

Checklist for organising a regional structure to realise a masterplan

In Northeast Fryslân six municipalities, the province of Fryslân all and stakeholders work together on the socio economic development of the region. This regional cooperation has been named "Network Noordoost"

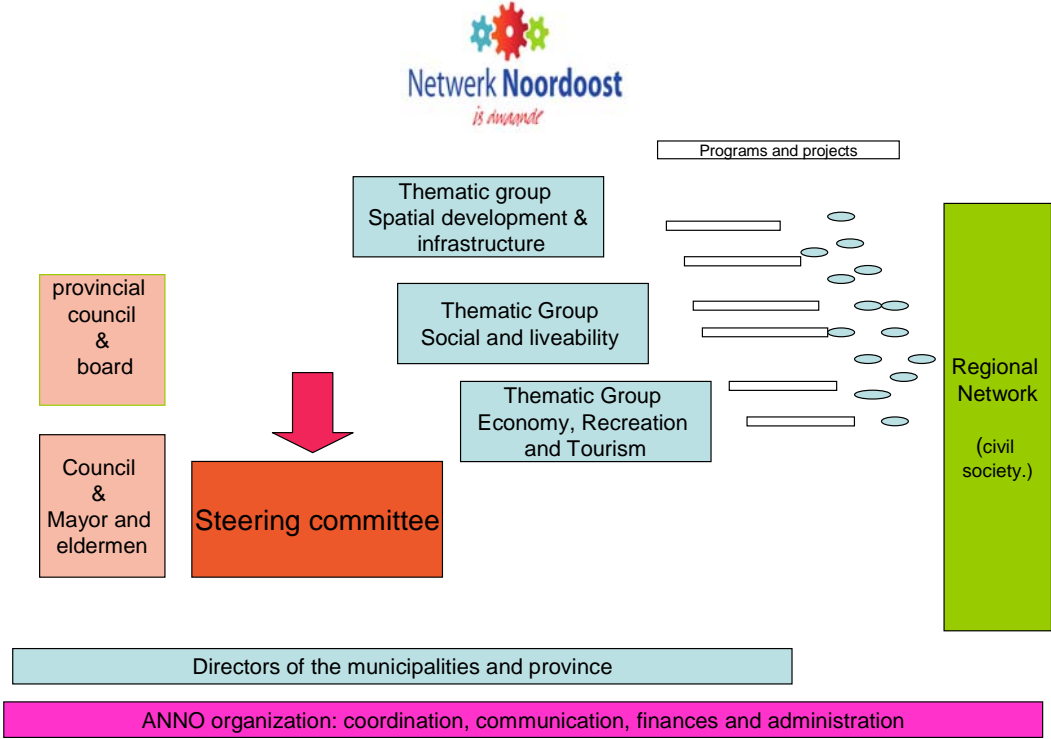
The course for the socio economic development of the region is set out in the Social Economic Masterplan (May 2010). In good cooperation this vision had been concretized into projects: Agenda Network Northeast (February 2011). All stakeholders have discussed the best way to organize the steer the Agenda in an efficient way.

The results have been transformed in a general checklist for regional cooperation for the project Vital Rural Area with examples of the approach in North East Fryslân.

No.	Step
1.	Defining principles for cooperation
2.	Defining responsibilities for involved parties
3.	Defining the base for an origination structure
4.	Forming and installing a steering committee <ul style="list-style-type: none">○ composition, tasks & approach
5.	Defining roles of involved partners <ul style="list-style-type: none">○ Representation, tasks & approach
6.	Defining organization, processes and roles in executing the Agenda and concreting the Agenda in a multi annual project plan
7.	Defining decision making
8.	Defining Financial agreements
9.	Defining working definitions

Checklist for organising a regional structure to realise a masterplan; example ANNO

