

Healing Alps:

Tourism based on natural health resources
as strategic innovation for the development
of Alpine regions

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Methodology for stakeholder engagement

T2: Alpine Health Tourism Innovation Modelling

Activity A.T2.1 Setting up Quadruple Helix Regional and Transnational Stakeholder Engagement

Deliverable D.T2.1.1 Methodology for Quadruple Helix Stakeholder Engagement

Deliverable D.T2.1.2 Shortlist of regional stakeholders engaged, with engagement plan

Januar 2020

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1 Introduction

International experiences have demonstrated that by applying participatory stakeholder engagement methods, more useful and applicable strategies are produced. The chances of reaching the goals are much higher as compared to conventional top-down planning process. Through the conventional method a concept is forced onto the stakeholders by the decision-makers, while in a collaborative planning, proposed in this concept paper, the stakeholders can have a say what they would need, what they find important or even crucial.

Further advantage of stakeholder involvement in the strategy-making process is that a broad range of stakeholders will gain good knowledge and will become well-informed about the planning process and the strategy, while their experience, knowledge, expertise can be drawn upon, and their ideas utilized. The mutual engagement with the participatory process will result in a better strategy, and the transparent, democratic planning process will increase the willingness to cooperate and implement the strategy. Endorsement is expected to go beyond the project's lifetime due to the relatively short implementation period and the time needed for endorsing procedures of participatory planning process (also taking into account key stakeholders' procedures).

Developing and testing health tourism products and service chains is a complex undertaking, in which partner institutions play the main role. However, since they are directly responsible for only a certain percentage of resource usage and related innovative cases, all actors have roles and responsibilities regarding the issue. Therefore it is essential to inform and involve stakeholders (municipalities, institutions, enterprises, civil society organisations, lay public) as early as possible. This concept paper aims at providing guidelines on how to efficiently reach stakeholders at local level and how to form a stakeholder group at transnational level (including the engagement of EU-level actors).

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2. Purpose of stakeholder engagement

Regional Stakeholder and Transnational Stakeholder Group Work Plan and Procedures were elaborated by the T2 leader (SRC BISTRA PTUJ) with the help of the Lead Partner (Paracelsus Medical University Salzburg) in relation to the Interreg ALPIN SPACE Transnational Programme –project HEALPS2. The elaboration of this concept paper is the first step of the **Activity T2.1 and T.2.3** of HEALPS 2 project: Setting up Quadruple Helix Regional and Transnational Stakeholder Engagement and Development of Health Tourism Innovation Model

This activities are designed to:

1. Ensure active engagement of representatives from selected target groups from the outset of the project, via the use of **Regional Stakeholder Groups (RSG)**. RSG-s are based on a stakeholders analysis at local/regional level by each partner organisation.
2. To promote uptake of Healps 2 outputs across the Alpine space (transferability of project outputs), through the creation of a **Transnational Stakeholder Group (TSG)**. TSG involves representatives from areas across the Alpine Region present in the partnership as observers and also not present in the partnership. Important to include institutions outside the partners region with major experience in sustainable health tourism development.

A traditional planning process is usually linear, meaning that the local government (or a subcontracted company) assesses the conditions, needs, financial resources of the municipality's well as the legal and other requirements. Taking into account the results, a strategy or a plan is elaborated, which is, after certain amendments, approved by the council or the governing body. The detail of the assessment is often limited by the staff's time and capacity, as well as the difficulties of access to relevant information and data.

Unfortunately, strategies developed this way are often do not (or only to a small extent) implemented. It is because it does not solve the real problems of the municipality, usually the contents of the strategy do not find acceptance among municipality workers nor stakeholders, and even the leaders of the municipality do not adapt and stand up for or follow it. We must have in the minds that the real needs of the population/community/region often only become visible through the involvement of stakeholders.

