

Research report

LEAP Stakeholder mapping

Document prepared by PONT Group
Cluj-Napoca
2020

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INTRODUCTION

This document is a summary report on the activity of Stakeholder Mapping carried out by PONT Group within the LEAP project. The report provides an overview of the database development process that contains information about stakeholders in the Cluj metropolitan area, respectively presents the database and the main results drawn from the analysis of the information collected.

The report is structured as follows: in the first part (in the executive summary) the most important conclusions are briefly presented. Then follows the description of the methodology by which the database was developed and the structure of the "cadastre". The core of the report is the statistical description of the stakeholder population in the Cluj metropolitan area and the related conclusions.

EXECUTIVE SUMMARY

Theme and area of use

The database is a kind of cadastre, an inventory of the main local actors - stakeholders, with formal status - that have or can have an impact on the specific problems of the young population in the Cluj metropolitan area (hereinafter CMA, which includes the city of Cluj- Napoca and 19 nearby communes (Aiton, Apahida, Baciu, Bonțida, Borșa, Căianu, Chinteni, Ciurila, Cojocna, Feleacu, Floresti, Gilău, Gârbău, Jucu, Petreștii de Jos, Săvădisla, Sânpaul, Tureni, Vultureni). The map also contains some attributes that characterize this population and can be used as a tool to identify and contact future stakeholders. Stakeholders in the database have or can have a role both in defining or regulating the law and developing public policies that address specific issues and through direct contribution to solving the identified issues. The list is not statistically representative, but is relevant to this social field.

Research methods and data sources

The approach was empirical. Methods used: recording and systematization of secondary and public data through desk research methods, analysis of statistical data, informal discussions, respectively collection of information from the position of observer. Investigation period: March-May. Throughout the research, the deontological

norms in force, respectively the ESOMAR standards as well as the GDPR were strictly observed. The confidentiality of the data and of the persons with whom it was discussed is guaranteed and protected by the law in force in accordance with the provisions of Directive CE / 95/46, transposed by Law no. 677/2001, as well as the provisions of Directive 2002/58 / EC on the processing of personal data and the protection of privacy in the electronic communications sector, transposed by Law no. 506/2004.

The main general conclusions

As expected, there is a [significant number and diversity of stakeholders](#) (different profiles and types depending on the legal status, object of activity, size, budget available, target group, nature of the activity).

A large part of the stakeholders are [small actors](#), their power and influence is low, they most likely work with small staff, they do not have constant and/or visible activity, they operate depending on the financing opportunities, on small projects.

Although the population of stakeholders has a great variety, there is a [marked inequality between the actors](#), their sphere can be characterized as extremely asymmetrical and concentrated around several influential nodes. On the one hand, we can observe the group of the “big ones”, ie. those small number of stakeholders who have a large or very large budget, with power and influence, respectively well institutionalized and professionalized. On the other hand, we can speak of the very large group of those with a small budget, with a weak influence and dependent on the environment in which they operate.

Large stakeholders are in fact [brokers](#) who contribute to the production and trading of know-how, expertise, information. Being in the center determines the structure of the social field in which the stakeholders operate, the relations between the stakeholders. In some cases they are also direct or indirect financiers.

Likewise, there is a considerable asymmetry between stakeholders who are state actors (here we refer to the local administration that has the role of developing-applying public policies, such as town halls, directorates, departments, agencies) and NGOs. Political parties represent another well-defined group - node. There is therefore an imbalance at the level of stakeholders between state actors and social actors that are organized and operate at the grassroot level.

Universities and schools are another power pole weakly opposed by organizations that represent the interests of pupils or students and that could contribute to the presentation, theming and solving of specific problems of young people.

Geographically, [Cluj concentrates the stakeholders](#). There is an almost absolute inequality between the center of Cluj and the rest of the localities. Thus, the very local and specific problems of the rural environment are practically not, or are very poorly represented.

Depending on LEAP priorities and subcategories, we have identified a [very small number of stakeholders related to health issues](#) - in the context of the pandemic this is a problem in itself - and the learning field is clearly dominated by state universities and prestigious schools - all located in the city center. In fact, the structural inequalities between the national colleges in the center and the other schools in the periphery are the source of some problems faced by young people who come from families with a weaker socio-economic background.

The activity of “classic” and influential NGO stakeholders focuses rather on the fields of enabling environment (leisure, rights) and agency and engagement (culture, sports, professional relations, information).

In total, we identified [five types \(clusters\) of stakeholders](#).

METHODOLOGICAL ASPECTS

[The purpose of the stakeholder mapping activity](#) relevant to LEAP was to identify those actors that have or may have an impact in the future on the objectives assumed by LEAP in accordance with the philosophy of the Botnar Foundation. The inventory thus created (“list”, “cadastre”, stakeholders) is practically a database with formal organizations and institutions - ie with established legal status - whose activity is directly related to the fields of health, education and welfare in general. The main method used was desk research; the construction of the database was done mainly by collecting and systematizing the public secondary data available on the Internet (official website, FB, state institutions such as the Ministry of Public Finance, other databases containing information on NGOs).

A small part of the entries was recommended by other stakeholders.

[What primary information did we record](#) about each stakeholder after which it was identified? Basically, we applied a standardized "questionnaire" in each case. Following this query, we recorded information on the names of stakeholders, people and contact details (name, address, website and / or Facebook), the date on which the organization / institution / department / agency was established, the number of employees, the official budget, the legal status of the entity, the main object of the activity, the target group, the level of operation, respectively the keywords that describe their activity, respectively we evaluated to what extent they can be characterized by power, interest. In some cases, the representative project was also identified. The specific types of stakeholders were determined by cluster analysis.

[The values for the variable power \(high or low\)](#) were assigned in absolute terms, depending on the value of the budget (if the budget was above the median value then the value was high) correlated with the function of

regulation, control, influence or development of public policies to the issue of young people (state administrative institutions received high value, as well as organizations with a recognized notoriety among stakeholders, because they have central positions). The values for the variable interest (high or low) were assigned in relative / relational terms depending on the object of the activity and the target group. More specifically, if we considered that the stakeholder has or can have a role in solving the specific problems of young people identified by the survey / focus group / direct interviews research, or falls within the directions drawn by the LEAP directions, then we attached the high value.

