



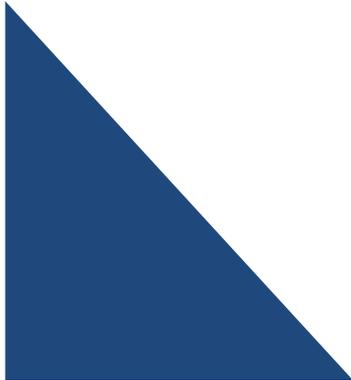
DIALOG
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Dialog for Innovation and Local Growth



SURVEY REPORT TEMPLATE
THE STAKEHOLDERS SURVEY – LEAD PARTNER PA TRENTO



17 MAY 2021

THE STAKEHOLDER SURVEY

1 SECTION A - PROFILE OF THE INTERVIEWED PERSON

The survey involved **23** individuals, mostly *male* (table below).

Gender	Absolute value	Percentage value (%)*
Male	13	56,5%
Female	10	43,5%
I don't want to say		
Total	23	100,0%

*= enter n.1 decimal value

The following table shows the age groups of respondents.

Age group	Absolute value	Percentage value (%)*
18-24 yrs	0	0
25-34 yrs	3	13
35-44 yrs	6	26,1
45-64 yrs	13	56,6
over 65 yrs	1	4,3
Total	23	100,0

*= enter n.1 decimal value

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

The following table shows the education of respondents.

Education	Absolute value	Percentage value (%)*
None/elementary	0	0
Middle school	0	0
Secondary school	5	21,7
University	12	52,2
Post university	6	26,1
Total	23	100,0

*= enter n.1 decimal value

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

The next table shows the role of respondents.

Education	Absolute value	Percentage value (%)*
Administrative representative	2	9,5
Local body representative	5	23,8
Employers' representative	5	23,8
Association/trade union representative	4	19,1
Research centre representative		
Representative of a civil society organization	2	9,5
Representative third sector organization	1	4,8
Expert	2	9,5
Citizen		
International network (EEN, Europe direct, etc.)		
Other		
Total	21	100,0

*= enter n.1 decimal value

On the strenght of the data collected in question n.4 of the questionnaires, add some additional information about the role of respondents. Most of the stakeholders represent the Autonomous Province of Trento and some Local Bodies, including the Mucipalities of the internal areas. The trade unions (Coldiretti, Impresa Verde TAA, CGIL, Cisl and Uil) and employers' associations (CIA Agricoltori, Associazione Artigiani, ASAT and Confcommercio) are also well represented.

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

Education	Absolute value	Percentage value (%)*
Industry	1	4,7
Construction		
Commerce		
Tourism		
Transport		
Business services	9	42,8
Health		
Education/Training	0	
Public Administration	7	33,4
Other	4	19,1
Total	21	100,0

*= enter n.1 decimal value

On the strenght of the data collected in question n.5 of the questionnaires, add some additional information about the role of respondents. Business services are the most represented category; the types of sectors that are indicated by the interviewees are: agriculture, fiscal-technical sector, information and consultancy, services to artisan businesses, business strategy and public dialogue, training and consulting, and cooperative enterprise. In the question "other", the answers concern advice, technical assistance and trade union advice.

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	16	69,6
Total	23	-

*= enter n.1 decimal value

On the strenght of the data collected in question n.7 of the questionnaires, insert some additional information about the experiences stakeholders have had. In 8 cases of 16, the experiences of participatory processes were multiple and in the remaining 8 cases they were sporadic. The examples of participatory projects / processes that are indicated are the following: dual apprenticeship; participatory process with institutional and private stakeholders in the context of the European legislative process at the European Parliament (dialogue and discussion on amendments, technical dossiers and policy documents); local animation or local development initiatives; social planning; Co-design European and international projects, creation of international partnerships, participation in multistakeholder working groups; General states; consultation tables between the social partners and the public administration; definition of the Document of labor policy interventions (provincial commission for employment and the Employment Agency); participation in the social planning committee of the PAT; establishment of the Trentino Solidarity Fund. Some emphasize that the activation of participatory processes is intrinsic to the activity carried out by a trade association

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.

Opinions	Absolute value	Percentage value (%)*
Very useful	17	80,9
Fairly useful	4	19,1
Not very useful		
Not useful		
Total	21	100,0

*= enter n.1 decimal value

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.

