

## **RECOMMENDATION PAPER GUIDE LINES ON COLLABORATIVE ACTION PLANNING**

### **Presentation on the practical content of the Action Planning Introduction to the Action Plan Template** *Notes from the Interreg Europe Programme Manual*

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### ***Expectations***

- *To what extent is the project complementary to other cultural actions implemented on national, regional, local scale?*
- *What is the expected short/medium/long term impact of the project?*
- *How sustainable is the project beyond its duration?*
- *How appropriate, clear and realistic is the allocation of the budget and human resources to the activities undertaken?*
- *How clear and appropriate is the strategy to communicate and disseminate the results of these activities even beyond the end of the project?*

### ***Introduction to the Action Plan***

*One of the key elements in the projects of the Interreg Europe Programme is the development of regional action plans. The partners are asked to describe the actions which could lead to the development of possible action plans.*

***Each partner produces an action plan*** which should influence what will be done in the region to ensure that the lessons learnt from the cooperation project are put into action. The partners are requested to specify how they could influence the regional policy changes by their recommendations. The partners are requested to give a detailed and specific description of the overall project goals.

***Monitoring process.*** The partners are also required to monitor the progress of their action plans. It states how the expectations are satisfied and accomplished-

### ***General information***

- ***Project.*** Title and subtitle.
- ***Partner organisation.*** The name of the Sware partner.

- **Other partner organisations involved.** It would be better to have more than one partner organisation. They could be public authorities or private ones.
- **Country.** The name of the country involved.
- **Region.** The name of the Region involved.
- **Contact person.** It's important to have a few referring persons (email address and phone number).

### ***The action plan aims to impact***

- **Investment for growth and jobs programme.** It is important to find out if there are already operative programmes for green jobs.
- **European territorial cooperation programme.** It is important to find out if there are European Cooperation Programme in progress. If not, it would be useful to find out what kind of European programme could be used for this purpose.
- **Other regional development policy instrument.** That is determinant as it states what kind of efforts Region has already carried out to enhance the Water Regions Heritage. Above all the effective results of these proceedings. Otherwise, it is important to point out what kind of regional instruments we may refer to.
- **Name of the policy instrument addressed.** It's important to underline the importance of the Water Regions Heritage and to urge it to the attention of Europe and to the Regional Public authorities.

### ***Key points of the Action plan***

1. **The background.** Describe the lessons learnt from the project. They are the basis for the development of the Action Plan.
2. **Action.** List and describe the actions to be implemented.
3. **Players involved.** Indicate the organisations in the region which are involved in the development and implementation of the action plan. Explain their role.
4. **Timeframe.** See the notes here below.
5. **Costs (if relevant).** Estimate the costs as accurately as possible (even an approximate orientation)
6. **Funding sources (if relevant).** See the notes here below.

### ***The development of Regional Action Plan. Details of planned actions***

One of the key elements in the projects of the Interreg Europe Programme is the development of regional action plans. Each region involved in the cooperation project produces an action plan which specifies what will be done to ensure that the lessons learnt from the cooperation project are put into action. In other words all partners are requested to describe the set of actions and the practical details of the envisaged actions. Some lessons learnt cannot be transferred into concrete actions, but they can function as a policy recommendation as well.

To ensure continuity within the project stages, an additional point of attention is the thematic connection with the three thematic subjects:

- a) **Governance**
- b) **Connecting infrastructure with heritage**
- c) **Marketing**

**P.S.** See the reports from the Interregional Knowledge Exchange sessions (KES)

### ***Timeframe. Semester 4***

**3° TWG Meeting, Milan.** The drafting of the Action Plan starts in Semester 4 during the thematic working group. TWG, Milan

**4° TWG Meeting, Komarom.** Discussion about the status of the action planning process (difficulties and problems) Reports by all partners (linked to the policy instrument/action plan). Bilateral and small circle discussion (by using the problem of the solving method).

**Semester 4° TWG online Thematic Working Group.** Implementaion and coordination of content. Six Synergy sessions will be held. One synergy session per project partner.

**Two Stakeholder and Institutional Learning Group (SIG).** To stimulate the organisation and learning for the drafting of the Action Plan.

### ***Timeframe. Semester 5***

**Semester 5 TWG Videzeme.** Discussion and finalization about the results achieved.

**One additional SIG Meeting** is held within Semester 5. There will be cross-reading exercises (interregional learning).

**One closing meeting.** Drawing up the final lessons learnt. Evaluation of the results achieved. Preparation of the action plan implementation and monitoring phase.

**Start of phase 2. Monitoring.** In order to detect potential inconsistencies in the drafts, but also to gain inspiration from all partners' documents.

