SWARE
Interreg Europe

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SWARE Project

Guidelines for good practice transfer

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Table of content

I. Introduction on the Guidelines for good practice transfer

The Guidelines for good practice transfer supports the SWARE consortium in the Knowledge Exchange phase that is at the heart of the interregional cooperation process. [1]The success of the transfer process is highly important as it leads to concrete Action Plans, based on real needs and inputs of the Project Partners, needed for later implementation stages of the project. Therefore, the aim of the document is to ensure a solid basis for the smooth implementation of the Knowledge Exchange transfer. The document supports the partnership to reach the maximum level of Knowledge transfer possible through a match-making process of all participating regions and describing the using creative exchange methods. This document is mainly based on the Application Form.

The document lays down the basics for the Knowledge Exchange phase of the SWARE project that encompasses the organisation of 3 Interregional Exchange Sessions. It provides:

- the basic requirements on participation and preparatory activities for all Project Partners,
- the methodological reasoning linked to the objectives of the INTERREG EUROPE programme, as well as the Application Form (AF).

The document has been drafted by VRW, being the leader of the Knowledge Exchange phase.

The Guidelines match the good practices with knowledge needs of all Project Partners and formalizes three Partners Regions that have been selected as the most relevant holders of good practices and therefore being in charge of organizing the Interregional Exchange Sessions in their home regions.

Chapter II provides the why and how of this project phase and the Interregional Exchange Sessions.

Chapter III describes:

- the basic set up for the match making process,
- listing main combination possibilities between Project Partners,
- a list of possible topics,
- 3 good practice donors that will host the Interregional Exchange Sessions.

Finally, the annexes contain templates and further data needed for organising the Interregional Exchange Sessions, as well as a list of possible workshop formats that can be used.

[1] According to the AF page 21 par. C.^.1 the LP has to provide a Guideline for the Knowledge Exchange Phase.

II. Interregional Exchange Sessions in SWARE, the basic guidelines

1. The Interregional Exchange Sessions

The overall objective of the SWARE project is to foster integrated management of natural and cultural heritage within inland waterway regions by improving the partner regions' related policy instrument in order to create a better balance between the protection and sustainable exploitation of the natural resources and te built heritage sites ('green jobs').[2]

Within this context, the Knowledge Exchange Phase[3] encompasses the creation of **3 Interregional Exchange Sessions**. These, in essence, are thematised study visits that give possibility for the **identification and exchange of good practices and to address knowledge gaps** of all Project Partners (PP) in a formalized manner. It will provide the possibility to work together, interact and learn from each other.

The result is the creation of new possibilities for policy development and implementation that can be adapted in the home regions of all participating PPs. In short, the end result is to add to an effective policy change process.

The Interregional Exchange Sessions are **organized by 3 Project Partners** that have the most relevant good practices to show to all participants. Other good practices of the Project Partners will be combined with described the knowledge gaps and needs through knowledge sharing groups.

The Knowledge Exchange in SWARE places itself in the renewed focus of the INTERREG EUROPE programme that incorporates stakeholder involvement, knowledge exchange and policy change in its basic requirements for a successful project.

[2] Application Form, p. 19 , par.C.3

[3] for reference, please consult semester 3 of the SWARE AF

2. Placement within the SWARE project cycle

The Knowledge Exchange phase is in the heart of the project. It creates a bridge between the Regional Analysis (State of the Art) and the Action Planning phase of SWARE. It furthermore interconnects Stakeholder involvement activities that underline the entire phase's implementation.

A total number of **3 Interregional Exchange Sessions** are planned between April and October 2017, as foreseen in the Application Form (AF) and described during the first Thematic Working Group (TWG) meeting in The Hague.

These Interregional Exchange Sessions are prepared following inputs gained by the **Regional State of the Art** documents per PP that followed a methodology by Pons Danubii (PP4), coordinator of the Analysis phase. As planned, all SWARE regions finalized their Regional State of Arts document.

Together with a **detailed Menu of Good practices** collected by Pons Danubii (PP4), and the present **Guidelines for Good Practice Transfer**, containing also a **knowledge-sharing matrix** and possible **workshop methods** (Annex I) that is created by the LP will provide the necessary input to concretize the planned 3-day Interregional Exchange Sessions. With all the input received, the concretization will take place during the second TWG meeting in Ireland in March 2017. Tipperary County Council (PP2) is in charge of organizing this meeting.

As foreseen in the AF, **3 Host Partners** have been selected in that application phase as the most relevant good practice donors for the knowledge sharing towards all partners. However, good practices of all PPs, as well as their knowledge inputs will be systematically covered during the Sessions. Based on their good practices further knowledge sharing groups will be created, as well as **the most relevant good practice donors** and **hosts. It can be that during the ongoing process demands on learning needs leads to another choice of host and visiting partner(s) as described provisionally in the AF.**

The Regional State of Art documents provide the backbone for the input needed to match partners with similar policy learning needs and have a connectable history of good practices in terms of policy making at the Interregional Exchange Sessions. Combinations of participants will be made accordingly. These will be used during the small circle discussions and workshops of the sessions.

