



CODE OF OPERATION OF THE MULTI-STAKEHOLDER GROUPS

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Project summary

European population is getting older which means that the number of people over 65 is increasing. Ageing trend presents numerous social changes and challenges, for which adequate solutions need to be found. At the same time, it also means opportunity for growth and jobs as there is great potential to deliver innovative solution for home care.

8 partners from Cyprus, Slovenia, Bulgaria, Romania, Lithuania, Hungary, Portugal and Czech Republic have launched the **HoCare** project – **“Delivery of Innovative solutions for Home Care by strengthening quadruple-helix cooperation in regional innovation chains”**.

The objective of HoCare project is thus to boost delivery of Home Care innovative solutions in regional innovation chains by strengthening of cooperation of actors in regional innovation system using Quadruple helix approach and the aim is to do it by improvement of relevant Structural Funds thanks to the international policy learning. These improvements are planned to be at the strategic level (by governance improvement) as well as practical ones (by support of high-quality projects).

As a result, HoCare promises to improve management structures (governance) of 7 above mentioned Funds. These improvements at the strategic levels will be complemented at practical policy level by the generation of 10 practical projects funded from tackled Funds. The project aims to positively influence efficiency, impact, the level of project qualities etc. of Structural Funds. Initial content for it will be created by partners during Regional analysis, further investigated during International Thematic Workshops. It will formulate 30 transferable good practices and enable formulation of high-level outputs. Collected knowledge will enable the project to contribute to EU external policy learning.

Project objectives

Project HoCare aims to positively influence efficiency and impact of Structural Funds. It has additionally three thematic sub-objectives related to the natural generation of innovation for Home Care in regional innovation chains.

The first sub-objective is to focus on the generation of innovation through addressing unmet needs identified by stakeholder groups in quadruple helix model means by formal carers (i.e. hospitals, social houses, elderly houses) and informal carers (i.e. family members).

The second sub-objective is to focus on the generation of innovation through public driven innovation processes.

The third sub-objective is to bring innovative Home Care solutions quicker to the market by using, again, quadruple helix approach.

Project outputs

The project aims will be achieved mainly thanks to 4-dimensional international policy learning processes. Initial content for it will be created by partners during Regional analysis, further investigated during 3 International Thematic Workshops. It will formulate 30 transferable Good practices and enable formulation of high-level outputs: 3 HoCare Policy Thematic reports and 3 HoCare Policy Transfer Reports. Collected knowledge will enable project to contribute to EU external policy learning by organizing 2 international and 8 National High-Level Policy Learning events. Local



partners will be working closely with local Structural Funds policy to multiple stakeholders of different types of organizations.

Logic and aims of multi-stakeholder groups

“Quadruple helix”, as an innovation model, is built on the concept of cooperative inclusion of all 4 relevant groups (helixes) to the innovation process: citizens/users, businesses, research and public. The cornerstone of quadruple helix approach is the facilitation of communication and cooperation across actors represented each helix. This approach is reflected in HoCare project through the formation of Multi-stakeholder group in each region constituted by 20 institutional members.

Stakeholders are groups of carefully selected target groups, who have an interest in the project and can have influence on its ability to achieve its goals:

1. Representatives of demand side:

- Formal providers of health care – hospitals, social houses, senior houses, doctors and other health care professionals;
- Informal providers of health care – mostly family members of elderly care recipients (preferably their associations or any other formal body);
- Elderly care recipients (preferably their associations).

2. Business sector:

- Industrial actors from AAL/Home care industry – SMEs, LMEs;
- Business support actors – associations, innovation or regional development centres related to Home Care.

3. Research actors: universities, research centres with research activities in Home Care sectors.

4. Public actors:

- Senior public servants & policy decision makers in field of R&I, health care, social care at regional and national level;
- Senior analysts, senior managers from Health Insurance companies and Regulators;
- EU level policy decision makers – public servants responsible for Digital Single Market, PcP, PPI regulation, standardization, including MEPs from relevant parliamentary groups.

