

INTERREG EUROPE
DIALOG Project
Dialog for Innovation and Local Growth



SURVEY REPORT ANNEX A/B - FLANDERS

BY
ESF FLANDERS WITH THE SUPPORT OF DIALOG SCIENTIFIC GROUP

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1. INTRODUCTION

The DIALOG project foresees, in this phase of the project, a field survey among stakeholders and project partners. This is aimed at identifying instruments and methods that stakeholders perceive as efficient for their involvement in policies and/or projects activation. Furthermore, the survey will facilitate the Action plan implementation by each partner, as planned in the second Dialog project phase. This template intends to facilitate the systematization and processing of the data collected by each project partner through the administration of questionnaires.

2. THE PROJECT PARTNER QUESTIONNAIRE (ANNEX A)

2.1. SECTION A - PROFILES OF THE INTERVIEWED PERSONS

The survey involved **1** individual, mostly **women** (table below).

Gender	Absolute value	Percentage value (%)*
Male	0	0
Female	1	100
I don't want to say	0	0
Total	1	100

*= enter n.1 decimal value

The participant in the survey belongs to **the Flemish Government – Department of Work and Social Economy, subdivision ESF Flanders and sustainable entrepreneurship**.

The interviewed person is Deputy Director in the organisation and project coordinator of DIALOG (the Flemish part)

2.2. SECTION B - STAKEHOLDERS IDENTIFICATION

The table below highlights the most suitable elements for selecting the different stakeholders involved.

Enter in the table the number of times each score (from 1 to 5) has been indicated for each element (e.g. a=number of times score 1 has been selected for each element in the list)

$$f = a / (\sum a - e) * 100 \quad g = b / (\sum a - e) * 100 \quad h = c / (\sum a - e) * 100 \quad i = d / (\sum a - e) * 100 \quad l = e / (\sum a - e) * 100$$

Elements <i>(full description in questionnaire)</i>	Scores (absolute value)						Scores (percentage value %)*					
	1	2	3	4	5	Tot	1	2	3	4	5	Tot
Stakeholder ability to involve other stakeholders	0	0	0	0	1	1	0	0	0	0	100	100
Representative level in relation with the category belonging	0	0	0	0	1	1	0	0	0	0	100	100
Capacity to start and boost changes	0	0	0	0	1	1	0	0	0	0	100	100
Stakeholder 'recognition' level from the targeted population [...]	0	0	0	0	1	1	0	0	0	0	100	100

Elements <i>(full description in questionnaire)</i>	Scores (absolute value)						Scores (percentage value %)*					
	1	2	3	4	5	Tot	1	2	3	4	5	Tot
Capacity to influence the labour market	0	0	0	0	1	1	0	0	0	0	100	100
Capacity to influence the resources allocation	0	0	1	0	0	1	0	0	100	0	0	100
Capacity to provide with an in-kind support	0	1	0	0	0	1	0	100	0	0	0	100
Specialist knowledge and competences	0	0	0	1	0	1	0	0	0	100	0	100
Capacity to maintain discussion and public dialogue	0	0	0	1	0	1	0	0	0	100	0	100
Participation experience in other similar experiences	0	0	0	1	0	1	0	0	0	100	0	100
Capacity to communicate through a wide media variety	0	0	1	0	0	1	0	0	100	0	0	100
Level of interest and interest of being involved	0	0	0	1	0	1	0	0	0	100	0	100
Recognition and trust level by the administration responsible [...]	0	0	0	1	0	1	0	0	0	100	0	100
Capacity to influence the public opinion	0	1	0	0	0	1	0	100	0	0	0	100
The capacity of stakeholder to affect the project activities [...]	0	0	0	1	0	1	0	100	0	0	0	100
Participation in previous networks and projects	0	0	1	0	0	1	0	0	100	0	0	100
The negative effect of a stakeholder nonparticipation [...]	0	0	0	0	1	1	0	0	0	0	100	100

*= enter n.1 decimal value

Add any comments you deem useful on the strength of the data collected

Because only one partner was interviewed, there are no conclusions to be made on the strength of the data.

On the strength of the data collected in question n.9 of the questionnaires, add some information about roles and functions of the stakeholders to be involved

Our stakeholders belong to an ad hoc steering group set up by the SERV, which is the social and economic council of Flanders. The steering group consists of trade unions, banks, personnel from the Flemish government and umbrella organisations (entrepreneurs, non-profit organisations, farmers, cities & municipalities, NGO's).

2.3. SECTION C - THE PARTICIPATORY PROCESS

In the table below indicates, for the interviewees, the areas of intervention that the action plans should most include.