The implementation of the project goals is much more likely if those who will be affected and who might actually have to make changes in their activities approve of the aims and objectives of the work plan. **It is essential to make stakeholders understand that the development of nature-based health tourism resource efficiency is a complex issue, where the leading role may be taken by a variety of different actors of municipality, but all stakeholders need to be involved everybody else has their individual responsibilities and roles in the process.**

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The main goal of the stakeholder involvement is **to build common visions by harmonizing the interest of different players** within the urban planning and environment conservation sectors. Achieving this goal requires horizontal and vertical, as well as cross-sectoral cooperation between public authorities, local communities and private players

The purpose of this concept paper is to provide each Piloting Project Partner (PPP) with useful information regarding the stakeholder engagement. It helps in setting up and operating a Regional Stakeholder Group (RSG) and a Transnational Stakeholder Group (TSG). Based on guidelines presented in this document a wide range of actors within Healps 2 project can be mobilised into the RSG. It looks at the process of identifying the relevant stakeholders and helps in guiding PPPs in selecting relevant stakeholders with whom to engage.

The project partners should have a clear view on what they want to achieve with stakeholder engagement. The overall objective of the HEALPS 2 is to develop and improve framework conditions and tools for a better utilisation of Alpine-specific natural health resources for the development of innovative tourism products and service chains. It connects academia, different business sectors such as the health sector, tourism and local service providers, as well as innovation and transfer agencies to jointly implement new business models that improve value creation across sectors in Alpine destinations.

This transnational and transversal approach is built on unique Alpine natural health resources and strengthens the Alpine territorial innovation capacity.

Here are some benefits that stakeholder group formation can bring:

- investigation of issues from several perspective;
- understanding local needs;
- better understanding and monitoring of the community perceptions;
- collecting and sharing ideas and good practices;
- networking, improvement of working relationships and gaining trust (these networks and new relations can also be used after the HEALPS 2 project expired);
- assistance/advisement at the decision-making;
- achieving/ensuring more sustainable results;
- raising awareness of natural based tourism as a tourism products and its positive effects in the local region;

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- providing people and organisations with an opportunity for personal development through engagement activities;
- identifying effective dissemination avenues;
- using stakeholder meetings for marketing purpose (press release, etc.).

3. The process of stakeholder engagement and endorsement

When planning a stakeholder endorsement process, PPP-s have to bear in mind that there is no single best way many things depend on the specific context, issues and needs. In reality, the various steps and decisions are greatly interlinked. Therefore it will always be an repeating process, allowing a number of feedback points in the course of progression.

Having established clear reasons for engagement, the next step in the stakeholder engagement process is to identify which stakeholders need to be engaged. The 3 steps of this process are:

- Step 1: Identify all potential stakeholders and stakeholder groups.
- Step 2: Assess and prioritise them.
- Step 3: Develop an understanding of your stakeholders.

3.1 Identify your stakeholders (Step 1)

Identifying who should be involved or consulted in the engagement process is perhaps one of the most difficult parts. Finding the right mix of participants, and ensuring that no group is unintentionally (or perhaps, deliberately) excluded, is essential to providing legitimacy and credibility to the engagement process.

In the context of public participation, a stakeholder can be defined as any person with an interest in the project or anyone that could be potentially affected by its delivery or outputs. It is sensible to identify the broadest pool of stakeholders, so that all affected parties and fields can have a chance to be represented, and later on there can be no accusation of being left out.

Potential stakeholders are (if applicable):

- national and local authorities, Chambers,
- local/regional hotel association, environmental groups, (national) park organisation

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- municipality workers and experts,
- protected areas,
- civil society organisations,
- economic leaders, analysers, experts,
- educational institutions,
- industries, major companies,
- transportation companies (local bus, train,...), public roads administration,
- public utilities
- social institutions, consumer protection organisations,
- health care organisations,
- journalists, media contacts,
- the broader lay public, local residents, young people.

These institutions, companies, organisations, individuals should be mapped and contacted, and a short written introduction of the project should be communicated towards them, as well as the possibility for further participation. If the aim is to be inclusive and open to whoever wants to be involved, the best approach is often to **identify an initial list of relevant stakeholders** and then ask them who else they think should be involved. In this first step it is important to consider not only what they may be able to contribute to the project but also what will motivate them to become involved. Stakeholder identification may be done by the partner level project team alone, or in collaboration with other colleagues, organisations and cross-sectoral stakeholders, to ensure key groups are not missed.

