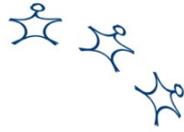


PRODEV



COMMUNITY
DEVELOPMENT
PROJECT
MANAGEMENT

Stakeholder Analysis

Research by



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1 Introduction

PRODEV, the Community Development Project Management Project, aims to empower community workers to manage any type of project much more efficiently and successfully.

In addition to the lead partner (P0) IFAID Aquitaine, the following institutions are participating in the project:

 P1 - INIT Developments Ltd. - Germany

 P2 - Tk Formazione Srl - Italy

 P3 - COOPERATIVA CRAMARS - Italy

 P4 - SEDUKON, o. p. s. - Czech Republic

 P5 - Regionaal Opleidingen Centrum Albeda College - The Netherlands

 P6 - Conversas de rua - Association - Portugal

 P7 - APRES - Switzerland

The involvement of stakeholders from the very start of the project is vital in order to successfully exploit the project results. Stakeholders belong to networks containing large potential target audiences, so they need to be convinced of the high quality of the project outputs.

The promoting organisation for the PRODEV project, IFAID Aquitaine, supports local non-profit organisations by developing their activities and increasing their capacities and human resources with the help of the training concept that has been developed as part of the PRODEV project.

Cooperativa Cramars in Italy organises training courses for administrative staff in the public and private sectors, and works in the area of skills development where project management knowledge is essential. At the same time Cramars has, over the last few years, gained a great deal of experience in international cooperation projects in relation to training methodologies and training design processes.

Therefore this partner is very capable of promoting the transnational exchange of practices and experiences within PRODEV.

SEDUKON, the partner in the Czech Republic, also operates in the field of training educational staff and provides specific courses for teachers. Both Cramars and SEDUKON contribute to achieving the further development of their region or community through empowering disadvantaged people.

The Albeda College in the Netherlands provides vocational education, e.g. in the areas of healthcare, social welfare and service provision, and will use the PRODEV training concept to improve the quality and innovative character of its training system. Being involved in the areas of integration and reintegration, PRODEV provides a great opportunity for further intercultural exchange.

The Conversas de rua - Association from Portugal is facilitating profound community development at the grass roots level by focussing on educational street work. Community development workers can profit from the PRODEV training by strengthening their knowledge, aptitudes and skills as well as gaining personal growth. Their interest in the project is increased by the attractiveness of the vocational education and training programme.

APRES-VD from Switzerland, the “silent partner” in the project, collaborates with non-profit organisations, local authorities, ethical banks and insurance companies, and local community development workers. It can profit from the PRODEV approach as it addresses both the private *and* the public sectors.

The early involvement of relevant stakeholders encourages constructive feedback and the mutual exchange of experience, which can be taken into consideration in relation to the project process and its developments.

For the purpose of defining the different groups of stakeholders, a template was developed which focuses on specific issues such as the nature of engagement of stakeholders in Community Development Project Management, their main area of activities and the level of those activities (i.e. local, national, European, outside EU).

The Community Development Project Management partnership was asked to identify as many relevant stakeholders as possible. All of the data gathered will now be described and analysed in this report.

