

Governance model for a permanent technical coordination in Cooperation region

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1. Introduction

This Deliverable is one of the outputs of Activity 3.4 of the NETWAP Project and it is related to the definition of a Governance model for a permanent technical coordination in Cooperation region NETWORK (operation model). This activity consolidates the realization of one of the outputs of the project and provides a tool to extend the results achieved in the targeted territories to areas affected by similar issues.

Applying this tool, it is possible to find a dialogue with political authorities and stakeholder at regional level who can be involved in the definition of a model for the sustainable waste management of touristic areas in the Adriatic coast.

This section presents the proposed operation Governance model, as this was agreed by the partners of the NETWAP project and after taking into consideration their input and a number of consultations that took place between them, during the implementation of the project

2. Vision – Mission – Objectives

2.1 Vision

To operate as a bridge between researchers, enterprises, general public and policy makers in order to improve the awareness on waste management and in order to improve the environmental, economic and social conditions of the rural areas across the two country.

2.2 Mission

Governance's main mission is to stimulate and promote sustainable solutions by facilitating the dissemination and the transferring of the information and innovative technologies among key actors of the waste management sector.

2.3 Objectives

- Increase the rate of success and effectiveness of the projects implemented by its members.
- Enhance competitiveness within local and international market, promoting environmentally friendly and cutting-edge technologies.
- Enhance the quality and increase the management of waste production efficiently.
- Evaluate & deploy new waste management techniques.
- Create & Encourage synergy between members and key actors of the sector.
- Stimulate, assist & promote eco-innovation, identifying financial mechanism and financial opportunities including potential investors.
- Develop & boost the economic development of innovative companies.
- Produce Economy of Scale (costs decrease when company size increases) and Network Effect (the value of a product or service increases with the number of beneficiaries)
- Facilitate the introduction of innovative technologies in the waste management sector and knowledge transfer

3. Structure & Governance scheme

The Governance Model organisational chart should be flexible, allowing its members to take a leading part in actions and services that can be offered along with their specialised knowledge and experiences. Having taken under consideration the vision, the role, the main challenges that will jeopardise its viability, as well as the duties of the members of the Network the following structure is proposed:

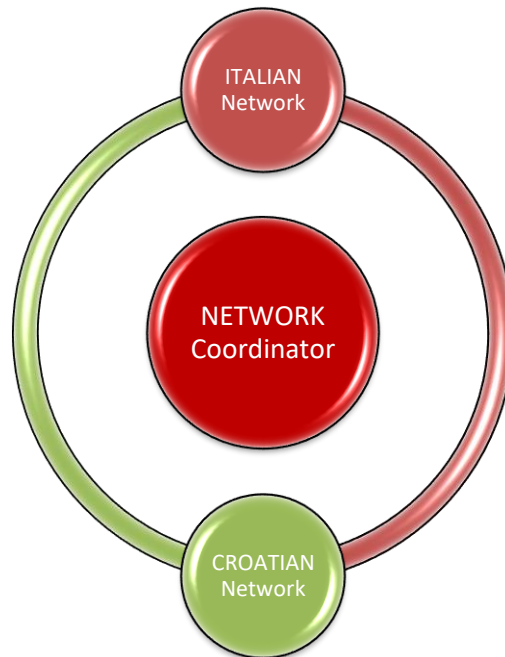


Figure 1. – Scheme which illustrates the interactions between the Italian and the Croatian Network

3.1 The Governance model network Coordinator

4. The Coordinator will be responsible for the overall management of the Network and coordination of the Networks. The Coordinator could be the Project Coordinator of the Netwap project or a representative from one of the partners.
5. Main duties:
6. Prioritisation of project objectives throughout the operation of Network,
7. Engage and support the National Networks for their effective collaboration,
8. Represent the Network in national and international key meetings,

9. Monitor and assess the overall performance and sustainability of Network,
10. Monitoring and facilitating information and general communication within the Network, anticipating and dealing with potential risks, recognising and evaluating available opportunities and ensuring effective communication between the Management Team (Networks' managers) and the Working Groups (advisors & members) of the National Networks.
11. Organisation of transnational meetings between National Networks, one every 6 months.
12. Promote the launch of transnational projects.
13. Expand the Network in other EU countries, persuading key actors of the sector and trigger them to establish New National networks.

