Legislation, programs, and formal goals

QCA score:

- 0
 0.33
 0.66
 1

Scoring confidence:

- Low confidence
 Medium confidence
 High confidence

Data sources:

- Interviews
 Documents
 Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

At the national level, the project relies on:

- a) the 'Climate and Resilience' law (2021), which notably prohibits soil artificialization;
- b) the 'AGEC' law (2020) related to the fight against waste and the promotion of circular economy in the building sector, as well as the E4C1 standard for building construction (high energy performance);
- c) the national recovery plan, which partially funded the project.

At the regional level, the project won the participatory budget award 'My Solution for the Climate' (2020-2021), thus obtaining the support of citizens as well as funding for the project objectives.

At the departmental level, a third-place (Atelier 31) hosting social and solidarity activities is currently undergoing refurbishment. The proposal was made to the 100^{ème} Singe to welcome and participate in this territorial dynamic (we will come back to this in the following factors).

At the intermunicipal level, the Territorial Food Project (TFP) of the Sicoval intermunicipal authority highlighted the farm incubator third place project as a flagship initiative, which obtained citizen support. The project also benefited from the Zone Franche Territoires Entrepreneurs schemes, providing tax benefits, as well as the Local Urban Plan (LUP), which allowed them to mobilize agricultural land.

While the project is based on several schemes and laws, stakeholders express the idea that they had little impact on the project and that local authorities (Sicoval and Ramonville-Saint-Agne) are quite progressive on these themes. While these laws and programs have supported the project through funding and increased visibility of the project, they have only constituted a minor part of the project as they did not improve its collaborative processes.

3. Relative openness of public governance paradigms

QCA score:

- 0
 0.33
 0.66
 1

Scoring confidence:

- Low confidence
 Medium confidence
 High confidence

Data sources:

- Interviews
 Documents
 Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

As mentioned earlier, the Occitanie region is implementing measures such as the participatory budget, demonstrating its openness to the contributions of civil society actors. Both the Sicoval intermunicipal community and the municipality of Ramonville-Saint-Agne are recognized for their openness to non-state actor inputs, insofar as they have been at the forefront of promoting citizen participation. Several interviews with informants in the local authorities corroborate this observation:

“We call upon collective intelligence. We have a culture of participation, particularly concerning environmental and social issues, which is growing significantly” (R3).

“In our territory of Ramonville-Saint-Agne, we have a culture of experimentation, a laboratory of ideas that is quite advanced, not only in this project but also in many other projects. Therefore, we do not face this cultural, institutional, organizational, or methodological difficulty in questioning these types of practices and implementing them” (R5).

However, the regional level is more advanced in terms of collaborative culture than Sycoval or Ramonville-Saint-Agne. In this respect, the commune of Ramonville-Saint-Agne is the most rooted in a neo-Weberian bureaucratic model and is still learning and experiencing the New Public Governance model, whereas the region is far more advanced. This explains the low score assigned, since the project depends primarily on the local level.

The project unfolds in an area with an institutionalized public administration culture of civil society participation. In particular, it is used to working with civil society and non-governmental organizations. Although this strengthens the collaborative position of 100^e Singe vis-à-vis the government, which has been prerequisite for the initial stages of building rapport, the collaborative project has not fully benefited from these institutional traditions due to the overwriting effect of the neo-Weberian bureaucratic model on the municipal level.

4. Formalized institutional channels for citizen participation and community mobilization

QCA score:

- 0
 0.33
 0.66
 1

Scoring confidence:

- Low confidence
 Medium confidence
 High confidence

Data sources:

- Interviews
 Documents
 Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

The project is carried out on the municipal level, which is rooted in a bureaucracy-driven model with no real tools or mechanisms for citizen participation, unlike the inter-municipal and, above all, regional level. However, there have been two formal institutional channels for citizen participation in the region, which have had a minor relevance for the project:

- a) the participatory budget of the Occitanie region, which demonstrated the project's relevance in relation to the needs and visions of citizens,
- b) the Sicoval's 'Territorial Food Project' (TFP), during which the territorial diagnosis carried out with citizens allowed the third-place incubator farm project to emerge as a flagship initiative for the territory.