Although it is important to try to include all relevant stakeholders, it has to be emphasized that it is not necessary to include them to the same extent. Not all stakeholders are equally interested in and affected by the project. It has to be decided in advance what the purpose is with each stakeholder: whether we would like to get information/data, technical or professional assistance, just general contributions, or just would like to provide the opportunity to express their concerns (which is usually the case with the broader public of local residents). With good planning different people can be involved only in those parts of the process which are most relevant to them. The reason for defining the scope of stakeholder involvement is to clarify exactly what the boundaries is, i.e. what can really be achieved in practice.

It is useful to identify stakeholders by **considering all aspects of the Healps 2 area of influence** throughout the entire cycle. There are a number of ways to identify all stakeholders, just to name a few:

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- Consulting with colleagues to share knowledge about who may have an interest.
- Brainstorming with other organisations that have been involved in similar activities or those working in similar topics.
- Advertising, promoting the HEALPS2 project and the engagement process (e.g. press releases about the project, leaflet, newsletter about the project, social media, website) and encouraging local organisations with an interest to come forward.
- Using 'snowball sampling' techniques: one stakeholder identifies further stakeholders until no additional new stakeholders are identified.
- Using existing partner networks: pre-existing networks are hugely valuable for beginning the process. It is one of the fastest and easiest ways of stakeholder involvement.
- Thematic research based on professional areas/disciplines touched by the project.

Please note that suggested techniques are only effective if you can combine them and use their strengths while eliminating their weaknesses. E.g. using the existing network maybe lead to quickly come to fast results, however it is likely to miss out some key players, who might have been undetected seen earlier by the project partner, but they are/were active in the given natural health discipline topic. On the other hand, desktop research and/or brainstorming can produce new stakeholder contacts.

At the end of Step 1 you will probably have a complex list of potential stakeholders from different levels, that your organization may never have capacity to engage fully with. That's why in the Step 2 we need to assess, analyze and prioritise relevant stakeholders.

3.2 Assess and prioritise relevant stakeholders (Step 2)

There are many ways of analysing, grouping or mapping stakeholders. If you want to identify stakeholders by sectors and their roles in the project the best way to approach is with the **Quadruple helix framework**. Quadruple helix framework is based on collaboration between public sector, academic sector, private sector, and the civil society sector.

The approach is to classify stakeholders based on their relevance and significance to the HEALPS 2 project **Power mapping** is a conceptual way of determining who needs to be influenced in the project, who can influence projects target results, and who can be actually influenced to promote the broad adaptation of the project results.

One way to categorise stakeholders is by their relationship to the effort in question:

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- Primary stakeholders - people/groups that are **directly affected**, either positively or negatively, by an effort or the actions of an agency, institution, or organisation. In some cases, there are primary stakeholders on both sides of the equation: a regulation that benefits one group may have a negative effect on another. A rent control policy, for example, benefits tenants, but may hurt landlords.
- Secondary stakeholders - people/groups that are **indirectly affected**, also either positively or negatively, by an effort or the actions of an agency, institution, or organisation, but are not regularly engaged in transactions with the projects and may not be essential for projects survival.
- Key stakeholders - might belong to either or none of the first two groups, are those **who can have a positive or negative effect on an effort, or who are important within or to an organisation**, agency, or institution engaged in an effort.

PP-s need to identify not only the primary stakeholders in each of the regions, but more specifically the **key stakeholders and stakeholder groups** who will benefit from and therefore contribute and be committed to the HEALPS 2 effort.

3.3 Understand your stakeholders (Step 3)

In a multi-stakeholder environment, there are always conflicting interests when different stakeholder entities are involved with planning and implementation. This could be due to the underlying personal and organisational values which are conflicting by nature anyway. Therefore, when engaging with different stakeholders in a given region, such as during a workshop or conference, it is **important to understand the views of individual stakeholders and their relationships with each other**.

Please keep in mind that **each stakeholder has its own set of goals and objectives** and is often driven by a different set of needs. Failing to recognise this nuance can result in negative influences on the outcome of the engagement. Therefore, having begun to prioritise the relevant stakeholders, it is helpful to understand them.

