



This project is funded by the European Union.
Bu proje Avrupa Birlięi tarafından finanse edilmektedir.
هذا المشروع تم تمويله من قبل الاتحاد الأوروبي

FOSTER II

PROJESİ | PROJECT

TÜRKİYE'DE SOSYAL VE EKONOMİK UYUMU TEŞVİK ETMEK İÇİN ÖZEL SEKTÖRÜN GÜÇLENDİRİLMESİ II

EMPOWERING THE PRIVATE SECTOR TO FOSTER
SOCIAL AND ECONOMIC COHESION II

**EU No: NDICI-RPP-NEAR/2023/450-800 (BMZ Nr.
515000823)**

STAKEHOLDER ENGAGEMENT PLAN

October 2024



FOSTER II PROJECT

STAKEHOLDER ENGAGEMENT PLAN

1. INTRODUCTION: STAKEHOLDER ANALYSIS AND THE CONCEPTUAL FRAMEWORK OF STAKEHOLDER ENGAGEMENT

The stakeholder concept is an issue that is addressed in the context of strategic and operational activities of all organisations of different sizes, businesses, projects, non-governmental organisations and other organisations. For the sake of our topic, we focus on the "project" dimension here. Stakeholders are defined as individuals, groups, institutions and organisations that are affected by the implementation or results of the project or that may have an impact on the project. Stakeholder analysis (SA) involves analysing both stakeholders and the relationships between stakeholders and the project, and developing a stakeholder engagement plan in light of the findings. The information required to conduct a stakeholder analysis can be obtained from primary and secondary sources. Secondary sources are existing reports and other materials. Primary sources include interviews with stakeholders.

Stakeholder engagement ensures that stakeholders are heard and can contribute to decision-making processes. It is also important for building trust and confidence in the project and managing risks. With stakeholder involvement, it may be possible to find innovative solutions to the project's problems, to provide various resources for the project (knowledge, labour, financial support, technology, etc.). The ultimate goal is to realise the project objectives and increase the efficiency of operations.

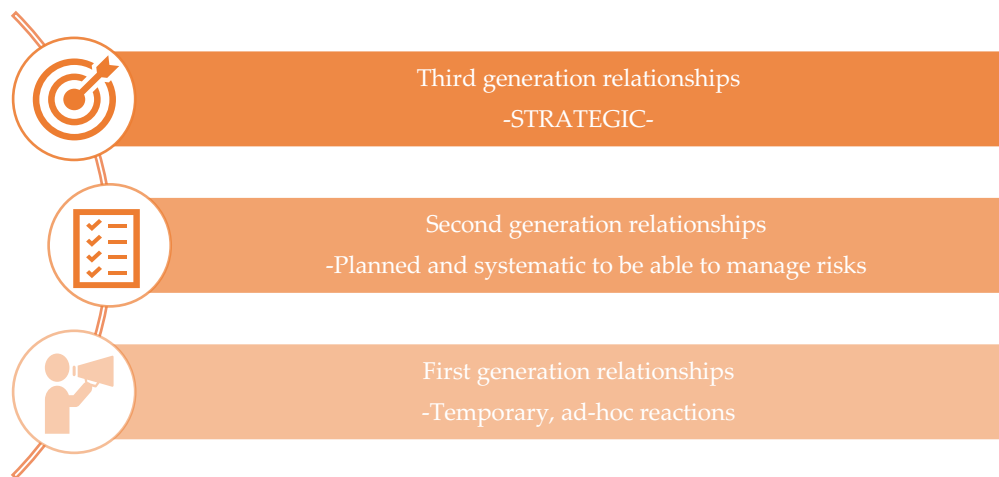
It is essential to establish a trust-based and transparent relationship between project implementers and stakeholders. Therefore, it is important that the stakeholder engagement process includes mechanisms for providing information and receiving/addressing grievances. These mechanisms enable stakeholders to voice their concerns and ensure that these concerns are addressed proactively, thus contributing to the success of the project.

Although stakeholder engagement is not a new concept, it is becoming increasingly important for the sustainability and success of organisations. In today's approach, there is a shift from stakeholder relations based on short-term, immediate problem solving to long-term strategic relationships. In this sense, analysing the economic, social and environmental impacts of projects and programmes on stakeholders, eliminating factors that may negatively affect stakeholders and involving stakeholders in decision-making processes have become important strategic principles (Figure 1).