Furthermore, the project was presented in the Ramonville-Saint-Agne neighborhood councils (formal and institutionalized bodies for citizen participation) between 2018 and 2020. Through these participatory channels, the citizens have formed a supportive consensus around the project: "what is certain, at least from my intuition, is that, at the level of civil society, at the level of fellow citizens, it's not a project that raises questions" (R5).

Nevertheless, the spaces for citizen participation did not at any point influence the content or course of the project. It was a deliberate choice by the project leaders not to involve citizens because, in their view, the project was not sufficiently developed, was still in the technical phases: "*we are well aware of the lack of citizen involvement in the project. And at the same time, we are powerless about it because, indeed, we do not engage citizens at the stage of a fictional project. It's not just about engaging in consultations for the sake of consultations*" (R6).

Thus, this governance factor has had a limited effect on the overall coordination of the project and has provided no concrete support for collaboration.

5. Mechanism for ensuring top-down government and bottom-up social accountability

QCA score:

- 0
- 0.33
- 0.66
- 1

Scoring confidence:

- Low confidence
- Medium confidence
- High confidence

Data sources:

- Interviews
- Documents
- Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

The project is far from being realized, as it is still in the deployment phase. At this stage of the project, there is no accountability mechanism in place: "for now, nothing, as it is still in the project state" (R6). The COPIL (Steering Committee) and COTECH (Technical Committee) members transmit information to elected officials from the territories and to partners who are not financially associated with the project but can be easily mobilized (other local authorities).

There is an effort to inform citizens about the progress of the project and especially due to the regional participatory budget which requires keeping citizens informed even in the broadest terms.

Therefore, we identify a weak presence of this governance factor without it being significant for the collaboration.

6. Strategic agenda-setting by means of translation

QCA score:

- 0
 0.33
 0.66
 1

Scoring confidence:

- Low confidence
 Medium confidence
 High confidence

Data sources:

- Interviews
 Documents
 Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

Public authorities and those from the 100^{ème} Singe are aware of reference frameworks such as the UN's Sustainable Development Goals (SDGs), but they do not directly reference them in the project. Similarly, the local translation through Agenda 21 is mentioned but does not serve as a foundation for the project.

Thus, this governance factor has no influence on the project altogether.

7. Construction of narratives about successful multi-actor collaboration

QCA score:

- 0
 0.33
 0.66
 1

Scoring confidence:

- Low confidence
 Medium confidence
 High confidence

Data sources:

- Interviews
 Documents
 Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

Each respondent reported different multi-actor collaboration narratives without necessarily having taken part in them.

On the side of Ramonville-Saint-Agne, a positive narrative emerged. A successful experience of partnership with Arto – an independent cultural association operating in the field of Street Arts, which organizes, among other activities, the Ramonville Street Festival and the Traveling Season of Street Performances – was one of the key reasons the municipal team chose to get involved with confidence in this new project with 100^e Singe. In this regard, a meeting was organized so that they could share their experience:

“During the deliberation and planning phase of this project, the 100^e Singe and Arto met. They were able to exchange experiences about how it is to collaborate with the municipality of Ramonville-Saint-Agne. Subsequently, we had occasions to share with 100^e Singe the fact that it was not our first experience. We had already been through this; it is our second agreement with Arto, it's been 5 years, so we are in these exchanges” (R5).