3.2 How the National Networks operate

The Network will consist of 2 National Countries, the partners' countries of the Netwap project.

Each National Network is recommended to be represented by 3 persons (in the early stages of network operation): One Network Manager, and 2 advisors. These could be representatives/staff of the project partners

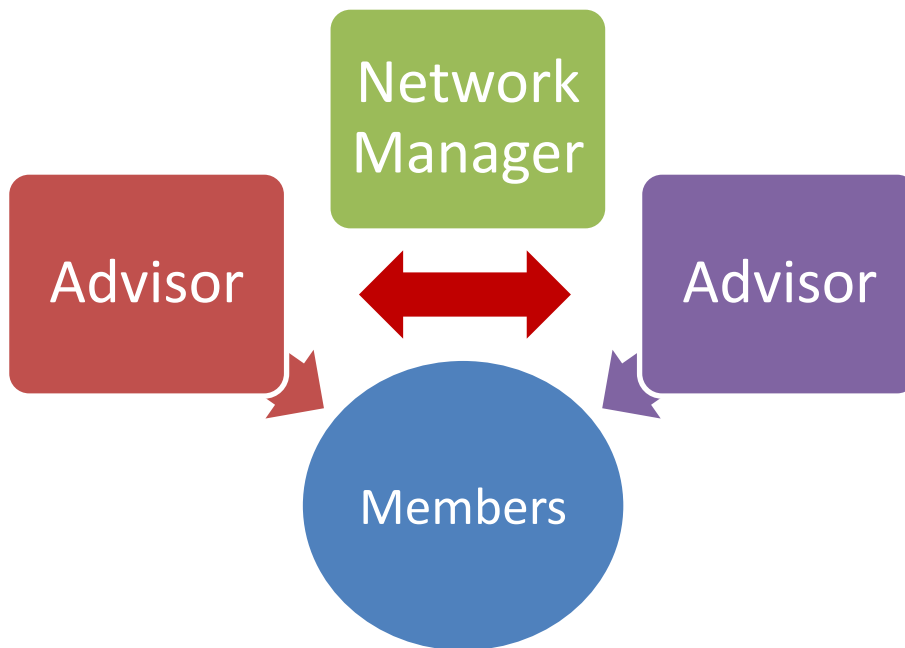


Figure 2. – The structure and operative functions of the Network

Main duties of the Network Manager:

- ✓ Support the objectives of network at both national and international level
- ✓ Identify financing schemes and opportunities
- ✓ Promote international tactics and transferring know-how at a local level
- ✓ Engage stakeholders – register members
- ✓ Communicate with the other network managers
- ✓ Develop information campaigns
- ✓ Organise capacity building seminars/webinars
- ✓ Organise working groups with members

- ✓ Promote synergies and develop joint projects
- ✓ Transfer knowledge to members
- ✓ Support the Coordinator in the evaluation and quality control of Network actions through the collection and provision of quantitative and qualitative objectives

Main duties of the Advisors:

- ✓ Support Networks' Managers with the offered activities/services,
- ✓ Communicate and advice/inform members for technical and financial issues,
- ✓ Register new members following the marketing/communication strategy of the network,
- ✓ Assess the profile of the members (offered services/products & their needs),
- ✓ Search for grants for Network's sustainability,
- ✓ Support the manager in the organisation of working groups
- ✓ Communicate with the advisors of the other Networks, identifying possible collaboration & synergies between members of the Networks.