Insert, for each column, the number of times each intervention area has been selected.

Intervention areas	Action Plan 1 - SERV – digital Fasttrack	Action Plan 2 – ACLVB Sustatool	Action Plan 3 – City of Ghent – open collaboration	Total
Enterprises support		1		1
Environment				
EU Funds planning				
Social dialog	1	1		2

Health				
Welfare and social cohesion	1		1	2
Local Development			1	1
Research & Innovation				
Active labour policies	1	1	1	3
Education				
Other (specify)				

On the strength of the data collected in question n.11 of the questionnaires, insert some additional information about the main characteristics that the action plan should have.

PRESENT: The Flemish input of DIALOG consists of 3 main collaborations:

With the city of Ghent: ‘Ghent, “city at work”- is a strong open partnership where all public and private actors meet to develop innovative projects around employment in the city of Ghent.

With SERV: “Social partners on the digital Fasttrack”- improving transnational exchange on the use of digital tools and role of the social partners in the digital revolution.

With ACLVB-CGSLB: “Sustatool” digital platform combined with training and coaching to apply the 17 SDG’s in companies, first made for trade union representatives but because of its success, now expanded towards consultants, entrepreneurs and other sectors (care, building, international companies).

FUTURE: Extending the action plan:

We will be contacting some of our partners within DIALOG for more information on some of their actions to find out whether we can transpose their way of working into the Flemish context.

We are considering searching locally, in cities and municipalities, for innovative ways of improving civil participation into the work atmosphere and expand good practice to other cities and regions, therefore we contacted a lot of “usual and unusual suspects” dealing with civil participation and bottom-up governance in an innovative way.

We would also like to do some follow up on our good practice to see if they are sustainable. We are quite sure that Ghent, city at work will continue its strong open partnership. The project of the SERV, digital Fasttrack, has finished, but the the developed tools still have an added value because the digital revolution continues. Especially now with all the experiences we have during the Corona pandemic.

The Sustatool will be continuing its expansion, this might be a good tool for an international exchange.

The table below shows the interviewees' opinion regarding the adoption of a multi-stakeholder collaboration strategy in order to implement the Action Plans.

Opinions	Absolute value	Percentage value (%)*
Very useful	1	100%
Fairly useful	0	0%
Not very useful	0	0%
Not useful	0	0%
Total	1	100%

*= enter n.1 decimal value

Add any comments you deem useful on the strength of the data collected in the previous table and on the strength of the assessment expressed in question n.13 of the questionnaire.

We would think it very unlikely if any of our stakeholders would find multi-stakeholder collaboration not useful. Multi-stakeholder collaboration is THE way to go for sustainable development in any sort of domain.

Possible ways of assessing:

We will look at two types of evaluation:

- **Process evaluation:**

have the conceived activities been carried out correctly and according to satisfaction? What went well? What went wrong? Cost of the process? What could be the conditions for a continuation of the action? Does anything need to change? Is the process something that can be picked up by other partners?

- **Impact evaluation:**

Did the action have the desired effect? For instance: how many companies used the Sustatool to improve their sustainability goals? This means looking for useful indicators to mark the impact of the action. Another way of looking at impact is focussing on local stimulation and how this has an impact on civil participation. One way to find out is to talk to the stakeholders about their experiences during the surveys and go beyond the survey questions.

The next table shows, according to the interviewees' opinion, in which process phase stakeholders should be mostly involved.

Insert the number of times each process phase has been selected.

Process phases	Absolute value	Percentage (%)*
Project design	1	100%
Operational planning	1	100%
Implementation/monitoring	1	100%
Assessment	1	100%
Total	1	-

*= enter n.1 decimal value

In our modest opinion multi-stakeholder collaboration is important in every phase of the project.

The next table shows the interviewees' opinion about what is the most suitable level of stakeholder involvement considering the 4 following forms (inform, consult, involve, collaborate).

Insert, for each level of stakeholder involvement, the number of times each value (from 1 to 4) has been selected.

Process phases	Level of stakeholder involvement (Absolute value)															
	inform				consult				involve				collaborate			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Project design	1	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
Operational planning	1	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
Implementation/monitoring	1	0	0	0	1	0	0	0	0	1	0	0	0	1	0	0
Assessment	1	0	0	0	1	0	0	0	0	1	0	0	0	1	0	0

Add any comments you deem useful on the strength of the data collected

The following table shows how many, among the interviewees, have already managed participatory processes with stakeholders.

Interviewees	Absolute value	Percentage (%)*
Previous experiences in participatory processes	1	100%
Total	1	-

On the strength of the data collected in question n.16 of the questionnaires, insert some additional information about the main problems/difficulties faced.