On the 100^e Singe side, a negative narrative emerged. Indeed, the third-place space of the 100^e Singe was previously located in the municipality of Escalquens, with spaces made available by the latter. However, due to the presence of another communal project on these same spaces, the municipality asked them to vacate the location. This negative experience directly influenced the construction of the third-place

incubator farm project, as the 100^e Singe sought to secure the availability of premises and made a significant financial commitment to mitigate relocation risks:

“Everyone in the local community is marked because of what happened to us in Escalquens; it remains an instructive example. Hence the issue of sustainability and the need for vigilance to avoid concentrating all resources in one place. This is why we also established from the outset that they held the container, and we held the content. One without the other has no reason to exist” (R6).

Therefore, this governance factor has had a significant impact on the collaborative outlook of both 100^e Singe and the municipality, one of which was a positive experience that encouraged collaboration and another one that was a negative experience that discouraged them from collaboration. In conclusion, these narratives about successful multi-actor collaboration cancelled each other out, resulting in a low score of presence.

8. Building or harnessing institutional platforms and arenas

QCA score:

- 0
- 0.33
- 0.66
- 1

Scoring confidence:

- Low confidence
- Medium confidence
- High confidence

Data sources:

- Interviews
- Documents
- Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

At the outset of the project, the stakeholders collaborated using Slack, an online platform for team communication and task tracking, enabling data sharing and facilitating discussions. Then, Slack was replaced by a drive (cloud storage and collaboration platform).

Although the digital tool has always been available, it appears to be underutilized and consigned to the periphery. Furthermore, besides the COFIL and COTECH (institutionalized arenas for project development and monitoring), there is no formal or informal physical space dedicated to collaboration.

The existing physical and digital collaboration arenas, in addition to established institutions, are thus quite limited, and they are not mentioned as spaces that actively support collaboration.

9. Provision of access to blended financing

QCA score:

- 0
- 0.33
- 0.66
- 1

Scoring confidence:

- Low confidence
- Medium confidence
- High confidence

Data sources:

- Interviews
- Documents
- Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

The project is financed through a combination of funding sources, including Ramonville-Saint-Agne municipality, 100^e Singe, Sicoval Intercommunity, the Occitanie region, the State, the Territorial Bank, and the Léa Nature Foundation. While the blended financing mixing public and private funds are significant for the operations of the collaborative project, they have not shaped the collaborative process necessarily as there have not been any clear funding requirements accompanying the funds. There are also several extenuating circumstances, which counteract the collaborative potential engendered by the various funding sources.

While the project receives support from national programs, local support has been more cautious. Local authorities (the Department and the Region) consider, on the one hand, that the budget is too large, especially compared to their funding norms for other third-place projects in different territories. On the other hand, they are awaiting proof of concept from the 100^e Singe regarding their actual ability to sustainably accommodate market gardeners:

“Potential partners don't understand the 100^e Singe's economic model; they feel like they're paying for everything. They would be reassured if the economic model had a better track record of success. It's too much considering the number of farmers trained and the cost of other third-places, so 100^e Singe feels like it's Ramonville that's holding things back, but that's not actually the case” (R2).

Additionally, some actors have expressed reservations about constructing a new building to house the third-place space, as the trend is towards sustainable land use that minimizes the human impact on the natural soil. In this regard, Ramonville actors are seeking solutions, particularly from the Department, to propose an alternative by disconnecting the third-place space from the agricultural test areas and locating it within the Atelier 31, a space dedicated to social and solidarity economy activities. However, this solution does not align with the 100^e Singe's perspective, as they believe it would diminish the project's purpose by disconnecting the third-place space from the agricultural land and by placing it in the Atelier 31, which does not meet the needs of their community.

Therefore, this factor is crucial for the project's feasibility but has not supported the collaborative processes of the project, in fact the lack thereof has done quite the opposite as various stakeholders have withheld financial support. The actors are currently entering a conflictual phase regarding the project's financing and the vision it represents.