1 The *Community Development Project Management* Stakeholders

1.1 The Stakeholders in All Partner Countries

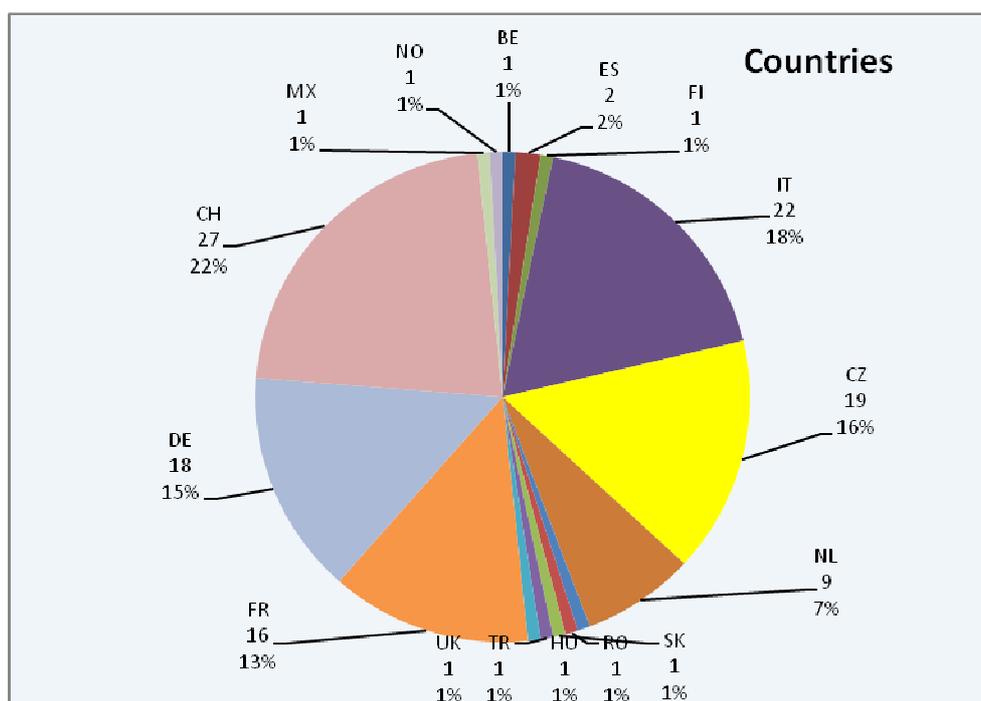


Figure 1: The Stakeholders in All Partner Countries

In total 133 stakeholders (organisations) were listed by all of the project partners resulting in a wide range of nationalities. A significant percentage, 22.9% (27 stakeholders), were from Switzerland, followed by 18% (22) from Italy, 16.1% (19) from the Czech Republic, 15% (18) from Germany, 13% (16) from France and 7% (9) were from the Netherlands. In addition the following countries were represented by less than 1%: Hungary, Estonia, Finland, Belgium, Portugal, Romania, Slovenia, Turkey, Mexico, Norway and the United Kingdom.

According to the objectives of the EACEA, it is crucial that EU funded projects are disseminated on a large scale. Therefore, it is important that a significant number of stakeholders are identified which represent a variety of countries in order to

ensure a wide range of experience and suitable dissemination for effective transnational networking. In order to maximise the dissemination and exploitation of the project results, project activities must not be limited to the immediate partnership but rather they need to be presented to a geographically diverse audience.

By disseminating the PRODEV project through a network of 133 stakeholders in 16 different countries (even from outside Europe), the partnership has certainly fulfilled the basic quality standard of “geographic diversity”.

