Baltic Compact

Predefined Structural Organisation

4.4.5 Predefined structural organisation

This suggestion is in conjunction with the introduction section relating to *traditional role problems,* and would aim to address the need for clear definition of the roles and responsibilities of the stakeholders involved in a project (Rammert 2012; Davies & White 2012).

Predefined structural organisation of a project is important; firstly because if implemented as an actual task it encourages stakeholder groups to rethink roles, identify role gaps and possible areas in which role redefinition or reallocation might be necessary. It also improves the clarity of what tasks and roles each stakeholder group is expected to carry out, and therefore improves the participants' understanding of the project, not just the identification of their own tasks. It makes it easier at a later date to identify problems. This works to strengthen the state of relations, and through this, positively affects the state of other themes. It also influences condition and process codes, such as *collaboration and cooperation, empowerment, networking, reputation, respect and trust*, and *two-way communication.* It must be noted that in large projects this task may be too time consuming and require a high input of human resources not only at the start of the project but as a continual process.

The code associated with this suggestion is *well defined roles and structural organisation of project*, which occurs under the theme *traditional role problems.*

Predefined structural organisation in Examples

OiB has very clearly defined structural organisation and roles of stakeholder groups; however, it is possible that these emerged over time, and took a long time to fully define. Of special note is the flexibility of the active participating stakeholder groups at any one time, which is dependent on the projects being undertaken, or the focus the organisation has at that moment in time. This is natural as those stakeholder groups with the highest interest, or "stake", in the projects in progress will be those most likely to be actively involved. This flexibility is very valuable. Another thing to be noted about the structural organisation of OiB is the one full time employee who does all the practical organisation, makes contacts, finds funding, networks and contacts potential parties with mutual interests.

Within the Latvian example this process was not explicitly mentioned and this may be because the state of agri-environmentalism in the country is still in a state of development and this may become of importance on a National scale sometime in the future.

The Eider project's structural organisation seemed based around the "round-table" approach through which participation occurred, providing a platform from which all individual stakeholder and stakeholder groups could be heard.

In summary there is a possibility that redefined roles and a structural organisation may save valuable time if tasks are allocated, understood and agreed upon at the start of a project, according to the strengths and suitability of each stakeholder group to undertake the task, or role.

Excerpts from:

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