



Transfer of Employment Support Tools for People with Disabilities

T-EST

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STAKEHOLDER ANALYSIS REPORT

WP4-N21



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STAKEHOLDER ANALYSIS

The main aim of the exploitation phase is to make sure that the approach of Supported Employment finds sustainable use in the systems and labour market of the target countries BG, RO and TR. It is therefore necessary to define a strategy how this concept and the approach can be maintained in the system after the project support for its transfer has ended.

1. What is Stakeholder Analysis?

Stakeholder Analysis is the process of identifying the individuals or groups that are likely to affect or be affected by a proposed action and sorting them according to their impact on the action and the impact the action will have on them.

Stakeholders can greatly influence the intended outcome and success of a project. Their involvement can take place during any stage of the project; however, performing a stakeholder analysis during the planning stage can greatly influence the development of an effective project strategy. Gaining stakeholder involvement is not always easy. Careful and thorough planning is essential to identify the right stakeholders and to ensure stakeholders participate in appropriate and effective ways. Narrowing the field to key stakeholders is a main objective of conducting a stakeholder analysis.¹

2. STEP-1 & STEP-2 : Listing & Prioritizing

The first step of the stakeholder analysis is to list all possible stakeholders. At this stage partners asked to prepare a list of possible stakeholders which can be public or private institutions/organizations that work in the area of employment, disability and/or they might be organizations which provide services to the people with disabilities, or decision-makers, politicians, etc.

After creating the list of stakeholders the next step is to identify stakeholders' importance and influence. Key stakeholders are those which can significantly influence, or are important to the success of the project. "Influence" refers to "how powerful a stakeholder is". "Importance" refers to "those stakeholders whose problems, needs and interests are addressed by the project". If these "important" stakeholders are not assisted effectively, then the project cannot be deemed a "success".² After listing and prioritizing stakeholders,

¹ Stakeholder Analysis Participant's Webinar Workbook, Sustainable Management Development Program, Division of Public Health Systems and Workforce Development, Center for Global Health, U.S. Centers for Disease Control and Prevention.

²

http://www.mdf.nl/fileadmin/mdf_nl/Training_courses/Course_background_materials/Competent_professionals/SP_HO_stakeholder_analysis.pdf

partners asked to prioritize those listed institutions/persons based their importance and influence. At this step partners rated the **importance** and **influence** of the listed stakeholders.

Importance refers to those stakeholders whose problems, needs and interests are a *priority* to supported employment actions. It is also related with how closely stakeholders' interests coincide with the objectives of the project process and how much *impact* they have on the project activities. The importance of a stakeholder can be evaluated by asking this question: "What resources might this stakeholder bring to the project? What is this stakeholder willing to organize/contribute for the project?"

Influence is power to control what decisions are made and extent to which individuals, groups and institutions can persuade or coerce others into making decisions and taking certain actions. Influence is the power which stakeholders have over the planning and implementation process. Influence is the power to control what decisions are made, facilitate its implementation, or exert influence, which affects the project negatively. Power may derive from the nature of a stakeholder's organisation, or their position in relation to other stakeholders. Other forms of influence may be more informal (for example, personal connections to ruling politicians). It may also be necessary to consider stakeholders whose power - and therefore influence - will increase because of resources introduced by the project.³

Importance and influence can be affected by:

- Legal hierarchy
- Authority of leadership (e.g. charisma)
- Control of strategic resources (e.g. funding)
- Possession of specialist knowledge
- Negotiating position (e.g. strength in relation to other stakeholders)
- Social, economic and political status
- Degree of organization, consensus and leadership in the group
- Degree of control of strategic resources significant to supported employment
- Informal influence (via networks)
- Degree of dependence on others

3. STEP-3: Developing Action Plan

A) After prioritizing stakeholders the third step is to develop an action plan (also called communication plan). At this step the stakeholders are grouped into 4 categories:

High importance – low influence: Group A- require special initiatives to protect their interests because of their low influence.

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http://www.mdf.nl/fileadmin/mdf_nl/Training_courses/Course_background_materials/Competent_professionals/SP_HO_stakeholder_analysis.pdf

High importance – high influence: Group B- important that there are constructive working relationships with this group, to ‘ensure an effective coalition of support for the project’.

Low importance – high influence: Group C- source of significant risk to the project because of their high influence but little overlap of interests with the project. They may not want to participate in the process but could jeopardise the effectiveness of the outcome.

Low importance – low influence: Group D- low priority because of low influence and low importance - unlikely to be involved in project activities.

B) After grouping stakeholders, partners asked to describe these stakeholders by writing its type of organization, activity area, size, background experience in the area of employment of the disabled people, etc.