1.2 The Stakeholders Type of Organisation

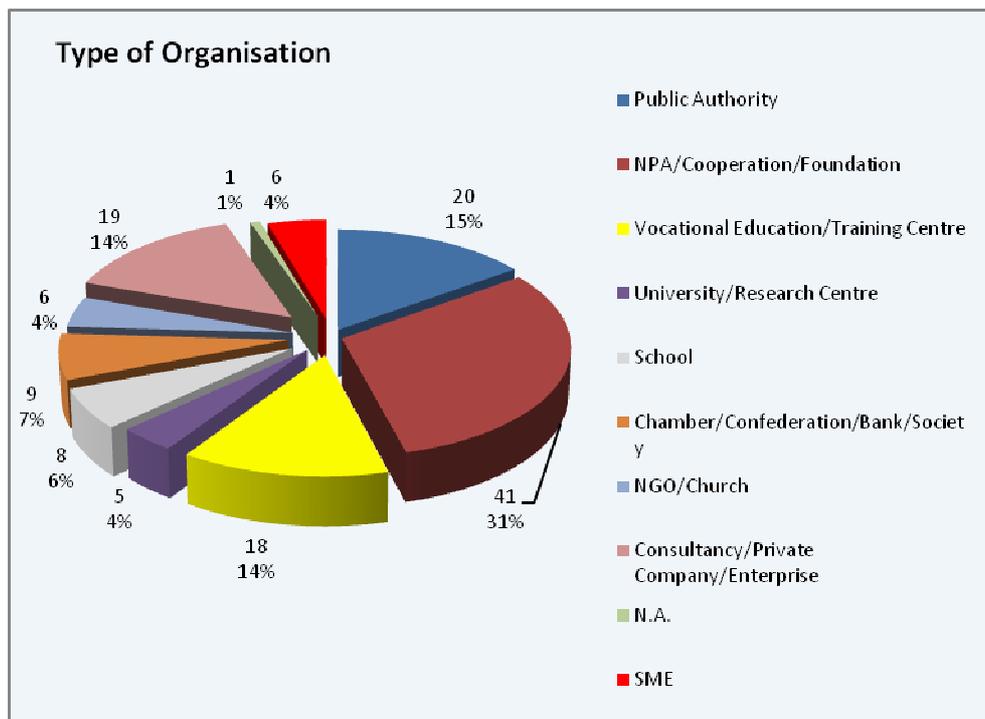


Figure 2: The Stakeholders Type of Organisation

The largest group of stakeholders consists of non-profit organisations with 31% (41), followed by public authorities with 15% (20), vocational and educational training providers with 14% (18) and the group of consultancies / private companies / enterprises with 14% (19). Universities, schools, chambers/ confederations / banks/ societies, churches/ NGOs as well as SMEs are also represented but together they account for less than 10% of the stakeholders.

These figures show an almost even distribution between both the public and private sectors in terms of enabling, with the help of PRODEV, the promotion of skills development amongst very diverse segments of society. The stakeholder pool also represents all kinds of organisations relevant to the identified target sectors. This strong representation of interests is important for the current project because a positive acceptance at different levels promotes a successful implementation and additionally encourages closer cooperation.

1.3 Approximate Staff Number

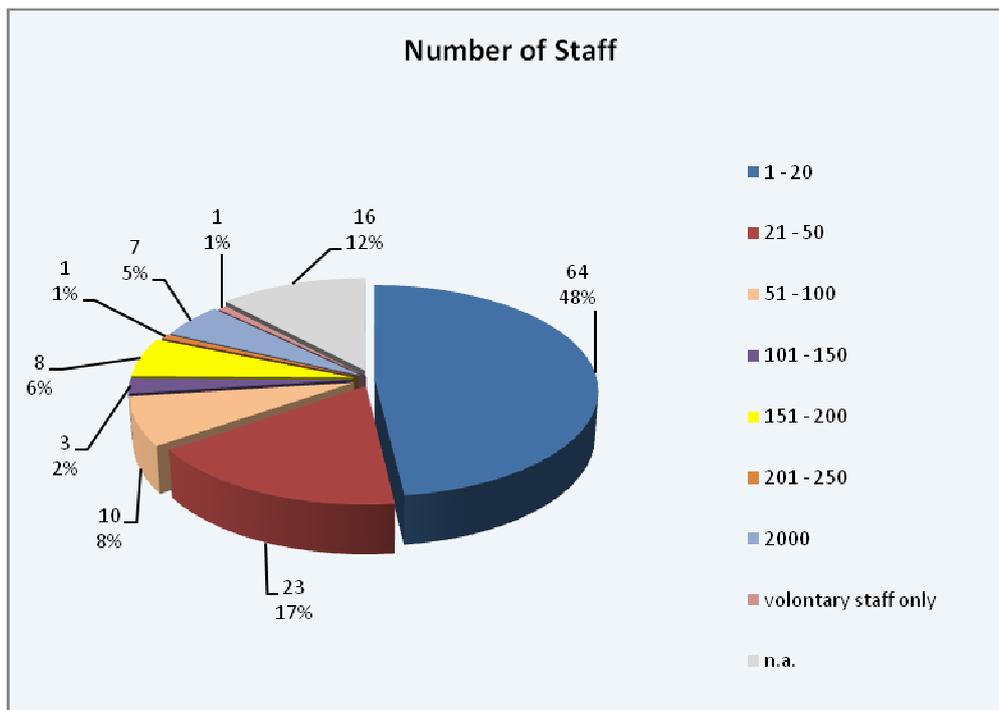


Figure 3: Approximate staff number of stakeholder

48% (64) of stakeholders have 1 to 20 members of staff, 17% (23) have 21 to 50 members of staff and 8% (10) have 51 to 100 members of staff. Much larger organisations are represented on a smaller scale: 15% (19) of stakeholders range between 101 and 2000 members of staff. For 13.6% (16) of the stakeholders this data was not available.