The main problem encountered was to identify the sources of information. The data collection process was extremely laborious and cumbersome. Another problem was the lack of data in some cases, especially regarding the budget and the number of employees. However, we considered that the existence or lack of this information are indicators regarding their position in the space / field in which the stakeholders operate. We emphasize again that our list is not exhaustive, but we consider it to be relevant and useful. (We also have an extended list, respectively another database that contains all the companies in the city, but not included in this analysis). In total, we analyzed a number of 718 stakeholders from the list of 721 relevant (3 branches of political parties were from outside metropolitan areas).

PRESENTATION OF THE DATABASE

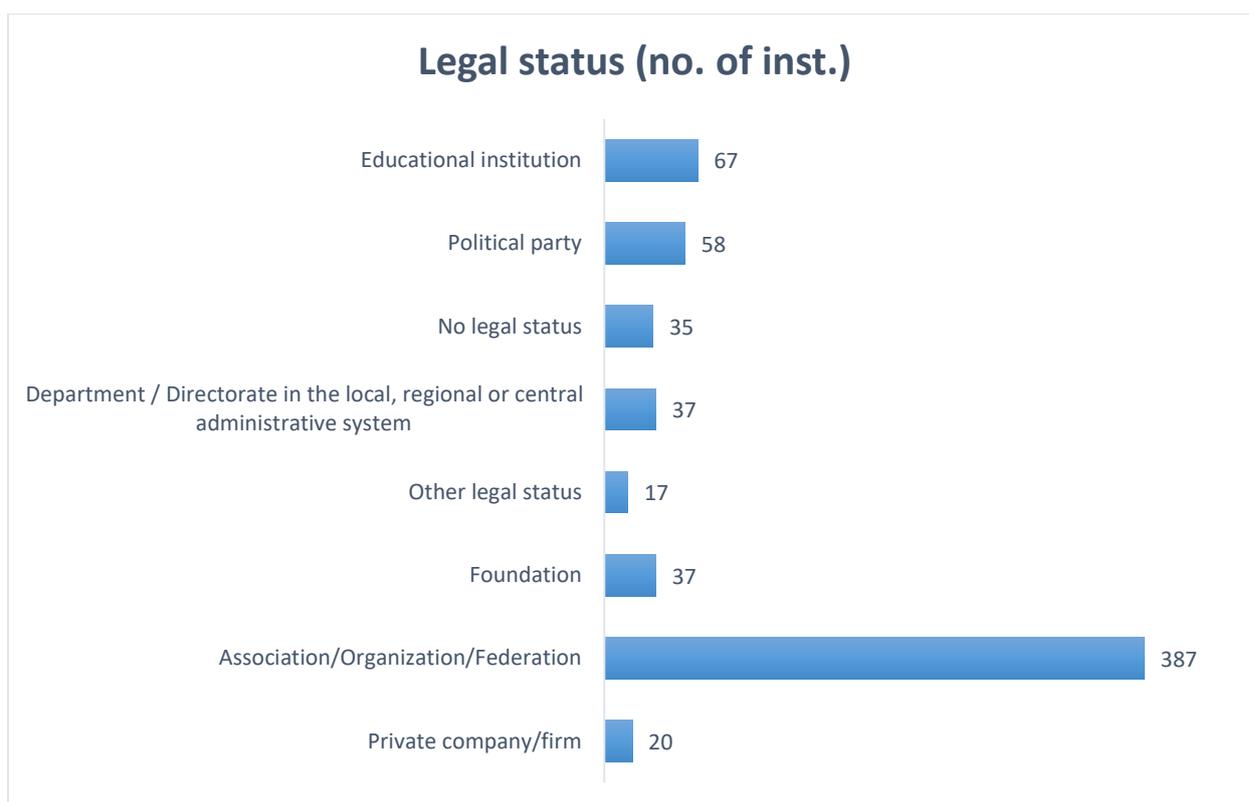
The database is a tool in which are registered those social actors that by the nature of their activity intersect with the specific problems of young people in the Cluj Metropolitan Area. Their list is open and can be completed later. Most stakeholder mapping approaches are limited to identifying actors and scaling them on power and interest coordinates. We opted for a more extensive version described in the methodological part of the report. Stakeholder attributes are recorded in the columns of the file, the lines represent each stakeholder. Although we are dealing with relatively much missing data, we believe that this way the image is still more detailed.

Interactively the database allows searching by name, contacts, address, web / Facebook, date of establishment, legal status of the entity, main object of activity, target group, level of operation, respectively keywords that describe the activity as well as the classic variables power, interest. With caution, only for guidance, but the information collected allows us to paint a general picture of stakeholders.

THE STAKEHOLDER ECOSYSTEM IN FIGURES

In this chapter we will present the statistical description of the stakeholder population based on the main variables. The vast majority of actors have the legal form association, organization or federation - 387 of the total. We have 67 educational institutions, 58 parties or party affiliates, and 37 departments or directions of the administrative system. Also the number of foundations is 37. We are dealing with a sphere that is numerically dominated by NGOs.

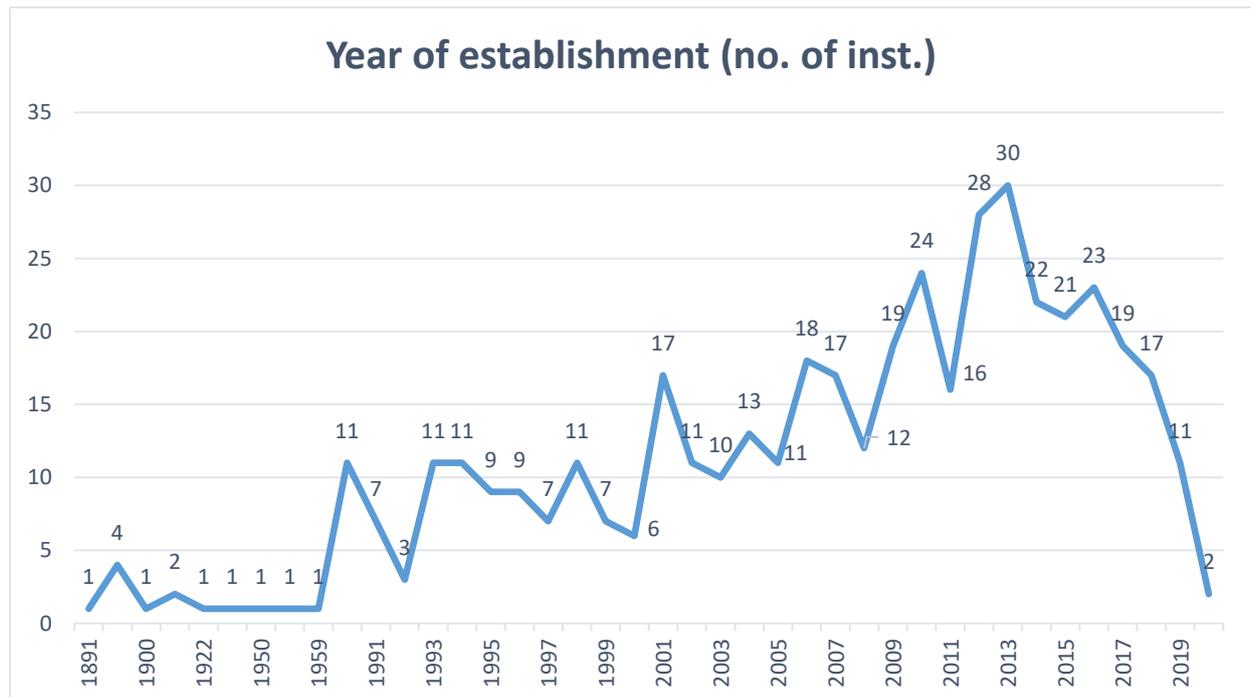
Figure nr. 1.