We think it is difficult these days to find Flemish partners who have never been involved in participatory processes. So, in the Flemish context this question is a bit outdated and will always be replied with “yes”.

For most stakeholders the big question is “What is in it for us?” For instance, at the moment there is not enough interest out of the ad hoc steering group at SERV to have an active collaboration because what we can offer at the moment is not sufficient for their needs. When we work on a section of a project which really needs time and energy from their part, it is really difficult to engage them. Therefore we want to redirect our focus towards collaboration with local authorities and stakeholders on the fringe of society and increase citizens participation in all new forms of employment and social economy. But we also will try to find out what they find interesting and useful so that we can develop an inspirational document adapted to their needs and questions.

2.4. SECTION D - METHODS AND TOOLS FOR THE PARTICIPATORY PROCESS

The following tables show the interviewees' opinion about the potential effectiveness of a series of methods, tools and techniques, differentiated by phase. *Insert, for each element, the number of times each value (from 1 to 5) has been selected for each level of stakeholder involvement.*

Project design: methods, techniques and tools	Level of stakeholder involvement (Absolute value)																			
	inform					consult					involve					collaborate				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Production booklets posters	0	0	0	1	0	0	0	0	1	0	0	0	1	0	0	0	0	1	0	0
[...] specific interests of the interest parts	0	0	0	1	0	0	0	0	1	0	0	0	1	0	0	0	0	1	0	0
Publication of agendas [...]	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1
Web site	0	0	0	0	1	0	0	0	0	1	0	0	1	0	0	0	0	1	0	0
Dedicated platform/Apps	0	0	0	1	0	0	0	0	1	0	0	0	1	0	0	0	0	1	0	0
Mailing list	0	0	0	1	0	0	0	0	1	0	0	0	1	0	0	0	0	0	1	0
Newsletter	0	0	0	0	1	0	0	0	0	1	0	0	1	0	0	0	0	1	0	0
Social media	0	0	0	0	1	0	0	0	0	1	0	0	1	0	0	0	0	1	0	0
Events/seminars	0	0	0	0	1	0	0	0	0	1	0	0	1	0	0	0	0	1	0	0
Methods in presence [...]	0	0	0	0	1	0	0	0	0	1	0	0	0	1	0	0	0	1	0	0
Methods online [...]	0	0	0	0	1	0	0	0	0	1	0	0	1	0	0	0	0	1	0	0
Auditive methods group [...]	1	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	1	0
Auditive methods survey [...]	0	0	1	0	0	0	0	0	1	0	0	0	0	1	0	0	0	1	0	0
Auditive methods interw [...]	0	0	1	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
Research-Action	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
Group techniques [...]	0	0	1	0	0	1	0	0	0	0	0	1	0	0	0	0	1	0	0	0
Negotiation techniques [...]	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	0
Techniques for conflict [...]	0	0	0	1	0	0	0	0	1	0	1	0	0	0	1	0	0	0	0	0
Set up multi-stakeholder [...]	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
Participatory budgeting	1	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Other																				

Insert, for each element, the number of times each value (from 1 to 5) has been selected for each level of stakeholder involvement.

Implementation phase: methods, techniques and tools	Level of stakeholder involvement (Absolute value)																			
	inform					consult					involve					collaborate				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Production booklets posters	0	0	1	0	0	0	0	1	0	0	0	1	0	0	0	0	1	0	0	0
[...] specific interests of the interest parts	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
Publication of agendas [...]	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
Web site	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
Dedicated platform/Apps	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
Mailing list	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
Newsletter	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
Social media	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
Events/seminars	0	0	0	0	1	0	0	0	0	1	0	0	0	1	0	0	0	0	1	0
Methods in presence [...]	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	1	0	0
Methods online [...]	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
Auditive methods group [...]	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
Auditive methods survey [...]	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0
Auditive methods interw [...]	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
Research-Action	0	1	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	1	0
Group techniques [...]	1	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0
Negotiation techniques [...]	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
Techniques for conflict [...]	1	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	1	0	0
Set up multi-stakeholder [...]	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
Participatory budgeting	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Other																				

Add any comments you deem useful on the strength of the data collected in the previous tables

The final table shows the interviewees' opinion about the importance of communication in involving stakeholders.

Stakeholders can be actively involved, if communication is	Absolute value	Percentage (%)*
a constant flow of information and exchanges	0	0
an established flow of information and exchanges	1	100
other (specify)	0	0

<i>Total</i>	<i>Total (a+b+c)</i>	<i>100</i>
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Add any comments you deem useful on the strength of the data collected in the previous tables.