3.3 Proposed Legal Framework

Due to the limited available time, the Network will operate without having any legal form, at least for the first 3 years of its operation. After this period, the form of a Non-governmental organization will be assessed.

3.4 Proposed support services / main activities offered to members

Technical expert & Policy maker missions to end-users

The personal contact and the presentation-promotion of the offered products/ services of manufacturers of technologies bound to small scale composting to end-users / beneficiaries (inhabitants of a city) in individual meetings are an important step for creating collaborations. These missions can include, among others, B2B meetings between selected members of the Network and administrators of municipalities where small scale composting is largely diffused or manufacturers of composters, and control systems technologies to present, promote and match the compatible technologies / services offered by the entire Network

Networking & Matchmaking

The Network coordinator and the Networks' managers, with the support of their advisors, will analyze the activities of the members of the Network, identify and propose transnational synergies - collaborations between the members of each country, taking into account the offered services/products. They will also seek for networking and matchmaking with actors outside the Network.

Other offered services to members:

- ✓ Interactive European framework for the creation of innovative projects
- ✓ Sharing success stories from different actors
- ✓ Advice and technical suggestions
- ✓ Provide a database of European actors
- ✓ Offer/propose innovative tools for remote control of composters,

- ✓ Promotions of members' activities and products
- ✓ Financial advices and suggestions of financial mechanism
- ✓ Chance to share opinion with policy makers – organization of consultations

3.5 Proposed communication/marketing approach in order to register new members and promote synergies/collaborations

The governance scheme should define the business and communication strategy in line with the network's objectives in order to increase the number of the members and attract more investors.

A marketing plan should be elaborated identifying potential market segments, customers and new members and define available promotion approaches and channels which could contribute to product/services valorization.

Additionally, the information, communication, awareness raising and dissemination activities will be based on a communication plan. This plan will be the cornerstone of all communication related activities and it will be internally updated at regular basis by the communication officer who will be a member from the management team of the Network. Milestones of the Joint Communication Plan are the following:

- I. Establishment of the Network's identity (Logo, presentation template etc.)
- II. Define the Network's communication approach towards its members and related key stakeholders/players.
- III. Establish the joint communication channels and means
- IV. Define and describe relevant communication material

Key questions that need to be addressed will include:

- Who are the Network stakeholders?

- Why is it important to communicate with the Network stakeholders?
- What needs to be communicated to the Network stakeholders?
- When should this communication take place?
- What communication mechanisms should be employed?
- What are the key challenges for effective communication?
- How can these challenges be overcome?

Potential members:

The main stakeholder groups/potential members for knowledge-intensive Network should be general public and SMEs/policy makers of the sector.

However, other Key stakeholders can be large companies (etc. greenhouse manufacturers, agro-food companies), Research institutes, national and regional policy makers, development agencies, agricultural associations, Technology Transfer Offices, incubators, NGOs and other supporting structures.

Network should present accurate, meaningful and actionable information to a highly diversified audience. It is therefore important to acknowledge the difference between various stakeholder groups and tailor communication to the needs of particular group(s).

Online Market place:

An online-platform (market place), facilitating an effective communication and the creation of synergies and collaborations at transnational level should be created. This platform will form the basis for all communication within the Network and would be the agreed basis for information sharing and dissemination. Failure to communicate effectively leads to delays in collaborative

action, reduces the quality of shared information and thus hinders the development of the network.

Other Communication aspects to be taken into consideration:

The Communication with stakeholders and the members of the Network should occur on a regular basis. Communication will be elaborated taking into account that members require daily attention and others that may only need passive communication every few months. Web-enabled solutions allow for a constant flow of up-to-date information to a wide variety of stakeholders (e.g., customized network web pages depending on a stakeholder group).