The majority of stakeholders are therefore quite small organisations with between 1 and 50 members of staff. This very much reflects reality, as most of the

organisations engaged with community development do tend to be small / micro sized - an observation which is valid for all countries involved. This also shows the importance of the network character of the PRODEV project because for smaller organisations it is usually more difficult to build up networks, especially at the transnational level. It also underlines that community work can benefit twice from the PRODEV project: on the one hand they receive training that is extremely important and relevant to their daily work, whilst on the other hand they receive access to international contacts and can therefore benefit from exchanges with other community workers or experts with different professional backgrounds.

1.4 The Stakeholders' Main Areas of Activity

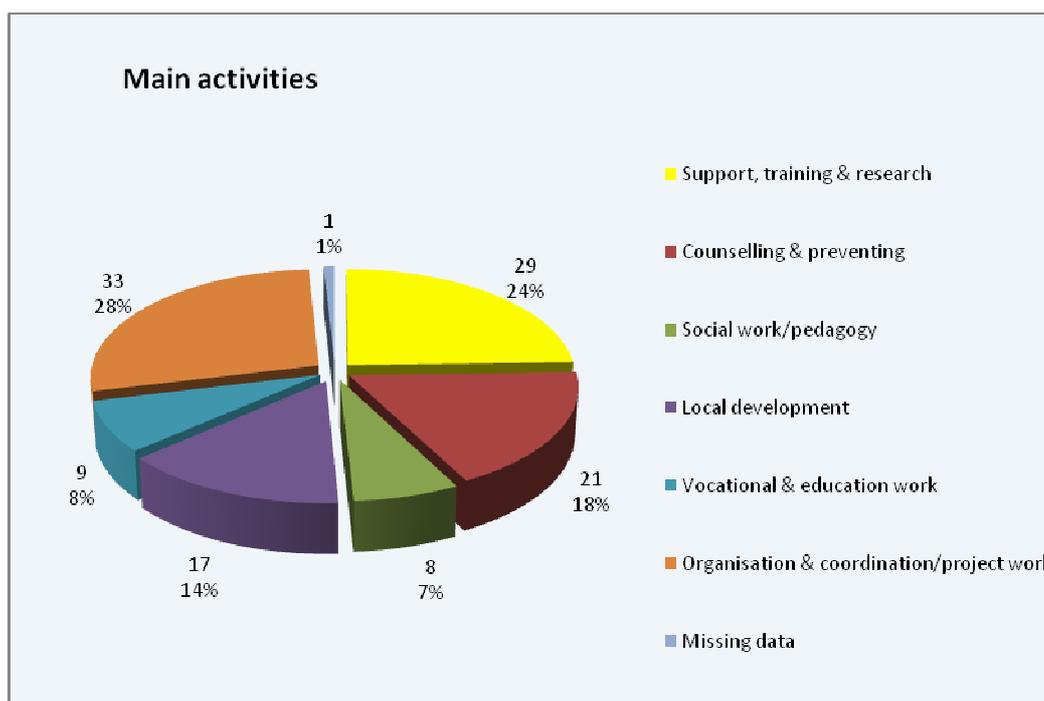


Figure 4: Areas of Activity

28% (33) of the stakeholders indicated that organisational and coordination / project work is their main area of activity followed by support, training and research being the main area of activity for 24% (29) of the stakeholders. Counselling and preventative work is the main activity for 18% (21) of stakeholders and local development for 14% (17). Vocational and educational work, 8% (9) and social work, 7% (8) are the least represented activities.

A balanced set of main areas of activity is therefore represented. Numerous major categories where training skills for project management are essential are represented, particularly in relation to organisational work, training and research. The PRODEV training concept will however be also a useful asset within vocational and educational work as well as social and pedagogical work.