Process phases	Absolute value	Percentage (%)*
Project design	17	73,9
Operational planning	14	60,9
Implementation/monitoring	15	65,2
Assessment	15	65,2
Total	23	-

*= enter n.1 decimal value

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 values (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	1	3	15	0	2	7	10	1	1	7	10	0	5	5	9
Operational planning	3	2	6	9	3	1	5	10	3	1	6	9	3	3	7	6
Implementation/monitoring	2	3	5	10	2	2	7	8	3	2	6	8	3	3	6	7
Assessment	1	3	6	10	1	3	4	11	2	2	9	6	2	4	7	6

On the strenght of the data collected in question n.11 of the questionnaires, insert some additional information about the main problems/difficulties faced. A total of 12 interviewees answered to this question. The considerations expressed are as follows: Not always complete and timely communication to all interested parties and therefore information asymmetries between stakeholders (and with the process manager); maintaining the balance between the different positions; summarize the various requests, maintain the involvement and interest of individuals on medium-long term projects; make sure that all parties involved are satisfied with the choices made; continuity in the long term; resistance on the part of some stakeholders to the frank contribution in the conception phase; difficulty in managing tables and the need for skills and experience; difficulty in tracing the contributions back to the design focus; difficulty in overcoming stereotypes of each party (public / private); difficulty in the challenge of finding the win-win design solution; the mapping and identification of relevant stakeholders; ways of involving participants and maintaining attention on the issues over time; Redundancy of participatory processes within the same territory; Communication and information to participants using simple technical language; Lack of vision and system, too different interests, misunderstanding due to linguistic and cultural problems, weak sharing of the final goal; Representativeness of the participants; Loss of attention to the process after a certain period; Main interest (sometimes exclusive) for one's part of the project to the detriment of the general framework; rationalization of discussion tables and monitoring of results; The initial phase of information and "recruitment" of stakeholders; the lack of timely data and analysis useful for sharing the objectives, the implementation tools, the effects to be monitored and the evaluation mechanisms; the lack of propensity of the PA to integrate

public policies and various departments; the scarce interest of the local system in thinking in innovative forms of coordination between public and private interventions.

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 <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		1	7	10	2	20		5,0	35,0	50,0	10,0	100
Representative level in relation with the category belonging		1		10	9	20		5,0		50,0	45,0	100
Capacity to start and boost changes		1	2	4	13	20		5,0	10,0	20,0	65,0	100
Stakeholder 'recognition' level from the targeted population [...]		1	6	10	3	20		5,0	30,0	50,0	15,0	100
Capacity to influence the labour market		2	6	9	3	20		10,0	30,0	45,0	15,0	100
Capacity to influence the resources allocation	1	4	5	4	6	20	5,0	20,0	25,0	20,0	30,0	100
Capacity to provide with an in-kind support	1	1	6	10	2	20	5,0	5,0	30,0	50,0	10,0	100
Specialist knowledge and competences			4	8	8	20			20,0	40,0	40,0	100
Capacity to maintain discussion and public dialogue		4	5	5	6	20		20,0	25,0	25,0	30,0	100
Participation experience in other similar experiences		2	10	6	2	20		10,0	50,0	30,0	10,0	100
Capacity to communicate through a wide media variety		5	6	7	2	20		25,0	30,0	35,0	10,0	100
Level of interest and interest of being involved			4	7	9	20			20,0	35,0	45,0	100
Recognition and trust level by the administration responsible [...]		1	5	9	5	20		5,0	25,0	45,0	25,0	100
Capacity to influence the public opinion	1	1	5	10	3	20	5,0	5,0	25,0	50,0	15,0	100
The capacity of stakeholder to affect the project activities [...]		2	3	10	5	20		10,0	15,0	50,0	25,0	100
Participation in previous networks and projects		4	9	6	1	20		20,0	45,0	30,0	5,0	100
The negative effect of a stakeholder non participation [...]		2	7	8	3	20		10,0	35,0	40,0	15,0	100

*= enter n.1 decimal value

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

No respondents identify additional relevant criteria to be considered.

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 values (from 1 to 5) has been selected for each level of stakeholder involvement.*