10. The capacity to leverage support from authorities to enable local collaboration

QCA score:

- 0
- 0.33
- 0.66
- 1

Scoring confidence:

- Low confidence
- Medium confidence
- High confidence

Data sources:

- Interviews
- Documents
- Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

Local authorities have been open and willing to listen throughout the project. Local public organizations lend support in the field of territorial engineering and offer solutions when difficulties arise. For example, Sicoval aids in land acquisition by engaging in dialogue with private landowners to facilitate land transfers. Additionally, the Department Council provides assistance with legal assessments or the provision of spaces for the third-place (such as Atelier 31).

Nevertheless, R5 sets certain limits to the support that local authorities can provide, pointing out that the project has spread beyond its initial perimeter and that other territories also need local support:

“Because, well, for the Occitanie region, the Haute-Garonne department, life extends beyond Ramonville-Saint-Agne, and investing millions in Ramonville-Saint-Agne also means that (...) colleagues from other municipalities will seek assistance” (R5).

Therefore, the governance factor has been supportive in several crucial moments during the collaboration, although this support has notably not been consistently available.

11. Inclusion and empowerment of relevant and affected actors

QCA score:

- 0
 0.33
 0.66
 1

Scoring confidence:

- Low confidence
 Medium confidence
 High confidence

Data sources:

- Interviews
 Documents
 Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

There is no inclusion effort around the project. This can be attributed to the fact that the project is in the operational deployment phase and has not yet been implemented. Underlying strategic and political considerations seem to explain the absence of this governance factor:

“No. It’s too early in the project. We need to reach an agreement internally before adding another layer. We have been able to do it in other projects, but not here. There are too many uncertainties to address first. The public dimension is one part, but there is another aspect that is less open. It could potentially serve as a lever” (R2).

But inclusion is one of the core values of the 100e Singe project. Indeed, they lead training on democratic practices and try to include people notably as a third place, since it claims to be an open and collaborative space.

And it is also a future aspiration for the community of Ramonville-Saint-Agne, which hopes to transform its bureaucratic structure into a more democratic space in the future.

As a result, the governance factor is currently not present and, hence, has no impact on the project altogether.

12. Clarification of interdependence vis-à-vis common problem and joint vision

QCA score:

- 0
 0.33
 0.66
 1

Scoring confidence:

- Low confidence
 Medium confidence
 High confidence

Data sources:

- Interviews
 Documents
 Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

The interdependencies between 100e Singe, municipality of Ramonville and Sicoval are quite clear. The actors indicate that each is well aware of the needs, resources, and skills of the others. The factors of dependence are linked to the political, technical, and financial dimensions of the project. The 100^e Singe is based on an economic model requiring public funding. Financial dependence is therefore relatively high, but is counterbalanced by expertise in the field, skills in agro-ecological project engineering and fundraising. It is also 100e Singe, as operator, who will be in charge of running the farm and ensuring the sustainability of its economic model. Ramonville town council is behind the initiative and owns the land. It is also providing substantial funding (50% of the total investment budget) and political support for the project. Lastly, Sicoval supports the town council in the administrative engineering of the project. By including the third-place incubator farm in its PAT, it provides additional political support. In addition, the intercommunality is financing the project (around 10%).

On the other hand, no particular effort has been made to formalize or clarify these interdependencies, or to discuss them:

"Potential partners don't understand the 100th's business model; they have the impression that they're paying for everything. They would be reassured to know the business model and have more proof of success. (...) As a result, the 100th has the impression that it's Ramonville that's putting the brakes on, when in fact it's not" (R2).

"For the time being, we're saving them. So I asked myself last time if it was an advantage or a disadvantage for the 100th not to necessarily share it. Even if it's a bit of an internal kitchen, there are recipes that you don't necessarily want to share. And by sharing them, we might be able to integrate others into the difficulty of our approach and acculturate them to our model, or at least to our institutional and organizational contingencies" (R5).

