



PERFECT
Interreg Europe



Guidelines on working with stakeholder groups

May 2017

This document has been produced to assist PERFECT partners with engagement in an important aspect of the project – the stakeholder group.

1. Introduction to stakeholder groups

A key part of the delivery of PERFECT is the bi-lateral working between stakeholders and partners.

For each policy instrument addressed, a stakeholder group must be created to ensure that interregional learning does not only take place at individual level, but also at organisational and stakeholder levels. For PERFECT, each partner has one stakeholder group. This increases the chance of achieving policy change, by actively involve relevant stakeholders from their region in the activities of the project.

2. Engaging with stakeholders in PERFECT

In the PERFECT application form, partners identified a list of key stakeholders; the role they would play in relation to their individual policy instrument; and how they would be involved in the project and the interregional learning process.

In addition to the points identified specifically in the application form by partners, stakeholders for all partners will also be involved in the project through the SWOT process and peer working.

3. Stakeholders at partner meetings

Budget is allowed for partners to bring stakeholders to the study visits, expert presentations, workshops and, from semester 2 onwards, the peer group meetings. This was successful at PSC1 with all relevant partners being supported by stakeholders.

Through the study visits, stakeholders will see at first-hand the potential for investment in green infrastructure to influence the jobs and growth agenda in their partner area. The workshops are an important exercise to enable the engagement of stakeholders in practical exercises, using the learning of the meetings and the expert presentations. This will help to actively change the policy-making process through influencing how decisions on investment and policy are made.

Peer groups will be identified based on the results of the SWOT analysis, and the first peer group meetings will be held at PSC2 in Ljubljana in September. There will be opportunities through the peer working to extend the stakeholder group to a wider audience if this is appropriate.

The time constraints of many stakeholders are recognised and therefore partners are encouraged to let them know as early as possible about partner meetings to secure their attendance.

Partners should aim to invite at least one representative per stakeholder identified in the application form.

4. Stakeholder meetings in partner countries

As discussed at PSC1, partners should hold at least one meeting with stakeholders in their country per semester. These meetings are a valuable mechanism to share the learning with stakeholders from the partner meetings and all the work to date to influence policy.

Some partners have already begun meetings with stakeholders, and input on these experiences has been used in the production of this guidance. All partners should now be thinking about meeting with stakeholders and this guidance has been produced to assist you in developing that process, and how to record the meetings and activities.

5. Content of stakeholder meetings

Partners should start by holding a meeting for as many stakeholders named in the application as possible. Partners will need to prepare an agenda, attendance list, and present the objectives PERFECT project (an outline PPT is provided by the TCPA in the Annexes).

The following are the main areas of discussion for the first stakeholder meetings:

- **The definition of green infrastructure:** what do stakeholders understand by the term?
- **Existing work on green infrastructure:** what work are they aware of already from municipalities and other stakeholders in the field of green infrastructure and natural heritage? Are there more stakeholders that need to be addressed?
- **The baseline surveys and literature reviews.** The starting point of knowledge and understanding of the stakeholders in the role of, and investment in green infrastructure (GI), in their area is crucial to the success of PERFECT. All partners have now completed their baseline surveys and literature reviews
- **The policy instrument and identified performance indicator.** Each partner has an identified performance indicator and this will form the basis of the Action Plan. Partners and stakeholders need to understand the starting point for each indicator and this discussion should therefore focus on the GI survey/gap analysis which partners have undertaken, to enable partners and stakeholders to identify the starting point for the performance indicators.
- **SWOT analysis.** Partners should work with their stakeholders to complete the SWOT analyses that will be developed following the baseline surveys and literature reviews.
- **Action Plan:** what could this look like and what does it need to address? Who needs to be involved in it?

- **When will future stakeholder meetings be held?**

As the project progresses, stakeholders will be engaged with on the development of the Action Plans according to the topics covered in the partner meetings. The learning of the project will need to be reflected in the agenda of the stakeholder meetings.

The most relevant stakeholders for influencing policy instruments should also be invited to join the partner meetings

6. Stakeholder newsletter

As also discussed in PSC1, a stakeholder newsletter needs to be sent out by each partner every semester. The stakeholder newsletter should be sent to all stakeholders listed in the application form by partners, but not limited to this group and partners are encouraged to consider other relevant stakeholders who may be influential in the policy making process. Template content for the newsletter will be provided by the lead partner but partners are encouraged to include other material such as relevant good practice, local events and other items included in the individual sections of the application form.

7. Work-shadowing

As part of the learning process of PERFECT, partners will be provided with guidance on undertaking a period of work-shadowing based on the peer-groupings. This will enable the learning of the project to be disseminated beyond the partner staff itself. Work shadowing will begin in semester 3.

Annexes

The following documents are provided to assist with your engagement with stakeholders

Annex 1: Stakeholder newsletter template for semester 1

Annex 2: Draft agenda for stakeholder meetings

Annex 3: Template record of attendance for stakeholders

Annex 4: PERFECT PPT template

Annex 5: Feedback form

More information

Some useful information on the stakeholder groups can be found in section 4.4.1 (p.62) of the [INTERREG Europe programme manual](#).