Region of Zuid-Holland SIG Roadmap

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Table of Contents

1.0 Introduction

The overall objective of the SWARE (Sustainable heritage management of WAterway REgions) project is to foster integrated management of natural and cultural heritage within inland waterway regions by improving the partner regions' related policy instruments in order to create a better balance between the protection and sustainable exploitation of the natural resources and the built heritage sites.

The project's content activities are subdivided into 4 main sub-activities: 1) Stakeholder & institutional learning; 2) Analysis; 3) Good practice transfer; and 4) Action Planning.

1.1 Goal of Institutional/Stakeholder Involvement in SWARE Project

The project's goal can be achieved through developing coordinated regional management structures addressing protection, development, valorisation and promotion of the cultural and natural assets in a holistic and sustainable manner. A common vision on sustainable development combining environmental and economic benefits needs the involvement of all relevant stakeholders into decision-making processes which calls for the establishment of integrated multi-level and participatory governance schemes and frameworks, which is a first sub-objective of SWARE. Co-creation of joint development strategies and actions of waterway regions requires horizontal and vertical, as well as cross-sectoral cooperation between public authorities, local communities and private players particularly amongst the actors within the heritage protection schemes and the leisure industry.

1.2 Key Points regarding the SWARE project's Institutional/Stakeholder Involvement

- Main Purpose is to ensure individual, organisational and stakeholder interaction, learning and knowledge transfer is achieved from the activities of the project;
- Focused both at the level of the internal organisation and the external stakeholder environment;

- Institutional/Stakeholder Involvement is an <u>ongoing activity</u> throughout Phase 1 of the project, from semester 1 to 5;
- Stakeholder involvement <u>critical to success</u> of project;
- <u>Incremental intensity of engagement</u> as the project proceeds;
- A key element is establishment by each partner of a <u>Stakeholder & Institutional Learning Group (SIG)</u>;
- The SIG will achieve bottom-up involvement of <u>relevant external</u> stakeholders and <u>relevant internal</u> organisational personnel;
- In establishing the SIG, and if possible, <u>use or adapt an existing network</u> or group operating in the region.

2.0 Region of Zuid-Holland SIG Roadmap

This roadmap provides an outline of how the Region of Zuid-Holland (Association Regio Water and the province of Zuid-Holland) will operate the SIG throughout the project lifetime and beyond. This Roadmap is mainly based upon the Roadmap Methodology for Institutional/Stakeholder Involvement developed by Project Partner Tipperary County Council.

2.1 Goals & Main Tasks for Institutional/Stakeholder Involvement

The SWARE project's goal can be achieved through developing coordinated regional management structures addressing protection, development, valorisation and promotion of the cultural and natural assets in a holistic and sustainable manner. The participation of all levels of public bodies, private sectors and civil society is needed for the SWARE project to reach its goals. Stakeholders play an important role in this participative approach as policymakers, coordinators and holders of important networks. Objectives of the SIG include:

- To investigate issues from different perspectives;
- To collect and share ideas and good practices;
- To assist decision making;
- To better understand local needs and circumstances;
- To better understand and monitor community perceptions and attitudes;
- To better understand the governmental needs and circumstances;
- To establish more open communication and build trust;
- To ensure the sustainability of results;
- To use their network to achieve the goals of SWARE.

It is important to notice that these SIGs get actively integrated in the projects goals and visions, and will stay involved after the end of the SWARE project. The main task of the SIG is to gather all stakeholders who can actively contribute to the elaboration of the action plan and involve them in the activities of the project.

2.2 Key principles for Institutional/Stakeholder Involvement

VRW and PZH will operate the SIG on the following key-principles:

- The SIG will have a managing/overseeing SIG group of approx. 10-15 participants;

- The composition of the SIG is changeable, taking in consideration specific themes during specific SIG-meetings;
- The SIG is focused on internal and external stakeholders;
- The SIG is focused on committing stakeholders to the project's goal, during the project's lifetime and beyond;
- The SIG will interact with already existing networks, starting from existing ambitions, already present in the Zuid-Holland;
- The SIG will serve as an instrument that will put the project's goals and implementation plan on the agenda of all stakeholders involved.

2.3 Composing the Stakeholder & Institutional Learning Group

The Region of Zuid-Holland will be working with a two-tier system for the SIG. The first tier is the top-level, high interested and high power participants. This is the managing/overseeing SIG group. This group will be composed of:

- The representative of the province of Zuid-Holland;
- Chairman of Association Regio Water;
- Director Participation of the Ministry of Infrastructure and Environment;
- Representative of a Water Authority;
- Representative of Metropoolregio Rotterdam Den Haag;
- Director of Association Regio Water;
- Manager of the Stakeholder & Institutional Learning Group;
- Additional members brought forward by this group.