This approach not only increases the success of projects and programmes, but also ensures the sustainability of relationships with stakeholders. Organisations that encourage stakeholder participation and take their feedback into account create a stronger and more credible image. Long-term strategic stakeholder relations increase stakeholders' commitment to projects and programmes, contributing to more innovative and effective solutions.

As a result, stakeholder engagement has become one of the cornerstones of modern management approach. Stakeholder engagement should be adopted as a strategic necessity in order to increase the success of projects and programmes, to ensure sustainability, to establish trust-based, transparent relationships with stakeholders, to make informed decisions and to reduce risks.

Figure 1: Short and long term stakeholder relationships



In addition to general standards on stakeholder analysis and engagement, there are standards developed by international organisations with a particular focus on environmental and social impact.

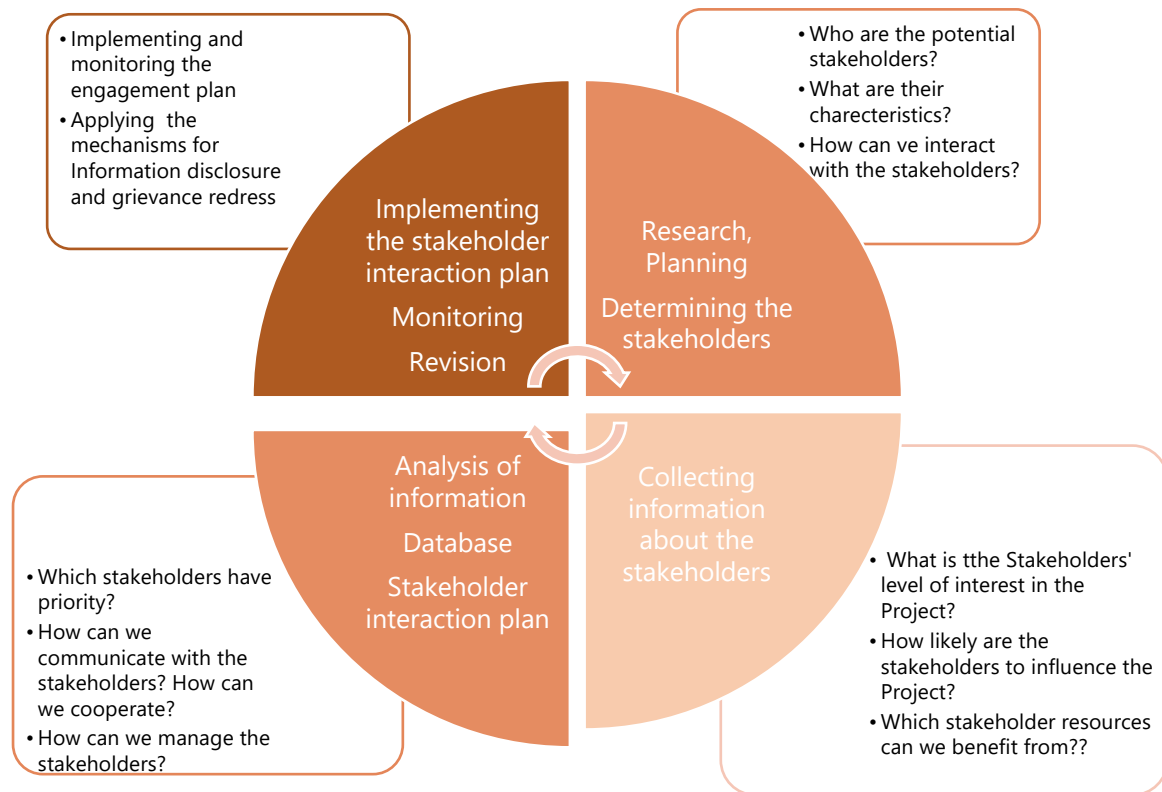
For example, AA1000¹ is a comprehensive stakeholder engagement standard. The standards developed by some international organisations with a focus on environmental and social impact are shown below:

- United Nations Development Programme (UNDP): *Social and Environmental Standards (SES) Stakeholder Engagement - 2020*
- World Bank: *Environmental and Social Framework Stakeholder Engagement and Information Disclosure-2018*

The issues included in the AA1000 standard are summarised below. According to this standard, the stakeholder engagement process is a cycle that includes planning, implementation, monitoring and revision stages. Figure 2 shows this process schematically.