The technical outputs of the Exchange Sessions are PP's **Summary Reports** per visits. These will be concluded by the host Project Partner with the input of participating partners. These reports will also serve as input for the Action Plans that will follow as an end result of the third TWG meeting in Milan in November 2017. The following timeframe is foreseen for the period January to November 2017:

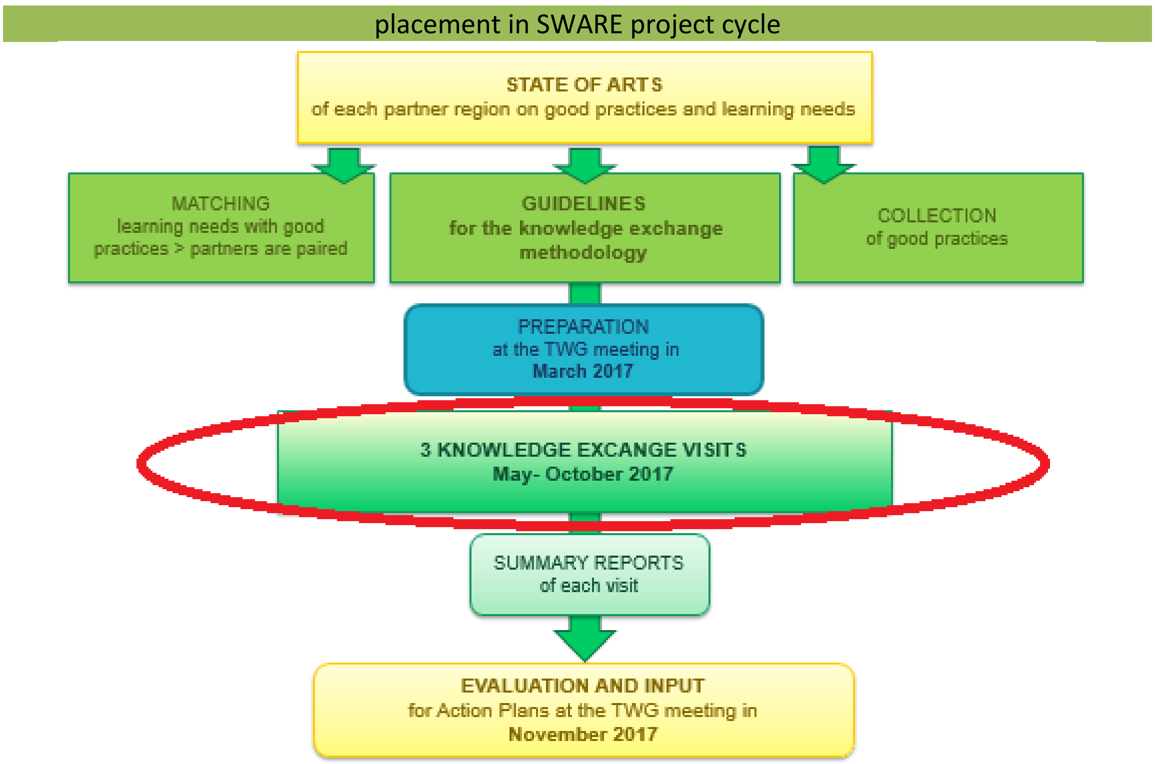
Timeframe for the Interregional Exchange Sessions	
Preparation	January – March 2017
Second TWG meeting in IE	March 2017
Exchange sessions (study visits), 3 in total	May – October 2017
Conclusions	October – November 2017
Third TWG meeting in IT	November 2017

The third TWG meeting in Milan will have the following objectives:

- to serve as a joint evaluation on the results of the Knowledge Exchange phase and good practice transfer process,
- to mark the preparation for the next steps of project implementation, namely the Action plan elaboration,
- to give all regions the possibility to present their lessons learned.

Furthermore, the meeting will give the possibility for all Project Partners to clarify any kind of remaining open questions concerning the adaptation of good practices in their region.

The following chart summarizes the placing of the Knowledge Exchange phase in the SWARE project life cycle:



3. Requirements for participation and content preparation

3.1 Required participation at the Interregional Exchange Sessions and eligible costs

3.1.1 Host Partners

The 3 sessions are organised by the **3 host partner regions** that have been selected as being the most relevant in terms of good practice providers to the policy learning needs shared by all regions. During the Interregional Exchange Sessions, these partners will have the opportunity to **showcase their good practice(s) during the 'walkshops'**.

The AF has provisionally identified three Host Partners[4], although room was given for these for change as a result of progressive insights by the Match Making Process and a plenary discussion held during the Second TWG Meeting in Ireland, as long as it is underlined that three selected Host Partners can act as 'good practice donors' for all Project Partners. Please refer to chapter III, paragraph 3.2 for the final decision on the Host Partners.