No.	Step	Example ANNO
1.	Defining principles for cooperation	<p>A Common ambition: <i>“In 2030 the quality of life in Northeast Fryslân is very good. People are living and working with pleasure. Northeast Fryslân is developing as a dynamic rural region in the northern urban network. By working together on a regional scale we make our ambitions come true!”</i></p> <p>The realization of this common ambition is a common responsibility. This implies:</p> <ol style="list-style-type: none"> 1. see value in regional cooperation to achieve the ambitions for Northeast Fryslân and making better use of additional funding 2. actively work together to address the implementation of the Agenda 3. agree to from a regional perspective, based on the common interests 4. inform each other about initiatives and developments effecting the perspectives and interests of the region 5. Together and individually take care of acquiring the financial resources, necessary for the implementation of the Agenda; 6. Together and individually ensuring good communication to the organization and to external parties such as civil society; 7. While executing the projects, shaping and finetuning the organisation and cooperation of the Network.
2.	Define principles for responsibilities	<p>Responsibility for implementation of projects (content, process and finance) is the responsibility of the best equipped partner for this project.</p> <p>This partner will ensure the timely and accurate involvement of the other involved partners and stakeholders, for a swift handling to process procedures (for licenses and permissions), and timely project feasibility. Individual partners remain responsible for individual projects.</p> <p>The steerings committee is responsible for the program management and the process of the Agenmda Network Noordoost. Thematic groups, consisting of eldermen of the municipalities and the Provice are responsible for the content frameworks of the implementation of projects. The ANNO organizations (consisting of a processe coordinator, a financial officer, a ommunication officer and an administratie officer is supporting the process and the implementation of projects.</p>

<p>3.</p>	<p>Define the base for an origination structure</p>	<p>Organization of ANNO:</p> 	
<p>4.</p>	<p>Forming and installing a steering committee</p> <ul style="list-style-type: none"> ○ Composition ○ Tasks ○ Approach 	<p><u>Composition</u></p> <ol style="list-style-type: none"> 1. The province has two administrative representatives and municipalities are represented by their mayor. Replacement is allowed if representatives are unable to attend. 2. One of the representatives of the province is chairman of the steering committee, one of the representatives of the municipalities is vice chairman of the steering committee. 3. Other parties than listed can be represented if determined by the steering committee. 	

Tasks

- A. The members of the Steering Committee shall ensure a good feedback to the partner they represent, as well as to their municipality and Province councils.
- B. The Steering Committee acts as spokesman and representative for Network Northeast.
- C. The steering group responsible for:
 - a. monitoring of the joint ambitions and the process;
 - b. the integrated program control of the Agenda Netwerk Noordoost;
 - c. advice to the boards of eldersmen and mayor of the municipalities and the and the deputies of the Province on matters relating to the CAgenda and the joint ambitions for Northeast Fryslân;
 - d. the annual adoption of the multiannual Agenda Netwerk Noordoost;
 - e. monitoring the integrality between the various program lines and elaboration by the thematic groups;
 - f. the ANNO organization;
 - g. promoting cooperation between the partners;
 - h. advice in disputes between partners;
 - i. lobby and ambassador for the region Northeast Fryslân.

Working method

- A. The steering committee decides by unanimity principle. If it appears that a decision can not unanimous be taken, the point is rescheduled for the next Steering Committee meeting. When the decision in the second instance can not be taken unanimously then it will be taken by majority vote. The chairman may take initiatives for alternatives solutions for disagreements.
- B. he process of the Steering Committee is as follows:
 - a. The Steering Committee gathers in principle five times a year, and also at the request of one of the partners;
 - b. The Steering Committee is supported by one of the municipal secretaries of the partners and official from the organization ANNO - by the program coordinator ANNO;
 - c. The meetings are not public;
 - d. Material for the meetings will be send at least a week and preferably 10 days before the meeting so all municipalities and province can sound own boards on the agenda
 - e. Within 14 days after the meeting a report off the meeting will be send to all attendants.

