

TASKFORCOME: TRANSNATIONAL ACTION TO ADVANCE SKILLS AND
COMPETENCES FOR COMMUNITY ENGAGEMENT AND SOCIAL
MIGRANTS ENTREPRENEURSHIP INITIATIVES IN THE CENTRAL
EUROPE

D.T.1.4.4

TRAINING FOR STAKEHOLDERS IN CO-DESIGN,
CO-CREATION AND CO-MANAGEMENT OF CSHUBS

CORRESPONDING TO O.T1.2

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1. INTRODUCTION

This deliverable, entitled **D.M.1.4.4 - TRAININGS for Stakeholders in co-design, co-creation and co-management of CSHUBs/Report** aims at collecting the experiences and results of the n. 5 Training Workshops implemented in the n. 5 TASKFORCOME project area.

This document is meant as a narrative translation report summing up the main outcomes of the co-creation process, initiated with the Training Workshop and to carry out within CSHUBs.

Chapter 1 provides the introduction of this deliverable.

Chapter 2 presents the relation with other project deliverables.

Chapter 3 explains the whole process of stakeholder's engagement in TASKFORCOME project

Chapter 4 provides the specific goals of training workshops

Chapters 5 provide figures on involved stakeholders

Chapters 6, 7 and 8 analyses trainings in terms of impact and benefit focusing on sustainability and transferability of implemented training measures



2. RELATION TO OTHER DELIVERABLES

The present deliverable is based upon main findings from Stakeholders Engagement in co-creation (D.T.1.4.3), provides final considerations to be used in accordance with TRAINING HANDBOOK (D.T.1.4.5) in order to transfer relevant TASKFORCOME training deliverables to other territories/stakeholders. This deliverable corresponds to O.1.2. (Training of Stakeholders in co-design, co-creation and co-management of CSHUBs).

The present deliverable (D.T1.4.4) is based upon main findings from other A.T1.4 deliverables:

- D.T1.4.1 Stakeholder Involvement Concept - describes in detail the steps for stakeholder analysis and includes contents of a stakeholder involvement plan based on the guidelines AA1000 Stakeholder Engagement Standard (2015).
- D.T1.4.2 Stakeholder Maps - contains a list of stakeholders profiled, selected, classified and prioritized according to the level of intensity of the 'relevance' to the project outcomes and future sustainability (ref. purpose of the engagement).
- D.T1.4.3 Stakeholder Engagement in Co-Creation describes the stakeholder engagement, collecting the region case studies (minutes of the meetings, list of participants, SWOT analysis, obstacles and solutions, and main outcomes).
- D.T1.4.5 Training Handbook contains principles of co-design, co-creation, and co-development to provide stakeholders with contents and tools to co-participate and co-manage CSHUBs.



The present deliverable (D.T1.4.4) provides final consideration to be used following Training Handbook (D.T1.4.5) to transfer relevant TASKFORCOME training deliverables to other territories/stakeholders.

3. STAKEHOLDERS ENGAGEMENT IN TASKFORCOME PROJECT

Project partners used all relevant global best practices and standards in stakeholder engagement, such as AA1000 Stakeholder Engagement Standard (2015) and other relevant literature on stakeholder engagement. The first step of an effective stakeholder engagement process was to understand the purpose (why?), scope (what?) and stakeholders (who?) concerning to organizational/project goals.

Firstly, all project partners initiated the stakeholder engagement process and defined the project team members who would work on it. The team consisted of several individuals from each partner organization (facilitators and logistical support). Then the project team members defined the purpose and scope of stakeholder involvement in the TASKFORCOME project, according to a template from the Training Handbook. Thereafter, stakeholder profiling was carried out and each team created a map of stakeholders relevant to maintain and manage CSHubs, especially those relevant to migrants and/or social entrepreneurship. The stakeholder map was created according to the categories of the target groups generally defined by the TASKFORCOME project (target groups 1-11, fig. 16 in the Training Handbook). After a list of all relevant stakeholders has been designed, a stakeholder positioning map has been created since some of the stakeholders have a great influence on the main topics of the project, others are significantly related to them, and some are simultaneously



influenced, but also influenced by these issues. Consequently, a matrix for stakeholder analysis was created, containing grouped stakeholders, analysis of visions, interests, goals, expectations, and needs of stakeholders, analysis of stakeholders' capacities and motivations, and possible actions, responses, and measures. After all these activities, project team members from each target region contacted relevant stakeholders via email and telephone and invited them to workshops. One-day workshops were held in Split, Vienna, Erfurt, Forli and Krakow with the aim of training stakeholders on the co-design, co-creation and co-management of CSHubs in order to actively involve and engage relevant stakeholders in the TASKFORCOME project.