¹ AA1000 Stakeholder Engagement Standard, AccountAbility 2015

Figure 2: Stakeholder analysis and stakeholder engagement process



Stakeholder analysis usually focuses on finding answers to the following questions:

Who are the stakeholders? Which component of the project can they be associated with? How are they related to the project?

To what extent are stakeholders interested in the project? What are their expectations? What kind of co-operation can we establish?

How can we interact with stakeholders to improve the design quality, feasibility and implementation efficiency of the project? How can we benefit from their opinions?

Which resources of the stakeholders can be utilised in the project?

How strong is the influence of stakeholders on the project? Can they have positive/negative impacts?

How can we prioritise stakeholders?

How can we manage stakeholders effectively?

How should we communicate with stakeholders?

What is the potential contribution of the project process and outputs to each stakeholder? How can these contributions make the project more effective?

In the stakeholder analysis study, an information form (database) is created by taking these questions into consideration, and communication and management strategies are implemented by identifying priority stakeholders.

2. FOSTER II PROJECT STAKEHOLDER INTERACTION PLAN

2.1 Basis

The basis of the stakeholder engagement plan is the Inception Report dated 1 July 2024 prepared under the FOSTER II Project.

2.2 Related Project components

Stakeholder interaction studies cover the following Project components.

- FOSTER II Access to Finance Mechanism
- FOSTER II SME Support Mechanism

2.3 Types of potential stakeholders

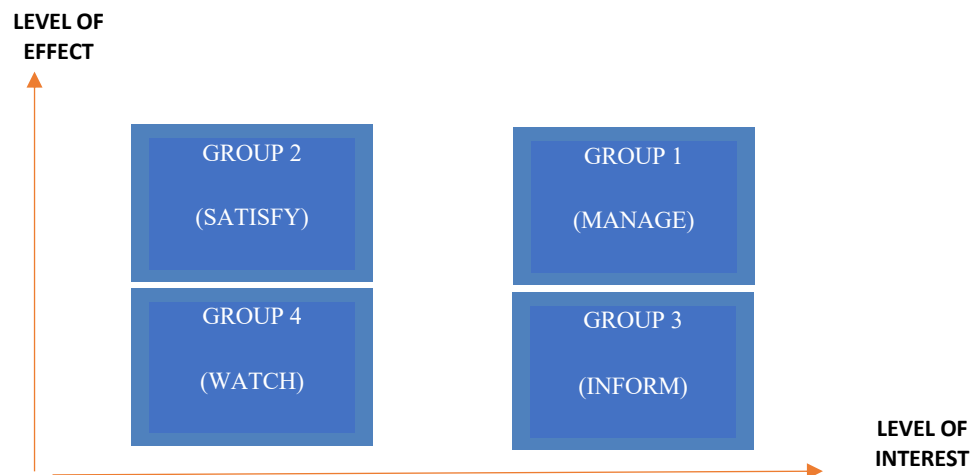
The types of stakeholders that can be interacted with at the centre and in the provinces where the project is implemented are listed below:

- SMEs
- FOSTER Project beneficiary organisations working on SuTP and international protection status holders (IPSH)
 - o Ministries and their affiliated, related and associated institutions and organisations and provincial directorates of public institutions
 - o Municipalities
 - o Professional organisations (Chambers, unions, etc.)
 - o Banks
- Organisations carrying out national and international projects related to SuTP and IPSH / projects being carried out in the provinces
 - o ILO
 - o UN
 - o Co-operatives
 - o National NGOs
 - o International NGOs
 - o Other
- Other organisations
- Individuals (SuTP, international protection status holders, other individuals)

2.4 Stakeholder groups and stakeholder management strategy

Stakeholder management strategy can be determined according to stakeholder groups. The purpose of grouping is to ensure stakeholder satisfaction and to gain the trust and support of stakeholders according to their level of interest and influence. Figure 3 can be a guide in this regard.