Furthermore, **all relevant Project Team members** of the Host Partners are expected to participate, as well as a selection of relevant stakeholders (number of participating stakeholders to be decided on a case by case basis).

3.1.2 Visiting Project Partners

All **Visiting Project Partners** are expected to visit the 3 sessions. Hereby, they are expected to bring: Two participants (experts) from their Project Team. These are supposed to be the TWG members (i.e. the SWARE experts of each partner) and either the Project Manager or another staff member/external expert having relevant knowledge on the topics of the visits. On the top of this, approximately three relevant stakeholders from each partners are expected to join each Session.

In case of PP 3, 4 and 5 (i.e. IT, HU-SK, LV), it has to be made sure that their respective Managing Authorities are represented during the Interregional Exchange Sessions as well.

3.1.3 Summary and overview of expected participation and planned costs

The following overview clarifies the expected participation, as well as makes clear the total costs eligible following the requirements of the program:

Participation at the exchange visits and costs		
Who?	Participants	Total planned costs
Visiting partners	2 participants from the Project Team	1.600 EUR (per travel, travel and accommodation budget line)
Visiting partners	2 - 3 relevant stakeholders	2.400 EUR (per travel, external expertise budget line)
Host partners	Project Team and relevant stakeholders	4.000 EUR (organisation costs per visit, external expertise budget line)

[4] In the AF: Tipperary County Council, the Province of South-Holland, and Pons Danubii European Grouping of Territorial Cooperation.

3.2 Required preparatory activities for the Interregional Exchange Sessions

3.2.1 Host Partners and VRW (LP and Act. leader)

The **Host Project Partners and VRW (LP and Act. leader)** have the following tasks related to the content development of the Interregional Exchange Sessions:

- to finalize a **detailed agenda** of the Interregional Exchange Sessions, including detailed topics of the workshops held in plenary for all partners, as well as in knowledge sharing sub-groups
- to decide on the **workshops methods** suitable for the small-circle discussions. An explorative list of possible workshop methods can be found in Annex I. Hereby, the Hosting Partners and VRW will be free to choose the best discussion formats adaptable to the concrete situation.

Furthermore, the Host Partners or VRW will have the task to **decide upon a moderator** to hold the **small-circle discussions** during the second day of the sessions.

3.2.2 Host Partners

All Host Partners have the task to **present their good practices** to the visiting partners during the **walkshops** of the Interregional Exchange Sessions. Hereby, they are asked to study the visiting partners' learning needs and good practices (source: State of Art documents and Menu of Good Practices) and relate their good practices to the partners' needs on the most effective way.

Furthermore, the host partners are asked to **consult their local stakeholders** and select those stakeholders for participation that are most relevant to show valuable good practices during the Interregional Exchange Sessions they organize. Their task is to actively plan the roles these stakeholders will hold during the visits. The organisation of logistics linked to the meeting also belongs to the host partner's task.

3.2.3 Visiting Project Partners

All **visiting Project Partners** have the following tasks:

- to study the Host Partner's Good practices (source: State of Art document and Menu of Good Practices),
- to formulate questions and learning needs
- to be prepared for sharing their own good practices related to the topic (if relevant).

Furthermore, the visiting Project Partners are asked to actively consult with their Stakeholder and Institutional Group (SIG) and select their 2 - 3 stakeholders that are relevant to join the Session. These can be different per Interregional Exchange Session.

3.2.4 All Project partners participating in SWARE

All Project Partners have the following tasks:

- to actively involve **relevant stakeholders** from their region in the activities of the project, as this target group has a large influence on the manner by which the project, the end, is able to make actual policy (instrument) changes,
- to **organize a SIG meeting** before and/or after the Interregional Exchange Sessions,

- to make arrangements for stakeholders that are able to spread the lessons learned during the Interregional Exchange Sessions to a regional level, as they are able to have relevant influence to do so.
- to organize a **Synergy Session** for other departments' staff members **after the Interregional Exchange Sessions** at each PP institution. Here, the results of the good practice transfer activities should be discussed and transferred. The aim is to enhance the cross sectoral approach towards policy improvement.

3.2.5 Summary of the preparation tasks for all Project Partners

The table below summarizes the requirements for content preparation needed by all Project Partners involved.

Requirements related to content preparation for the Interregional Exchange Sessions	
Who?	What?
Host Partners and Lead Partner	1) Finalize composition of knowledge sharing groups and decide on workshop methods; 2) Finalize a more detailed agenda for the Interregional Exchange Sessions.
Host Partners	1) Present good practices during the walkshops during each Interregional Exchange Session; 2) Study all partners learning needs (source: State of the Art and Menu of Good Practice documents) in order to find best fit for good practice knowledge transfer; 3) Consult their local stakeholders that can be most relevant to show good practices and actively plan their roles during the Interregional Exchange Sessions.
All Project Partners	1) Study all partners State of the Art and Menu of Good Practice documents; 2) Actively involve stakeholders 3) Organize a SIG meeting before/after each Interregional Exchange Session; 4) Organize a Synergy session for other departments' staff members to discuss results of the Interregional Exchange Sessions.