1.5 The Stakeholders Level of Activity

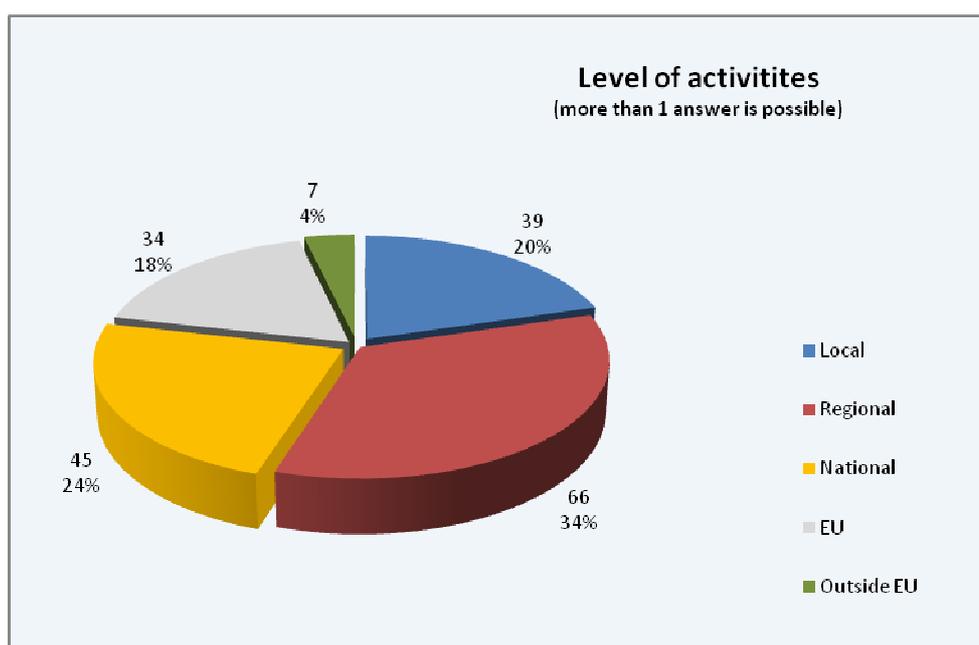


Figure 5: The Stakeholders Level of Activity

Concerning the level of activity of the 133 stakeholders identified in all partner countries, the following results were obtained. Many organisations do not limit their activities to one level so more than one category could be selected. The majority of stakeholders, 34% (66), are active at the regional level, followed by 24% (45) of stakeholders involved in activities at the national level, 20% (39) working at the local level and 18% (34) active at the EU level; 4% (7) of the stakeholders even operate outside the EU.

This analysis proves that the stakeholders identified in the current stakeholder pool implement their activities at all possible levels. Therefore, the dissemination activities of the PRODEV project group will also take place at local, regional, national and EU levels and, to a lesser extent, even outside of the EU. However, a

significant focus at the local, regional and national levels can be guaranteed, which are the PRODEV’s priority levels.

