CrossGov

Stakeholder List

Stakeholder engagement database and tracking tool

Deliverable 5.2

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Abstract	This deliverable presents the approach and the process for building a tool for stakeholder engagement in CrossGov project – a stakeholder database. The deliverable describes the concept behind it and proposes structure with different elements. The deliverable also discusses the process of how this database will be progressively built and used by different WPs and researchers for mapping, tracking and evaluating the stakeholder engagement (including the data use and storage).
Keywords	Stakeholder mobilisation, co-creation, tracking tool, evaluation, monitoring, database

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Introduction

The CrossGov project aims to improve the coherence of multi-level and multi-sectoral marine policies and their environmental and social cross-compliance to better manage biodiversity decline and enhance the protection and restoration of marine ecosystems undergoing rapid change. The project develops a comprehensive research framework and innovative governance models, including analytical and methodological guidelines, roadmaps toward Green Deal (GD) goals and policy evaluation tools. These novel frameworks, evaluation tools and governance models are expected to improve the coherence of multi-level policies and cross-compliance with their goals and consequently increase synergies between policies and provide significant support to policymakers at EU and national level.

Social science research suggests that the intended **transition will be more successful** if it is **co-created by the stakeholders and actors it affects**. Additionally, engaging stakeholders in a research process is likely to have several types of added value:

- Improve the results: it increases the chances of solving the problem posed (Faure et al., 2010[1], about application in agricultural research) and produces socially relevant knowledge (Klein, 2007[2]);
- Facilitate the implementation of the results and a quicker/stronger impact;
- Empowers people and gives them relevant tools to be an "agent of change" themselves (Anadon, Savoie-Zajc, 2007[3]).

Co-creation and inclusiveness is a cross-cutting theme in CrossGov and is deeply entrenched in the project through the active involvement of the policy-making community in two ways. Firstly, the policy-making community is involved in the identification of challenges and opportunities related to coherence and cross-compliance. This ensures that orientations are informed by the relevant actors and authorities involved in implementation and policy design. Secondly, the policy-making community co-creates innovative proposals and roadmaps to enhance cross-compliance in diverse policy and geographic areas within Europe.

WP5 of the CrossGov project focuses **on development of the framework for stakeholder engagement and co-creation**, defining various processes and supporting tools that will be used in different WPs of CrossGov to ensure effective co-creation and engagement of relevant stakeholders. While the overall process of stakeholder engagement and its operationalization will be described in a separate document (internal guidance note), this deliverable focuses on the **process of building the supporting tool - stakeholder database**. Already at the proposal stage partners of CrossGov agreed that there is a **need to go beyond a simple list of relevant stakeholders**, and rather **develop a stakeholder database** (in excel format for

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[1] Faure Guy, Gasselin Pierre, Triomphe Bernard, Temple Ludovic, Hocdé Henri (2010), Innover avec les acteurs du monde rural : la recherche-action en partenariat, Quae, CTA, Presses agronomiques de Gembloux

[2] Klein Juan-Luis (2007), « La recherche-action en développement local, Possibilités et contraintes » in Anadon *La recherche participative : multiples regards*, p.31-45, Québec, Presses de l'Université du Québec.

[3] Anadon Marta, Savoie-Zajc Lorraine (2007), « La recherche-action dans certains pays anglo-saxons et latino-américains » in Anadon La recherche participative : multiples regards, p.31-45, Presses de l'Université du Québec

internal use), which can help recording and evaluating activities carried out, progressively complementing a stakeholder list with information that supports monitoring and the cost-effective development and implementation of activities.

Thus, this deliverable presents different stakeholder engagement processes that we foresee in CrossGov, identifies various types of stakeholders that we would need to engage (building on the initial mapping), and proposes the structure of the database, which will allow to register and monitor these processes and activities with the stakeholders, and finally outlines next steps for building and using this database[4].

Stakeholder engagement in CrossGov

Before diving into the description of the stakeholder database itself, we would like to discuss **different forms of interactions with stakeholders, and different objectives for such interactions**, within the overall CrossGov research process, as this would better explain the needs for certain structure of the database and the process of how it will be developed and used in the project.

First, CrossGov **involves stakeholders as "partners" in its research process** to ensure co-creation or co-building of research frameworks, results and recommendations from WP1 to WP4. **Co-creation** will take place through different interactive virtual and physical workshops, surveys, semi-structured interviews, and personal meetings.