The second tier will be sub-SIG-groups. These stakeholders will be chosen on their expertise on a specific theme and/or sub region within the region of Zuid-Holland. These will consist of participants from departments of the so called "five O's":

- Onderwijs (education);
- Ondernemers (entrepreneurs);
- Overheid (government);
- Onderzoek (research);
- Omgeving (environment/users).

2.4 Operating the Stakeholder & Institutional Learning Group

The succeeding of the goals for the SWARE project, hinges on the involvement and prolonged commitment of stakeholders. It is important to understand the factors that come in play while managing different stakeholder groups. Association Regio Water and the province of Zuid-Holland will take into account the following factors, also set in the methodology from TCC:

Factor	Comment
Clarity	It is very important to clarify the objectives and goals of the engagement and evaluating the appropriateness of the techniques. Communication can play a great role in delivering the objectives or defining the problem across the stakeholders at the same time acknowledging the differences in people's perceptions and stakeholder entity perspectives

Management of information	Stakeholders need to be persuaded of the benefits of sharing information. It may be necessary to present information in different ways as the attitudes and the way the information is processed by the stakeholders needs to be taken into account. Information should be presented without using complex concepts and jargon
Support and capacity development	The knowledge the stakeholders possess about the project varies depending on the different levels of stakeholder entity involved. In order to enable stakeholders to contribute ideas and visions to the discussions, each stakeholder entity needs to be worked with so that they are on the same level of understanding as the rest of the stakeholder entities
Transparency	Each stakeholder entity needs to be up-to-date on the actions and opinions through various channels. They need to be assured that their concerns, requests and expectations are addressed in a clear, open and transparent manner
Trust-building	Letting the stakeholders know that every stakeholder's view is valued and respected in the engagement process will give the assurance that their opinions are heard. This will build trust.

2.5 Workplan of Stakeholder & Institutional Learning Group

Association Regio Water and the province of Zuid-Holland will organise at least 9 SIG meetings and 3 synergy sessions throughout the project implementation phase.

- Semester 1
    - Establish SIG in each Region and host Opening SIG Meeting (M6);
- Semester 2
    - 2 SIG Meetings (based around regional analysis and regional "State of the Art");
    - "Synergy Session" of relevant staff within each partner organisation, again linked to "State of the Art";
- Semester 3
    - 2 SIG meetings before/after the Inter-Regional Exchange Sessions);
    - Most relevant stakeholders to participate in the 3 Inter-Regional Exchange Sessions;
- Semester 4
    - 2 SIG Meetings (linking to action plan development);
    - Synergy Session (to discuss GP transfer);
- Semester 5
    - 2 SIG Meetings (focused on action plan and a Closing Meeting).

Timeframe: Semester 1 refers to April-September 2016; Semester 2 to the next 6-month period; and so forth for Semester 3, 4 and 5.

2.6 How to Manage Stakeholders?

The province of Zuid-Holland is responsible for the managing of the SIG in the region of Zuid-Holland. The province of Zuid-Holland works in close cooperation with Association Regio Water. The goal is to keep the core group involved throughout the whole project's lifetime. The SIG will be everchanging, based on the themes and level of the meeting. It is necessary that the interaction between SIG members will be open

and trustworthy. Therefore, the SIG has decided that the groups will change organically. Suggestions of additional stakeholders will be made by the project partners, but the final decision will be of the core group. This process ensures the viability of the group and its holistic outcomes.

2.7 How to Organise meetings of Stakeholders & Institutional Learning Groups?

The province of Zuid-Holland and Association Regio Water have decided for very open meetings. It is the task of the SIG to think/brainstorm about the project and that is best captured in an open structure. Therefore, the agendas, which will be circulated in time, will have that open character as well. The general goal of the meeting as well as the structure and the themes which should be discussed will be set, but, in the same way we want the SIG to develop organically, we also want the discussions during the SIG meetings to develop organically.

The meetings are not bound to one format. Depending on the people involved and the themes on the agenda, the format of the meeting will be chosen by the project partners in consultation with the stakeholders and involved project partners.

The SIG manager will be taking minutes of the meeting and send them to the participants as soon as possible. Other documents will be made available for JS, such as agenda, attendance sheet, presentations and pictures of the meeting.