Stakeholder mapping data collection, LEAP-Grupul PONT, 2020

Regarding the age of the stakeholders, as expected, the vast majority of them came into being after 1989, the exceptions being educational institutions and part of the administrative apparatus. The year 2013 represented a peak - with thirty new stakeholders - but with small exceptions, after 1993 the number of actors operating today in this field has grown steadily until 2014.

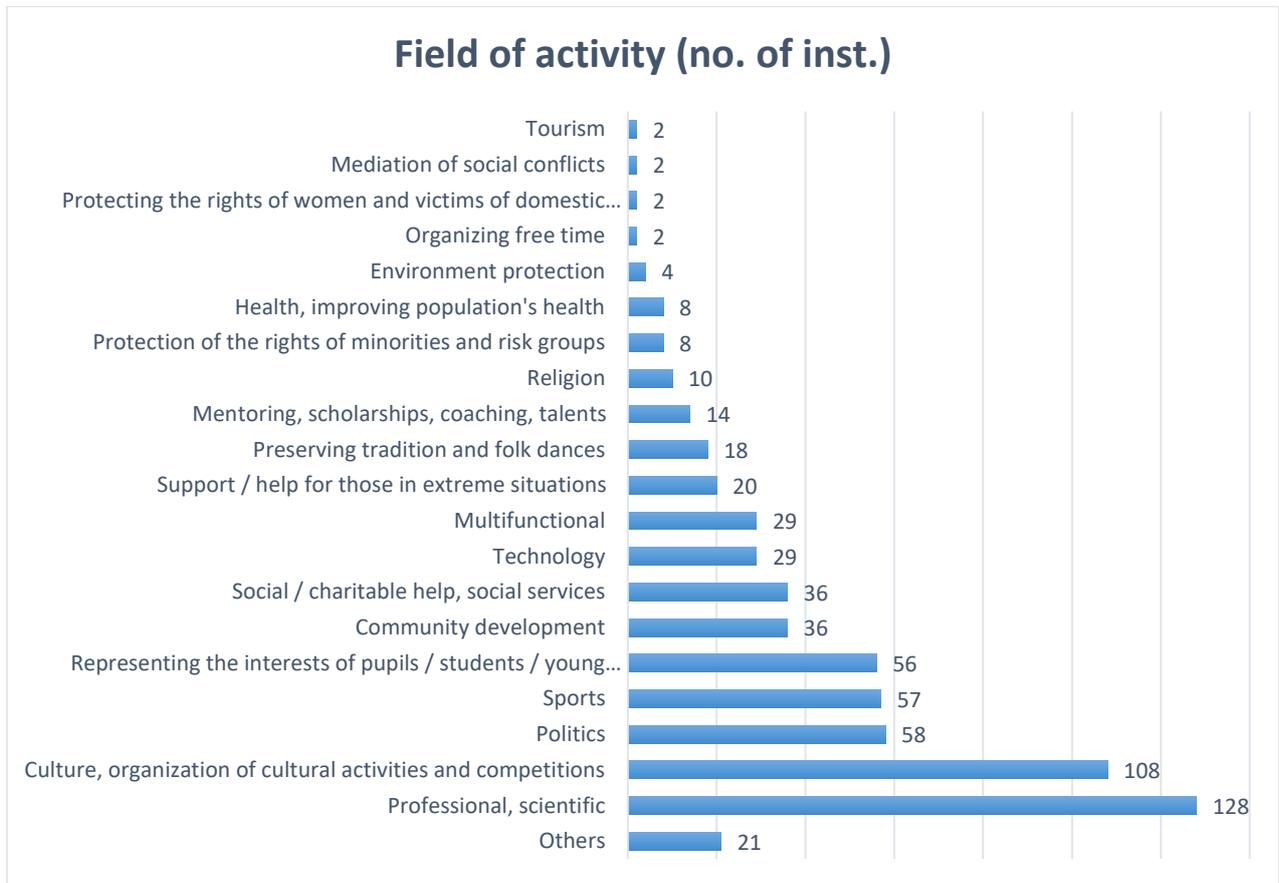
Figure nr. 2.



Stakeholder mapping data collection, LEAP-Grupul PONT, 2020

It is interesting and useful to see what stakeholders do, which is their main field of activity.

Figura nr. 3.