Last but not least, the interplay between the actors generates a discourse on the possible independence of each: *"they tend to assert that they are independent, and that if it doesn't suit them, they'll do something else elsewhere with others" (R2).*

There are strong interdependencies, which are perceived by all the stakeholders. In consequence, this is an important success factor for the project. However, during the current period of conflict, latent conflicts have started to emerge over key details of the project, such as the placement of the third-place, which can jeopardize the project (see next GF on trust-building and conflict mediation).

13. Trust-building and conflict mediation

QCA score:

- 0
 0.33
 0.66
 1

Scoring confidence:

- Low confidence
 Medium confidence
 High confidence

Data sources:

- Interviews
 Documents
 Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

As the level of formalization in collaborative processes are weak, trust has played an important and systematic role: *"There's not a great deal of formalism in terms of method, so that implies that we have to move forward with trust."* (R3).

Indeed, trust is gradually built up through actions and facts, particularly in terms of financing: "the first euros paid in and not just the promises (...) that concretely creates trust" (R3).

Nevertheless, there are no clear routines for building trust nor conflict mediation within the project. Most notably, trust does not follow an iterative and cumulative process, but rather seems to be a stock allocated in a binary way, that is, either it is extended or not. Relationships play little part at this level, where technical expertise takes precedence, hence trust is primarily extended if the proof of concept is perceived to be effective.

While trust is essential to the project and has been prerequisite for its success, the trust has not been premised on systematic measures, such as routines or targeted strategies. Instead, it is based strictly on the perceived efficacy of the project and the degree to which it meets the interests of the collaborative stakeholders. Consequently, the governance factor is only present in a latent form as the presentation of the proof of concept by 100e Singe during the initial phases was successful at instilling trust. Conflict mediation has also been absent altogether, which also shows how the divergence of opinions over the location of the third place has not been resolved, resulting in a collaborative impasse.

14. Use of experimental tools for innovation

QCA score:

- 0
 0.33
 0.66
 1

Scoring confidence:

- Low confidence
 Medium confidence
 High confidence

Data sources:

- Interviews
 Documents
 Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

The existence of 100^e with its functional farm test areas serves as a proof of concept and enables to adjust the third-place incubator farm project thanks to feedback from users. This feedback is, a priori, organized by 100^e Singe in its quality of operator.

Feedback from certain users has made a positive contribution to the project's collaborative process. For example, in the case of the test areas, feedback from market gardeners has been considered in the subsequent design iterations. In particular, 100^e Singe provides real technical support to market gardeners by installing equipment and facilities (irrigation systems, greenhouses, shared farming equipment) on the plots of land, and by providing technical and agronomic expertise.

"I think that in the test areas, they understood how things were progressing (...). They had worked on the principle that someone in a test area had to arrive on an unequipped plot where everything had to be done. (...) In Ramonville, they came up with four plots that would be equipped and would therefore enable us to have people on a regular basis and not have to rebuild everything every time. So that's something that has evolved" (R11).

"Another thing that's evolved is that when I arrived at the test site, I was told that there was no technical support (...) So I was really focused on administrative, marketing, legal and accounting issues. And now there's Pierre BESSE, who's part of the association, well, he's an expert, with maybe forty years' experience in market gardening, and with a contribution that is very beneficial. So I think there's been an evolution" (R11).

The 100^e Singe is in the delicate position of having to prove the success of the project in order to maintain the trust and commitment of its partners and the related funding. However, this also means that 100^e Singe might have limited incentives to communicate the errors as part of its test areas, as it might convey a negative image of the efficacy of the proof of concept. Hence, the use of experimental tools is not necessarily conducive to communication and feedback, particularly with potential funders. Indeed, communicating with these public actors can be tricky, insofar as they remain unsatisfied in terms of proof of concept and are waiting for more market gardeners to be installed.

This factor is important for the continuation of the project and has been integral for its collaborative success, through the continuous feedback process between farmers and organizers. It does, however, have an interesting symmetry property, as the use of experimental tools either supports or hinders collaboration depending on whether the test areas yield negative or positive outcomes.