5.	<p>Defining roles of involved partners</p> <ul style="list-style-type: none"> ○ Representation ○ Tasks ○ Approach 	<p>This is very region specific:</p> <ul style="list-style-type: none"> ○ Thematic groups; Representation in thematic groups (regional themes like , with a description of composition of this thematic groups including tasks and roles and working methods) ○ Organizing the civil society and the contribution of stakeholders in thematic groups (for some partners in structural form and other partners on an ad hoc base for special themes or projects) ○ Working groups for the preparation of thematic groups (the composition of these groups, tasks and working methods) ○ A meeting of directors of the municipalities and the Province (composition, tasks and working methods) ○ The ANNO organization (description, composition, tasks and role)
6.	<p>Defining organization, processes and roles in executing the Agenda and concreting the Agenda in a multi annual project plan</p> <ul style="list-style-type: none"> ○ Interpretation of the master plan ○ Defining the regional value ○ Steering concepts ○ Agreements on reporting progress ○ Defining Measurement of impacts and evaluation <p>Defining communication</p>	<p>The thematic groups coordinate the implementation of projects in Agenda Network Noordoost from a framework-setting role. For each project: a project responsible and administrative responsible. Together they are primarily responsible for the implementation (content and finance) of the project.</p> <p>The starting point is joint project approach of all project leaders. The project responsables invite other stakeholders to participate in a project. Obviously there is a difference in size and number of the various project involved, depending on the type, complexity, and scope of a project.</p> <p>Approach:</p> <ul style="list-style-type: none"> ○ Step 1: Project initiative - format / checklist - agreement and frameworks by thematic groups, administrative assignment ○ Step 2: project plan - format / checklist - agreement by thematic group - to work = project plan ○ Step 3: accountability to the thematic groups and steering group; Progress Reports / Annual Reports ○ Step 4: accountability program level via steering group to mayor and aldermen of the municipalities and deputies of the province. <p>Checklist administrative assignment: The basis for the checklist for obtaining an administrative assignment of a thematic group is a format included in the project book Agenda Network Northeast (February 2011) supplemented by the questions:</p> <ul style="list-style-type: none"> ○ What thematic group? ○ Ambition or priority project? ○ Who is official project responsible? ○ Who is administratively project responsible? ○ who should at least be obtained from the other partners and third parties? ○ Content issues? ○ administrative issues? ○ financial issues?

		<ul style="list-style-type: none"> ○ what is the scope of the assignment? ○ what is NOT covered by the contract? ○ risks and how to control? ○ view on finance? ○ how to prepare project finance? ○ what additional frames gives the theme group last? <p>Checklist project plan</p> <p>A project plan is a deepened administrative assignment and includes in any case the items:</p> <ol style="list-style-type: none"> 1. project name 2. context: motive and goal of the project 3. desired results 4. scope 5. relation to other projects 6. project approach (steps) 7. moments of decision making and back sounding 8. Communications 9. project control <ul style="list-style-type: none"> ✎ project organisation (roles tasks and responsibilities) ✎ planning (time) ✎ finances ✎ quality ✎ risks and risk prevention ✎ information 10. attachment: administrative assignment <p>Program control</p>	
7.	Defining decision making	<p>Regional cooperation is a voluntary partnership. This means that decisions are submitted mayor and aldermen of the municipalities and the deputies of the province and if necessary the councils of municipalities and Province.</p> <p>The steering committee is advisory to them the</p> <p>The Steering Committee is responsible for the program management of the Agenda Netwerk Noordoost and is accountable to councils and boards.</p>	

		<p>The Steering Committee monitors the integrated approach in the elaboration of the agenda and ambitions for Northeast Fryslân. Thematic Groups are responsible for the content frameworks and advise the aldermen and mayors of the municipalities</p> <p>The meeting of Directors is responsible for consulting a careful decision.</p>	
8.	Defining Financial agreements	<p>Principles financial cooperation:</p> <ul style="list-style-type: none"> A. All parties benefit from and want to work in the common interest. B. Only when there is importance for all partners in the implementation of projects these are financed by all partners, there is customized per project. C. Minimum requirement is that the most appropriate partners own (co) financing of a project is available. D. Starting point for the distribution of financial responsibilities in implementing: 1/3rd share for municipalities; 1/3rd for the province and 1/3rd for third parties program level. E. The responsibilities and risks lie with the most appropriate partner. This partner is responsible for a substantial part of the (co) financing. F. Financial cooperation is a growth model with local recognition of the regional value. G. The province of Friesland performs the financial administration of the joint work budgets as ANNO for the organization and for the ambition projects. <p>Financial arrangements projects and organisation and VAT For the organisation of thematic projects and ambition projects and for the organisation special financial arrangements have been made, to region specific to show here.</p>	
9.	Defining working definitions	<p>Examples of items defined (the specific definition is region specific)</p> <ul style="list-style-type: none"> o partners o stakeholders o project initiator o multi annual program o Ambition projects o Concrete projects 	