3. THE STAKEHOLDER SURVEY

Comment: Instead of sending the questionnaires to our stakeholders, we choose the method of interviewing our stakeholders. Most of our stakeholders preferred this way of answering questions. Because they could understand the questions better and they could give a more nuanced answer. When interesting subjects showed up during the interview, the interviewer could ask in depth questions.

25 Interviews were held with 26 stakeholders.

3.1. SECTION A - PROFILE OF THE INTERVIEWED PERSON

The survey involved **XXX** individuals, mostly *insert gender* (table below).

Gender	Absolute value	Percentage value (%)*
Male	13	50
Female	13	50
I don't want to say	0	0
Total	26	100

*= enter n.1 decimal value

Comment: 26 Interviewees answered the questionnaires. There was an equilibrium in the gender diversification of 50/50 male/female

The following table shows the age groups of respondents.

Age group	Absolute value	Percentage value (%)*
18-24 yrs.	0	0
25-34 yrs.	3	12
35-44 yrs.	12	46
45-64 yrs.	10	38
over 65 yrs.	1	4
Total	26	100

*= enter n.1 decimal value

Add any comments you deem useful on the strength of the data collected in the previous tables.

Comment: most interviewees (84%) were situated between the age of 25 and 44 years.

The following table shows the education of respondents.

Education	Absolute value	Percentage value (%)*
None/elementary	0	0
Middle school	0	0
Secondary school	1	4
University	13	50
Post university	12	46
Total	26	100

*= enter n.1 decimal value

Add any comments you deem useful on the strength of the data collected in the previous tables.

Comment: Most of the interviewees (96%) had a university degree. Almost half of them (46%) had a post university diploma.

The next table shows the role of respondents.

Role	Absolute value	Percentage value (%)*
Administrative representative	8	21
Local body representative	0	0
Employers' representative	1	3
Association/trade union representative	2	5
Research centre representative	4	11
Representative of a civil society organization	6	16
Representative third sector organization	6	16
Expert	4	11
Citizen	0	0
International network (EEN, Europe direct, etc.)	2	5
Other, Media journalist, editorial staff member, bank representative, different sectors, pharmaceuticals, CEO, think tank	5	13
Total	38	100

*= enter n.1 decimal value

On the strength of the data collected in question n.4 of the questionnaires, add some additional information about the role of respondents.

Comment:

- Some respondents take on different roles, so the amount of answers in the table is more than 26, namely 38.
- Alle roles were filled in, except that of a citizen and local body representative.
- The highest representation came from the administration (21%), followed by representatives of civil society and third sector organisations (both 16%).

The following table indicates the work sector to which the interviewees belong.

Sector	Absolute value	Percentage value (%)*
Industry	0	0
Construction	0	0
Commerce	0	0
Tourism	0	0
Transport	0	0
Business services	3	10
Health	1	3
Education/Training	6	20
Public Administration	8	27
Other: Consultancy, Art, consultancy (for local governments), foundation, online independent media, non-profit, socio-cultural sector, nature, financial sector, different sectors, pharmaceuticals, environment, (social) profit, think tank	12	40
Total	30	100

*= enter n.1 decimal value

On the strength of the data collected in question n.5 of the questionnaires, add some additional information about the role of respondents.

Comment:

- Some partners work in different sectors (see table above). So the general amount of responses is higher than the amount of partners = 30
- Most respondents work in other sectors then mentioned in the table (40%).
- 27% work in public administration
- The following sectors are not represented: industry, construction, commerce, tourism, and transport.

The following table shows how many, among the interviewees, have ever had any experiences participatory processes.

Interviewees	Absolute value	Percentage (%)*
Previous experiences in participatory processes	26	100
Total	26	-

*= enter n.1 decimal value

On the strength of the data collected in question n.7 of the questionnaires, insert some additional information about the experiences that stakeholders have had.

Comment: All our stakeholders have been involved in participatory processes.

3.2. SECTION B - THE PARTICIPATORY PROCESS

The table below shows the interviewees' opinion regarding the adoption of a multi-stakeholder collaboration strategy in order to identify possible solutions for economic, social and environmental problems.

<i>Opinions</i>	<i>Absolute value</i>	<i>Percentage value (%)*</i>
Very useful	25	96
Fairly useful	1	4
Not very useful	0	0
Not useful	0	0
Total	26	100

*= enter n.1 decimal value

Comment: Most of our stakeholders (96%) found participation very useful.

The following table indicates, according to the interviewees' opinion, in which process phase stakeholders should be mostly involved.

Insert the number of times each process phase has been selected.