15. Ongoing critical self-reflection and learning (i.e., process and/or developmental evaluation):

QCA score:

- 0
- 0.33
- 0.66
- 1

Scoring confidence:

- Low confidence
- Medium confidence
- High confidence

Data sources:

- Interviews
- Documents
- Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

As mentioned in GF5, the project is not yet in the evaluation phase, and the players have not anticipated any particular processes or devices for the time being. These are attitudinal elements they are experiencing as they enter this phase where not everything goes according to plan and adjustments have to be made. However, they have not yet found a solution.

The factor therefore has no influence on the project or collaboration for the time being.

16. Exercise of facilitative leadership:

QCA score:

- 0
- 0.33
- 0.66
- 1

Scoring confidence:

- Low confidence
- Medium confidence
- High confidence

Data sources:

- Interviews
- Documents
- Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

Leadership is clearly provided by the co-managers of 100^e Singe in terms of project planning and coordination: (1) The co-manager of 100^e Singe is responsible for the technical aspects of the projects and to political support for the project, and (2) the deputy mayor, the chief of staff, and to a lesser extent, the mayor of Ramonville-Saint-Agne are in charge of ecological transition and zero-carbon strategy (present at certain steering committees). These leaders are also activists in the agricultural transition movement, share a common vision and are therefore particularly committed to the project's success. These leaders go beyond their personal differences to advance the collaborative problem-solving process, which is recognized by all interviewed stakeholders. However, the perceptions about the nature of this facilitative leadership have also evolved as the collaborative project has progressed.

At the start of the project, the co-manager of 100^e Singe received unambiguous support from the Ramonville municipality council. This gave to 100^e Singe a considerable room for maneuver in the design and planning of the project: "It wasn't a collaborative process at all, because they were technicians, so the decision-making level was really a classic case of division of labor". The perceptions of competent by the local authorities thereby created a good collaborative environment where a consensus was easily reached.

In the current, conflictual phase of the project, the financing problems regarding the third-place component of the project have resulted a contested relationship undermining the capacity for leadership. The leaders representing the public authorities have supported a territorial project and accept concessions to make the project happen. The social entrepreneur leaders are more inclined to defend the original project without concessions, regardless of the territory, as long as it has a peri-urban dimension and is faithful to the 100^e Singe political project. In this conflictual phase, the facilitative leadership of 100^e Singe has been opposed and has thereby also weakened the collaborative dynamics in the project.

The exercise of facilitative leadership is therefore important for project collaboration. Nevertheless, collaborative problem-solving by project leaders can be hampered by different visions and priorities on the third-place component of the project.

Outcome variable: Successfully co-created green transitions

The outcome variable ‘co-created green transitions’ will be scored in two parts. First, ‘co-creation’ will be scored based on an assessment of whether the participants in the initiative, project or process engaged in collaborative problem-solving that fostered creative ideas and innovative solutions (data will consist of survey data combined with interviews and documents). Next, ‘green transitions’ will be scored based on an assessment of whether the initiative, project or process has fulfilled or is expected to fulfill its green goals, ambitions and aspirations (data will consist of survey data combined with interviews and internal and/or external evaluation reports, including scientific publications).

The scoring of this variable is done in two parts:

- 1. Is the developed solution based on collaborative problem-solving spurring creativity and innovative solutions?*
- 2. Does the developed solution engender a green transition?*

This scoring should be conducted based on both the survey and complementary green outcome evaluations. Please consult Sections 4.4 and 6.10 in the Research Protocol for more details.

1. Is the developed solution co-created?

QCA score:

- 0
- 0.33
- 0.66
- 1

Scoring confidence:

- Low confidence
- Medium confidence
- High confidence

Data sources:

- Survey
- Interviews
- Documents
- Observations

Please elaborate on the reasoning behind your scoring for this part of the governance factor, including the data sources used for the scoring.