At the level of case studies in particular proposed under WP3, different strategies for stakeholder involvement will be proposed and implemented adapted to scales, topics, type of stakeholders mobilised, level of interaction or length of the engagement. These will follow a four-step process (from the proposal, to be revisited under Task 3.1) with:

1. Dialogue forums building on the mapping of stakeholders[5] and stakeholders' understandings of issues and challenges. These will be used to focus CrossGov research with more specific research questions and hypotheses on mechanisms that contribute to policy integration delivering the GD objectives. Stakeholders' expectations to the co-creation process will be used to streamline participatory processes in and between cases.
2. Research: The researchers undertake coordinated research of the individual cases. Methods will primarily be examination of documents from planning and policy processes under study and semi-structured interviews with key participants in the processes or users of the results. This is followed by cross-case comparisons of similarities and differences between the individual cases regarding policy integration, explanations of which mechanisms explain these, and conclusions on barriers and enablers for better policy integration.

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[4] This database and the process is linked with the Stakeholder mobilisation and co-creation charters (D5.3 and D5.5) and internal operational guidance note.

[5] Original mapping of the stakeholders has been carried out during the proposal stage (see figure 1 and annex 1). This list will be revisited and adapted in December 2022 - January 2023, once the guidance from other WPs(in particular from WP3 - case studies) is advanced.

3. Dialogues on conclusions: Researchers' results will be vetted by stakeholders in workshops or focus groups. A second step of dialogues will discuss what would create better solutions and the preconditions for them to work.
4. Evaluation of the process and of the methods applied, proposing inter alia recommendations for refining assessment methods and tools (WP1) and co-creation methods (WP5) feeding inter alia into the development of the toolbox proposed under WP4.

Depending on research activities, stakeholders mobilised will be active at different policy making different scales: (1) mostly EU and selected national players in relation to WP1 (setting the right frameworks), WP2 (assessment of policy coherence) and WP4 (road maps and blueprints); (2) local and national stakeholders, as well as regional ones, in the WP3 case studies.

Second, CrossGov organises different activities, events and products for **sharing its thinking, results and products with stakeholders** under WP5, In particular, it includes:

- The organisation of **co-creation events** and the facilitation of a **Stakeholder Forum** (Task 5.2), including via contributions in externally organised events in collaboration with stakeholders and research organisations beyond CrossGov's partnership. An **international conference** targeting the academic research communities will also be organized. Finally, a Stakeholder Forum will be established, coordinated and facilitated through the project's duration.
- **Communication and Dissemination** activities, channels and products (Task 5.3) targeting different groups of stakeholders, including the development of dissemination materials to maximise the impacts of CrossGov among targeted stakeholders.
- **Exploitation and Capacity building** (Task 5.4) ensuring CrossGov results, recommendations and outcomes are made available, disseminated and ready for uptake by a wide range of stakeholders and decision-makers. It builds on the identification of milestones in policy processes and initiatives carried out by key stakeholders to be seized for enhancing CrossGov results/outcomes visibility, dissemination and exploitation.
- Finally, CrossGov supports the development and testing of **two capacity building/training modules** for sharing and strengthening capacity on CrossGov concepts, assessment methods, results and recommendations with today's and future professionals, stakeholders and decision makers.

Types of stakeholders to mobilise

The identification of the stakeholders and end-user groups is one of the priority tasks of the project and it facilitates several goals of the CrossGov project:

- To understand who are the target groups for communication and knowledge transfer
- To identify relevant stakeholders to interview to assess the knowledge demand
- To clarify the active networks and arenas for knowledge transfer from science to end-users

CrossGov targets public and private actors, institutions and stakeholder groups involved in both law and policy formulation, as well as application and implementation, from the EU and regional to national and sub-national levels of governance.