C) Partners then described their proposed action plan to involve each stakeholder in project processes in order to achieve the expected results of the project. At this stage firstly, it is necessary to identify what we expect from a specific stakeholder. Do we need this stakeholder to actively support the project process and act, or is it enough when the stakeholder understands why the project is necessary and when he does not openly contradicts it? Secondly, we must decide what actions we need to undertake to manage stakeholders in order to realize the project objectives.

High importance	A: this group will require special initiatives to protect their interests	B: a good working relationship must be created with this group
Low importance	D: this group may have some limited involvement in evaluation but are relatively of low priority	C: this group may be a source of risk, and will need careful monitoring and management
	Low influence	High influence

The levels of participation range from a minimum of simply informing stakeholders through to empowerment in which the stakeholders or some of them are given final decision making authority. Stakeholders may be involved through:

- advisory committees
- working groups - groups with responsibility for specific aspects of the work
- surveys/questionnaires
- newsletters – provide a mechanism for keeping stakeholders informed
- personal meetings

It is important to make stakeholders your allies. This can be done in a variety of ways, from keeping the stakeholders involved in every step of the process as a partner to simply ensuring that they are kept informed and given the opportunity to comment.^{4 5}

⁴ http://www.governat.eu/files/files/pb_bryson_stakeholder_identification.pdf

⁵ <http://www.blueprintforchangeonline.net/pages/stakeholders/identifying.php>

Below are some of the possible stakeholder involvement strategies which can be used during the project lifetime.

Stakeholders that are lowly impacted by the change process and have a low impact on it themselves, need only understand the change process. Therefore, it is important to keep them **informed** of the process. (e.g. the public opinion in the context of supported employment)

Stakeholders that are highly impacted by the change process, but have a low impact on it themselves, should buy-in (to agree to give it support). Therefore, it is important to keep them **informed and to consult them** and ask for their opinion and advice as much as possible.

Stakeholders that have a high impact on the change process, but that are lowly impacted themselves, should act (take decisions, provide resources and money, etc.). Therefore, **consult and involve** these people as much as possible.

Stakeholders that have a high impact on the change process and that are highly impacted themselves should act as well. Therefore **involve** them as much as possible. (e.g. 'supported employment professionals, people who work in a supported employment programme,...')

Inform:

- newsletter
- website
- Regular updates of the process by e-mail
- Posters and flyers
- An article in a (local, company, professional) newspaper or magazine
- Trainings on specific topics

Consult:

- Ask for opinion in polls and questionnaires
- Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities,
- Invite to project advisory board
- Organize regular meetings to give an update on the process and ask for opinions and suggestions
- Keep informed by using possible interventions from 'inform' category

Involve:

- Invite to project/implementation team
- Invite to kick-off workshop to co-decide on objectives and actions of change process
- Organize regular meetings to co-decide on specific steps and actions
- Involve in specific aspects of implementation
- Consult by using possible interventions from 'consult' category
- Keep informed by using possible interventions from 'inform' category

4. PARTNERS' STAKEHOLDER ANALYSES

Based on the instructions and explanations above partners prepared their stakeholder analysis. Below are the results of stakeholder analysis from Bulgaria, Romania and Turkey.

4.1 BULGARIA - MARIE CURIE ASSOCIATION

Marie Curie Association of Bulgaria listed following stakeholder groups and prioritized them according to their importance and influence.

STEP-1	STEP-2			
Please list all stakeholders that you can think of	Please rate the importance and influence of the listed stakeholder			
Name of stakeholder	importance		influence	
	high	low	high	low
Hearing and sensory impaired people	X		X	
Mobility impaired people	X		X	
Career counselors	X		X	
VET Trainers	X		X	
Social workers & Carers		X		X
Parents, friends and relatives of disabled people	X		X	
(Social) Service providers	X			X
Job centres	X			X
Organisations of/for disabled people	X			X
Managers of educational/training organisations		X		X
Employers	X			X
Key decision makers acting in education and training policy	X			X
Local authorities	X			X

GRUP A – High importance – low influence stakeholders

Stakeholders listed in this category are:

Key decision makers acting in education and training policy: Policy makers responsible for the implementation of the supported employment in Bulgaria

1. Ministry of Education, Youth and Science
2. National Agency for Vocational Education and Training
3. Municipality of Plovdiv, "Education and Science" Department

Description of the roles/ actions/ activities/ initiatives (inform-consult-involve or other possible participation methods):

Keep them informed and to collect their feedback for the improvement of the toolkit and for the further implementation of the supported employment approach in Bulgaria

SUGGESTED DISSEMINATION AND EXPLOITATION METHODS FOR THIS GROUP:

- newsletters
- website
- Regular updates of the process by e-mail
- Posters and flyers

Employers: Directly involved in the supported employment process

1. American Restaurants
2. Orgahim JSC
3. SHELL Bulgaria
4. KCM SA
5. Bulgarian Business Leaders Forum
6. Citybank N.A. – Sofia Branch
7. Ivan Petrishki SP
8. Job Point LTD
9. "Dunapack-Rodina" JSC
10. Foundation "Dignified Life"
11. Future 21 Century Foundation
12. Kaolin JSC
13. Mondi Packaging Stamboliiski
14. Plovdiv Chamber of Commerce and Industry
15. Polimeri
16. PolygrafsnaB GSC
17. Practiker, Sofia
18. Strategies Consulting Agency
19. Via Expo Ltd.