## ***Annex 1. Action Plan Template. Discussion Statements and notes***

- *The Action Plan is a document providing details on how the lessons learnt from the cooperation will be exploited in order to improve the policy instrument tackled within that region.*
- *The lessons learnt are fundamental since they show as far as now what kind of governance is the most appropriate one and what best practices shared are most suitable to the implementaion of the Sware project.*
- *The goal is to find out (if operative) what kind of policy instrument is most suitable to influence the policy makers (within each region) to reinforce heritage and tourist attractors.*
- *It is important to determine what kind of financing as well. If that comes from the partners' resources or incomes generated by the action plan. Moreover if the financial contributions come from third parties' support.*

## ***Annex 1. Action Plan Template***

The Action Plan specifies the **nature** of the actions to be implemented. It is fundamental to specify the nature of actions (heritage, tourism, green jobs, communication, digitalisation...).

**Timeframe.** *It is important as well to give an idea of the time necessary to start and go on giving new implementation to the actions (step by step).*

**Players involved.** *Actions depend most of all from the players involved both public and private ones.*

**Costs (if any).** *It is important to determine the costs implied (if known) or, at least, to foresee what the costs could be approximately about, basing on the previous experiences (if at hand).*

**Funding sources (if any).** *As a matter of fact, there's absolutely the need to verify if there's any possibility to refer to concrete funding resources (if known). Otherwise to suggest what could be the funding resources to be referred to.*

## **Methodology**

*As the regional plan is a tool for the specific region, each partner region is asked to develop one action plan. That means the SWARE project will deliver five complete action plans. If the same policy instrument is addressed by several partners, only one action plan is required even if its effects go beyond the organisations' direct geographical neighbourhood. In this case the partners will be required, as stipulated in the grant agreement, to produce a public summary/report providing information about their common action plans and the results of their cooperation. To maximise impact, projects should have a clear and strong strategy for communication and dissemination of their activities and results. The public summary/report must be included in the final report submitted. After approval it will be transferred and automatically published in the dissemination digital platform. For detecting and handling any kinds of problems, conflicts or remaining inconsistencies that haven't spotted before, partners will use an action plan self-assessment tool. Partners may draft their action plans in their local languages even if a translation in English is required for the transmission of the action plan to Europe. A final quality control of each Action Plan will be drawn by MCM.*

### **Disney brainstorming method on stakeholder involvement**

*Three Stakeholder and Institutional Learning group (SIG) meetings are reserved on how to involve stakeholders in the process of the collaborative action planning. Each partner is free to decide to have more meetings in the form of SIG or on bilateral discussions.*

*The action planning process, as regards stakeholders, is divided into three main stages:*

- a) Ambition**
- b) Practical steps**
- c) Critics**

*The Disney brainstorming method breaks down the brainstorming process into three distinct chunks:*

- a) The dreamer**
- b) The realist**
- c) The spoiler (or critic)**

*These stages can be aligned with the three stages described here above.*

***The dreamer***

*The first stage is for fantasizing about all possible actions which could improve the policy instrument and help Sware project to reach its goal. It is important in this phase to visualize and fantasize without a filter.*

***The realist***

*During this stage, the ideas which came up during the dreamer phase, are re-examined and re-worked into something more practical and operative. The main question during this stage is: “How can it be done?”*

***The spoiler***

*During the final stage both the ideas of the dreamer stage and the practical reworkings of the realist stage ones are critically evaluated. The ideas that survive the final stage can be included in the action plan drafting process.*

*Partners can use different methods in their SIG meetings as it might function better for the region itself. The process through which an idea-building is critically examined is strongly required before including the idea into the action plan drafting.*

### ***Priorities by MCM***

*MCM thinks the action plan should support, above all, the cultural and creative sectors. As the action plan is based on:*

- a) transnational nature*
- b) audience development*
- c) capacity building*
- d) new business models*
- e) communication*
- f) education*
- g) training*
- h) financial capacity*

***a) transnational nature***

*MCM thinks of the heritage of the European Water Regions as something in common instead of something different. Transnational exchanges do not necessarily create new works, but may enable new and existing works to circulate. Cultural and creative sectors are sectors whose activities are based most on cultural values and touristic fruition with a particular focus on young generations and under-represented groups.*

*These activities include the development, the creation, the production, the dissemination and the preservation of the heritage services as well as of related functions such as education or management. The cultural and creative sectors include tangible/ intangible and landscape heritage.*

***b) audience development***

*If a project isn't disseminated among the community and the stakeholders it's a useless project. Audience development is about doing something together with audiences rather than doing something for them.*

**c) capacity building**

*A project should build comprehension, sharing and, above all, the capacity of building up a system of interpretation and concrete intervention which reaches all the expectations by the players and stakeholders. The projects should involve co-creations, co-productions, touring services, etc. so that they do not focus solely on the "supply side" but also on the "demand side" (maps of expectations/ maps of community). These ones might include the organisation of workshops, the setting up of co-working and co-creation spaces, the development and testing of new business and management approaches and other activities linked to entrepreneurial skills for the cultural and creative sectors.*