4. Draft agenda and methodology

4.1 Draft agenda and integration method

The **3 Interregional Exchange Sessions** focus on the exchange of experience, initiate creative processes in the field of policy development and help to find common grounds for future cooperation. The sessions will consist out of 3 days with distinct programme elements. Furthermore, in order to be able to rapidly immerse all members of the visits into active brainstorming, stimulate a common policy development orientation, the knowledge exchange visits will be framed by an integrated methodology for diving into a problem solving process that is integrated into the visit program per day. This integration method is defined following a method cycle, consisting out of a **self-analysis**, **interaction** and **evaluation phase**. The entire program concept and relevance is set out below:

4.1.1 Day 1: Walkshops and Self-analysis

The **walkshops** provide an on-the-spot visit to good practices that have been identified by the Host Partners. These activities provide an opportunity for informal discussions while moving through the various spots. The activities provide an opportunity for all Project partners to rethink good practices and their adaptability following the objectives of the SWARE project.

The walkshops form the basis for the **self-analysis phase** of the deep integration method. A self-analysis questionnaire is provided to all partners before the Interregional Exchange Sessions (see annex VI). These are made out of steering questions to engage into a self-analysis process. The self-analysis will be completed during the walkshops. The filled-out questionnaires are then distributed among the other PPs at the end of day 1 of the Interregional Exchange Sessions. Thereby, all partners will have the possibility to reflect on them.

4.1.2 Day 2: Small-circle discussions and Interaction

The **Small-circle discussions** are held on the second day of the sessions in **workshop formats**. These sum-up the actual adaptability potentials of the good practices. These small-circle discussions represent the core of the **interaction phase** of the integration method. During the workshops, PP participants bring their filled-in **self-analysis questionnaires**, as well as a vision/opinion on the filled-in self-analysis questionnaires of the other participants. Guided by the host or lead partner, the PP participants engage in a dialogue to enrich their self-images with the independent opinions from their peers, as well as getting a clear image of the others. By doing so, all participants are gaining ideas and problem-solutions.

Afterwards, small sub- groups gather in order to touch upon those exchange needs that were not shared by all PPs (targeting either a good practice on the spot or another one provided by a partner that will not host a Session).

The goal is to enter into guided discussions that lead to the transfer of knowledge and good practices among the partners. In line with the rational in the INTERREG EUROPE programme, Creative workshop techniques will be used during the discussions, guided by the host or LP.

4.1.3 Day 3: Stakeholder interactions and Plenary Evaluation

Stakeholder interactions in the form of **small-group meetings** crown the knowledge flow between the regional and interregional level. These small-group meetings will gather the various stakeholders from the different partner regions with similar backgrounds (e.g. SMEs, Managing Authorities, local authorities, heritage protection institutions).

By doing so, stakeholders, who mostly meet during SIG meetings with a regional character, can meet and can exchange knowledge on an interregional level. The small-group meetings are not formal parts of the integration method. However, they give the opportunity to formalize the sessions through the use of different workshop methods, and/or to devise a number of topics, related to issues dealt with during the small circle discussions of day 2, to further engage into discussions.

The **plenary evaluation session** provides the wrap-up of the entire Interregional Exchange Session. Here **joint conclusions** are being put together and all PPs formulate a short **conclusion report** on their findings (using the self-analysing questionnaire as a starting point).

These conclusion reports are sent around to all partners and provide valuable elements to be learned by the other partners. Besides, these reports will provide input for the **summary reports** that have to be drafted by the **hosting partners** of the Interregional Exchange Sessions (1 summary report/Session).

4.2 Summary on participatory activities during the Interregional Exchange Sessions

The table below summarizes the activities the partners will engage into during the Interregional Exchange Sessions:

Summarizing the formalities: what are all Partners expected to do?	
Day 1 (Walkshops)	1) Project Partners study the **self-analysis questionnaire** (see annex VI) before the Interregional Exchange Session 2) The **self-analysis questionnaires** are filled-in during the walkshops on day 1 and then distributed among all partners at the end of that day. 3) All Project Partners are asked to read and reflect on each other's **self-analysis questionnaires** and use them as input for day 2.
Day 2 (Small circle-discussions)	1) Creative workshops are used to engage into problem solving, knowledge exchange and interaction activities both in plenary (linked to good practices relevant for all partners), as well as in smaller groups (linked to knowledge sharing possibilities relevant only for a certain group of partners).
Day 3 (Stakeholder interaction and visitation)	1) As part of the concluding plenary session, all Project Partners are asked to fill in a short **conclusion report** (see annex VII) and form joint conclusions; 2) The **conclusion reports** are distributed among all partners at the end of the session; 3) The conclusion reports provide input for the host partners to formalize the **Summary Reports**.