The original mapping of different types of stakeholders to engage in CrossGov activities (including setting up Stakeholder Forum) was carried out already at the proposal phase. Figure 1 below presents the results of this initial mapping.
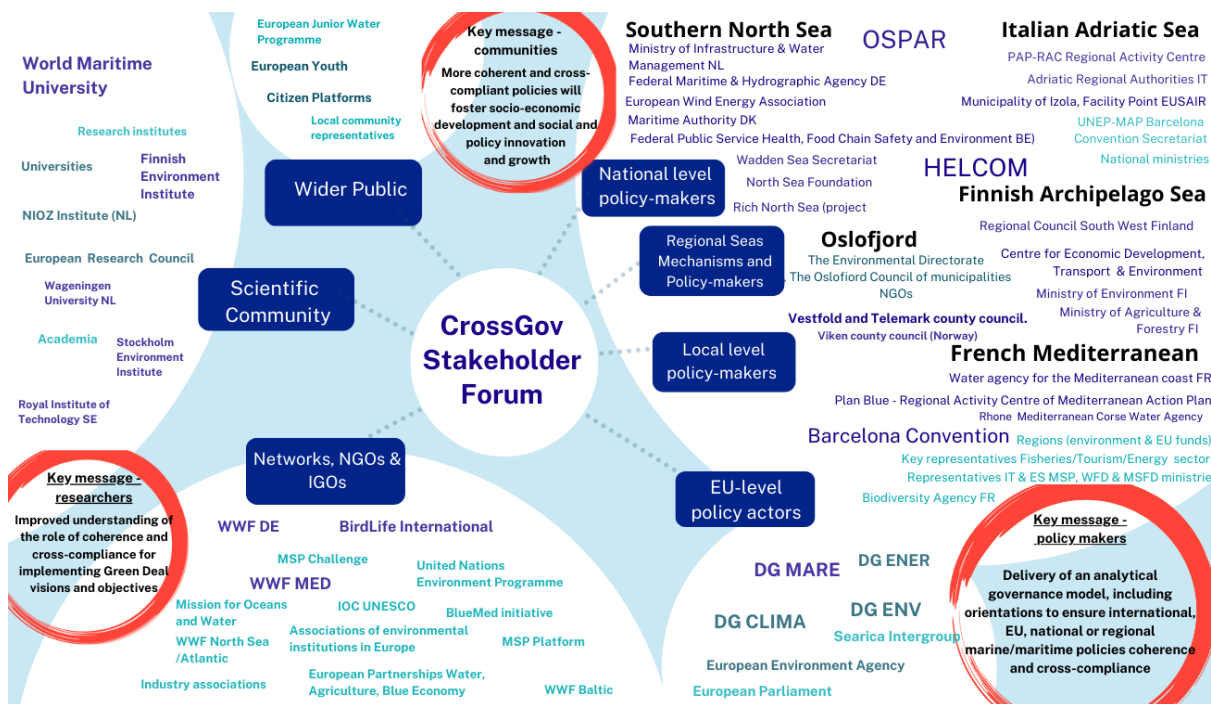

Figure 1. Target stakeholders to engage in the Stakeholder Forum and other stakeholder mobilisation acctivities

Advancing further from this figure, for transversal activities related to WP1, WP2, WP4 and WP5, we propose to target in particular stakeholders involved in the following processes and communities:

- **EU policy implementation** support processes that
  - Steer and accompany the implementation and revision of key framework policies relevant to CrossGov at the European scale, in particular
    - EC: the Common Implementation Strategy **(CIS)** for the MSFD and WFD, as well as the Member State Expert Group (MSEG) on MSP, the EU Biodiversity Platform, and frameworks for agriculture and fisheries
    - EP: Fisheries, ENVI and Agricultural Committee
  - Bring together a wide range of stakeholder representatives relevant to the Blue Economy (forthcoming **Blue Economy Forum**) or ocean literacy (**EU4Ocean**)
  - Play a role of coordinating and strengthening spatial coherence and synergies at regional scales, including:
  - Regional Sea Conventions (HELCOM, OSPAR, UNEP MAP RAC, Black Sea Commission)

- Regional Fisheries Management Organisations for the Mediterranean (General Fisheries Commission for the Mediterranean, hosted at FAO)
- **EU knowledge and innovation** processes, in particular
  - The **Mission Ocean** process and activities and its different **Lighthouses** that aim at guiding and consolidating the uptake of innovation to real life applications. There is one EU wide and 4 Lighthouse (Baltic/North seas, Atlantic & Arctic, Mediterranean, Danube) processes mobilizing a wide range of stakeholders around specific thematic areas;
  - The European Innovation Partnership (EIP) Water, the EIP-AGRI addressing food from the sea or the European Aquaculture Innovation and Technology Platform, Biodiversa+, and the Clean Energy Transition partnership (CETP)
- **Civil society and economic sectors**
  - Key EU representatives of **sectors** that are central to the assessment of policy coherence and cross-compliance, in particular: Agriculture - COPA-COGECA; Energy - Ocean Energy Europe; Fisheries & aquaculture- Europeche, the European Association of Fish Producers Organisations (EAPO) and LIFE (small fishers) and the Federation of European Aquaculture Producers (FEAP)
  - Key EU environmental **civil society organizations** that are active in the field of ocean conservation: Oceana, Seas at Risk, ClientEarth, Bloom, Birdlife Europe, Surfrider, WWF, Ocean and Climate platform
  - Key networks of local authorities, e.g. Conference of Peripheral Maritime Regions/CPMR, ICLEI…