Description of the roles/ actions/ activities/ initiatives (inform-consult-involve or other possible participation methods):

Keep them informed and to consult them and ask for their opinion and advice as much as possible.

SUGGESTED DISSEMINATION AND EXPLOITATION METHODS FOR THIS GROUP:

- newsletters
- website
- Regular updates of the process by e-mail
- Posters and flyers
- Ask for opinion in polls and questionnaires
- Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities,
- Invite to project advisory board

- Organize regular meetings to give an update on the process and ask for opinions and suggestions

Local authorities: Responsible for the mainstreaming and multiplication of the supported employment

1. Municipality of Plovdiv,
2. Social Services Directorate;
3. International Cooperation
4. European Projects Directorate

Job centres: Responsible for the mainstreaming and multiplication of the supported employment

1. “Zaedno BG” Career Consultancy Company;
2. “Manpower Bulgaria” Ltd.
3. Regional Development Agency with Business Center for Support of SMEs
4. National Employment Agency
5. Executive Agency “Head Labour Inspectorate”

Description of the roles/ actions/ activities/ initiatives (inform-consult-involve or other possible participation methods):

Keep them informed and to collect their feedback for the improvement of the toolkit and for the further implementation of the supported employment approach in Bulgaria

SUGGESTED DISSEMINATION AND EXPLOITATION METHODS FOR THIS GROUP:

- newsletters
- website
- Regular updates of the process by e-mail
- Posters and flyers

Organizations of disabled people: Responsible for the wider dissemination of the supported employment among their members

1. National Agency for People with Disabilities
2. National Association of the Deafblind, Plovdiv

Description of the roles/ actions/ activities/ initiatives (inform-consult-involve or other possible participation methods):

Keep them informed and to consult them and ask for their opinion and advice as much as possible.

SUGGESTED DISSEMINATION AND EXPLOITATION METHODS FOR THIS GROUP:

- newsletters
- website
- Regular updates of the process by e-mail
- Posters and flyers

- Ask for opinion in polls and questionnaires
- Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities,
- Organize regular meetings to give an update on the process and ask for opinions and suggestions

GRUP B – High importance – high influence stakeholders

Stakeholders listed in this category are:

Hearing and sensory impaired people (the names are available upon request - we should keep this private data separately): Direct users

Description of the roles/ actions/ activities/ initiatives (inform-consult-involve or other possible participation methods):

Keep them informed and to consult them and collect their feedback (involvement in research, need analysis, enhancement of the toolkit and piloting)

SUGGESTED DISSEMINATION AND EXPLOITATION METHODS FOR THIS GROUP:

- newsletters
- website
- Regular updates of the process by e-mail
- Posters and flyers
- Ask for opinion in polls and questionnaires
- Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities,
- Invite to project advisory board
- Organize regular meetings to give an update on the process and ask for opinions and suggestions

Mobility impaired people (the names are available upon request - we should keep this private data separately): Direct users

Description of the roles/ actions/ activities/ initiatives (inform-consult-involve or other possible participation methods):

Keep them informed and to consult them and collect their feedback (involvement in research, need analysis, enhancement of the toolkit and piloting)

SUGGESTED DISSEMINATION AND EXPLOITATION METHODS FOR THIS GROUP:

- newsletters
- website
- Regular updates of the process by e-mail
- Posters and flyers
- Ask for opinion in polls and questionnaires
- Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities,
- Invite to project advisory board

- Organize regular meetings to give an update on the process and ask for opinions and suggestions

Career counsellors: Collaborators for further improvement and implementation of the approach

1. Katya Hristeva
2. Svetla Dimitrova
3. Diana Nikolova
4. Atanaska Nikolova
(the list will be enriched during the project lifetime)

Description of the roles/ actions/ activities/ initiatives (inform-consult-involve or other possible participation methods):

Keep them informed and to consult them and collect their feedback (involvement in research, need analysis, enhancement of the toolkit and piloting)

SUGGESTED DISSEMINATION AND EXPLOITATION METHODS FOR THIS GROUP:

- newsletters
- website
- Regular updates of the process by e-mail
- Posters and flyers
- Ask for opinion in polls and questionnaires
- Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities,
- Invite to project advisory board
- Organize regular meetings to give an update on the process and ask for opinions and suggestions

VET Trainers - to be reached: Direct users - could become Job Coaches

Description of the roles/ actions/ activities/ initiatives (inform-consult-involve or other possible participation methods):