Multi-stakeholder group will be involved in policy learning activities, support development of the Action plan and participate in its implementation at national level regarding the management on the policy instrument. There will be organized 4 Multi-stakeholder meetings. They will be thus actively involved in the whole project, while the objective of Multi-stakeholder meetings is mainly stakeholder learning, but there will be implemented also dissemination measures and they will also give valuable feedbacks for the project activities. Selected members of the Multi-stakeholder group will be invited to participate in project events such as interregional thematic workshops and high-level policy events.

Benefits for the Operational programme (OP)

The main benefits for OP will be the improvement of their implementation. The improvement of OP will be realized at both policy levels. Firstly, it will be done at practical policy level through the new project supported in OP to address the issue of lack of high-quality innovative projects in previous period. This should happen



thanks to intensive policy learning and through the regional cooperation in close collaboration with project partners and their stakeholders and with national stakeholders. It's natural that such cooperation should adapt quadruple helix approach as adopting the unmet needs or public driven innovation will contribute to the improvement of supported projects quality. Secondly, an improvement of governance of OP is also foreseen with main focus to target specific calls towards Home Care solutions with the strong emphasis on incorporation of quadruple helix approach to the proposed projects. This will be done either by improvement of the calls description or additionally by the improvement of the evaluation mechanisms.

Benefits for the participating stakeholder

The regional Multi-stakeholder group will work together with Lithuanian innovation centre for discussing and analyzing the developments of the project and will have the opportunity to exchange experience and learn about good practices already applied in other European regions in the area of the issue tackled by the project. Good practices defined will be analysed, evaluated and if possible transformed (according to local situation) into proposed activities that would constitute the HoCare Action Plan. In addition, specific suggestions that would be produced through the activities of the local (stakeholder) support group will be officially communicated to the body responsible for the specific policy instrument examined through the project's activities for reviewing and possibly change it for improvement. All relevant stakeholders will be invited to take part in international policy learning actions within the HoCare project.

The specific benefits for each stakeholder target group:

1. Representatives of the demand side. The participating in the stakeholder group provides opportunities:
 - to change the strategic focus, specific calls and management of Operational programmes (OP);
 - to offer financial support measures, which will satisfy the needs of the providers of home care services;
 - to meet other local/national home care providers, research partners and SMEs and share experiences;
 - to meet face-to-face with policy-makers and express them relevant proposals and problems;
 - to get access to the process of improving the services designed for their relatives/them, thus giving direct feedback for better improvement, etc.
2. Business sector. The participating in the stakeholder group provides opportunities:
 - to offer financial support measures, which will satisfy the needs of industrial actors;
 - to propose new programs in which implementation business sector can become involved;
 - to get the access to new market niches for repositioning of product/services, new ventures starting, new innovative start-ups supporting;
 - to raise voice of the business sector in relation to the shaping up of financing schemes for the above;
 - to meet with voice of demand providers to get more in depth information for product innovations;
 - to influence the process related to the realisation of the RIS, to support the speeding up of the penetration of innovation in the business sector



- related to home care, etc.;
3. Research actors. The participating in the stakeholder group provides opportunities:
 - to identify viable R&D directions in relation to healthy aging;
 - to promote scientific knowledge and create synergies with SMEs for the transfer of knowledge;
 - to change the strategic focus, specific calls and management of OPs to specific research actors' needs, etc.;
 4. Public actors. The participating in the stakeholder group provides opportunities:
 - to identify the common related goals between projects and party programme and to emphasize that the project will contribute to part of the solution;
 - to find new ways to solve aging society problems;
 - to receive "ready solutions" / new pathways to be followed/applied in coherence with stakeholders' needs;
 - to enhance performance in terms of innovative practices;
 - to get direct access to other participants in the quadruple helix to test/imply/receive feedback for the strategies, programmes, schemes they are responsible for, etc.

Specifics of meetings

4 stakeholder group meetings are planned during the implementation of the project . All the meetings will be held in Vilnius. The average duration of a single event is about 4 hours.