Additional suggestions of stakeholders associated to WP2 and WP3 activities will be provided as activities under these two WPs develop. At the level of WP3 case studies, initial suggestions of stakeholders associated to research activities were proposed in the CrossGov research proposal (examples are presented in Annex 1). However, these will need to be refined and made more explicit as stakeholder mapping takes place in each case study area.

A tool to support stakeholder engagement in CrossGov

As a result of its ambitions, and of the different mechanisms proposed for "interacting" with stakeholders (sometimes with different objectives and mechanisms implemented by different partners at different times of CrossGov implementation – potentially involving the same stakeholder or stakeholder group at several occasions), it is important to set a **mechanism or tool** that can provide an overall view of interactions with stakeholders. This is expected to:

(1) facilitate the traceability of stakeholder interactions made by different partners for different objectives;
(2) limit duplication of efforts between partners and identify synergies and cost-effective interactions;
(3) facilitate the overall monitoring and evaluation of stakeholder interactions at different stages of CrossGov implementation, helping to identify adaptations in activities that will help strengtheing the interface cost-effectively.

To record identified stakeholders as well as all activities carried out that involve them (co-creation) or target them (communication, dissemination and exploitation), we propose to develop a **Stakeholder Database under Excel**. This database will serve as a register to any communication/interaction with stakeholders helping to identify synergies between WP and tasks and will:

- **identify and list stakeholders** relevant to CrossGov research (based on the original mapping), including in relation to communication and exploitation.

- **guide and monitor activities** targeting each stakeholder or stakeholder community (mobilisation, communication and exploitation; summarising outcomes (e.g. key messages and suggestions from a co-creation workshop) or results (in terms of audience reached by a dissemination activity), as well as implications) throughout the duration of CrossGov.

- regularly updated and filled by research partners, the stakeholder database will **monitor and guide co-creation processes** (WP2 to WP4) and communication/exploitation activities (WP5) ensuring it is inclusive and does not miss relevant stakeholders. It will help **proposing adaptations** in proposed processes, communication and exploitation **for filling identified gaps**.

The stakeholder database will also include a **dashboard for tracking the progress and monitoring,** including evaluation questionnaires, key outcomes, as well as other tools that can help identifying, characterizing, facilitating and evaluating engagement. This background information will be used to prepare sections of progress and final reports dedicated to stakeholder mobilisation, co-building, communication and exploitation.

Structure of the stakeholder database

Based on the different purposes which the stakeholder database (described above) should serve in CrossGov, we propose that it includes **three different folders (sheets):**

1. An **organisation** folder (sheet) with :
    - *Organization*
    - *Contact person(s)*
    - *Contact information*
    - *Scale: International/EU/regional/national/local (country specified)*
    - *Type of organization (public/private/civil society, other)*
    - *Policy links (Green Deal, MSFD, WFD, etc.)*
    - *Participation/membership in collective initiatives (coalitions, processes, communities of practice…) – with hyperlink to Folder 2 (sheet)*
    - *Involvement in CrossGov activities – list of activities (hyperlink with Folder 3) with comments (including in terms of interest in being associated to follow-up CrossGov activities or in the co-organization of events)*
2. A **collective initiative** folder
    - *Name of the collective initiative*
    - *Main focus/objectives*

      o *Facilitator/organizing body*
      o *Main contact person*

3. A **CrossGov activity folder** (note: this folder could be further separated into individual folders for WP1, WP2 individual countries, WP3 case studies, WP4, WP5)
   - *Name of the activity*
   - *Responsible CrossGov partner*
   - *Main objective/expected outcome*
   - *Stakeholders mobilised/targeted: general list of categories disseminated*
   - *Lessons*
     - *Main results/outcomes*
     - *Challenges faced*
   - *Comments*