There are some key questions that should be considered during this stage:

- Is there an existing relationship between the project and the stakeholder? Is there and existing relationship between the stakeholders?
- What knowledge do the different stakeholders have, that may be relevant to the project?
- What views are the stakeholders likely have about the project and its outcomes? Will these views be positive or negative?
- Is there a potential for any conflict amongst stakeholders? Or between stakeholders and the project?
- What are the appropriate means of communication? Will they need to be adapted in order to reach certain groups or individuals?

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- Is there a willingness to engage? If not, why not and how could this be overcome?
- Are there any barriers to participation and engagement (e.g. technical, physical, linguistic, geographical, political, time, information or knowledge)?

3.4 Key points of the successful stakeholder engagement

Once all 3 suggested steps are done, the possibility to participate should be **directly communicated to the identified stakeholders** (via regular mail, electronic mail, telephone, or in any other channels of accessibility), as well as publicized to local residents on homepages, in local newspapers and on the notice board of the municipality. The information should contain the fundamental details of the project as well as the main stages of participation. However, during the engagement process we have to know **why we want to involve selected stakeholders**. It helps to have clear aims for stakeholder engagement in the project, to identify the benefits for stakeholders who engage with you and to determine and understand the motivations of stakeholders to be involved in the project.

Every engagement process is different and needs to be properly funded and managed. Each PPP should plan their engagement and adapt the process to suit the needs of both to PPP and stakeholders alike.

Here are few key points to successful engagements:

- engage in dialogue with stakeholders as equals and value their knowledge;
- give stakeholders the opportunity to help plan their own engagement;
- use 'knowledge brokers' (who are connected to, and trusted by, different stakeholder groups) and experts in stakeholder engagement (including professional facilitators) if project teams do not have the expertise or experience;
- be prepared to be flexible and adaptable, tailoring project activities and communication of findings;
- ensure communication can be easily understood by all stakeholders – do not use complex or technical language unless this is asked for by the stakeholder;
- tailor engagement to the practical and cultural needs of stakeholders, bringing the project to where they are, at times of the day and year that are suitable for them;
- do not forget to provide feedback to stakeholders as soon as possible/in a timely manner.

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Factors like **trust, openness, and commitment play an important role** in working with the stakeholders. Once engagement has been achieved, it is important to maintain that engagement by following certain actions that can support continued engagement. During the stakeholder activities, the following factors should be taken into account:

- Clarity - it is very important to **clarify the objectives and goals of the engagement** and to evaluate the appropriateness of the techniques.
- Management of information - stakeholders need to be persuaded of the benefits of sharing information. It may be necessary to **present information in different ways** as the attitudes and the way the information is processed by the stakeholders needs to be taken into account.
- Support and capacity development - the knowledge the stakeholders possess about the project varies depending on the **different levels of their involvement**. In order to enable them to contribute ideas and visions, each stakeholder needs to be on the same level of understanding as the rest of the stakeholders.
- Transparency - each stakeholder needs to be **up-to-date on the actions** and opinions. They need to be assured that their concerns, requests and expectations are addressed in a clear, open and transparent manner.
- Trust-building - letting the stakeholders know that **every stakeholder's view is valued and respected** in the engagement process will give the assurance that their opinions are heard. This will build trust.

3.5 Problems to tackle

During the process of stakeholder engagement the project team might encounter some problems, which are worth to be prepared for.

Many of potential stakeholders have countless tasks, thus it should come as no surprise if they find **low interest in cooperating at the meetings**. Therefore, it is of utmost interest to create a positive background, or a political will around the topic. The best way of this is a formal invitation by the mayor or the city council.

There might be **opposite interests**, like on economic terms, regarding aims and certain measures of the strategy/plan. Actually, this is a very good reason to conduct stakeholder involvement: if those, who are likely to have opposite interests, are engaged at an early stage in the process, it helps to get these problems, these supposed or existing opposite interests, soon on to the surface, which then can be assessed and tackled.

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Communication problems - slow and erratic internal communication, or even the lack of it, can be a problem. If it is difficult to reach people, information gets stuck within the office. This can be remedied by using more channels of communication; however, it is a fact that in this case more energy and time is required from the stakeholder manager.