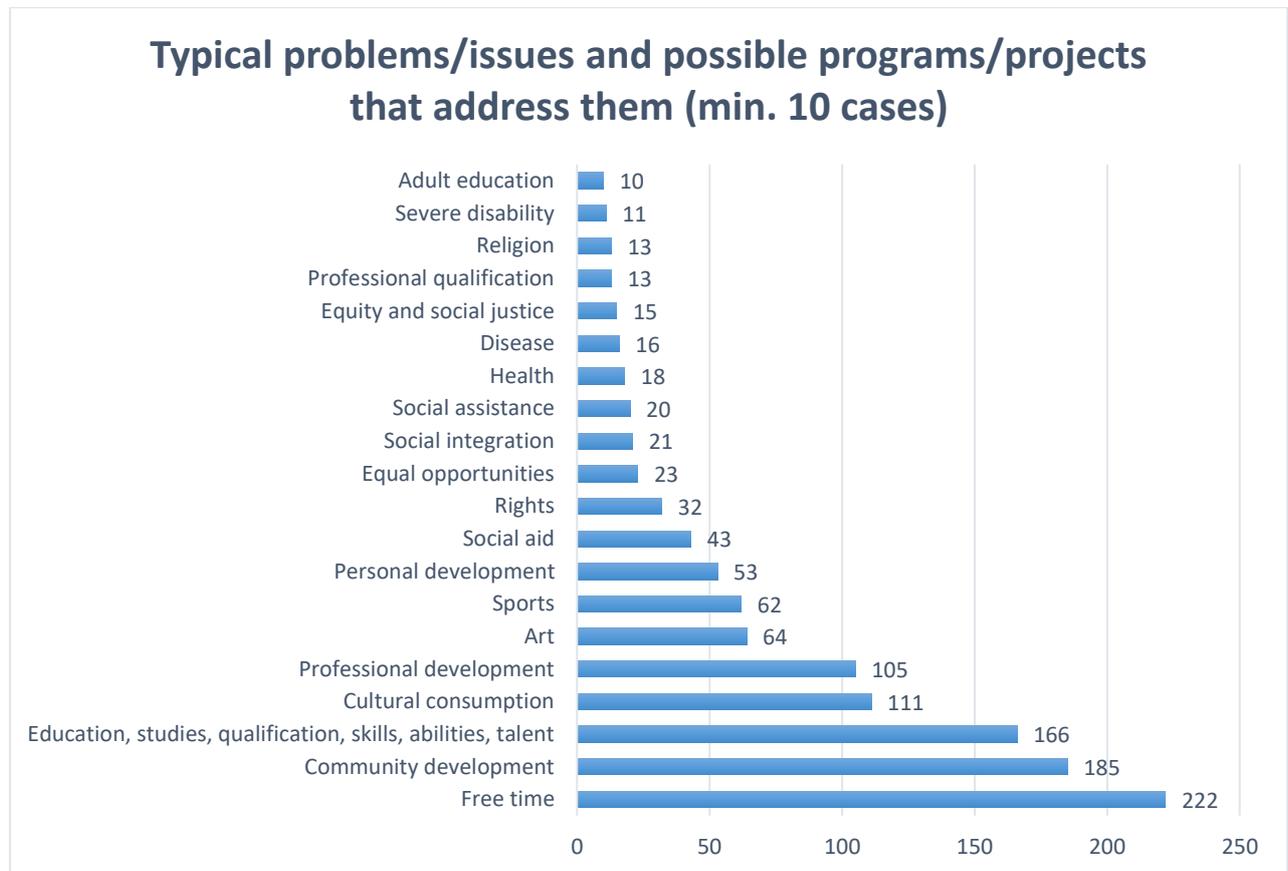


Stakeholder mapping data collection, LEAP-Grupul PONT, 2020

We can see that activities related to professional development and activities related to science are a strongly represented field: 128 and 108 entities are related to them. The following is politics and sports, respectively the representation of the interests of pupils and students / young people: 58 - 57 - 56 stakeholders employed in these fields. The third group of stakeholders has activities related to community development and / or social assistance: 36 - 36, a total of 72 stakeholders. At the opposite pole are activities related to health, protection of risk groups, protection of women's rights. Overall, **vulnerable and risk groups are under-represented.**

If we look at what kind of issues are themed and / or solved by stakeholders, we see the following: leisure time - or rather leisure activities - are at the top of the hierarchy (222) followed by community problems (185) followed by problems related to education / studies (166). The issues addressed by stakeholders with a score of over 100 are issues related to cultural consumption and professional development: 111 and 105 respectively. Issues that are more specific to risk groups have a score below 50, so we can say that stakeholders deal with rather by the **problems of the middle class, and much less by the weights of the marginalized, disadvantaged, excluded groups.**

Figure no. 4.



Stakeholder mapping data collection, LEAP-Grupul PONT, 2020

We found out the following about the stakeholders' budget. We have missing data on more than half of the stakeholders. At 336, where we managed to find data about the budget (even if they come from different years) there is a big financial discrepancy. The richest 20 percent have an average annual budget of between 213,000 and 635,000 RON (this is the case of 68 entities), where the average is 3.5 million lei. The total budget collected in this select group amounts to 25 million lei, while the poorest, ie the lower quintile (the poorest 20 percent, with an annual budget between 0 - 20,000 lei) have a total of only 471 00 RON, the average being 7,000 lei. The general situation is presented in Table no. 2.

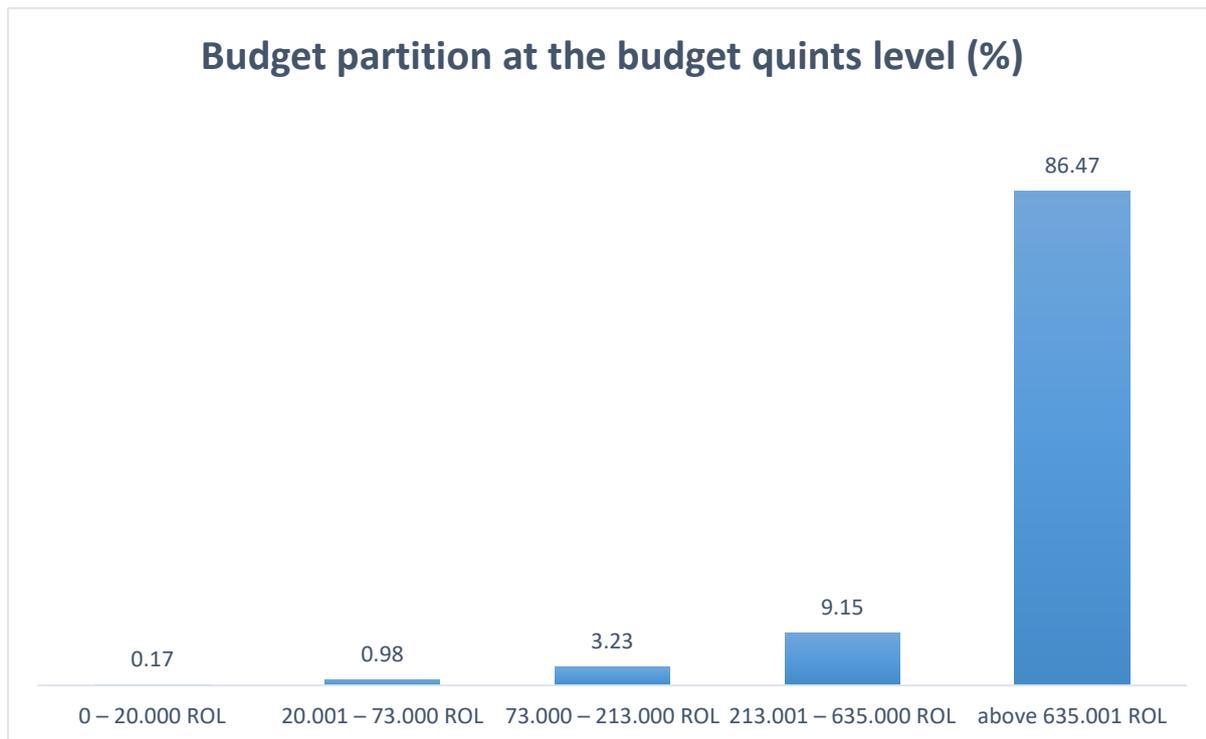
Table no. 1. Distribution of the budget by budget quotas (Note: N = 336, where there is information on the budget).