<i>Process phases</i>	<i>Absolute value</i>	<i>Percentage (%)*</i>
Information gathering phase	1	4
Project/ process design	26	100
Operational planning	24	92
Implementation/monitoring	23	88
Assessment	24	92
Total	26	-

*= enter n.1 decimal value

Comment:

- In general, stakeholders are involved in all of the different process phases (88%). You have to involve them from the start in the process and enquire afterwards whether they were pleased about the participation process and the outcome.
- One of our stakeholders added an extra phase in the process, **information gathering phase**
This is missing in the original table.
If you don't have the correct information, you can't start a participation process.
And the problem is, whoever is the organiser, in charge of the project, if he did not collect the right information and there is no way in the process that it is gathered, then you get completely stuck.

People will say: “ I can’t actually give you my opinion, because I don’t have the information, on which I need to decide”. So, there should be a phase where any stakeholder can say “well, for us it is important to know this and that, if we want to move forward”.

- Not only the project design is a phase, but also **the process design**
In principle stakeholders should be involved in every aspect of the process phases, but in this scheme **the process design is missing. Project design is not the same as a process design.**

Project, process design, operational planning, implementation, monitoring, assessment are all part of a process.

Often the stakeholders are not asked how they want to interact in the process itself, but are already presented with a fixed process, with a very limited set of tools and ways of working and never asked for their opinion in the way the process is designed. And this is where the participation process must start, with the process design of the participation, not with the project design.

There are often structural flaws in the process design, which basically negates any positive outcome of the participation process.

Example given, many things in the project are already designed and therefore fixed before you even start the participation process. For instance, pre-conditions for the project, like “Why is it being built?” is already determined and also a budget is often already fixed. This means that the space in which any kind of participation can evolve, is severely restricted by this context.

And often that gives participants the feeling that everything is already decided and in many ways this is true.

So often participation processes is about rubber stamping. Just, say it is ok or not and maybe the organiser will change a little bit of the process, but not a lot.

The question is: “Is participation a collaboration, or is it simply asking somebody his opinion?” A lot of times it is simply the second one; “asking somebody his opinion”. And then it can get even worse; “We ask your opinion, because we are legally obliged to do so or people get too angry if we don’t. We already know that we are going to ignore what you say, because we’ve already decided on the basic principles and there is nothing to change anymore.”

The next table shows the interviewees' opinion about what is the most suitable level of stakeholder involvement considering the 4 following forms (inform, consult, involve, collaborate).

Insert, for each level of stakeholder involvement, the number of times each value (from 1 to 4) has been selected.

Process phases	Level of stakeholder involvement (Absolute value)																			
	inform					consult					involve					collaborate				
	Variabel	1	2	3	4	Variabel	1	2	3	4	Variabel	1	2	3	4	Variabel	1	2	3	4
Project design	17	2	1	3	2	17	0	2	3	3	16	1	1	4	3	16	1	0	2	6
Operational planning	16	1	1	4	3	17	1	1	3	3	16	1	1	2	5	18	1	1	2	3

Implementation/monitoring	17	4	1	1	2	16	2	3	2	2	17	0	1	5	2	18	0	1	2	4
Assessment	17	2	1	1	4	17	0	2	1	5	16	0	1	1	7	18	0	1	2	4

On the strength of the data collected in question n.11 of the questionnaires, insert some additional information about the main problems/difficulties faced.

Comment:

- We have added another **variable colom** to the table. For the majority of our stakeholders the items in the table could not be scored because scoring is dependend on factors like; the theme of the project, sort of project, type of stakeholders, the context, etc.
- **Stakeholders** can be involved in different ways and different moments in the participation process.
- Some participants **don't use the above scheme** with process phases and level of stakeholder involvement **anymore**. They use a **circular complex process scheme, called iterative**. In the figures underneath examples are given of iterative processes. It is more complex than the table above. The Luiss institute (Rome, Italy) suggest a **common governance cycle** which which some participants have used and adjusted to their own needs to the **common's transition cycle**.