Low rate of participation and small attendance can be avoided by efficient promotion, where the local media can be of good use. Personal contacts are invaluable, major societal actors should be addressed through their own individual interests.

Too many involved - smaller groups tend to get more done quickly. Utilise more groups with fewer people so that each individual may be heard and feels important instead of overlooked. If there are existing groups, organise their efforts and resources so that time and energy are not duplicated. If the groups themselves are poorly organised and utilised, assist them in reorganising or joining other groups.

4 Regional Stakeholder Group (RSG)

In the frame of the Healsps PPP-s have to form a **Regional Stakeholder Group (RSG)** according to the target groups identified in the proposal phase. Potential stakeholders are invited to a meeting (or a local/regional workshop) at project outset where the workplan and procedures are presented and approved, and a cooperation agreement is confirmed.

The role of all partners is to ensure active participation of target group representatives in RSG at project outset and throughout project. This includes input to and feedback on activities and outputs. It also includes regular meetings at local/regional level and potential participation at interregional events. The list of RSG members is to be filled in the prepared template (Appendix 1) prepared by WPL.

Suggested RSG.

Nr.Of RSG	Pilot Region	Country	Responsible Partner(s)
1	Alpine Health Region Salzburg	Austria	LP & PP5
2	Mura	Slovenia	PP4 & PP8
3	Drava	Slovenia	PP4 & PP8
4	Aree Protette dell'Ossola	Italy	PP9
5	Val Müstair	Switzerland	PP6

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6	Auvergne-Rhone Alps (region of 12 spa towns)	France	PP7
7	Montafon	Austria	PP11
8	Bregenzerwald	Austria/Germany (=cross-border protected area)	PP11
9	Ammergauer Alpen	Austria/Germany (=cross-border region)	PP11

RSG meetings primarily **contribute to the preparation and validation of the regional level outcomes** with engagement of RSG members in all T1 – T3 activities, including some participation in interregional events. **The timing of the meetings should therefore be linked with T1, T2 and T3 activities** - input from RSG is used to support development and finalizing of all outputs:

1. First RSG meeting-focus on T1:

- Health Tourism Key Performance Indicators
- Health Tourism Assessment and Benchmarking Tool

The First RSG meeting must be delivered in the period of **April-May 2020**

2. Second RSG meeting focus on the T1 and T2:

- Alpine Strategies for the improvement of framework conditions for health tourism derived innovation

September-Oktober 2020.

3. Third RSG meeting focus on:

- Proof of concept (PoC) of simulation & scenario tool
- Innovation Techniques
- Pilot Testing of Innovation Model and Tactical Toolset to validate them for future use

February -March 2021

4. Fourth RSG meeting focus on:

- Training Toolkit on Innovation Model and Health Tourism Management Tools
- Development of policy recommendations

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October-November 2021

5. Fifth RSG meeting focus on:

- Building of a network of „Alpine Health Tourism Regions”

March-April 2022.

Each institution which organises the RSG workshops will be in charge for of the minutes for of the workshop. The template for the minutes for each of workshop will be provided one by WPL T2, WPLT1 and LP. The WP T2 leader will prepare a basic common template with information needed which he need for elaboration. Then for each of workshop the WP leader who is responsible for the topic will add to this template 3-5 questions which are important for him/her.

Example: For the first workshop, t. The WPLT2 has prepared a basic template (Annex 2) and then WP T1 leader adds questions which are important for his work to finalise activities and outputs.

5 Transnational stakeholder group—TSG-- meetings and work plan

The operation of the TSG will help to ensure, that organizations, regions and even institutions/networks outside the partnership learn about the possibilities offered by the existence of the tools developed as part of HEALPS 2 project.

Based on contacts made during the proposal phase and the kick-off meeting partners map and approve possible **Transnational Stakeholder Group (TSG)** members will be defined. Partners with prior relations contact representatives and confirm their participation.

TSG should **involve representatives from areas across the ALPINE Region not present in the consortium** and from cities outside the region with major experience in utilisation of Alpine-specific natural health resources for the development of innovative tourism products and service chains.

Members are continuously updated and new stakeholders engaged as relevant. The role of all partners is to **ensure active participation of TSG members with experience in utilisation of Alpine-specific natural health resources for the development of innovative tourism products and service chains** in the TSG meetings/workshops.