4.3 Summary of the draft agenda for the Interregional Exchange Sessions

In short, the Interregional Exchange Sessions can be summarized following a draft agenda set out below:

Program of the visits			relevance	Activities	Method cycle
day 1	Walkshops	Good practice visits exploring the good practices on the spot	Walkshops integrate informal discussions with first hand visits to sites. The good practices give an insight on the possibilities of policy development by PPs and start creative thought processes. Furthermore, they provide the creative thinking and social interaction process.	walking, informal discussions with local stakeholders, learn by seeing	*For PPs and stakeholders:* Self-analysis phase
day 2	Small-circle discussions	workshops to consult with the good practice donors on the adaptation of the visited practices sub-group discussions on further knowledge needs not shared by all partners	These discussions help to sum-up good practices and to think and rethink existing and new ideas and solutions to challenges and problems. It creates a basis to fill in knowledge gaps and stimulate knowledge transfer among the PPs	Creative workshop methods, to be decided upon.	*For PPs and stakeholders:* interaction phase
day 3	Stakeholder interactions and Evaluation	small-group meetings of stakeholders from the different partner regions with similar background (e.g. SMEs, Managing Authorities, local authorities, heritage protection institutions) Joint conclusion session, input for summary reports	These meetings provide the opportunity to stimulate knowledge flows between regional and interregional level and stimulate cross-sectoral interaction between stakeholders and policy makers.	roundtables for stakeholders plenary session	*For stakeholders:* possibility to use other team cooperation building methodologies *For PPs and stakeholders:* Evaluation phase

III. Match making of learning needs with good practices

1. The Match Making Process – basic methodology

The aim of the Match Making Process is to find all possible matches between partners with regard to knowledge to be shared and learning needs to be covered. The process results in the identification of **three partners** from the consortium being able to provide knowledge relevant for all partners and in the formulation of **sub-groups** linked to topics not relevant to all, but only a certain group of partners.

Many aspects of the Knowledge transfer process are impossible to concretize in a narrow detail, as they are too much intertwined with the daily operational challenges of the Partners in their given regions. However, in order to create a best-fit-for-all model, the process revolves around the creation of three **overarching main themes** (linked to the three most relevant good practice donor partners), and **sub themes** (linked to the sub-groups) that are developed to fit under the main themes. The match making then revolves around the question how the various knowledge needs and knowledge sharing possibilities are able to fit into these categories and adding matches to the categories.

2. The step by step process of the Match Making

2.1 The process step-by-step

The Match Making Process started with an analysis of the State of Art documents that have been created by each region. Within this document there are two sections that display the strengths, weaknesses and knowledge needs of all Regions participating in the SWARE project, following their policy instruments and regional contexts. Furthermore, the documents contain a section on the good practices selected by all individual Regions.

1. An analysis of these sections led to the creation of **summary tables** on the strengths and weaknesses of the policy instrument and regional contexts.

2. The summary tables were sent around to all Project Regions, together with a **template** and the finalized State of Arts of all regions. Following instruction, all Partners were asked to read the summaries and answer two questions by filling in a template:

    a. What good practice and/or other knowledge can I share with this partner? Why?
    b. What knowledge need can this Partner assist me with? Why?

    Furthermore, all Partners were asked to **prioritize** their choices. By doing this exercise valuable input was being received for a general overview on possible matches and themes that were relevant for all partners.

3. The above inputs were structured into a matrix. Hereby, the following steps were taken:

    a. A general overview on **3 main themes** relevant for all partners and large enough to fit a large variety of **sub themes** in to them was being developed