Thus, the stakeholder engagement concept has so far covered two of the four stakeholder involvement stages, namely:

- **Stakeholder information** about the project, main issues, vision, goals, values, principles, methods, tools, best practices, opportunities and benefits of participation and cooperation, etc.
- **Stakeholder consultation** - individual stakeholders provided feedback, ideas, and suggestions that create a sense of appreciation, respect and welcome in creating the results of actions.

At this stage of the project, stakeholders who participated in the workshops did not want to commit to participating in the activities of the TASKFORCOME project. All project partners have agreed that engaging and keeping stakeholder during the project will be an activity that will require loads of efforts and that during project implementation new stakeholders should be looked for with the aim to collaborate with them.



4. SUMMARY DESCRIPTION OF THE IMPLEMENTED TRAINING MEASURE(S), EXPLAINING THE SPECIFIC GOAL(S)

The workshops planned within the TASKFORCOME project was held in five target regions (Split, Krakow, Vienna, Erfurt, Forli). The workshops lasted one day in the aforementioned cities and altogether 93 participants attended them. Capacity-building workshops were conducted in order to provide the necessary information and to enable effectively and actively stakeholder engagement in the project and its activities, especially in the activities of co-creation, co-development, and co-management of five local CSHUBs. Firstly, a trainer from each target region provided information about the project, its goals and activities, work plan (workshops agenda) and working in groups. Secondly, the participants were separated in the groups to discuss thoroughly the process of designing and setting up HUBs and CSHubs, especially those aimed at providing start-up support and scaling-up of social and migrant entrepreneurial initiatives in target regions. The workshops included live discussion where all stakeholders had the opportunity to exchange their experience and supplement their knowledge. The training helped participants to become familiar with the project and to link the goals of that activity with their interests and needs in five different areas. The specific goals of the training were developing individual skills and organizational systems, starting the process of designing and establishing HUBs and CSHubs, creating synergies with existing complementary initiatives and projects, and agreeing on next steps (further training on co-design, co-creation, and co-management of CSHubs, initiating co-creation processes). Training workshops are extremely important for the transfer of knowledge and for initiating all relevant



collaborative processes that are crucial for running CSHub and achieving the main outcomes and results of the project TASKFORCOME.

Training workshop in Italy	
TITLE	Un hub dedicato all'impresitoria italiana e straniera a Forlì
WHERE	Sala Melozzo, Piazza Melozzo 10, Forlì
NUTS Region	NUTS 2: Emilia-Romagna (Forlì)
WHEN	25 November 2019

Training workshop in Croatia	
TITLE	Uključivanje dionika u ko-dizajn, ko-kreaciju i ko-menadžment društvenih središta zajednice (CSHubs)
WHERE	Ruđera Boškovića 20/II, Split
NUTS Region	NUTS 2: Adriatic Croatia (Split)
WHEN	30 October 2019

Training workshop in Germany	
TITLE	Training of Stakeholders in co-design, co-creation and co-management of CSHUBs
WHERE	University of applied science Erfurt, Altonaer Strasse 25
NUTS Region	NUTS 2: Thüringen (Erfurt, Kreisfreie Stadt)



WHEN	15 November 2019
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Training workshop in Austria	
TITLE	Stakeholder workshop
WHERE	Vienna Economic Chamber, Strasse der Wiener Wirtschaft 1, 1020 Wien
NUTS Region	NUTS 2: Wien
WHEN	18 October 2019

Training workshop in Poland	
TITLE	Training of Stakeholders in co-design, co-creation and co-management of community and social HUB - CSHUBs
WHERE	TCF HUB Centrum Sportu i Integracji, Aleja 29 Listopada 94, 31-406 Kraków
NUTS Region	NUTS 2: Małopolskie (Krakow)
WHEN	22 October 2019



5. TARGET GROUPS

Altogether there were 93 stakeholders in five targeted areas. In table “Stakeholders in 5 targeted regions sorted in target groups” stakeholders are divided into 11 target groups (Education/training centre and school; Business support organisation; Local public authority; Regional public authority; National public authority; Sectoral agency; Interest groups including NGOs; Higher education and research; SME; International organisation; General public).