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- by providing all necessary information to the WLP to ensure that the TSG runs smoothly,
- by contacting and keeping contact with any potential members for TSG, with whom they have prior relations,
- by continuing to provide names of potential new members throughout the project into TSG,
- by providing inputs to events where TSG members are present and to the final report.

The WLP is responsible for approving the participants of the TSG. Partners should submit the following information: potential TSG member's name, position, organization, e-mail address and phone number (annexe 1).

Transnational stakeholder workshops are part of activity: **Activity A.T1.3 Identification of strategic success factors and synergy potential**, deliverables **D.T1.3.1 Transnational Workshop follow-up reports (2 workshops)** and **Activity A.T2.3 Development of Health Tourism Innovation Model**, Deliverable **D.T2.3.2 Transnational Stakeholder workshop reports (3 workshops)**

Follow-up reports summarizing challenges and needs, developed Alpine-wide health tourism implementation strategies and recommendations for transnational cross-sectorial cooperation & synergies as basis for synthesis reports.

The partnership will organise five Transnational stakeholder workshop. First two in the T1 in year 2020.

1. 1st TSG meeting – Organize by partner **Community Network Alliance in the Alps**. They will join the workshop together with the own annual event. This is opportunity to get a critical mass to the our workshop with different stakeholders and experts. Time to organise **September 2020**. Topic which we will focus on this workshop are:
 - Health Tourism Key Performance Indicators
 - Health Tourism Assessment and Benchmarking Tool (HTAB)
 - Regional HTAB reports

The final topic will be define together with WPL T1, LP and institution who organize the event.

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2. 2nd TSG meeting – Hosting by partner **AROVEMAC**. They will join the event together with 3 SC meeting. Time to organise **November 2020**. Topic which we will focus on this workshop are:
 - Synthesis Report: Alpine Strategies for the improvement of framework conditions for health tourism derived innovation.
 - Proof of concept (PoC) of simulation & scenario tool
 - Dashboard for Alpine Space (DAS)

The final topic will be define together with WPL T1, LP and institution who organise the event.

3. 3rd, 4th and 5th TSG meeting will be organize in the context of the **T2- together with the steering committee meetings**. Responsible partners who organize the Steering committee meeting. They deliver input for the Health Tourism Innovation Model. Reports summarise outcomes for integration. Partners who are responsible for the SC meeting will organize at least half of day Transnational stakeholder workshop (with observers, external experts who can provide input, other institutions). This TSG meeting will be done in year 2021 and 2022. After we agree on the 2 Sc meeting the calendar we will update the document.

TSG meetings primarily contribute to the validation of the regional level outcomes and **are interlinked with the RSG**. The meetings will focus on the milestones of project implementation:

- Finalising the activity Activity A.T1.2 Regional assessment of Health Tourism strategy development and implementation (1 TSG workshop)
- Activity A.T1.3 Identification of strategic success factors and synergy potential (2 TSG workshop)

TSG will support the methodology development with consultations and provide continuous feedback. TSG members from countries with major progress in sustainable health tourism are invited to contribute with best practices and tested solutions on this workshops.

The partners and also the TSG will be involved in sharing experiences and developing transnational policy proposals and outputs. And finally, the **TSG will be used as an important vehicle to transfer the policy proposals to other regions and countries**.

At the conclusion of HEALPS 2 project the **TSG final report** will be elaborated in the form of »lessons learned« from the experience. Each institution who organise the TSG workshop will be in charge for the minutes of the workshop. The template for the minutes for this workshop will be done by WPL T2, WPLT1 and LP.

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6. Engagement of EU-level actors and cooperation with international networks

One of the main activities in the project is also Development of a concept for the building of a network of „Alpine Health Tourism Regions“ -- Activity A.T3.5--

Channelling project results into EU level policy-making will be ensured via the involvement of networks in the field, attending relevant conferences, workshops, inviting international experts to the HEALPS 2 events. Efforts made at embedding HEALPS 2 results in European networks and policy frameworks comprise an ongoing activity, complementing the joint strategy building process. It provides a platform for soliciting inputs from all important actors in the local, national and European fields, from professional organisations, to business and to policy-making. HEALPS 2 partners will utilise their contacts through their participation in transnational projects on the topic and/or their membership in relevant networks.