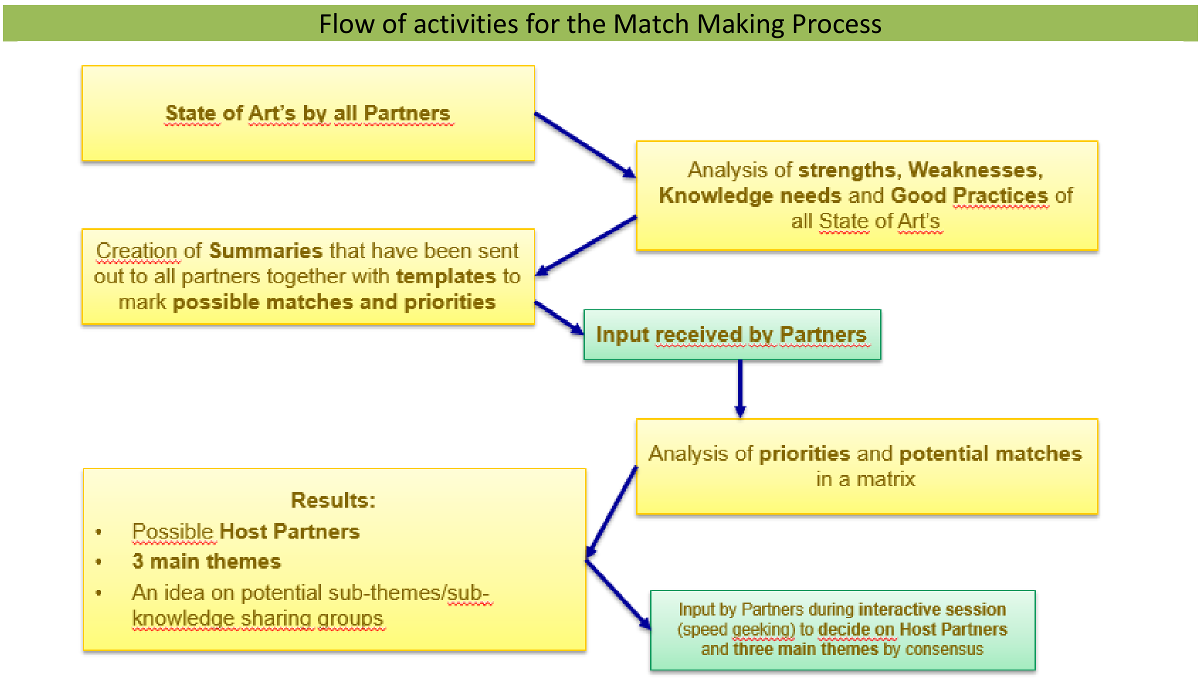
   b. All partners' choices were matched in a 'give & take' matrix, i.e. the actual **match-making** was being done
   c. The matches were categorized along the 3 main themes, and put into preliminary sub theme categories. By doing so, a number of **relevant Host Partners** per main theme would be taken out.

4. The **second TWG meeting** in Ireland, held on the 1st and 2nd of March furthermore solidified the match making by deciding upon the 3 main themes and Host Partners. Following the **presentation of the State of Arts** and **a speed geeking exercise**, the creation of sub-themes and sub-groups has further purified.

5. The results of the exercise are being collected and processed in order to support the creation of a **detailed agenda for the Exchange Sessions**, including the knowledge sharing sub-groups.

2.2 Summary of the Match Making Process

The chart below summarizes the Match Making Process for the SWARE project as described in the previous paragraph, conducted between January and March 2017.



3. The results of the Match Making Process

3.1 The main themes of the Interregional Exchange Sessions

The outcome of the Match Making Process was the development of 3 main themes. Each Interregional Exchange Session will revolve around one of the 3 main themes, further filled in by sub-themes. The themes and possible sub-themes are depicted below. The main themes have been agreed upon by consensus during the second TWG Meeting in Ireland.

1) Governance Structures

Possible sub-themes: Stakeholder involvement, public-private (SME) involvement, investment and financing structures, data collection and monitoring …

2) Connecting tourism with infrastructure and heritage

Possible sub-themes: Recreational infrastructure development, use of cultural and natural assets, tourism sector development …

3) Promotion, marketing and PR

Possible sub-themes: Use of ICT tools for promotion activities, public-private involvement, marketing of waterways, cultural and natural heritage …

3.2 The hosting partners of the Interregional Exchange Sessions

The Match Making Process provided the nomination of three Host Partners that will host the three Interregional Exchange Sessions, based on the relevance they as 'good practice donors' for all other Project Partners, following for the main themes. The table below shows the Theme, host partner and foreseen date of the 3 Exchange Sessions:

main Theme	Host Partner	Dates
Governance Structures	Tipperary County Council (PP2)	22-24, May – starts at the afternoon
Connecting tourism with infrastructure and heritage	Metropolitan City of Milan (PP3)	12-14, September
Promotion, Marketing and PR	South Holland (PP1/6)	9-11, October

IV. Annexes

I. Annex I. Formats for creative workshop methods

Within the framework of the Exchange Sessions, it is expected to use various methodologies for group interaction in order to create engagement and cooperation among participants. These are particularly useful for the workshops and small-circle discussions held during day 2. Several examples are mentioned in the SWARE Application Form. However, the list of possible workshop methodologies is not mutually exclusive. This means that the Host Project Partner and the Activity Leader partner are free to decide on other methodologies for problem solving and group interaction.

Action Learning Set model

The Action Learning Set is an approach used to explore possibilities to solve problems in a group setting by involving the creative inputs by peers on a structured manner.

The Action Learning Set is an approach used to explore issues in group setting that would benefit from creative inputs by peers. The approach identifies possible causes, solutions or visions that help the issue holders to move forward.

Under guidance and moderation of the host or lead partner, a participant presents a real-life (work related) issue to the group. The problem is explained in full detail, to provide information on context, backgrounds and impacts. The participant shares information on steps that are being undertaken to solve the issue. The problem is shared to a wider brainstorming group, whose task is to internalize and understand the issue at hand. At the end of the explanation, they get the possibility to ask questions for clarification and share insights based on *personal experiences*.