Figure 3: Management strategies according to stakeholder groups



In terms of stakeholder analysis, strategies on how to interact with different groups of stakeholders are important.

Group 1: Stakeholders with High Level of Interest and Influence

Stakeholders in this group have both a high level of interest in the project and can significantly influence or are influenced by it. Therefore, close co-operation with these stakeholders is necessary. Strategies may include:

- **Continuous Communication:** Ensure information flow through regular information meetings, briefings and progress reports.
- **Active Participation:** Including them in decision-making processes and listening to their ideas.
- **Receiving Feedback:** Receive and take into account feedback on project progress and decisions

Group 2: Stakeholders with High Influence, Low Interest

These stakeholders may have a high degree of influence on the project, but their interest in the project is low. It is important to involve and inform them in the project:

- **Keeping informed:** Regular sharing of information about the project (e-mail, reports, information meetings).
- **Ensuring Satisfaction:** To ensure that project implementations meet their expectations and to ensure their satisfaction.
- **To encourage participation:** Emphasise the benefits of the project that will attract their interest and increase their participation.

Group 3: Stakeholders with Low Influence and High Level of Interest

Stakeholders in this group have a high level of interest in the project but do not greatly influence the project or its outcomes. Engagement strategies may be more limited:

- **Information:** Provide general information updates (e.g. periodic newsletters).
- **Monitoring:** Monitoring their reactions and opinions about the project, increasing the flow of information when necessary.

Group 4: Stakeholders with Low Interest and Low Influence

Stakeholders in this group do not greatly influence the project and have a low level of interest in the project.

Interaction strategies can be simple:

- **Information:** Sharing announcements and reports containing basic information.
- **Monitoring:** Minimal monitoring and obtaining feedback when necessary.

These strategies aim to maximise stakeholders' contribution to and satisfaction with the project.

2.5 Purpose and channels of interaction

Stakeholder interaction can be realised for the following purposes.

- Knowledge sharing
- Co-operation, consultation
- Grievance/Complaint submission
- Monitoring (for payment purposes, periodic, within the framework of environmental and social obligations, etc.)
- Receiving feedback information
- Other

In general, the channels that can be used in interaction are shown in the table below.

Knowledge sharing	Face-to-face meetings, telephone, e-mail, newsletter, website, social media, KBS, correspondence, project reports
Cooperation, communication	Face to face, telephone, e-mail, correspondence, meeting
Grievance/complaint submission	Face-to-face meeting, telephone, e-mail ² , petition ³ , CIMER, info@fostersmes.com, KOSGEB Call Centre ⁴
Monitoring	Workplace visit, on-line meeting, KBS
Receiving feedback information	Questionnaire, face-to-face interview, telephone, e-mail,

2.6 Interaction topics

Possible interaction issues are indicated below.

- General information disclosure
- KOSGEB staff
- Application/IT
- Evaluation/Results
- Monitoring/payment
- Results/outputs
- Banks
- Environmental and social obligations
- KGF
- Employment/work permit
- Other

² Finalised within a maximum of 15 days.

³ Finalised within a maximum of 60 days.

⁴ Finalised within a maximum of 15 days.