The few respondents of the survey show a large spread in responses combined with a low response rate, which have rendered them unreliable for assessing the degree to which the developed solution was co-created if used in isolation. The evaluation of the score has consequently been complemented with the qualitative evaluation of the in-depth interview data. The low score is due to three reasons.

First, there is a gap between principles and real collaborative practices as there is a lack of formalized collaborative tools and channels to properly commit to creative problem-solving processes. This is also reflected in the division of labor that has existed between the authorities and 100^e Singe, as the latter have been in charge with designing the proof of concept.

Second, the operational phase of the project has been hindered by the lack of collaborative creativity, which in turn has also limited the capacity to raise funds from different financing sources. At the same

time, the lack of funds have also limited the potential for creative (and, consequently, innovative) collaborative processes. In other words, the lack of financing is limited by the lack of creativity and vice versa, resulting in a vicious cycle.

Third, there is a lack of understanding between each party's needs and expectations, as there is a lack of mutual understanding and coordination between the respective stakeholders, as exemplified by the divergent priorities between local authorities and the social entrepreneurs.

In consequence, the solution is collaboratively developed in a low degree, as the technical proof of concept has been wholly developed by 100^e Singe, limiting the collaborative solution to the organizational choices concerning where to place the project. Above all, the low level of collaboration has failed to stimulate creativity or realize an innovative solution as intended.

If possible, please insert your survey responses in the table below (in % for each response), including the mean/average % for each survey item.

	Strong. dis.	Dis.	Slight. dis.	Neither agr/dis	Slight. agree	Agree	Strong. agree	Mean
1. Problem-solving mobilized different experiences, and/or ideas and/or forms of knowledge to develop new perspectives						3 (100%)		2
2. Through the collaborative problem-solving process, different experiences and/or ideas and/or forms of knowledge have been mobilized to search for unconventional solutions					1 (33%)	2 (67%)		1.66
3. The collaborative problem-solving process mobilized different experiences, and/or ideas and/or forms of knowledge to search for solutions that go beyond standard/text-book solutions						2 (67%)	1 (33%)	2.33
4. The co-created solution breaks with established practices				1 (33%)		1 (33%)	1 (33%)	1.66
5. The co-created solution disrupts conventional wisdom						2 (67%)	1 (33%)	2.33
6. The co-created solution offers new ideas to address the green transition problem						2 (67%)	1 (33%)	2.33
7. I'm supportive of the co-created solution						3 (100%)		2
8. I'm content with the overall collaborative process of the project			2 (67%)		1 (33%)			-0.33

9. I feel the multi-actor collaboration process was a prerequisite for the success of the project						3 (100%)		2
10. I'm satisfied by the results of the co-creation effort in terms of expected impact on the welfare of the community				3 (100%)				0
11. The collaborative interaction in the project has led to an innovative solution				1 (33%)		2 (67%)		1.33
12. The actors involved in the project are engaged in collaborative interaction that stimulated creative problem-solving		1 (33%)			2 (67%)			0
13. The co-created solution meets the proposed goals of the project					3 (100%)			1
14. The co-created solution will be durable and robust in the long run			2 (67%)				1 (33%)	1.33
15. The co-created solution is expected to significantly improve sustainability for the whole community				1 (33%)	2 (67%)			0.66

2. Does the developed solution engender a green transition⁸?

QCA score:

- 0
- 0.33
- 0.66
- 1

Scoring confidence:

- Low confidence
- Medium confidence
- High confidence

Data sources:

- Survey
- Interviews
- Documents
- Observations

Please elaborate on the reasoning behind your scoring for this part of the governance factor, including the data sources used for the scoring:

The low score obtained is due to a project that is currently on hold and is in danger of being partly abandoned, notably the third-place component of the project. As a result, the project loses its ability to decompartmentalize sectors and make the land accessible to the citizen public, which would leave only the communal agro-ecological farm project that only yields a limited environmental impact relative to the initial ambition of the collaborative project. Furthermore, the local authorities involved are not able to

⁸ By "green transitions", we mean objectives and aspirations that correspond to at least one of the Green SDGs (SDG 6, 7, 11, 12, 13, 14, 15). The project does not have to refer explicitly to the green SDGs, but the project's green objectives

fully finance the project, which raises the issue of the negative environmental impacts regarding the potentially suboptimal placement of the buildings of the third-place.