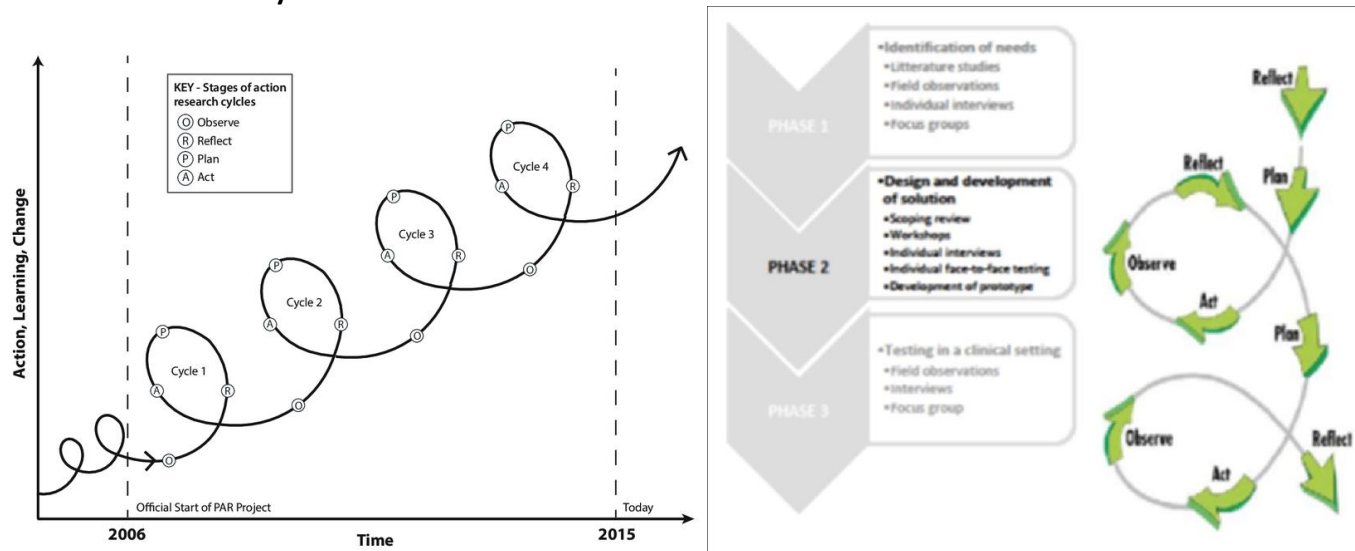


Figure 1 and 2: Examples of iterative process cycles.

- According to the **ladder of citizen participation in the digital era (CitizenLab's Blog)** a 5th way of stakeholder involvement should be added = **EMPOWER**

- A lot of stakeholders think **that informing is not really participating** (it is a one way stream) and should always be used with another way of involvement to be able to talk about participation.

The following table indicates, according to the interviewees' point of view, the level of relevance of criteria used in stakeholder selection that an administration responsible for a program/project should consider.

Enter in the table the number of times each score (from 1 to 5) has been indicated for each element (e.g. a=number of times score 1 has been selected for each element in the list)

$$f = a / (\sum a - e) * 100 \quad g = b / (\sum a - e) * 100 \quad h = c / (\sum a - e) * 100 \quad i = d / (\sum a - e) * 100 \quad l = e / (\sum a - e) * 100$$

Elements (full description in questionnaire)	Scores (absolute value)							Scores (percentage value %)*						
	Var	1	2	3	4	5	Tot	Var	1	2	3	4	5	Tot
Stakeholder ability to involve other stakeholders	5	1	2	2	3	12	25	20%	4%	8%	8%	12%	48%	100%
Representative level in relation with the category belonging	6	1	1	2	7	8	25	24%	4%	4%	8%	28%	32%	100%
Capacity to start and boost changes	6	0	4	4	7	4	25	24%	0%	16%	16%	28%	16%	100%
Stakeholder 'recognition' level from the targeted population [...]	6	1	2	4	5	7	25	24%	4%	8%	16%	20%	28%	100%
Capacity to influence the labour market	8	3	3	6	3	2	25	32%	12%	12%	24%	12%	8%	100%
Capacity to influence the resources allocation	9	2	4	3	4	3	25	36%	8%	16%	12%	16%	12%	100%
Capacity to provide with an in-kind support	9	2	4	3	3	4	25	36%	8%	16%	12%	12%	16%	100%
Specialist knowledge and competences	5	1	0	6	6	7	25	20%	4%	0%	24%	24%	28%	100%
Capacity to maintain discussion and public dialogue	6	0	0	5	6	8	25	24%	0%	0%	20%	24%	32%	100%
Participation experience in other similar experiences	5	5	5	4	2	4	25	20%	20%	20%	16%	8%	16%	100%
Capacity to communicate through a wide media variety	7	4	3	2	4	5	25	28%	16%	12%	8%	16%	20%	100%
Level of interest and interest of being involved	6	0	1	2	5	11	25	24%	0%	4%	8%	20%	44%	100%
Recognition and trust level by the administration responsible [...]	6	0	2	2	6	9	25	24%	0%	8%	8%	24%	36%	100%
Capacity to influence the public opinion	8	5	1	3	4	4	25	32%	20%	4%	12%	16%	16%	100%
The capacity of stakeholder to affect the project activities [...]	7	0	1	5	5	7	25	28%	0%	4%	20%	20%	28%	100%
Participation in previous networks and projects	6	5	4	5	2	3	25	24%	20%	16%	20%	8%	12%	100%
The negative effect of a stakeholder' nonparticipation [...]	6	0	1	6	5	7	25	24%	0%	4%	24%	20%	28%	100%