Some of the stakeholders were representing two or more target groups (for example some of them are Business support organisations and Interest groups including NGOs at the same time). Because of this, there are more counted numbers of stakeholders in total in the table than in signature lists and registration forms.

Target groups that were most interested in project activities and willing to participate in the workshops were: Interest groups including NGOs (35), Business support organisation (30) and Education/training centre and school (20). Stakeholders that were hardest to engaged and not so willing to participate in the workshops were public authorities: Local public authority (2); Regional public authority (4) and National public authority (3).



Stakeholders in 5 targeted regions sorted in target groups					
Target group	PL	HR	DE	AT	IT
Education/training centre and school	7	5	4	3	1
Business support organisation	3	6	4	9	8
Local public authority	/	1	1	/	/
Regional public authority	2	1	1	/	/
National public authority	1	2	/	/	/
Sectoral agency	1	4	/	/	2
Interest groups including NGOs	7	6	4	/	18
Higher education and research	1	2	2	/	1
SME	3	/	2	/	3
International organisation	5	1	1	/	2
General public	4	1	2	/	/

Stakeholders Altogether in 5 targeted regions=93	13	24	9	12	35
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6. EXPECTED IMPACT AND BENEFITS OF THE TRAININGS FOR THE CONCERNED TERRITORIES AND TARGET GROUPS

The presented guiding questions initiated lively internal discussions at workshops in the five target regions of the project. Despite the wide variety of situations, there are specific similarities concerning essential challenges and obstacles. Reflecting these challenges in a common discussion enables the partners to learn from each other and facilitates the further working process. All project partners expect to involve the participants of the workshop in further training activities and development of training materials, but the scope of the engagement depends on their workload in other projects. The training materials already developed will be shared and possibly used by relevant stakeholders - either in other Interreg projects or in a variety of initiatives targeting migrant entrepreneurs in concerned areas.

The main benefit of the training for the target group lies in good understanding of proposed project outputs (namely 1.the Forlì CSHUB, 2.the training for consultants and 3. the training for aspiring entrepreneurs) in order to let them ready to co-develop them, ensuring ownership and acceptance of the TASKFORCOME project, and taking into consideration specific expertise. So, it brings benefits either to stakeholders who will create the mentor team and training for job consultants and to those who will pave the way for the involvement of aspiring entrepreneurs. The concerned territory benefits from the activation of a network-oriented to enhance entrepreneurship, migrant or not, for the benefit of economic competitiveness and social cohesion.



It is to be expected that the training's guidance will enable all partners to follow a targeted approach and do some major steps in the upcoming working period.

Benefit for all stakeholders was enlarging their networks and thus, potentially scope of their target group and target group involvement. The stakeholders exchanged ideas on which activities our partnership could concentrate, as well as potential timeline of the actions.

7. SUSTAINABILITY OF THE TRAINING(S) AND DEVELOPED TRAINING MATERIAL(S) AND THEIR TRANSFERABILITY TO OTHER TERRITORIES AND STAKEHOLDERS

One of the important outcomes of the training was the establishment of close relationships with other social actors who are active in the field of immigrants to whom project partners presented the project activities. We expect that this achievement will allow all partners to facilitate further promotion of project activities, especially in the framework of planned national conferences.

Information, guidelines, tools and best practices in the TASKFORCOME Training Manual are universal and transferable to other territories and stakeholders. Also, it will be available on the internet (project website), and it will be possible to use them in any organization which will prepare stakeholder consultations as inputs to specific local interventions. The elaborated training Manual and documents were also provided to business support organizations, training institutions involved in the workshop to support the co-development and co-creation process and provide best practice. As a fact, information and guidelines in the training materials are universal and they were prepared in a way that can be easily



customized and adjusted to the other territories and users' needs. Furthermore, it is planned to further extend the material and organize opportunities for organizations particularly interested in this type of process to gain insights. The developed materials will also be included in the teaching materials of the vocational training programs/courses of Techne and COOSS.