**d) new business models**

*New innovative models for intervention which are capable of producing sustainable (green) incomes as well as accessing to new markets possibilities and circulation of cultural and creative green jobs and activities with no distinction for market- or non-market-orientation. Sware programme supports transnational projects that enhance the business skills of the cultural and creative players in order to better understand the changing economic context and find new economic sources (green jobs) or new management models to better perform at lower costs.*

**e) communication**

*Without communication there isn't any chance to be successful. Social canals area is a very important resource which is strictly related to the creation of a digital platform to share results and reach all expectations (tentative list). There should be an interaction with local communities and audience rather than being confined in a corner of the opportunity platform. The great chances offered by the new technologies make it necessary to develop and test new models of management and marketing for all cultural and productive sectors. At the same time, the cultural and creative operators should enhance their financial and business skills to better perform and act on the market operations taking full advantage of the funding resources at disposal or reachable.*

**f) education**

*We should teach and educate people starting from the primary school system to know and appreciate the water heritage implications and teachings. Storytelling is important as this process of representation of the reality gives people a chance to talk about themselves whatever their background and language are.*

**g) training**

*We should teach, above all, young generations to be aware of their heritage. They are the new human resources for a sustainable exploitation of the lombard territory in cooperation with the touristic and cultural operators. Building partnerships and contacts is important as well since it facilitates the reciprocal integration and exchanging of the results achieved. Enabling people to gain new skills and knowledge will enrich their professional life and open new channels on the labour market by improving their employability. Training through formal learning or through non-formal activities focused on practical learning is another important factor of success.*

**h) financial capacity**

*It's necessary to have stable and sufficient sources of funding to maintain the action plan and its activities throughout the whole period during which the actions are being carried out. The valorization and development of the water heritage, supported by Sware recommendations, should accompany the (already) existing projects or launch new ones, urging the regional authorities and private stakeholders to carry on these expectations on the basis of the documents submitted, in this*

case, by Sware. The Lombardy financial capacity should take advice from these Sware recommendations and guidelines submitted with the application.

### ***Lombardy Region Institutions***

*The institutions which could support SWARE Action Plan could be:*

*on a first level:*

*Culture, Identities and Autonomies*

*Economical Development*

*Infrastructure and Mobility*

*on a second level*

*Territory, Urbanism and Soil Conservation*

*Environment, Energy and Sustainable Development*

*Education, Training and Employment*

*Sport and Youth Policy*

### ***MCM's Action Plan. Funding Lombard context***

*Lombardy Region (institutional) context*

- *Lombardy Region. Creative Industries (referring fund POR FESR). Cultural Attractors. The most relevant attractors for tourism and green jobs. Regional Law of reorganization of the heritage n. 25/2016. Art. 19. Ecomuseums. Art. 20 Cultural Itineraries. Art. 26 Education and Cultural Promotion. Art. 28 European Integration. Art. 29. Cultural and Creative Industries. Art. 37. PIC Integrated Cultural Plans Lombardy Region.*
- *Lombardy Region. Economical Development. Touristic promotion. Regional Observatory on tourism and attractiveness*
- *Infrastructure and Mobility. Agreement on the territorial development of rivers for coordinated planning.*
- *Environment, Energy and Sustainable Development. Regional Landscape Plan*

*Private context*

- *Foundation Cariplo. Calls "Cultural Participation". "Territorial Projects"*

### ***MCM's key points and steps for the drafting of the Action Plan***

- a) ***Elaboration*** and start up of an open social and technical digital platform for the representation of the whole system of the lombard canals.
- b) ***Contacts*** with the public and private authorities devoted to the management of the inland waterway heritage.
- c) ***Contacts*** with the cultural and creative industries operating in the territory.
- d) ***Selection*** of the best practices upon which to build up a systemic plan of actions.
- e) ***Set-up*** of a qualified management cockpit by MCM to become a referring point for all the territorial players.

f) **Agreements** among the stakeholders for:

- cooperation
- communication
- dissemination
- capacity building
- employability
- green jobs ((business new skills).

g) **Comparing** MCM Action Plan's key points (and steps) with the European partners' ones.

h) **Construction** (if possible and relevant) of a common strategic digital platform.

i) **Analysis** of the different possibilities for funding resources (both public and private ones).

j) **Drafting a format** for an Action Plan in strict cooperation with the European partners to insert key themes and possibile actions in common.

k) **Presenting** SWARE's recommendations as a compact body for influencing the policy makers' decisions and choices on a European scale.

l) **Launching** a pilot project (such as "Ecomuseum Martesana") for monitoring the effects and results of the Action Plan applied to a network already existing.

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