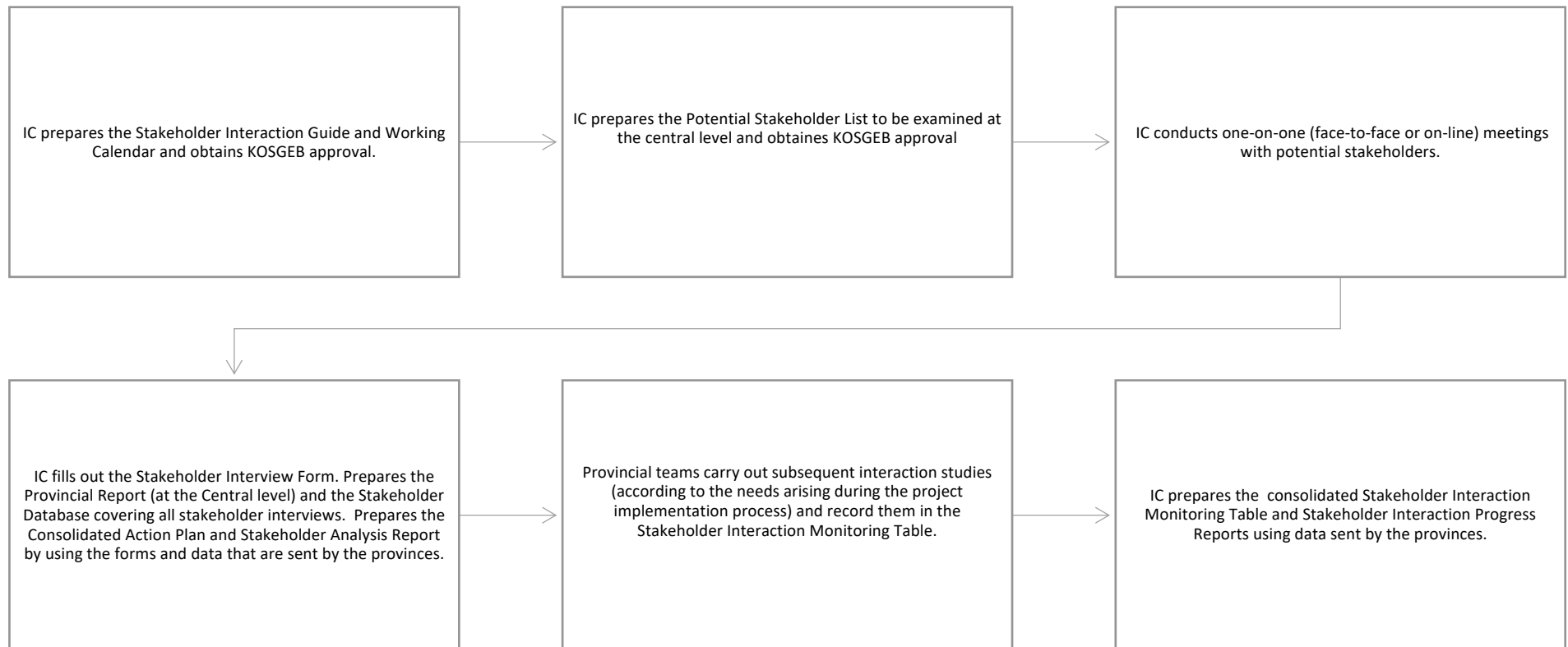
3. IMPLEMENTATION STEPS

The implementation scheme for stakeholder interaction activities is given in Figure 4.

Figure 4.a: Implementation steps of stakeholder engagement activities (for provincial level engagement)



Figure 4.b: Stakeholder engagement activities implementation steps (for interactions to be carried out at the Central level)



The issues identified for regular and systematic management of stakeholder interactions are listed below.

Provincial Team and Organisation:

- Provincial Team: It consists of an SME expert and FOSTER Project Local Project Staff under the chairmanship of KOSGEB Provincial Director.
- The Local Project Staff acts as a point of contact to ensure communication between the IC and the Provincial Team.

Data and Reporting Processes:

- Role of the IC: The IC checks the tables and reports received from the provinces and prepares consolidated tables and reports. All tables and documents received from the provinces and those created by the IC are kept in the project archive.

Stakeholder Management:

- Creating a Potential Stakeholder List: While creating the potential stakeholder list, stakeholder groups that could have a high level of impact on the FOSTER project and could contribute to the project are prioritised.
- Preparation of Forms: Potential Stakeholder List, Stakeholder Interview Form, Stakeholder Database Form, Provincial Report Form, Stakeholder Interaction Monitoring Form, Stakeholder Interaction Consolidated Monitoring Form and Progress Report templates are prepared by the IC.
- Updating of Forms: Forms are updated and revised by the IC as necessary.
- Adding New Stakeholders to the Database: A new stakeholder can be added to the database by the provincial team. The provincial team fills in the Stakeholder Interview Form, updates the Action Plan and Stakeholder Database and sends it to the IC.