In practical terms, to achieve this aim, there are two major tools to be utilised:

- **Participation as speakers** in meetings and professional events, networking. It is envisaged that during the project implementation (participation at EUSALP Annual Forum- Activity A.T3.4). LP and WPL are in charge of attending EU thematic events, workshops, conferences, with the participation of all partners and fulfilment of this project deliverable. LP should be informed of potential events to participate at as soon as possible.
- This process is also enhanced by the major **publicity and stakeholder events of the project** (i.e. midterm workshop, final events-- **Activity A.C.5** -and: 2 Alpine Health Tourism Conferences- Activity A.T3.2) serving the purpose of obtaining inputs and opinions from relevant stakeholders, networks (etc. at the transnational level).

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ANNEXS 1 (aslo seperete Excell sheet):

PROJECT REGIONAL STAKEHOLDER GROUP TABLE									
PARTNER	PROJECT NAME	PROJECT PARTNER ACRONYM	PROJECT PARTNER FULL TITLE	CONTACT PERSON	WEB SITE	e-mail	Telephone	Potential Comments	
ERDF PP 2	HEALPS 2								
LSG MEMBERS									
No	Main stakeholder title / name	Acronym	Main field of activity /knowledge	Category	Web site address	Contact person	E-mail	Other contact details	Comments
1									
2									
3									
4									
5									
6									
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ANNEXS 2 (aslo seperete Word sheet):

RSG Meeting Report

The present template was elaborated by the Lead Partner and Work package leaders in order to:

- gain general information on each stakeholder platform meeting organized supporting progress reporting procedure;
- support the evaluation of knowledge sharing feeding of the Heaps 2 project

The completed report is to **be sent to the WPL T2**, together with **the scanned attendance sheet** of the meeting, **within two weeks after** each stakeholder meeting.

I. Basic information:

Partner's number, name:

Sequential number of the stakeholder meeting held:

Date of the meeting:

Place of the meeting:

Number of Participants:

List of Participants:

1.	...
2.	...
3.	...
4.	

Based on the above participants, please calculate the¹:

Number of administrative actors (local/national/regional/EU level) participated:

Number of private sector actors (e.g. companies, excluding SMEs) participated:

Number of SMEs participated:

¹ Please calculate the number of *actors* (and not the number of individuals) participated. As these numbers serve to give output indicators in the progress report, please calculate each actor *only once* during the project's lifetime.

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II. Summary of the meeting:

Summary of the meeting (e.g. important findings, themes discussed, presentations held, conclusions, further steps needed).

**Suggested length: 1 page*

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III. Stakeholder recommendations listed:

Please list here all the problems addressed at the meeting and the recommendations suggested by the stakeholders.

Note! These stakeholder inputs are the most important aspects of the meeting since it will be essential for the strategy building process (all main outputs)

	Problem to be addressed	Recommendation	Level (local/regional/EU)	Comments
1.				
2.				
3.				

VI. Additional questions from work package leader on which topic the workshop is organizing.

Question 1:

Question 2:

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Question 3:

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IV. Evaluation of the stakeholder platform meeting:

1. Did you managed to mobilize the most relevant stakeholders in the field?

Yes No

Please detail your answer:

2. Are you planning to involve other stakeholders for the next meeting?

Yes No

Please detail your answer:

3. Did you manage to involve every participant in the discussion?

Yes No

Please detail your answer:

4. Did the participants have an active discussion?

Yes No

Please detail your answer:

5. In general the issues were well addressed and discussions led to satisfactory solutions?

Yes No

Please detail your answer:

6. If applicable, please list the main debate issues on local/regional level including arguments accepted and denied:

Note: by the end of all stakeholder meetings you have to highlight the most relevant debate issue!

7. If applicable, please list the main debate issues on national level including arguments accepted and denied:

8. If applicable, please list the main debate issues on EU level including arguments accepted and denied:

Note: by the end of all stakeholder platform meetings you are encouraged to highlight the most relevant EU level debate issue!

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