If possible, please insert your survey responses in the table below (in % for each response).

1. The project:	Yes	No	Don't know
...did not produce any green transition solution		2 (67%)	1 (33%)
...is expected to produce/has produced a green transition solution aiming to avoid a worsening in the status quo	3 (100%)		
...is expected to produce/has produced a green transition solution aiming to maintain the status quo		2 (67%)	1 (33%)
...is expected to produce/has produced a green transition solution aiming to improve the status quo	3 (100%)		

Please list all the informants you have interviewed for the case study (list project role + interview date):

Position held	Organisation	Code
Deputy Mayor, Ecological Transition, Zero Carbon Strategy, and International Relations - Community Advisor	Municipality of Ramonville-Saint-Agne	R1
General Director of Services	Municipality of Ramonville-Saint-Agne	R2
Director of Ecological Transition and Mobility	Sicoval Intercommunity	R3
Deputy Regional Delegate	Occitanie Region	R4
Chief of staff	Municipality of Ramonville-Saint-Agne	R5
Co-manager of 100 ^e Singe	100 ^e Singe	R6
Co-manager of 100 ^e Singe	100 ^e Singe	R7
Third-place Facilitator	100 ^e Singe	R8
Citizen		R9
Citizen		R10
Market Gardener		R11
Vice President of the Haute-Garonne Department Council	Haute-Garonne Department	R12

Please list all the observations you have made (type of meeting/workshop/etc. + observation date):

The case study of the third-place incubator farm is based on different types of data: the interviews listed above, secondary data (website of the various stakeholders and access to their internal documentation) and 4 main observations described in the following paragraphs.

- a) **The festival "Demain commence ici"** (tomorrow starts here) took place on June 25, 2022 at the Château de Pinsaguel. Organized as part of the Third-Place Tour by *100° Singe*, *3PA Formation* and *Les Imaginations Fertiles*, this is a citizen festival focusing on social and ecological transition. For the event, the three third places transformed the "Château des Confluences" into an ephemeral third place to enable citizens to take up the challenges of transition, in a participative and discovery-based approach, at the crossroads with professionals, researchers and institutions. We led a workshop on the degeneration of alternative organizations, and co-hosted a round-table discussion on "Citizen power and counter-power". We also observed the different phases of the day.
- b) **Non-participant observation at the 13th national meeting of agricultural test spaces** (network named RENETA), which took place from June 14 to 16, 2023, hosted at 100° Singe. The theme was resilience and adaptation to climate change. These meetings brought together practitioners from the 82 RENETA members in France, as well as their partners, citizens and political actors.
- c) **Active participation at the meeting** organized on June 22, 2023 by the agglomeration community of Albigeois on the theme of "**Cross-section perspectives: Multi Stakeholders Cooperatives & local authorities**". Above all, we took part in a round-table discussion on how local authorities and Multi Stakeholders Cooperatives can co-construct local projects.
- d) **Various periods of presence at 100° Singe as part of the SCIC-AGRI research program** over the 2022-2023 period: conducting interviews followed by discussions, organizing a COFIL (steering committee of our research program) at 100° Singe, visiting interior and exterior spaces.

Please list all the documents you have analyzed (document name + source + year):

None.

Please note the response rate for the survey/measurement of outcome variable:

We sent it nearly a dozen people, and despite reminders, we only managed to get 3 completed surveys. But the surveys have been completed by key actors (R2, R3, R6 from list of informants above).