SWARE
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Tipperary County Council SIG Roadmap

Comhairle Contae Thiobraid Árann
Tipperary County Council

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Authors
Michael Moroney, Head of Strategic Projects Unit, Tipperary County Council
Róisín O'Grady, Heritage Officer, Tipperary County Council

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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
- <u>Main Purpose</u> 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 <u>internal organisation</u> and the <u>external stakeholder environment</u>;
- 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 </u>network or group operating in the region.

2.0 TCC's SIG Roadmap

This Roadmap provides an outline of how TCC will operate the SIG throughout the project lifetime and beyond. This Roadmap is based upon the Roadmap Methodology for Institutional/Stakeholder Involvement developed by the project.

2.1 Goals & Main Tasks for Institutional/Stakeholder Involvement

The SWARE project is based on a holistic approach, which takes into consideration the physical, economic and social dimensions of waterways heritage. The participative approach – the development of strong partnerships between public bodies, the private sector and civil society (including citizens and inhabitants) – is recognized as a cornerstone of efficient policy development. SWARE SIGs translate these principles into concrete local dynamics that aim to foster a shared ownership and understanding of the process. A key element of the process is to nurture the talent of stakeholders and build their capacities, so they can actively get involved in delivering participative policy making and co-creation of integrated action plans at a local level.

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 establish more open communication and build trust;
- To ensure the sustainability of results.

The SIG ensures the viability and the feasibility of the action plans at local level and the Group will be a measure of the sustainability of results in the long term, after the end of the project. The responsibility of these groups is to ensure that the impact of the transnational exchange of practical experience between the SWARE partners is spread to the largest possible extent. 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

TCC will operate the SIG on the following key principles:
- 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;
- Stakeholder involvement critical to success of project – it is an ongoing activity throughout the project lifetime;

- The SIG will achieve bottom-up involvement of relevant external stakeholders and relevant internal organisational personnel;
- The composition of the SIG depends on local circumstances, policy challenges and desired outcomes;
- The composition of the Group may change during the project implementation;
- The SIG relies on local resources - use or adapt any existing network or group operating in the region;
- The SIG should ensure that stakeholders have real interest in the change sought and in the implementation of the action plan;
- The SIG serves as an instrument to empower stakeholders through transnational exchange and local capacity building actions.

2.3 Composing the Stakeholder & Institutional Learning Group

The structure of the TCC SIG will be tailored to suit the specific context and circumstances; there is no 'one-size-fits-all' solution. Each SIG's objectives, activities and composition depend not only on the policy issue, but the project activities, local needs and experience as well.

The SIG members' expertise will cover the themes of the project. TCC will consider involving stakeholders from the following sectors in its SIG:
- Different departments of Tipperary County Council;
- Different tiers of government (county, regional, national),
- Civil sectors, NGOs; Community & Voluntary Organisations;
- Knowledge institutions (Institutes of Technology, etc);
- Business sectors, employers, public service providers;
- Citizens, potential end users;
- Managing Authorities.

2.4 Operating the Stakeholder & Institutional Learning Group

Factors like trust, openness, and commitment play an important role in working with the stakeholders. Once engagement has been achieved, it is important to maintain that engagement by following certain actions that can support continued engagement. During the SIG activities, TCC will take into account the following factors:

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 challenge 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 should be taken into account. Information should be presented without using complex concepts and jargon.

Support and capacity development	The knowledge of stakeholders about the project varies, depending on the different levels of stakeholders' involvement. To make sure that stakeholders can contribute with ideas and visions to the discussions, each stakeholder needs to be worked with so that they are on the same level of understanding.
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 process will give the assurance that their opinions are heard. This will build trust.

2.5 Workplan of Stakeholder & Institutional Learning Group
TCC 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 Semesters 3, 4 and 5.

2.6 How to Manage Stakeholders
Developing participative approaches is challenging and requires time and energy. In a multi-stakeholder environment, there are always conflicting interests. These conflicts can be caused by differences of underlying personal and organisational values which are conflicting by nature anyway. Therefore, TCC's SIG Co-ordinator will make him/herself aware of and understand the views of individual stakeholders and their relationship with each other.

4.7 How to Organise meetings of Stakeholder & Institutional Learning Group
SIG meetings should foster an environment where the conflicts are managed and all group members are committed to a set of common aims, goals and objectives.

Well managed meetings with clear objectives and good facilitation can keep the SIG on track and motivate stakeholders to participate fully. TCC will circulate an agenda at least a week ahead of time. TCC will allow space in the meeting agenda for information giving, but also plenty of time for stakeholders to speak and exchange views. TCC will think about the venue, light, fresh air, breaks, refreshments and making sure that participants are comfortable. TCC will consider holding the meeting in different places, so that stakeholder agencies can take a turn at hosting. TCC will seek feedback from meeting participants and make sure that future agendas are adjusted in the light of member comments.

The meetings can take a number of formats, depending on the purpose (e.g. presentations, workshops, interactive sessions, etc). TCC will choose a format that can deliver the results you expect from a meeting.

To make sure that everyone makes the most of the meetings, TCC will summarise the information gathered, follow up decisions made and tasks assigned during the discussions.

Feedback will be gathered from the participants about how they felt at the meeting, what could be improved, etc. It is not necessary to do it after each meeting, but at least 2-3 times during the project, to make sure that group members are committed, and engaged with the SIG.

TCC will retain all supporting documentation relating to meetings of the SIG (such as agenda, attendance sheet, minutes, presentations and pictures of the meeting).