Keep them informed and to consult them and collect their feedback (involvement in research, need analysis, enhancement of the toolkit and piloting)

SUGGESTED DISSEMINATION AND EXPLOITATION METHODS FOR THIS GROUP:

- newsletters
- website
- Regular updates of the process by e-mail
- Posters and flyers
- Ask for opinion in polls and questionnaires
- Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities,
- Invite to project advisory board
- Organize regular meetings to give an update on the process and ask for opinions and suggestions

Parents, friends and relatives of disabled people (the names are available upon request - we should keep this private data separately): Could support their disabled relatives in the process of their inclusion into the supported employment process

Description of the roles/ actions/ activities/ initiatives (inform-consult-involve or other possible participation methods):

Keep them informed and to consult them and collect their feedback (involvement in research, need analysis, enhancement of the toolkit and piloting)

SUGGESTED DISSEMINATION AND EXPLOITATION METHODS FOR THIS GROUP:

- newsletters
- website
- Regular updates of the process by e-mail
- Posters and flyers

GRUP D – Low importance – low influence stakeholders

Stakeholders listed in this category are:

Social workers & Carers: Complex for Social Services Sliven, Complex for Social services Plovdiv:

Description of the roles/ actions/ activities/ initiatives (inform-consult-involve or other possible participation methods):

Keep them informed

SUGGESTED DISSEMINATION AND EXPLOITATION METHODS FOR THIS GROUP:

- newsletters
- website
- updates of the process by e-mail
- Posters and flyers

Head of faculties / Managers of educational/training organisations:

1. University of Sofia, “St. Kliment Ohridski”
2. University of Plovdiv “Paisii Hilendarski”
3. University of national and World Economy, Center for career development
4. Center for Human Resource Development
5. Center for Vocational Training, Plovdiv
6. Center for Vocational Training, “Finance and Insurance College”
7. Center for Vocational Training within the System of Bulgarian Trade and Economy Union, Sofia, Branch Plovdiv
8. Center for Vocational Training, “European College of Economy and Management”, Plovdiv
9. Professional School of Food Technologies
10. Center for Vocational training, “EURO-ALLIANCE” Ltd., Plovdiv

Description of the roles/ actions/ activities/ initiatives (inform-consult-involve or other possible participation methods):

Keep them informed

SUGGESTED DISSEMINATION AND EXPLOITATION METHODS FOR THIS GROUP:

- newsletters
- website
- Regular updates of the process by e-mail
- Posters and flyers

4.2 BULGARIA - Chamber of Commerce Dobrich

Chamber of Commerce Dobrich of Bulgaria listed following stakeholder groups and prioritized them according to their importance and influence.

STEP-1	STEP-2			
Please list all stakeholders that you can think of	Please rate the importance and influence of the listed stakeholder			
Name of stakeholder	importance		influence	
	high	low	high	low
Employers				
Gospodinovi Commerce LTD	x		x	
Stamkonja LTD	x		x	
Avangard Personal Consulting LTD	x		x	
Akumplast S.A.	x		x	
Milara Play LTD	x		x	
AGE 2008 S.A.	x		x	
ARIS LTD	x		x	
Public authorities				
Municipality of Dobrich	x		x	
Municipality Dobrichka	x			x
Municipality of Balchik	x			x
Municipality of Kavarna	x			x
Municipality of Shabla	x			x
Municipality of Krushari	x			x
Municipality of Tervel	x			x
Municipality of General Toshevo	x			x
Regional Government of Dobrich	x		x	
Direction Social Assistance - Dobrich	x			x
Direction Social Assistance - Balchik	x			x
Direction Social Assistance - Kavarna	x			x
Direction Social Assistance - Shabla	x			x
Direction Social Assistance - Krushari	x			x
Direction Social Assistance - Tervel	x			x
Direction Social Assistance - General Toshevo	x			x
Regional Department of Employment Agency	x			x
KNSB (Trade Union)	x		x	
Decision makers				
Ministry of Labour and Social policy	x			x

State Agency for protection of children	x			x
NGOs				
Agency for regional economic development and investments	x		x	
Child's Heart Association Dobrich	x			x
Association of disable people NADEJDA	x			x
HOBIS Club	x			x
St. Mina Association	x			x
Bulgaria Vita Association	x			x
Lumos Foundation	x			x

GRUP A – High importance – low influence stakeholders

Stakeholders listed in this category are:

1. Municipality Dobrichka
2. Municipality of Balchik
3. Municipality of Kavarna
4. Municipality of Shabla
5. Municipality of Krushari
6. Municipality of Tervel
7. Municipality of General Toshevo
8. Direction Social Assistance - Dobrich
9. Direction Social Assistance - Balchik
10. Direction Social Assistance - Kavarna
11. Direction Social Assistance - Shabla
12. Direction Social Assistance - Krushari
13. Direction Social Assistance - Tervel
14. Direction Social Assistance - General Toshevo
15. Ministry of Labour and Social policy
16. State Agency for protection of children
17. Child's Heart Association Dobrich
18. Association of disable people NADEJDA
19. HOBIS Club
20. St. Mina Association
21. Bulgaria Vita Association
22. Lumos Foundation