*= enter n.1 decimal value

Add any comments you deem useful on the strength of the data collected

Comment:

- One colom extra was added to the table: **Variable**. The scores depend on what you're trying to achieve. For one project it will be heavy research. For another project it will be the use of questionnaires. One can only give an exact score if your looking at a specific case, but since most of our stakeholders work on different participation case, one score that fits all, is hard to give.
- Some stakeholders find most of the **criteria useful**.

3.3. SECTION C - METHODS AND TOOLS FOR THE PARTICIPATORY PROCESS

The following tables show the interviewees' opinion about the potential effectiveness of a series of methods, tools and techniques, differentiated by phase. *Insert, for each element, the number of times each value (from 1 to 5) has been selected for each level of stakeholder involvement.*

Project design: methods, techniques and tools	Level of stakeholder involvement (Absolute value)																								
	inform							consult					involve					collaborate							
	Var	1	2	3	4	5	Var	1	2	3	4	5	Var	1	2	3	4	5	Var	1	2	3	4	5	
Production booklets posters	11	3	4	6	1	0	11	3	4	6	1	0	11	3	4	6	1	0	11	3	4	6	1	0	
[...] specific interests of the interest parts	10	0	0	3	7	5	10	0	0	3	7	5	10	0	0	3	7	5	10	0	0	3	7	5	
Publication of agendas [...]	9	1	3	3	5	4	9	1	3	3	5	4	9	1	3	3	5	4	9	1	3	3	5	4	
Web site	10	0	0	3	7	5	10	0	0	3	7	5	10	0	0	3	7	5	10	0	0	3	7	5	
Dedicated platform/Apps	10	0	1	2	5	7	10	0	1	2	5	7	10	0	1	2	5	7	10	0	1	2	5	7	
Mailing list	10	2	2	7	2	2	10	2	2	7	2	2	10	2	2	7	2	2	10	2	2	7	2	2	
Newsletter	11	2	4	4	1	3	11	2	4	4	1	3	11	2	4	4	1	3	11	2	4	4	1	3	
Social media	11	0	3	5	3	3	11	0	3	5	3	3	11	0	3	5	3	3	11	0	3	5	3	3	
Events/seminars	9	0	1	2	6	7	9	0	1	2	6	7	9	0	1	2	6	7	9	0	1	2	6	7	
Methods in presence [...]	9	0	1	2	6	7	9	0	1	2	6	7	9	0	1	2	6	7	9	0	1	2	6	7	
Methods online [...]	11	0	2	2	7	3	11	0	2	2	7	3	11	0	2	2	7	3	11	0	2	2	7	3	
Auditive methods group [...]	11	0	2	7	2	3	11	0	2	7	2	3	11	0	2	7	2	3	11	0	2	7	2	3	
Auditive methods survey [...]	10	1	1	7	3	3	10	1	1	7	3	3	10	1	1	7	3	3	10	1	1	7	3	3	
Auditive methods interw [...]	10	2	0	5	5	3	10	2	0	5	5	3	10	2	0	5	5	3	10	2	0	5	5	3	
Research-Action	9	1	0	5	5	5	9	1	0	5	5	5	9	1	0	5	5	5	9	1	0	5	5	5	
Group techniques [...]	10	0	2	4	6	3	10	0	2	4	6	3	10	0	2	4	6	3	10	0	2	4	6	3	
Negotiation techniques [...]	10	1	2	5	3	4	10	1	2	5	3	4	10	1	2	5	3	4	10	10	1	2	5	3	
Techniques for conflict [...]	11	1	2	3	6	2	11	1	2	3	6	2	11	1	2	3	6	2	11	1	2	3	6	2	
Set up multi-stakeholder [...]	11	0	2	4	4	4	11	0	2	4	4	4	11	0	2	4	4	4	11	0	2	4	4	4	
Participatory budgeting	13	0	3	3	2	4	13	0	3	3	2	4	13	0	3	3	2	4	13	0	3	3	2	4	

Project design: methods, techniques and tools	Level of stakeholder involvement (Absolute value)																							
	inform						consult					involve					collaborate							
	var	1	2	3	4	5	var	1	2	3	4	5	var	1	2	3	4	5	var	1	2	3	4	5
Other																								

Insert, for each element, the number of times each value (from 1 to 5) has been selected for each level of stakeholder involvement.