Budget quintiles	N	Mean	Median	Std. Deviation	Sum
0 – 20.000 ROL	67	7 038.79	4 440	7 065.6	471 599
20.001 – 73.000 ROL	67	40 159.15	35 614	16 663.1	2 690 663
73.000 – 213.000 ROL	67	132 446.15	125 619	40 159.8	8 873 892
213.001 – 635.000 ROL	67	374 916.84	335 926	125 349.4	25 119 428
peste 635.001 ROL	68	3 492 436.43	1 600 828	6 915 267.2	237 485 677
Total	336	817 384.7	126 414.5	3 377 178.5	274 641 259

Stakeholder mapping data collection, LEAP-Grupul PONT, 2020

The budget concentration is more visible in the chart below.

Figure no. 5.

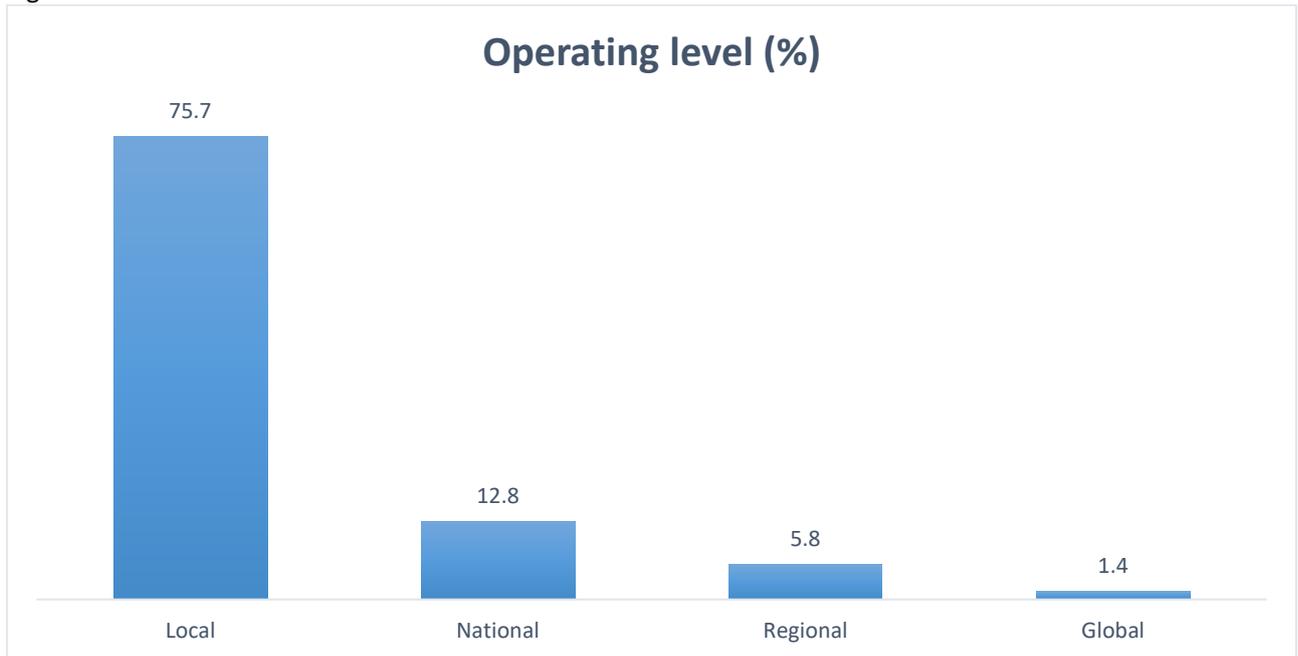


Stakeholder mapping data collection, LEAP-Grupul PONT, 2020

Basically, the richest stakeholders have over 85 percent of the total budget available to the 336 investigated actors. Regarding the level of operation, we see that our ecosystem is dominated by local actors, with a Cluj flavor.

75 percent operate at the local level, but we have a presence of 13 percent national actors and 7 percent regional.