<i>Project design: methods, techniques and tools</i>	<i>Level of stakeholder involvement (Absolute value)</i>																			
	<i>inform</i>					<i>consult</i>					<i>involve</i>					<i>collaborate</i>				
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
Production booklets posters	1	3	4	7	2	2	6	3	1	2	4	3	4	2	1	4	3	5	1	1
[...] specific interests of the interest parts	1		3	6	7		2	3	7	3	1	1	3	6	4	1	2	4	4	3
Publication of agendas [...]	1	1	5	5	4	3	1	6	5		2	1	5	6	1	1	3	5	4	1
Web site	1	1	3	7	5	3		3	7	2	3		3	7	3	3	1	4	6	2
Dedicated platform/Apps		4	1	6	6	1	3	2	7	2	1	3	2	6	3	1	4	2	6	2
Mailing list	1	3	4	3	4	2	4	5	4		2	3	5	5	1	4	3	6	2	1
Newletter	2	3	6	4	2	4	2	6	3		2	4	6	3		3	6	4	2	
Social media		1	3	6	6	2		5	8	1	2		3	7	3	2	1	4	7	1
Events/seminars	1	1	4	9	2	2	1	4	8	1	1	2	3	8	2	2	1	6	6	1
Methods in presence [...]	1	1	6	7	2	1	3	2	8	2		2	5	7	2		4	5	6	1
Methods online [...]	2		7	6	2	2	1	4	8	1	2	1	6	5	2	2	1	9	3	1
Auditive methods group [...]	1	3	2	4	6		1	5	5	5		1	3	7	5		1	6	5	4
Auditive methods survey [...]	3	3	5	3	2	3	3	5	4	1	3	3	6	4		4	2	8	2	
Auditive methods interw [...]	2	2	5	2	5	1	3	3	4	5	1	3	4	6	2	1	3	7	3	2
Research-Action	1	1	2	8	4	1		3	9	2		1	5	7	3		1	6	6	3
Group techniques [...]	1	6	2	4	3		7	2	4	2		5	2	4	4		5	4	3	3
Negotiation techniques [...]	2	3	2	5	3		4	3	5	2		3	3	6	2		3	4	4	3
Techniques for conflict [...]	1	3	4	4	4		2	3	6	4		2	3	6	4		2	4	5	4
Set up multi-stakeholder [...]	1	1	6	4	4		2	4	3	6		3	6	3	4		3	6	4	2
Participatory budgeting	1	1	5	5	4		2	4	7	2		2	3	8	2		1	5	5	2
Other																				

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

<i>Implementation phase: methods, techniques and tools</i>	<i>Level of stakeholder involvement (Absolute value)</i>																			
	<i>inform</i>					<i>consult</i>					<i>involve</i>					<i>collaborate</i>				
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
Production booklets posters		4	4	2	3	1	3	4	3		3	1	4	3	1	3		5	3	

<i>Implementation phase: methods, techniques and tools</i>	<i>Level of stakeholder involvement (Absolute value)</i>																			
	<i>inform</i>					<i>consult</i>					<i>involve</i>					<i>collaborate</i>				
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
[...] specific interests of the interest parts		1	2	7	3	1	2	2	5	2			3	6	2		1	4	5	1
Publication of agendas [...]		5	2	5	2	1	3	2	4	1		2	6	3			3	5	2	
Web site			4	4	5		2	3	2	4	1	1	2	5	2		3	3	4	1
Dedicated platform/Apps		1	2	5	5		1	3	3	4		1	2	6	2		3	2	5	1
Mailing list		2	5	3	3	3	2	3	3	1	1	3	4	2	1	1	4	5	1	
Newletter		2	5	4	2	2	2	2	5		1	3	3	3	1	1	5	3	2	
Social media		1	3	5	4	1		3	5	2		1	3	5	2		2	6	2	1
Events/seminars			7	2	4		2	5	5		1	1	4	3	1	1	2	5	2	
Methods in presence [...]		2	4	4	3	1	2	3	6	1	2	1	6	3	1		2	7	2	1
Methods online [...]		1	5	3	4	1	2	3	4	2	2	1	4	3	2		2	6	2	1
Auditive methods group [...]			4	6	3	1		4	5	2	1	1	3	5	2		3	3	5	
Auditive methods survey [...]		2	5	4	2	1	1	4	4	2	1	3	3	4	1		4	4	4	
Auditive methods interw [...]		2	5	2	4	1	1	2	5	3	1	1	3	6	1	1	2	5	4	
Research-Action			5	6	2	1		3	6	2	1	1	4	6	1		2	3	5	2
Group techniques [...]		3	6	1	3	1	2	4	2	3	1	2	3	4	2		5	3	1	3
Negotiation techniques [...]	1	3	4	3	2	2		4	5	1	2		3	6	1	1	2	3	5	1
Techniques for conflict [...]	1	3	5	2	2	1		2	8	1	1		3	6	2		2	4	5	1
Set up multi-stakeholder [...]		3	2	7	1	1	1	2	5	3	1	1	2	7	1		3	3	6	
Participatory budgeting		1	2	8	2	1		4	6	1	1		3	7	1		1	5	4	2
Other																				

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

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	10	58,8
an established flow of information and exchanges	7	41,2
other (specify)		
Total	17	100

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