Monitoring:

- Monitoring of Interactions: Interactions for all components of the FOSTER Project are recorded together in the Stakeholder Interaction Monitoring Table.
- Preparation of Progress Reports: Progress reports are prepared four times a year, covering January-February-March (first quarter), April-May-June (second quarter), July-August-September (third quarter) and January-December (annual).

Evaluation:

Stakeholder interaction assessment criteria are summarised in the table below. The assessment work is carried out by the IC and the results are disclosed in the progress report.

CRITERIA FOR EVALUATING STAKEHOLDER INTERACTION STUDIES
Level of interactions
The size of the stakeholder groups reached
Frequency and quality of interactions
Satisfaction
Sustainability
Responsibility and accountability
Active participation/contribution
Identifying and managing risks
Productivity
Accessibility
Informed decision making
Effective resource allocation
Transparency

ANNEX 1: LIST OF POTENTIAL STAKEHOLDERS

Date of filling out the form:									
Name and surname of the person filling in the form:						Tel:			
Related KOSGEB Directorate:									
Stakeholder name	Province	NACE Code	Address	Name and title of authorised representative	Authorised representative telephone number and e-mail address	Stakeholder type ⁵	Relevant project component ⁶	Reason for being considered as a potential stakeholder	SUITABLE/NOT SUITABLE ⁷

⁵ See Section 2.2

⁶ See Section 2.1

⁷ This section will be completed by the Centre Team.

ANNEX 2: CONSOLIDATED STAKEHOLDER LIST (LIST APPROVED BY KOSGEB)

Related KOSGEB Directorate	Stakeholder name	Province	NACE Code	Addresses	Name and title of the stakeholder authorised/representative	Telephone number and e-mail address of the stakeholder authorised/representative	Stakeholder type ⁸	Relevant project component/ Components ⁹	Reason for being considered as a potential stakeholder

⁸ See Section 2.2

⁹ See Section 2.1

ANNEX 3: STAKEHOLDER INTERVIEW FORM

According to the answers of the stakeholder representative to the questions asked in the interview, it is expected that an impact and result-oriented stakeholder engagement plan will be developed. Before proceeding to the question phase, stakeholders will be informed about the project. For this purpose, it is possible to utilise project information notes and other documents related to the project.

Before you go to meet the stakeholder,

- Information is obtained about the role of the interviewee within the organisation, his/her relationship with the project (beneficiary, facilitator, supporter, similar project employee or manager, etc.) and, if possible, his/her background.
- An interview appointment is made.
- An estimate is made of the extent of stakeholder involvement (level of interest, expectations, etc.).
- Within the framework of this estimation, questions in the *Stakeholder Interview* table are analysed and the relevant ones are selected.

Stakeholder interviews can be conducted face-to-face or online. In both cases, audio/video recordings will not be taken. For this reason, it is useful to have two people from the Project team or the relevant Provincial Directorate to conduct the interview and keep records.

- During the interview, the stakeholder representative is informed about the purpose of the interview and the project.
- It starts with 1-2 questions about the stakeholder's level of understanding of the project, and if they have any question about the project, they are answered.
- Pre-selected or all of the questions in the stakeholder interview form are asked, and improvised follow-up questions can be asked to deepen the interview in accordance with the objectives in line with the answers.
- Information about other people who may be interested in the project is sought.
- The method and frequency of interaction after the interview are mutually agreed.
- During the interview, the "Interview Questions" section of the Interview Form is filled in, and after the interview is completed, the "Conclusion and Evaluation", "Action Plan" and "General Evaluation of the Project Expert Interviewing the Stakeholder" sections are filled in.

Stakeholder Name	
Type ¹⁰	
Province	
Interviewee name, title	
Interviewee Tel, e-mail	
Date and place of interview	
Relevant project component(s)	
Name and title of the interviewee	

¹⁰ - SMEs, organisations conducting studies on SuTP and IPSH, provincial directorates of ministries and other public institutions, municipalities, professional organisations (chambers, unions, etc.), banks, organisations conducting national and international projects related to GKaS and UKaK / projects carried out (ILO, UN, cooperatives, national NGOs, international NGOs, other), other institutions and organisations

INTERVIEW QUESTIONS

1. In the strategic plan of your organisation, do you have targets related to project beneficiaries? Do you plan to cooperate with other institutions in this regard?
2. Do you carry out activities for the employment and economic integration of groups under temporary protection? What kind of activities do you carry out?
3. What kind of information would you like to receive during the project? For what purpose can you use this information?
4. What the level of positive/negative impact of the project process and outputs on you/your organization? How can you be affected?
5. What is the level of positive/negative impact of your strategies and current or planned activities and your studies on legal issues on the project processes? How can you affect these processes?