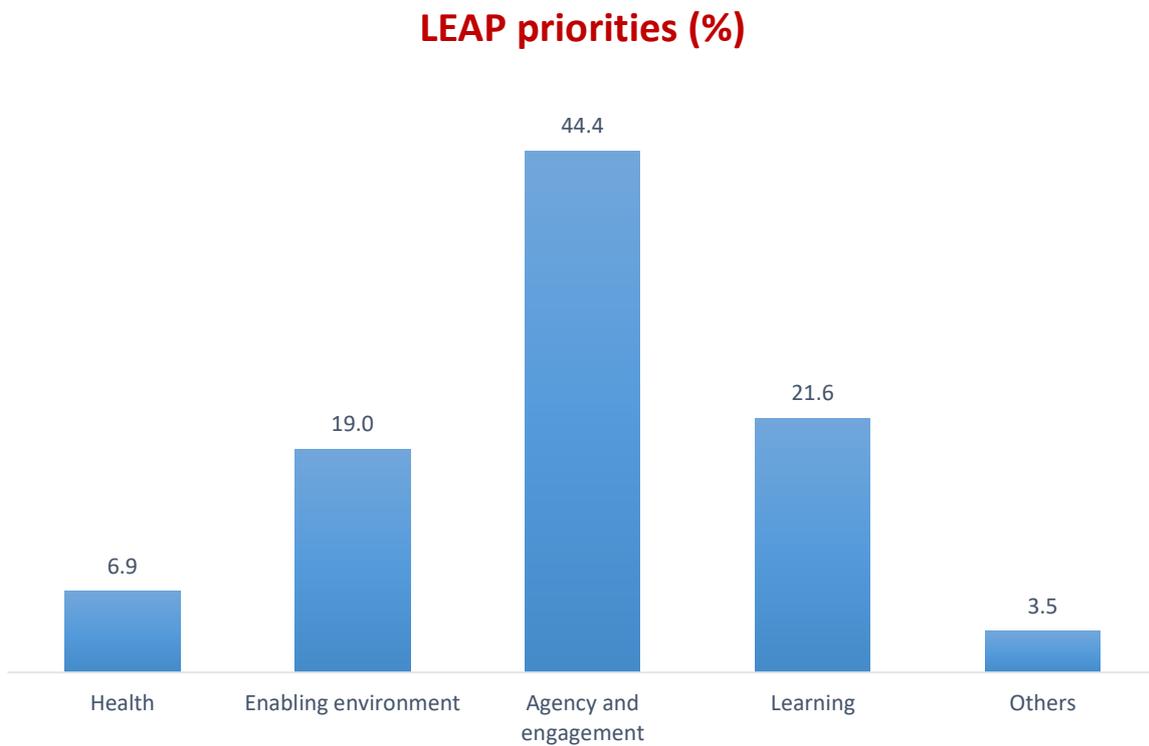
Figure no. 6.



Stakeholder mapping data collection, LEAP-Grupul PONT, 2020

Depending on the priorities of LEAP the general situation is presented as follows represented by the chart below. In the case of multifunctional institutions, we considered the most important activity. In fact, the big actors, with a big budget and with more areas of activity are the ones that “link” the LEAP priorities, ie the activities are present in several subcategories).

Figure no. 7.

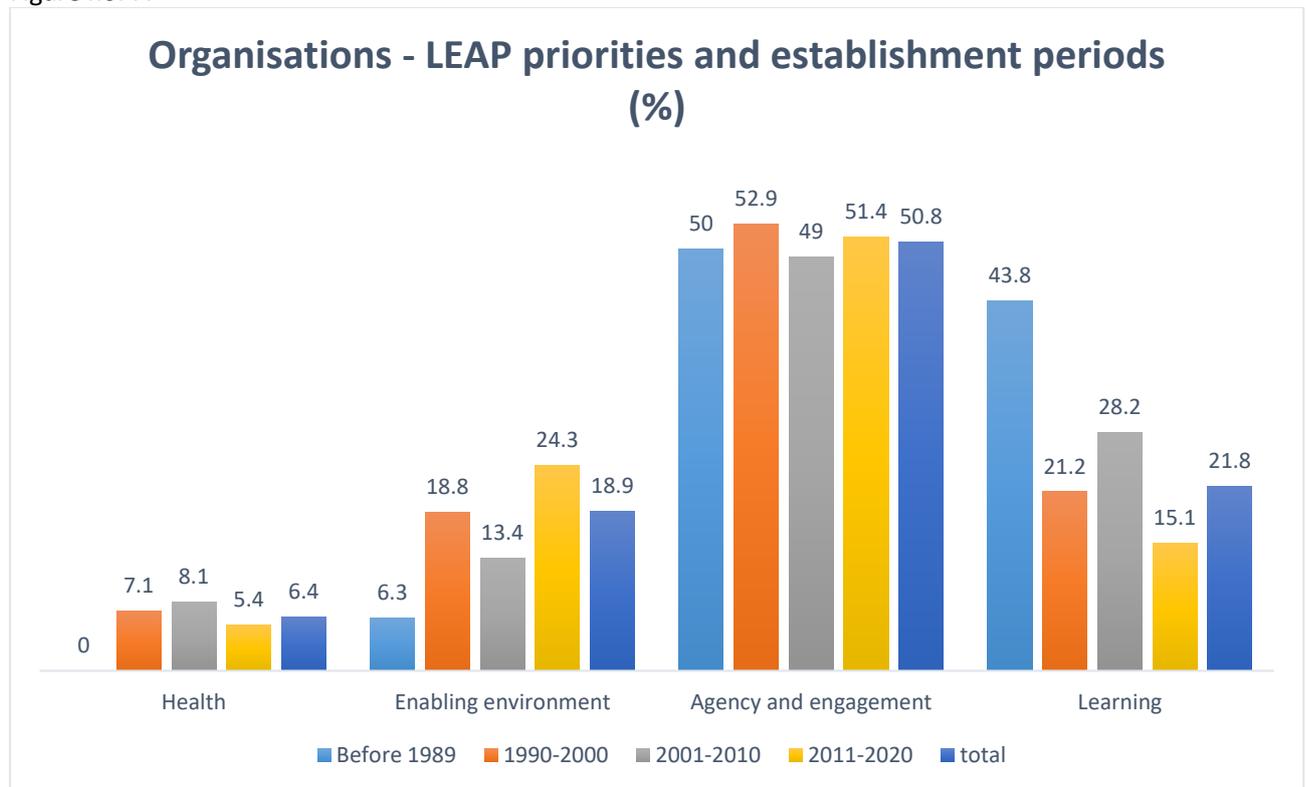


Stakeholder mapping data collection, LEAP-Grupul PONT, 2020

Almost half of the stakeholders (45 percent) work in the field of agency & engagement, followed by the Learning department (22 percent) and the Enabling environment with 19 percent. Health priority has only 7 percent.

Trying to describe in more detail the LEAP priorities, we identified specificities regarding the period of their establishment, respectively the level of operation. Thus, we see in the following graph that the stakeholders in the health category were established to a greater extent in the period 2001-2010, those in the enabling environment category were typically established in the period 2011-2020 and those in the learning category before 1989.