Description of the roles/ actions/ activities/ initiatives (inform-consult-involve or other possible participation methods):

Will be involved in the awareness raising campaign and will be involved in the process of implementation of Supported Employment Toolkit

SUGGESTED DISSEMINATION AND EXPLOITATION METHODS FOR THIS GROUP:

- newsletters
- website

- Regular updates of the process by e-mail
- Posters and flyers
- Ask for opinion in polls and questionnaires
- Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities,
- Organize regular meetings to give an update on the process and ask for opinions and suggestions

GRUP B – High importance – high influence stakeholders

Stakeholders listed in this category are:

1. Gospodinovi Commerce LTD
2. Stamkonia LTD
3. Avangard Personal Consulting LTD
4. Akumplast S.A.
5. Milara Play LTD
6. AGE 2008 S.A.
7. ARIS LTD
8. Regional Government of Dobrich
9. Municipality of Dobrich
10. Regional Department of Employment Agency
11. Agency for regional economic development and investments
12. Regional Council of CITUB [KNSB]

Description of the roles/ actions/ activities/ initiatives (inform-consult-involve or other possible participation methods):

- SMEs are the target group of CCI and they will be directly involved in the project - research and need analyses. They will be informed about the development of the project by the means of T-EST Newsletter and local workshops
- Council for tripartite collaboration - economic and social development. They are involved in the dissemination of project products and results.

SUGGESTED DISSEMINATION AND EXPLOITATION METHODS FOR THIS GROUP:

- newsletters
- website
- Regular updates of the process by e-mail
- Posters and flyers
- Ask for opinion in polls and questionnaires
- Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities,
- Invite to project advisory board
- Organize regular meetings to give an update on the process and ask for opinions and suggestions

GRUP D– Low importance – low influence stakeholders

Stakeholders listed in this category are:

1. VET Providers

2. About 500 employers - members of CCI-Dobrich

Description of the roles/ actions/ activities/ initiatives (inform-consult-involve or other possible participation methods):

Will be involved in the awareness raising campaign

SUGGESTED DISSEMINATION AND EXPLOITATION METHODS FOR THIS GROUP:

- newsletters
- website
- Updates of the process by e-mail
- Posters and flyers

4.3 ROMANIA- Directia Generala de Asistenta Sociala si Protectia Copilului Harghita

Directia Generala de Asistenta Sociala si Protectia Copilului Harghita of Romania listed following stakeholder groups and prioritized them according to their importance and influence.

STEP-1	STEP-2			
Please list all stakeholders that you can think of	Please rate the importance and influence of the listed stakeholder			
Name of stakeholder	importance		influence	
	high	low	high	low
Community, local citizens	x			x
Disabled persons, direct beneficiaries	x		x	
Disabled person's family	x		x	
DGASPC HR	x		x	
Social and Child Protection Department of the other 41 county of Romania	x		x	
County Commission for evaluation of disabled adults	x			x
Care and Nursing Center - Frumoasa		x		x
Care and Nursing Center - Gheorgheni		x		x
County Council Harghita	x		x	
Protected Homes Service	x			x
"Saint Ana" Special High-school	x			x
General Directorate of Persons with Disabilities DGPH - Ministry of Labour and Social Affairs	x		x	
Association for Persons with Physical Disabilities	x		x	
National Association of the Deaf, Harghita Branch, RO	x		x	
Harghita County's Brach of the Blind Association	x		x	
LIA - Wolter Association	x			x
Caritas Alba Iulia - Office for People with Disabilities	x		x	
Aut-Help Association	x			x
"Napsugar az esoben" Assocation	x			x
Orban Foundation	x			x
Csibesz Foundation	x			x
"Szent Ferenc" Association for Children with Disabilities	x			x
"Szent Ferenc" Foundation	x			x
"Szent Ferenc" Association for Children with Disabilities	x			x
"Szent Gellert" Foundation	x			x

Pro Autist Foundation	x			x
Mayor's Offices	x			x
County Employment Agency	x		x	
Local Small and Medium Enterprises	x		x	
companies	x		x	
School inspectorate		x		x
Motivation Foundation	x		x	
"Pentru Voi" Foundation	x		x	

GRUP A – High importance – low influence stakeholders

Stakeholders listed in this category are:

1. Community, local citizens: 305 000 citizens of Harghita county and the wider society
2. County Commission for evaluation of disabled adults: Subordinated unit of DGASPC HR, activity of expertise and consultancy for PwD
3. Protected Homes Service: Subordinated unit of DGASPC HR, assistance and support for mentally disabled youth
4. "Szent Anna" Special High-school: Special vocational school for children with learning difficulties, apr. 100 beneficiaries
5. LIA - Wolter Association: Association - support for children and young adult with disabilities, and for their families - regional activity within Harghita county for 60-70 beneficiaries: Aut-Help Association
6. Support for children and adults with autism in Harghita County: "Napsugar az esoben" Association
7. Improvement of life quality of people with intellectual and other kind of disabilities, support on vocation training and their social integration - regional activity within Harghita county
8. Orban Foundation: Support and trainings for children and young adults at risk and with mental disability - regional (district) activity within Harghita county for approx. 40 beneficiaries: Csibesz Foundation: Support for children and young adults at risk, with disabilities, actual and previously beneficiaries of the child protection system, regional activity for more than 380 persons
9. "Szent Ferenc" Foundation: support activity for disadvantaged children, young adults in the supply of schooling, vocational and professional training, their integration on the open labour market throughout the hungarian regions of Romania
10. "Szent Ferenc" Association for Children with Disabilities: Association of parents of children with disabilities with activity on the field of advocacy for people with disabilities of a district in Harghita county
11. "Szent Gellert" Foundation: Educational and counselling, daily activity support for people with disabilities, providing trainings, workshops, advocacy - local activity
12. Pro Autist Foundation: Support for children and adults with autism in Harghita County
13. Mayor's Offices: 67 Mayor's Offices, from which 8 cities

Description of the roles/ actions/ activities/ initiatives (inform-consult-involve or other possible participation methods):

Stakeholders listed in this category are directly involved in processes regarding the integration of people with disabilities in the society and on the labour market. Therefore these stakeholders will be provided with information about the expected project result, and informed regularly about significant breakthroughs of the project. Newsletters will be sent periodically to the stakeholders. Some representatives have already been consulted regarding the problems of people with disabilities and implementation ideas of the project outcome. They will be invited to exploitation seminars and to implement the service of Supported Employment.

SUGGESTED DISSEMINATION AND EXPLOITATION METHODS FOR THIS GROUP:

- newsletters
- website
- Regular updates of the process by e-mail
- Posters and flyers
- Ask for opinion in questionnaires
- Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities,
- Organize regular meetings to give an update on the process and ask for opinions and suggestions

GRUP B – High importance – high influence stakeholders

Stakeholders listed in this category are:

1. Disabled persons, direct beneficiaries: More than 6500 person with disability living in Harghita county
2. Disabled person's family
3. DGASPC HR - Social and Child Protection Department of Harghita County: Activities for the social protection of PwD, implementing law requirement and programs, providing consultancy, daily and residential services, etc with jurisdiction in Harghita county
4. Social and Child Protection Department of the other 41 county of Romania
5. County Council Harghita: Local government authority of Harghita County
6. General Directorate of Persons with Disabilities DGPH - Ministry of Labour and Social Affairs: National authority for PwD, implementing, monitoring and evaluating national social programs
7. Association for Persons with Physical Disabilities: Representation, advocacy and support for physically disabled persons
8. National Association of the Deaf, Harghita Branch, RO: Representation, advocacy and support for people with hearing impairments
9. Harghita County's Branch of the Blind Association: Representation, advocacy and support for persons with visual impairment
10. Caritas Alba Iulia - Office for People with Disabilities: Social and consulting services for PwD throughout the Transylvania region of Romania
11. County Employment Agency

12. Local Small and Medium Enterprises
13. Companies
14. Motivation Foundation: Organisation with activity on national level for the support of PwD in the Society and on the labour market
15. "Pentru Voi" Foundation: Organisation with activity on national level for the support of PwD in the Society and on the labour market

Description of the roles/ actions/ activities/ initiatives (inform-consult-involve or other possible participation methods):

This group of stakeholders is composed mostly of the direct beneficiaries of the project outcomes, national organisations of people with disabilities and public institutions with executive power of the law. These stakeholders will be informed periodically as well through newsletters and updates. Organisations and representatives of people with disabilities will be invited to seminars and consulted regarding implementation possibilities. They will be offered also support on behalf of our organization in the process of implementation of the Supported Employment Toolkit.

SUGGESTED DISSEMINATION AND EXPLOITATION METHODS FOR THIS GROUP:

- newsletters
- website
- Regular updates of the process by e-mail
- Posters and flyers
- Ask for opinion in polls and questionnaires
- Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities,
- Invite to project advisory board
- Organize regular meetings to give an update on the process and ask for opinions and suggestions

GRUP D – Low importance – low influence stakeholders

Stakeholders listed in this category are:

1. Care and Nursing Center – Frumoasa: Subordinated unit of DGASPC HR
2. Care and Nursing Center – Gheorgheni: Subordinated unit of DGASPC HR
3. School-inspectorate of Harghita county

Description of the roles/ actions/ activities/ initiatives (inform-consult-involve or other possible participation methods):

Organisations in this group can disseminate information about the project and its result; they can convey the information to persons in need of services offered as a result of the project. Therefore they will be informed regularly through newsletters, posters etc.