Content to discuss of each stakeholder group meetings:

- **1st** stakeholder group meeting will take place in **November 2016** with aims to present the project and thematic workshop methodologies, to present a draft of Regional analysis and get additional inputs.
- **2nd** stakeholder group meeting will take place in **August-September 2017** with aims to share knowledge and experience from international events (as part of organizational and stakeholder learning process) and initiate process of Action plan preparation and to get additional inputs.
- **3th** stakeholder group meeting will take place in **January 2018** with aims to present a draft of the Action plan and get comments and proposal for improvements.
- **4th** stakeholder group meeting will take place in **March 2018** with aims to present final Action Plan and Kick-off implementation process.

To produce meaningful discussions and get useful feedback the stakeholder group meetings will be organized in workshop format. The workshops will be organized around the following two formats:

1. Short format panel presentations with discussants: several sessions with authors of 3-4 themes or questions given about 15 minutes each to present their issues, followed by a discussant providing comments and feedbacks on one or all of the issues.
2. Long format presentation with the discussants: session with the author of paper given about 30 min to present a paper followed by discussant's comments and feedbacks.

After each meeting the minutes will be prepared and separately summarized the



main working groups formulated proposals, comments or recommendations on issues. These documents will be sent for approval to members of the group. The proposals, comments and recommendations will impact the Regional analysis, Action plan and Kick-off implementation process. Also stakeholder's attitude will confirm or deny the formed statements.

List of specific members of RMG

Ministries officially delegated representatives:

1. Ministry of Economy of the Republic of Lithuania –
2. Ministry of Social Security and Labour - Chief adviser of Labour department Ramūnas Darulis;
3. Ministry of Education and Science – Chief specialist of Technology and Innovation Division Vilma Popovienė.

Coordinating of multi-stakeholder groups meetings

In the multi-stakeholder group will ensure the equality of each member, independently of the represented organization. This will allow ensuring the involvement of each participant and their contribution.

Coordinator of the multi-stakeholder group will be the representative of Lithuanian innovation centre. The areas of coordinator responsibility:

- Schedule all meetings;
- Generate meeting agenda and minutes of the meeting;
- Determine, communicate, and track meeting's action items;
- Administer group file-sharing space and coach members on usage practices;
- Develop strong working relationships with group members and guests via direct communication or communication through their executive assistants;
- Assist with member- and guest-related event logistics to ensure hotel, ground transportation, and meeting needs are met, etc.

Basic rules of multi-stakeholder groups meetings participation

The ground rules of multi-stakeholder groups meetings set the main principles of responsibility for behavior:

- **Attendance:** strive to ensure the personal participation in all meetings. In the absence of opportunities to delegate a competent person able to represent the institution.
- **Promptness:** to carry out the delegated tasks or obligations on time;
- **Participation:** everyone's viewpoint is valuable; build upon each other's ideas.
- **Conversational Courtesy:** listen attentively and respectfully to one another; don't interrupt; hold one conversation at a time.
- **Communicate** ideas and feelings accurately and clearly (be willing to listen, question, and speak);
- Encourage other members to **actively participate**, acknowledge others' contributions.
- **Influence other members** based on expertise, access to information, and ability, not on authority - power is distributed equally throughout the group.
- Engage in **constructive controversy** by disagreeing and challenging ideas or proposals through discussion, thus promoting creative decision-making and problem-solving.

Main functions of

The main functions of stakeholder group members and their temporary absence –



stakeholder group

deputies:

1. Get acquainted with the material before the working group meeting and, if necessary, organize its discussion in the represented institution;
2. Provide comments and suggestions on reading material before the deadline;
3. Proactively participate in the stakeholder group meetings;
4. During the meeting provide position on the issues discussed;
5. If appropriate, make remarks of combining the minutes;
6. Share the received information with the authority represented by;
7. Share learning and experiences with other partner organizations;
8. If possible - publicize the project and benefits.

Communication after multi-stakeholder groups meetings

After each meeting, group members periodically receive the following information:

- Minutes of meetings;
- The main working group's formulated proposals, comments or recommendations;
- Separately summarized the main working group's formulated proposals, comments or recommendations;
- Information about main events of the project;
- Information about project's outputs;
- Methodological and training materials, etc.

The members of multi-stakeholder group will be invited to participate in other project's activities and workshops.