In conclusion, project results will serve as a valuable best practice example for other territories and stakeholders. The materials are in the English language and can be easily brought and used by other interested parties.

8. LESSONS LEARNED FROM THE DEVELOPMENT AND IMPLEMENTATION OF TRAINING MEASURES AND ADDED VALUE OF TRANSNATIONAL COOPERATION

All project partners had the opportunity to learn a lot from the development and implementation of training measures. The set training goals were achieved through the application of training measures that were effective and successful. The interactive approach and lecture-style gave extremely satisfactory results, which can also be seen from the results of the workshop satisfaction questionnaires. The stakeholders from each target country were discussing co-design, co-creation, and co-management of CSHUBs and they were suggesting solutions. Also, they gain additional knowledge and exchanged their experiences, which will improve their working process in the future.

Some lessons learned on how training for entrepreneurs/aspiring entrepreneurs should be:



- A funnel-shaped training Program that involves skimming at every step;
- First training for everyone of a day or a few hours;
- Building the business model;
- Customized entrepreneurial support for the more promising projects;
- Modular Training: the same course includes several modules, those who are better prepared skip the first ones;
- Organize a day of presentation/training
- Prepare engaging and interactive presentations so stakeholders would be focused during whole workshops;
- Pay strong emphasis on facilitating of discussion to keep it structured and clear;
- Have more people write down ideas, comments and feedbacks to get from different perspectives;

Transnational cooperation within the project:

Each participating country involved in the project has relevant aspects that represent the added value of the project. Frequent communication and meetings with team members and relevant stakeholders are very important for sharing information, experiences, knowledge, suggestions and ideas. It is important to emphasize that each country has specific conditions and there are no "lead countries" and "follow countries" because the experiences of all the partners are a common heritage and the added value of the project.

Added-value of transnational cooperation lies in:



- The mutual learning process built within the partnership for the development of Training materials, leading to enhanced capacities;
- Exploration and testing of new (co-creation) approaches;
- Development of a habit of cooperation and a strong sense of shared interests, which resulted in framing problems from a territorial perspective.

At early stage, one of the issues we faced was a misunderstanding about the definition of ME/SE since partner countries have different public laws and strategies considering SE. It was agreed that each partner will be obliged to adapt activities by national laws and rules.

One of positive aspects, that was confirmed during workshops, was that a lot of stakeholders are from NGO sector (altogether there was cca 30% of stakeholders from NGO sector) and they are much more adaptable to changes and willing to participate in project activities. The negative aspect is that NGOs have a small budget and personal resources and usually NGOs compete for resources from the same sources.

One big challenge is the lack of information among migrant groups on potential availability of opportunities, information about networking and business opportunities. Through training and workshops all partners all partners wanted to see potential scope of the target group, and how far was reach.

One of the issues that will be our challenge to solve is that some stakeholders may not be able to fully commit themselves to all activities of Taskforcome project. This could be solved by engaging stakeholders in some parts of the activities and not the whole process of implementing.



Also, concern was pointed out connected to the amount of time that will be needed to keep stakeholders interested and engaged in activities.

Through received feedback and experience we gained while trying to engage stakeholders, it is obvious that stakeholders that will be most ready to participate come from NGO sector and also from Business support organisations and Educational/training centres and schools. Also one of the challenges in future will be engaging representative stakeholders from public authorities because as it was the case in these workshops, they showed a very low level of interest to participate in project activities.

9. REFERENCES TO RELEVANT DELIVERABLES AND WEB-LINKS

The output is linked to the deliverables that were achieved in WP T1 before implementing these workshops: D.T1.1.1 Reports on Labour Market, D.T1.1.2 Survey analysis on experiences of SE and CbSE, D.T1.4.1 Stakeholder Involvement Concept, D.T1.4.2 Stakeholder Maps, D.T.1.4.3 Stakeholder Engagement in Co-creation and D.T.1.4.5. Training Handbook. All relevant deliverables will be available on TASKFORCOME project website:

<https://www.interreg-central.eu/Content.Node/TASKFORCOME.html>



10. ANNEXS: PICTURES OF THE TRAINING WORKSHOPS IN POLAND, CROATIA, GERMANY, AUSTRIA AND ITALY

In the annex there are 5 pdf Photo-report documents with photos of training workshop from each target area.