1.6. The Possible Engagement of Stakeholders

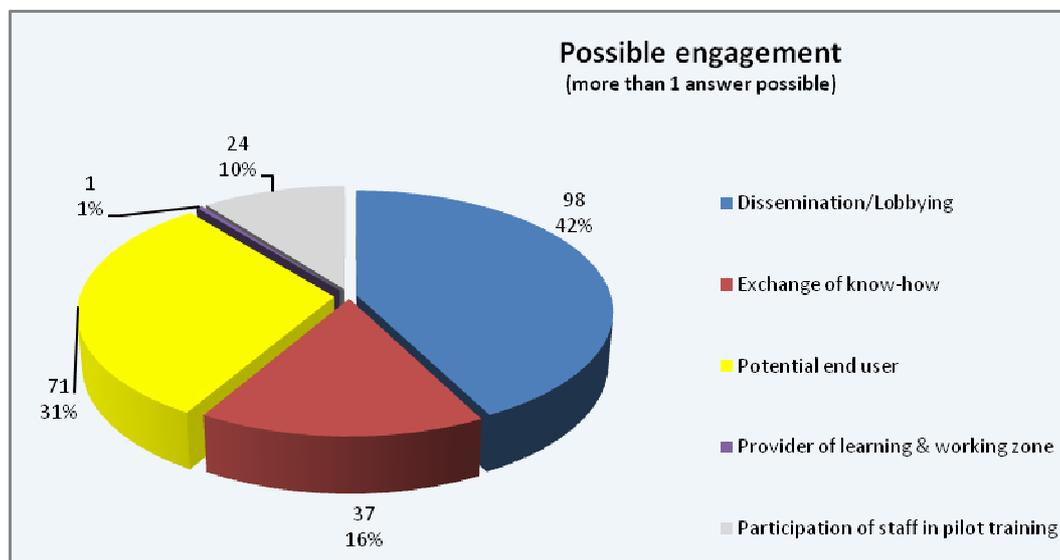


Figure 2: The Possible Engagement of Stakeholders

The majority of stakeholders, 42% (98), can support the PRODEV project by dissemination and lobbying work. Another 31% (71) represent potential end users, an extremely important area of potential engagement. The exchange of know-how with the PRODEV project can be offered by 16% (37) of the stakeholders while 10% (24) will enable their staff to participate in the pilot training. 1% (1) stakeholder suggested cooperating in a learning and working zone which it will provide.

This outcome represents the fact that the practical-oriented approach of the PRODEV project shows two starting points. One is by aiming at the dissemination of an innovative training concept through lobbying and the second is the direct implementation of the training curriculum for the benefit of end users. Therefore, it can be stated that the stakeholders identified are able to provide vital support to the PRODEV project in terms of its dissemination and valorisation activities.

2 Summary and Conclusion

In the PRODEV project, the partnership identified and listed 133 stakeholders in 16 different countries (109 from the partner countries and 24 in nine countries beyond the borders of the partnership). A comprehensive collection of key actors, as produced for PRODEV, significantly contributes to the successful implementation of the planned venture.

The Czech Republic, Germany, Italy and Switzerland contributed a vast amount of contacts to the list of stakeholders - in total, they identified 86 stakeholders. In addition one stakeholder from each the following countries outside of the partnership countries is involved: the United Kingdom, Turkey, Slovenia, Romania, Belgium, Spain, Hungary, Norway, Finland and, from further afield, Mexico. The fact that the project partners belong to much larger networks brings a significant number of key actors to the project, which is a great advantage. PRODEV shows very well the added value of a transnational partnership. Every partner has contributed to the list of stakeholders with a variety of different key actors, resulting in a wide range of contacts and providing a diversity of associate organisations.

Each partner involved brings their own focus and main area of activity to the project, resulting in a rich and diverse range of stakeholders.

All in all, a relatively balanced set of stakeholders could be identified for PRODEV, with the potential stakeholders covering all key areas / sectors relevant to the project. In comparing the different areas / sectors, non-profit organisations and vocational and educational training providers are dominant groups in the overall analysis but also the number of public authorities is significant. Very important is that there are an appropriate number of stakeholders in both the private and public sectors.

Organisations with small staff numbers is a characteristic of the stakeholders involved. 70% of all the stakeholders are in organisations with less than 50 employees. This simply reflects reality because in all partner countries community development work is mainly carried out by small / micro organisations. So,

PRODEV's innovative training curriculum will be able to establish an even standard for project management and also support the networking activities of smaller organisations.

When analysing their main area of activity, the majority of stakeholders are active in organisation, coordination and project work followed by stakeholders active in support / training and research in the target areas of the PRODEV project. This proves the high level of competence and authenticity within this pool of stakeholders.

The levels of activities are distributed between all levels with an emphasis on the regional, national and local levels. This result shows that the PRODEV project can be disseminated at those levels where the target sectors of the project are located and where the most important target groups are can be reached.

The potential engagement of the stakeholders in the PRODEV project focuses on dissemination and lobbying activities, on know-how and knowledge exchange with the project group as well as on supporting end users, who can profit from the project's outcomes and results (mainly the training activities).

The stakeholders identified and collected so far are certainly provide the PRODEV project with very strong support, particularly when it comes to dissemination, implementation and quality assurance activities. However, the PRODEV partnership needs to find an effective way of maintaining the already established contacts and to engage them effectively and continuously within the project. Therefore, it is recommended that the project group keeps in contact with the stakeholders through an effective and tailor-made information flow system. The stakeholders must be motivated to participate in the project; therefore it is important that they are not overwhelmed with too much detailed information and time-consuming tasks. Furthermore, stakeholder communication must not be limited to the project start and the project end but needs to be maintained throughout the project.

Last but not least we wish to thank all organisations and experts for agreeing to join our PRODEV stakeholder pool and for supporting and promoting the project through various activities at different levels.