- Communication routines will be developed with different methods and will be used to communicate with different stakeholders. A selection of specific communication mechanisms includes newsletters, Annual Reports, emails to stakeholders, interactive web portals; formal and informal dialogue (e.g., meetings) will be elaborated.
- Communication with Network stakeholders should be based on a clearly defined communication plan and follows agreed timeline.
- Each Network should have a communication officer (This role can be given to one of the advisors)
- The development of a common brand (including the visual identity of the network) should be developed, presenting the Network at national and international conferences and exhibitions, preparing press releases and giving interviews.
- Media events and press releases will be used for communicating with the media and the outside world. Media events will be combined with network workshops or other network events.

For the early years of its operation, the Network can make use of the communication plan elaborated in the context of the NETWAP project.

3.6 Sustainability Factors

Grants - Funding Schemes

The funding of the Network is one of the main factors for its sustainability. The budget of the Network should be exclusively dedicated to the governance, its operational activities and the associated costs in terms of salaries and non-staff costs. Once the - Network has a dedicated team to support the member's activities (Network Coordinator, Networks Team etc.), sources of funding are required for its operation.

These resources could be:

- ✓ Venture Capital
- ✓ Membership fees
- ✓ Business Angels
- ✓ Funds from banks
- ✓ Public funding (including operational programs)
- ✓ European Funding
- ✓ Fee-based services (services offered to network members or outside)
- ✓ Private sources of funding as in-kind (non-cash) contributions (e.g. seconded staff from members)

Promotional activities

The governance team shall define the business and communication strategy in line with the Network objectives in order to increase the number of the members involved and attract more investors contributing to the funding of its activities and its operation.

Evaluation of performance indicators

The assessment of the performance of the ATI network should be based on a review of defined quantitative and qualitative indicators addressing categories such as:

- ✓ Formalization of economic, technological & scientific objectives
- ✓ Evolution of the network perimeter (critical mass)
- ✓ Number & quality of the actors involved
- ✓ Business-research-training synergies
- ✓ Qualities of governance
- ✓ International visibility & international projects
- ✓ Territorial anchorage
- ✓ Presence of funders
- ✓ Human Resources&Training

Follow-Up activities

The partners of the NETWAP project should proceed with the elaboration of special agreements (this is planned to be undertaken during project implementation) aiming at ensuring the continuation of their cooperation after the project's end as well as their interaction at transnational level within the Network. These activities should focus on the Eco-innovation, setting specific set of actions and framework that will foster the continuation of its successful operation. The Partners of the project should establish special written agreements, in order to ensure their cooperation at transnational level. Among others, the Agreement should include the responsibilities and the privileges of Network's members and the terms of the membership including details about member's fee, participation in Network's regular meetings, conferences, training seminars etc.

Links with other Existing Network of the agricultural sector

In order to guarantee the sustainability of the Network it is important to link it to existing networks. So the National Networks should identify any existing network and create synergies and collaboration with them.

Number of members & Fees for membership in order to maintain the network activities

One of the main sustainability factors of every Network is the number of the registered members that need to be reached. A critical mass for the early years of its operation should be 30 members per Network (National level). Once the Network maintains the critical mass of the satisfied members for a couple of years (or increase the number of them), will be able to request a specific membership fee for the provision of tailored services to the members.

3.7 Performance indicators

The assessment of the performance of the Network should be based on a review of defined performance (quantitative and qualitative) indicators such as:

- ✓ Total number of members registered in the Networks/
- ✓ Total number of projects undertaken by the Network
- ✓ Number of collaborative projects undertaken by the Network
- ✓ Number of companies/municipalities involved in projects
- ✓ Presence of investors
- ✓ Formalization of economic, technological and scientific objectives
- ✓ Number of jobs created
- ✓ Number of companies involved in collaborative projects
- ✓ Number of research-technology bodies working in network projects
- ✓ Number of new members per 6 months

- ✓ Number of questions asked in the chat zone
- ✓ Frequency of the use of the databases
- ✓ Participation in Network meetings & working groups
- ✓ Annual satisfaction survey to members