6. In which areas can you contribute to the project? How?

- ☐ Experience sharing
- ☐ Providing support in legal and administrative processes
- ☐ Sharing data, information, reports, similar project outputs, etc.
- ☐ Outreach to the target group of the project, training, promotion
- ☐ Access to vulnerable groups (women and youth)
- ☐ Support related to social and environmental obligations of beneficiary SMEs (training etc.)

7. How do you prefer to interact with the project?

- ☐ Taking part in Focus Group studies
- ☐ Obtaining information
- ☐ Organising joint events, developing areas of cooperation
- ☐ Sharing of project results

8. Preferred frequency of interaction

- ☐ Regular
- ☐ In case of need
- ☐ One time
- ☐ Other

9. How can you benefit from project supports and results?

10. What activities can we organise together? When can we realise them?
11. What do you think are the main points to be considered for the success of the project? (Questions can be deepened on the project components.)
12. Are there any persons/institutions that you suggest to be interviewed regarding the project topics? Who are they?
EVALUATION AND ACTION PLAN
Determine the group to which the stakeholder belongs by evaluating the level of interest according to the answers given by the stakeholder to questions 1, 2 and 3, and the level of influence according to the answers given to questions 4, 5 and 6.

--

ANNEX 4: PROVINCIAL REPORT

PROVICE: PREPARED BY: REPORT DATE: STAKEHOLDER INTERVIEW DATE INTERVAL NUMBER OF STAKEHOLDERS INTERVIEWED:
--

What are the organisations and programmes working on the economic and social integration of foreigners under temporary and international protection in the province? What kind of cooperation can be established with which organisations and programmes?

What are the points to be considered for the success of the project according to the stakeholders (separately for guarantee, interest subsidy and grant mechanism)?

On which issues should stakeholders be informed?
--

<p>What are the potential risks/challenges related to project implementation? What can be done to eliminate these risks and challenges?</p>

ANNEX 5: STAKEHOLDER DATABASE (TO BE FILLED IN EXCEL FORMAT BY THE PROVINCIAL TEAM AND IC)

[illegible]

ANNEX 6: CONSOLIDATED ACTION PLAN (TO BE FILLED IN EXCEL FORMAT BY IC)

[illegible]

ANNEX 7: STAKEHOLDER INTERACTION MONITORING FORM (EXCEL TABLE)

It is given in a separate file.

ANNEX 8: CONSOLIDATED STAKEHOLDER INTERACTION MONITORING TABLE

It is given in a separate file.

ANNEX 9: FOSTER PROJECT PROGRESS REPORT TEMPLATE

It is given in a separate file.

ANNEX 11: TIME PLAN

[illegible]



This project is funded by the European Union.
Bu proje Avrupa Birlięi tarafından finanse edilmektedir.
هذا المشروع تم تمويله من قبل الاتحاد الأوروبي

FOSTER II

PROJESİ | PROJECT

TÜRKİYE'DE SOSYAL VE EKONOMİK UYUMU TEŞVİK ETMEK İÇİN ÖZEL SEKTÖRÜN GÜÇLENDİRİLMESİ

EMPOWERING THE PRIVATE SECTOR TO FOSTER
SOCIAL AND ECONOMIC COHESION

İLETİŞİM | CONTACT



www.fostersmes.com



info@fostersmes.com

"Bu rapor Avrupa Birlięi'nin mali desteęi ile hazırlanmıştır. İçerik tamamen KOSGEB'in sorumluluğundadır ve Avrupa Birlięi'nin görüşlerini yansıtmak zorunda değildir."

"This report has been produced with the financial support of the European Union. Its contents are the sole responsibility of KOSGEB and do not necessarily reflect the views of the European Union."



T.C. SANAYİ VE
TEKNOLOJİ BAKANLIĞI



KFW