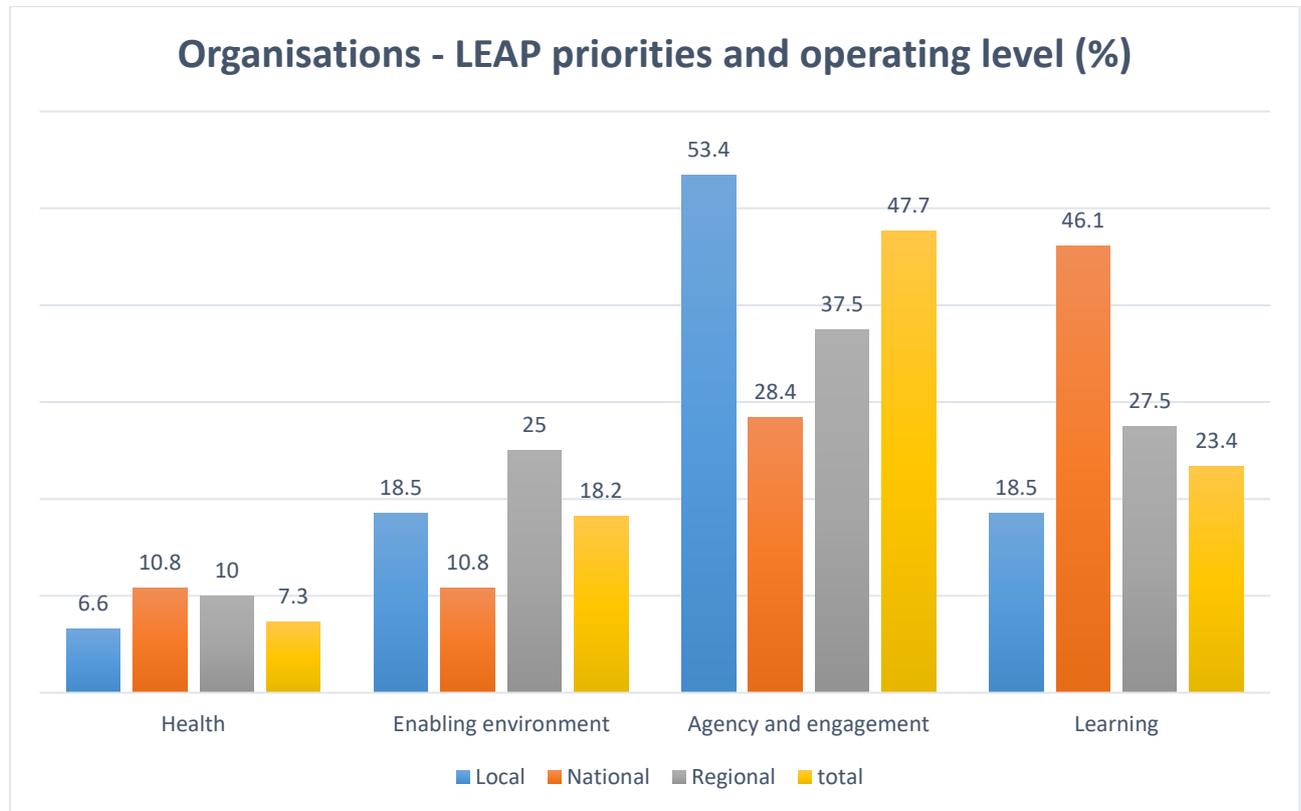
Figure no. 7.



Stakeholder mapping data collection, LEAP-Grupul PONT, 2020

Also, the stakeholders in the health category operate at regional and national level, those in the enabling environment category operate rather at the regional level, those in the agency and engagement category operate rather at the local level, and those in the learning category operate rather at the national level.

Figure no. 8.

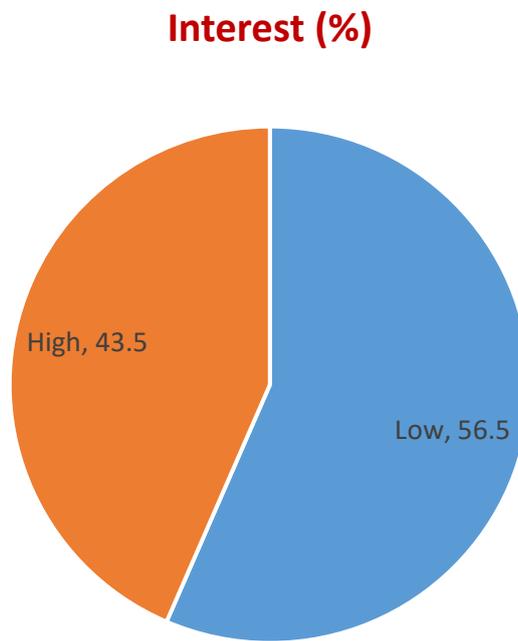


Stakeholder mapping data collection, LEAP-Grupul PONT, 2020

For an approach aimed at stakeholder mapping, the distribution of stakeholders according to power and interest is extremely important (for methodological and coding aspects see the introductory part).

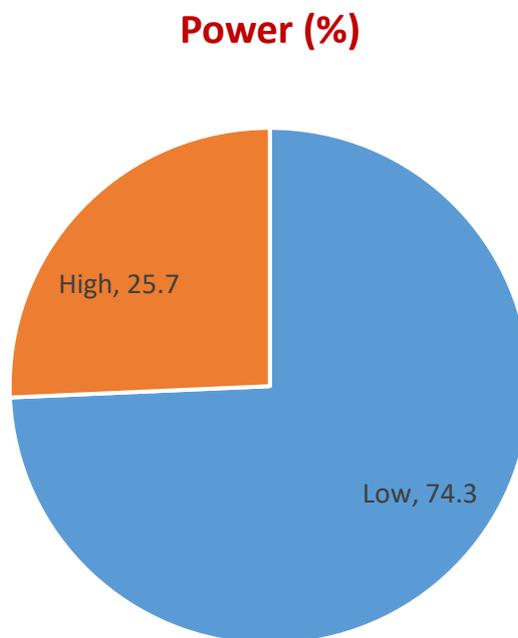
We have the following situation: depending on the interest, the high - low distribution is 43.5 percent versus 56.5 percent, so almost half of the stakeholder population are or may be interested in the LEAP / Botnar Foundation activity in the future.

Figure no. 9.



Also about one in four stakeholders can be characterized by high power. Below we have the detailed situation.

Figure no. 10.



Stakeholder mapping data collection, LEAP-Grupul PONT, 2020

About three quarters of the total stakeholder is power low - this again emphasizes the asymmetry of the actors and a large imbalance / inequality that is specific to the sphere analyzed.

Table no. 2. Distribution of power and interest among stakeholders

		Interest		Total
		Low	High	
Power	Low	42.1	14.3	56.5
	High	32.2	11.4	43.5
Total		74.3	25.7	100.0

Stakeholder mapping data collection, LEAP-Grupul PONT, 2020

11 percent of stakeholders have a HighHigh score, and 42 percent Low / Low.