Implementation phase: methods, techniques and tools	Level of stakeholder involvement (Absolute value)																							
	inform						consult					involve					collaborate							
	var	1	2	3	4	5	var	1	2	3	4	5	var	1	2	3	4	5	var	1	2	3	4	5
Production booklets posters	11	3	4	6	1	0	11	3	4	6	1	0	11	3	4	6	1	0	11	3	4	6	1	0
[...] specific interests of the interest parts	10	0	0	3	7	5	10	0	0	3	7	5	10	0	0	3	7	5	10	0	0	3	7	5
Publication of agendas [...]	9	1	3	3	5	4	9	1	3	3	5	4	9	1	3	3	5	4	9	1	3	3	5	4
Web site	10	0	0	3	7	5	10	0	0	3	7	5	10	0	0	3	7	5	10	0	0	3	7	5
Dedicated platform/Apps	10	0	1	2	5	7	10	0	1	2	5	7	10	0	1	2	5	7	10	0	1	2	5	7
Mailing list	10	2	2	7	2	2	10	2	2	7	2	2	10	2	2	7	2	2	10	2	2	7	2	2
Newsletter	11	2	4	4	1	3	11	2	4	4	1	3	11	2	4	4	1	3	11	2	4	4	1	3
Social media	11	0	3	5	3	3	11	0	3	5	3	3	11	0	3	5	3	3	11	0	3	5	3	3
Events/seminars	9	0	1	2	6	7	9	0	1	2	6	7	9	0	1	2	6	7	9	0	1	2	6	7
Methods in presence [...]	9	0	1	2	6	7	9	0	1	2	6	7	9	0	1	2	6	7	9	0	1	2	6	7
Methods online [...]	11	0	2	2	7	3	11	0	2	2	7	3	11	0	2	2	7	3	11	0	2	2	7	3
Auditive methods group [...]	11	0	2	7	2	3	11	0	2	7	2	3	11	0	2	7	2	3	11	0	2	7	2	3
Auditive methods survey [...]	10	1	1	7	3	3	10	1	1	7	3	3	10	1	1	7	3	3	10	1	1	7	3	3
Auditive methods interw [...]	10	2	0	5	5	3	10	2	0	5	5	3	10	2	0	5	5	3	10	2	0	5	5	3
Research-Action	9	1	0	5	5	5	9	1	0	5	5	5	9	1	0	5	5	5	9	1	0	5	5	5
Group techniques [...]	10	0	2	4	6	3	10	0	2	4	6	3	10	0	2	4	6	3	10	0	2	4	6	3
Negotiation techniques [...]	10	1	2	5	3	4	10	1	2	5	3	4	10	1	2	5	3	4	10	10	1	2	5	3
Techniques for conflict [...]	11	1	2	3	6	2	11	1	2	3	6	2	11	1	2	3	6	2	11	1	2	3	6	2
Set up multi-stakeholder [...]	11	0	2	4	4	4	11	0	2	4	4	4	11	0	2	4	4	4	11	0	2	4	4	4
Participatory budgeting	13	0	3	3	2	4	13	0	3	3	2	4	13	0	3	3	2	4	13	0	3	3	2	4
Other																								

Add any comments you deem useful on the strength of the data collected in the previous tables

Comment:

- One extra answer was added to the table: **Variable**. The scores depend on what you're trying to achieve. For one project it will be heavy research. For another project it will be the use of questionnaires.
- **Some other techniques, methods, tools were added:** service design, design thinking, focus groups, feedback groups, panel conversation, meetings (physical and online), work groups (with specialists, internal members, external members), study days, digital tools, walking meetings, knowledge databases, benchmarking, reference projects, sentiment analysis, position papers, external validation, coffee table negotiations.
- Whatever is needed of techniques, methods, tools you must use. **Transparency is the key word**. The tools are a means to reach a goal. You have to use the right tool to make sure that as much people as possible can participate. If this is what you want. You have to adjust your participation process accordingly.

The final table shows the interviewees' opinion about the importance of communication in involving stakeholders.

<i>Stakeholders can be actively involved, if communication is</i>	<i>Absolute value</i>	<i>Percentage (%)*</i>
a constant flow of information and exchanges	17	46%
an established flow of information and exchanges	13	35%
An open dialogue with no fixed dates or rules	6	16%
other (specify)	1	3%
Total	37	100%

Add any comments you deem useful on the strength of the data collected in the previous tables.

Comment:

- Some partners added more than one choice to the table. So the total amount of choices will be more than 25.
- The most used way of communication are the first two suggestions in the list (46% and 35%).