SUGGESTED DISSEMINATION AND EXPLOITATION METHODS FOR THIS GROUP:

- newsletters
- website
- Updates of the process by e-mail
- Posters and flyers

4.4 TURKEY-Konak District Governorship

Konak District Governorship of Turkey listed following stakeholder groups and prioritized them according to their importance and influence.

STEP-1	STEP-2			
Please list all stakeholders that you can think of	Please rate the importance and influence of the listed stakeholder			
Name of stakeholder	importance		influence	
	high	low	high	low
Public institutions:				
Izmir Governorship Disabled Center	x		x	
Izmir Grand Municipality Disabled Center	x		x	
Konak District municipality Disabled Center	x		x	
Narlıdere District municipality Disabled Center	x			x
Izmir Provincial Directorate of the Ministry of Family and Social Policies	x		x	
İzmir Provincial Health Directorate	x			x
Izmir Provincial Social Aid and Solidarity Foundation		x		x
Konak District Social Aid and Solidarity Foundation		x		x
İzmir Directorate of National Education	x		x	
Türkiye İş Kurumu Izmir Branch	x		x	
General Directorate of Persons with Disabilities Ministry of family and Social Affairs	x		x	
Ministry of National Education	x		x	
Konak District National Education Directorate	x		x	
Public Education Centers	x			x
VET Schools and Training Centers	x			x
Local Public Authorities (31 district governorships)	x		x	
Job Centers (ISKUR offices)	x		x	
Disabled persons (direct beneficiaries)	x		x	
Disabled person's families	x		x	
Employers/Companies:	x		x	
Organisations of/for disabled people:				
Dokuz Eylul University Disabled Center	x			x
Aşık Veysel School of Visually Impaired	x			x
Tülay Aktaş School of Hearing Impaired	x			x
Ahmet Şefika Kilimci Work School	x			x
Türkiye Kas Hastalıkları Association	x			x
Çağdaş Görmeyenler Association	x			x
Engelsiz-Yaşam Association	x			x
Çağdaş Özürlüler Yaşam Association	x			x
Karşıyaka Engelli Spor Klubü Association	x			x

SPİNA BİFİDA Association	x			x
Dünya Engelliler Association	x			x
Tüm Engelliler Yardımlaşma ve Dayanışma Association	x			x
Türkiye Sakatlar Derneği İzmir Branch Office	x			x
Sağır Dilsizleri Koruma Association	x			x
Karşıyaka İtme Engelliler Dayanışma Association	x			x
Lösemileri Yaşatma Association	x			x
Fenilketonüri(PKU) Yardımlaşma ve Dayanışma Association	x			x
İzmir Talasemi Association	x			x
Multiple Skleroz(MS) Association	x			x
Görmeyenleri Koruma Association	x			x
Beyaz Baston Görmeyenler Association	x			x
Görmeyenler Association	x			x
Görmeyenleri Koruma Eğitim ve Yardımlaşma Association	x			x
Otistik Çocuklar Association	x			x
Narlidere Zihinsel Engelliler Association	x			x
Zihinsel Özürlüleri Koruma Foundation	x			x
Zihinsel Yetersiz Çocukları Koruma Foundation	x			x
Sevgi Zihinsel Engelliler Foundation	x			x
Zihinsel Engellileri Koruma Association	x			x
İzmir İş Eğitim Center	x			x
Sebahat Akşiray Otistik Çocukları Koruma Association	x			x

GRUP A – High importance – low influence stakeholders

Stakeholders listed in this category are:

1. Narlıdere District Municipality Disabled Center
2. İzmir Provincial Health Directorate
3. Public Education Centers
4. VET Schools and Training Centers
5. Organizations of/for disabled people:
6. Dokuz Eylul University Disabled Center
7. Aşık Veysel School of Visually Impaired,
8. Tülay Aktaş School of Hearing Impaired,
9. Ahmet Şefika Kilimci Work School
10. Türkiye Kas Hastalıkları Association,
11. Çağdaş Görmeyenler Association,
12. Engelsiz-Yaşam Association,
13. Çağdaş Özürlüler Yaşam Association,
14. Karşıyaka Engelli Spor Klubü Association,
15. SPİNA BİFİDA Association ,