Building and testing the stakeholder database

Initial ideas for structuring and monitoring the interface between CrossGov activities and stakeholders have been proposed in the present document as "basis for discussion". We propose to build on this note to:

1. Assess **needs of CrossGov partners & researchers** in terms of information (a) characterizing stakeholders and (b) summarizing activities implemented involving or targeting stakeholders (including in terms of reporting to the EC)
2. Discuss how best to **monitor and keep track** of activities targeting stakeholders in terms of: (1) the tool to be developed (an Excel file proposed here) and its functionalities; and (2) the process established to fill the tool with information and use it. Key will be to develop something that is useful and manageable!
3. **Adapt the present deliverable** accounting for the results of 1. and 2.
4. **Develop and test the proposed database**, including guidance on how to fill and use it for supporting CrossGov activities.

For 1. and 2., we will organize a dedicated working meeting with coordinators/key researchers of the different WPs and tasks.

Using the stakeholder database

The database **will be built progressively** and will be regularly complemented and updated by CrossGov researchers under guidance and monitoring of WP5 partners by adding new stakeholders identified and mobilised as research, communication and exploitation activities are implemented. In particular, the identification of stakeholders and the database filling will be a shared responsibility of all partners to ensure it reflects their own research activities and needs as well as cover all types of stakeholders (in terms of type of organization, experts in different policies, etc.) relevant to CrossGov.

Information will be collected by researchers/partners and recorded in the Stakeholder database **respecting the data privacy**, under the GDPR rules. The database will be

accessible for partners under internal TEAMS folder and will be used strictly for the use of the project.

Annex 1. Examples of stakeholder organizations to be engaged

Scale/Type	Name of organisation/institution
EU institutions	DG MARE
	DG CLIMA
	DG ENV
	DG ENER
	European Environment Agency
	EU Parliament
	Association of environmental institutions in Europe
	European Research Council
Regional Seas organisations	HELCOM
	OSPAR
	PAP-RAC Priority Actions Programme/Regional Activity Centre
	EUSAIR (EU Strategy for the Adriatic and Ionian Region) and in particular its pillars 1 (Blue Growth) and 3 (Environmental quality)
	United Nations Environment Programme / Coordinating Unit for the Mediterranean Action Plan - Barcelona Convention Secretariat
The Netherlands	Ministry of Infrastructure and Water management
	Federal Public Service Health, Food Chain Safety and Environment (BE)
	Wadden Sea Secretariat
	North Sea Foundation
Italy	Ministry of Infrastructure and Sustainable Mobility - Italy (*Italian MSP competent authority*)
	Ministry of Ecological Transition - Italy (*also involved in MSP and of course in the implementation of MSFD and WFD*)
	Several Adriatic Regional Authorities in Italy, as Friuli Venezia Giulia, Veneto, Emilia Romagna, Marche
	Ministry of the Environment and Spatial Planning - Slovenia (*MSP and MSFD competent authority, in case for transboundary considerations*)
	Ministry of the Environment and Spatial Planning - Slovenia (*MSP and MSFD competent authority, in case for transboundary considerations*)
	Emilia Romagna Region Italy
Finland	Spatial Planning Agency

	Ministry of Environment
	Ministry of Agriculture and Forestry
	Regional Council South West Finland
	Centre for Economic Development, Transport and Environment
Germany	Spatial Planning Agency
	Ministry for the Environment
	Federal Maritime and Hydrographic Agency
Norway	Viken fylkeskommune
	Vestfold - Telemark fylkeskommune.
	Norwegian Environment Agency
	Viken fylkeskommune
	other relevant counties
France	Rhone Med Corse Water Agency
	Plan -Blue Regional Activity Centre of Med Action Plan
	Biodiversity Agency
Other multilateral stakeholders (e.g. NGOs, governmental organisations that do not fall under the first two categories)	CIS WFD / MSFD process
	MSP-IOC community
	Existing European Partnerships Water, Agriculture, Blue Economy
	Mission for oceans and water
	TNO / North Sea Policy Project
	UN Decade, IOC
	World Maritime University (WMU) of the International Maritime Organization (IMO
	WWF Med
	WWF Baltic (Germany/Norway), North/Atlantic (are they regional?)
	Private sectoral associations e.g. wind, agriculture, aquaculture and fisheries - on national AND international level
	BlueMed initiative
	European Wind Energy Association
	Maritime Authority DK
	Rich North Sea project