THE MAIN CLUSTERS SPECIFIC TO STAKEHOLDERS

In order to have a more synthetic and telling image on the main types of stakeholders, we resorted to cluster analysis. We used the K-means hierarchical cluster method, in the model we included the following objective variables: main LEAP direction summed by the stakeholder (indicator defined based on the object of activity, target group, representative project, if applicable), operating level, power and interest, respectively the legal status. Following the analysis, five types of stakeholders were outlined, which we tried to name in such a way that the essence of each cluster - type of stakeholder - is expressed in a telling way.

The following clusters were outlined: „brokers”, „instructors”, „aspirers”, „the state” and „Also participate...”. In the following we will briefly describe each cluster (type).

Tabel nr. 3. Clusterelor specifice stakeholderilor. (Notă: denumirile clusterelor cor să fie expresive și ne aparțin).

Variabile/ Clustere	1 „Brokers”	2 „Instructors”	3 „Aspirants”	4 „The state”	5 „Also participate...”
LEAP Priority	Enabling environment	Learning	Enabling environment	Agency & Engagement	Agency & Engagement
Operating level	Local	National	Local	Local	Local
Power	High	High	Low	High	Low
Interest	Low	Low	High	Low	Low
Typical legal status	Foundation	(Higher) Education institution	Association/ Organization/ Federation	Political parties (and institutions of the city hall)	Association/ Organization/ Federation
No. of cases	38	80	126	53	323

Stakeholder mapping data collection, LEAP-Grupul PONT, 2020

Brokers

The type of Brokers is represented by non-governmental organizations that have great power, operate locally, are well rooted in the local context, are professional, most have the legal status of foundation, their area of

activity is multifunctional but prevails LEAP enabling environment. Usually the interest in LEAP issues is low. Their number is small (38), and they have a large or very large budget, with their activity being of course constant. They are strong, their influence in the sphere of stakeholders is strategic. As an example we could give for this type the Civitas Foundation for Civil Society, or the Romanian Foundation for Children, Community and Family, among others. This is where global gender organizations come in.

Instructors

The type of Instructors is characterized by the group of university education institutions specific to Cluj, as a major university city, in addition to the prestigious national colleges in the city center. It operates in the direction of LEAP learning, with its own agenda regardless of the problems with the grass specific to young people. They are strong (here we are talking about a group of 80 mainly state educational units), with a low level of interest. Their impact is national, with local specificity. What examples could we list some well-known big universities: "Gheorghe Dima" Academy of Music, "Babeş Bolyai" University of Cluj-Napoca, University for the formation of Reformed, Lutheran and Unitarian priests from Transylvania, "Iuliu Hațieganu" University of Medicine and Pharmacy from Cluj-Napoca, University of Agricultural Sciences and Veterinary Medicine from Cluj-Napoca, Technical University of Cluj-Napoca. They have autonomy and are rigid, increasingly active at the community level, but not enough.

Aspirants

The Aspirants type represents rather the associations and federations quite visible locally, actively involved in the issues attacked by LEAP. The group is dynamic and quite numerous (126), with a high level of interest, but in relative terms their power - although most likely in is growing - is low. It operates most frequently in the direction of LEAP Enabling environment, usually in the fields of culture, sports, youth issues, local social issues in general. It is a strategic cluster, somewhat close to Brokers in profile and connections, ambitions, know-how. Of course, on average they have a lower budget than Brokers, although they also have a constant activity. We can give here an example like the Action for Health Association or the Beard Brothers Association, possibly the Little People Romania Association, among many others. We consider it a very important, strategic cluster.

The state

The state cluster consists of administrative and decision-making and control institutions, in addition to political parties. They have high power and low interest, they operate locally, their number is relatively small compared to the power they hold: 53. Represents another strategic cluster.

Also participate...

Finally, the Also participate... cluster is a very large cluster - 323 -, but the entities are powerless. They are mostly dependent on the Brokers cluster and on the State (if we talk about financing), they operate only locally and most likely do not have constant activity, and their object of their extremely varied activity is related to Agency & Engagement (more ales community, free time, professional network). As examples we could give the Association "Organization of Young Doctors Cluj", the Association "De-a Arhitectura", the Association Bridge Language Study House Egyesület, the Association of Tenants from Cluj - among many others. However, they represent a cluster with potential for LEAP.

GENERAL CONCLUSIONS

At the end we can make some general assessments.

Based on the data presented above, it is observed that the profile and object of activity of the stakeholders in general have a [great variety](#).

Stakeholders can be grouped into [four broad categories](#), complemented by companies. The companies registered here have either been / are sponsors of programs dedicated to young people, so they can be partners of the Botnar Foundation in the future, or they are the actors of strategic economic activities.

On the one hand we have stakeholders who are [state institutions and are engaged in formal education](#). Here we refer to universities, faculties and schools. On the other hand, we refer to the institutions and also the administrative units or departments under the order of the town halls (67 educational institutions and 37 departments / directions from the administrative system) which have the role of legislator or policy maker. Their number is relatively small, but with a considerable budget and a large number of employees. From this point of view there is a big discrepancy between stakeholders.

Then, we have the [political parties and related organizations](#) (neighborhood branches, youth, women - 58) and [sports associations / clubs \(57\)](#). The latter can play an important role for policy projects in LEAP issues.

Finally, we have [organizations / associations / federations / foundations](#) that are very numerous, with a much below average budget and that operate with a small and fluctuating number of staff, with specific problems in a relatively narrow niche, which presents a wide variety of activities and objectives (424). Note: the rest of the stakeholders are either without legal status because they carry out their activity in informal conditions (35), are companies with private capital (20), or have other legal status (17), respectively have other atypical situations.

Stakeholders are [new entities](#) in the sense that the vast majority of them were established after 1992.

The [main projects they carry out](#) are related to spending and organizing young people's free time, community development, education, cultural consumption and professional development (789 projects). The activities and projects carried out related to health, equal opportunities, social integration, social assistance have a much smaller share, they are also present but with a huge gap (around 118 projects almost 8 times less!).

Based on the analysis of the database, we can conclude that the variety of stakeholders is large, state institutions play an important role in the issues attacked by LEAP, but also the private ecosystem of NGOs is quite diverse and active. But here too there is an imbalance in favor of big players who have the role of brokers.