Here, the moderators' role is to make sure that the discussion remains focused on the issue provided and the problem owner. In addition, the problem owner does not actively engage into the discussion, but is asked to internalize the responses of the peers. He or she will be able to act upon it during a wrap up phase of the workshop session(s). At that point the moderator encourages all problem owners to provide feedback and analyse whether the discussions have helped them to reach new insights in tackling the issues at hand.

The Future Dialogue process

The Future Dialogue process is an approach used to explore possibilities to reach desired future situations in a group setting by involving the creative inputs by peers on a structured manner.

The Future Dialogue process shares similarities with the Action Learning model in its approach to enhancing group dynamics and start creative thinking on problem solving processes in a structured manner. However, the Future Dialogue process places itself in a future situation of desired outcomes. Therefore, it is a sharply solution focused technique. Its goal is to lead to insights into management and policy paths that lead to these desired future outcomes.

Participants are asked to describe and create a scenario of future operation that they perceive to be successful. Single cases are taken and a discussion is set up. Hereby the discussions are set to the hypothetical future. From this starting point, the dialogue is steered backwards to describe key barriers that need to be tackled between the future and the present. While working back to the present situation, the participants get an increased insight in their own role within the process, as well as how to achieve the desired outcomes. As the discussion takes place in a dynamic group setting, the participants create deeper engagement with each other and develop a better understanding of rooted group and individual priorities and assumptions in problem solving situations.

COCD box approach

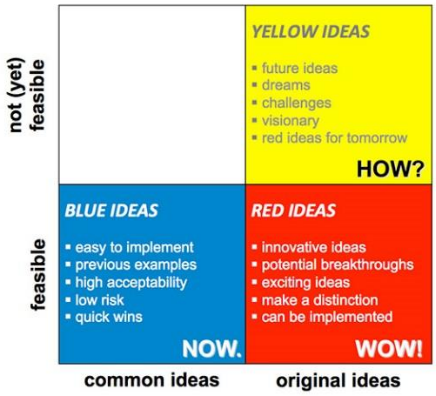
The COCD box approach helps to select and identify ideas to find out which of them is the most feasible.

The approach structures ideas along two axes, originality of ideas and ease of implementation. Therefore, the approach categorizes ideas along distinct boxes that have a distinct colour. The boxes are:

1. Yellow ideas: ideas that are not yet feasible, but very original in their approach. These can be valued and treasured for future implementation
2. Blue ideas: ideas that are feasible but common in their approach. These ideas are quickly accepted, relatively easy to implement, have past examples available and therefore do not pose a large amount of risks.
3. Red ideas: ideas that are feasible and original in their approach. These ideas are innovative; contain new unexplored paths for development. Moreover, it is possible to implement these ideas in a short-term notice.

Put in a box, the axes are summarized as follows:

The COCD box model



A COCD brainstorming session starts with a fictive problem or challenge. All members of the brainstorm session need to devise and write down ideas on ways to tackle these issues. These are written down on notes. In an ideal situation, the total number of ideas for a successful session should be above 40. The total amount of ideas needs to be divided by the amount of participants in order to get a number of ideas to he handled per participant. Under the guidance of the Host Partner / Lead Partner, these ideas are then distributed among the participants equally. The participants are invited to read out the ideas one-by-one and start a discussion on the feasibility and originality of the ideas they received. At the end of the discussion, the idea is sticked in one of the three coloured COCD boxes. After handling all ideas, in discussion with the whole brainstorming team, groups ideas are categorized into clusters. At the end of the brainstorm session, the ideas contained in the red box are ideally those that should be considered for further discussion.

The COCD can also be used for categorising the answers and solutions of the Action Learning set model as an extra step.

Speed Dating and Speed Geeking

Speed Dating is a useful tool to engage into a matchmaking process on a formalized manner, whereby it is ensured that all partners receive an equal chance to talk and 'pitch' themselves towards the other. Speed Geeking, that is essentially similar to Speed Dating, is a useful tool to present or showcase a multiple amount of presentations in a formalized manner. Both involve the use of speaking session with a fixed amount of time.

Within a **Speed Dating session** all participants get the chance to speak to each other for a fixed amount of time. Hereby participants paired with each other. When the time is over, all participants rotate to find a new participant to engage in new speaking session round. At the end of the Speed Dating session, all participants had the chance to talk with one another.

The **Speed Geeking session** uses a similar process. However, unlike a Speed Dating session, the location for a number of participants, namely those that are holding or 'pitching' presentations is fixed. There is a fixed amount of participants present at each presentation that are able to listen and further engage into the presentation for a fixed amount of time. When the time is up, they rotate to a new presentation in a formalized manner. At the end of a Speed Geeking session, all listening participants had the chance to attend all presentations. However, all participants holding the presentations are not able to interact with each other.

II. Annex II.: Agenda template for the Exchange Session

<u>Agenda Knowledge Exchange Session nr.x.</u>

Main theme: …
Venue: …

Date: …

Day 1 Presentation of good practices under the main Theme
Main format: visit of Good practices (Walkshops) and presentations

Good practice(s) relevant for all partners under the Theme
1.: …
2.: …
x.:….