16. Dünya Engelliler Association
17. Tüm Engelliler Yardımlaşma ve Dayanışma Association
18. Türkiye Sakatlar Derneği İzmir Branch Office
19. Sağır Dilsizleri Koruma Association
20. Karşıyaka İşitme Engelliler Dayanışma Association
21. Lösemileri Yaşatma Association,
22. Fenilketonüri (PKU)Yardımlaşırma ve Dayanışma Association,
23. İzmir Talasemi Association,
24. Multiple Skleroz(MS) Association,
25. Görmeyenleri Koruma Association,
26. Beyaz Baston Görmeyenler Association
27. Görmeyenler Association,
28. Görmeyenleri Koruma Eğitim ve Yardımlaşırma Association,
29. Otistik Çocuklar Association,
30. Narlıdere Zihinsel Engelliler Association
31. Zihinsel Özürlüleri Koruma Foundation
32. Zihinsel Yetersiz Çocukları Koruma Foundation
33. Sevgi Zihinsel Engelliler Foundation,
34. Zihinsel Engellileri Koruma Association,
35. İzmir İş Eğitim Center,
36. Sebahat Akşıray Otistik Çocukları Koruma Association

Description of the roles/ actions/ activities/ initiatives (inform-consult-involve or other possible participation methods):

This group of stakeholders will be informed about the project and developments via newsletter & website and will be consulted, their opinions will be asked in polls and questionnaires, regular meeting will be held s to give an update on the process and ask for opinions and suggestions.

SUGGESTED DISSEMINATION AND EXPLOITATION METHODS FOR THIS GROUP:

- newsletters
- website
- Regular updates of the process by e-mail
- Posters and flyers
- Ask for opinion in questionnaires
- Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities,
- Invite to project advisory board
- Organize regular meetings to give an update on the process and ask for opinions and suggestions

GRUP B – High importance – high influence stakeholders

Stakeholders listed in this category are:

1. İzmir Governorship Dissabled Center
2. İzmir Grand Municipality Dissabled Center
3. Konak District municipality Dissabled Center
4. İzmir Provincial Directorate of the Ministry of Family and Social Policies

5. İzmir Directorate of National Education
6. Türkiye İş Kurumu İzmir Branch
7. General Directorate of Persons with Disabilities Ministry of Family and Social Affairs
8. Ministry of National Education
9. Konak District National Education Directorate
10. Local Public Authorities (31 district governorships)
11. Job Centers (ISKUR offices)
12. Disabled persons (direct beneficiaries)
13. Disabled person's families
14. Employers/Companies:

Description of the roles/ actions/ activities/ initiatives (inform-consult-involve or other possible participation methods):

This group of stakeholders will be directly involved in project processes, will be invited to project activities, will be invited to a meeting to co-decide on objectives and actions of project processes, regular meetings will be organized to co-decide on specific steps and actions, will be involved in specific aspects of implementation, will be kept informed by using newsletter, web site, flyers etc.

SUGGESTED DISSEMINATION AND EXPLOITATION METHODS FOR THIS GROUP:

- newsletters
- website
- Regular updates of the process by e-mail
- Posters and flyers
- Ask for opinion in questionnaires
- Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities,
- Invite to project advisory board
- Organize regular meetings to give an update on the process and ask for opinions and suggestions

GRUP D – Low importance – low influence stakeholders

Stakeholders listed in this category are:

1. İzmir Provincial Social Aid and Solidarity Foundation
2. Konak District Social Aid and Solidarity Foundation

Description of the roles/ actions/ activities/ initiatives (inform-consult-involve or other possible participation methods):

This group of stakeholders will be informed about the project and developments via newsletter & website

SUGGESTED DISSEMINATION AND EXPLOITATION METHODS FOR THIS GROUP:

- newsletters
- website
- Updates of the process by e-mail
- Posters and flyers

5. Resources

BSR Stakeholder Mapping, Available at:

http://www.bsr.org/reports/BSR_Stakeholder_Engagement_Stakeholder_Mapping.final.pdf

Studd, Kate (2002). "An introduction to deliberative methods of stakeholder and public participation" English Nature Research Reports, No.474.

Mathur, Vivek N. et. al. (2007). Defining, identifying and mapping stakeholders in the assessment of urban sustainability. International Conference on Whole Life Urban Sustainability and its Assessment M. Horner, C. Hardcastle, A. Price, J. Bebbington (Eds) Glasgow.

Sustainable Management Development Program Division of Public Health Systems and Workforce Development Center for Global Health U.S. Centers for Disease Control and Prevention. "Stakeholder Analysis Participant's Webinar Workbook"

Schmeer, Kammi "Stakeholder Analysis Guidelines" Available at:

<http://www.who.int/workforcealliance/knowledge/toolkit/33.pdf>

Tapela Barbara, "Stakeholder Analysis" Available at:

<http://iwlearn.net/publications/II/stakeholder-analysis-tapela>

R.A.C.E Project Training Materials, "Managing Stakeholders" Available at:

http://www.employdisable.eu/UserFiles/file/Unit_5_Managing_stakeholders.pdf

Annexes:

Annex_1_SA_MarieCurieAssociation

Annex_2_SA_ChamberofCommerceDobrich

Annex_3_SA_DGASPCHarghita

Annex_4_SA_KonakDistrictGovernorship