Day 2 Discussions
Main format: creative workshops

Discussion(s) linked to good practices relevant for all partners

1.: …	2.: …	3.: …
Workshop format: …	Workshop format:…	Workshop format: …

Discussion(s) linked to knowledge sharing possibilities relevant only for a certain group of partners

1.: …	2.: …	3.: …
Participating partners: …	Workshop format:…	Workshop format: …
Workshop format: …	Participating partners: …	Participating partners: …

Day 3 Stakeholder interaction and conclusion

Stakeholder discussions in parallel:

Group 1.: …	Group 2.: …	Group 3.: …
Topic: …	Topic: …	Topic: …
Participants: …	Participants: …	Participants: …
Discussion format: …	Discussion format: …	Discussion format: …

Conclusion and evaluation session in plenary

Agreement on next steps

III. Annex III.: Attendance sheet

Available as a separate document

IV. Annex IV.: Self-Analysis questionnaire

The questionnaire provides the possibility to the partners to engage in a self-analysis of key issues, learning needs and knowledge sharing ideas they want to focus on during each Interregional Knowledge Exchange Session.
Please fill out the questions during and after the walkshop on day 1 and provide them to the facilitator. All Project Partners will receive the documents written by their peers. The questionnaire will also provide a means for you to formulate the Conclusion report at the end of the Knowledge Exchange Session.

Interregional Exchange Session nr. x.
Host partner:
Date:
Name of partner completing the paper:

Please focus on the **key issues/weaknesses in your region** that you want to tackle via the SWARE project and specifically at the current Knowledge Exchange Session.
Please try to answer the following guiding **questions linked to <u>each</u> key issue**!

1. What is the main topic of the issue to be tackled? Is it linked to the policy instrument targeted? If yes, how?
2. What is the reason behind the current situation in your region?
3. Who is/whom are the problem owner(s)? Whom are the other role-players/responsibles?
4. Do these players have mutual goals/different (personal) interests?
5. What is the actual desired result/change to be reached linked to the issue?
6. What tools and assets are available in your region to reach the result? What is not available?
7. Which are the good practices/strengths you have spotted within the SWARE partnership that could be of use for you (linked to this specific issue)?
8. What are your actual expectations from the upcoming day in terms of knowledge to gain? Do you already have any concrete questions towards the owner of the good practice?
9. Any other aspects or information you find relevant linked to the current knowledge exchange.

V. Annex V.: Conclusion Report

Within this Conclusion Report all Project Partners are kindly requested to set out their findings of the Interregional Exchange Session. Please take in mind how this Interregional Knowledge Exchange Session helped you to formulate your thoughts on how to improve the policy instrument in your region, based on the self-analysis questionnaire, walkshops and obtained good practices, as well as the brainstorming sessions and discussions with your peers. These conclusion reports will be provided to the facilitator. All Project Partners will receive the documents written by their peers. Furthermore, the conclusion report will provide valuable input for the host partner to create the summary report about this event.

Interregional Exchange Session nr. x.
Host partner:
Date:
Name of partner completing the paper:

Linked to the each key issue described in the Self Analysis questionnaire:

I. Lessons learnt:

1. What were the main lessons learnt and from which presentation/workshop of the Exchange Session?
2. Did you receive answer/feedback on all of your learning needs?
3. Are there still any input missing? If yes, which are those?
4. Do you foresee how/from whom you may gain answer to the above open questions/missing points?

II. Actions and next steps:

1. Based on the inputs received what concrete actions do you foresee upon returning home?
2. Who will you involve into these actions and when? What could be the role of your stakeholders?
3. Is there anything missing (in terms of financial sources, thematic, personal or policy related capacities) to these actions? Are there any other factors hindering your plans?
4. Do you have any ideas or plans on how to overcome these difficulties?
5. Are there any overarching topics?

III. Knowledge providing towards other partners:

1. What strengths/good practices you brought in to this Session was able to provide valuable input to your peers? Which partner and on what manner?
2. Are there any actual further steps/knowledge providing actions agreed upon?

VI. Annex VI.: Evaluation/satisfaction questionnaire for the participants of the Interregional Knowledge Exchange Session

EVENT EVALUATION SHEET
Date and venue of the Event:
Please, appraise the event by the following criteria: From a 10 for completely agreeing with the statement, down to a 1 for completely disagreeing with the statement.

Content

1. The given information in the presentations was really useful for me
2. The presentations were well prepared and the speeches were of a high level
3. There were enough opportunities for questions and discussions
4. What was the most interesting part or presentation or discussion for you? ……………………………………………………………………………………….
5. What was the least interesting for you? …………………………………

Venue and organisation

6. The meeting was well organised, the logistics were satisfactory
7. The venue and related arrangements offered enough possibilities for discussion
8. Other Comments: ………………………………………………………………….

Thank you for your answers!