



Bottom up co-creation setting: attitude, expectation and skills definition

An exploratory survey on knowledge, needs and expectations from
public employees





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INTRODUCTION

The publication entitled: Bottom up co-creation setting: attitude, expectation and skills definition emerges from a survey conducted in the context of the project “CO- CREATED: CO-CREATION approaches for European civil servants: EDucational framework” financed by Erasmus Plus, KA2 Strategic partnership in Adult learning

The project looks at the general condition of municipalities at European level and acts in a twofold, exploratory and propositional, process on human resources of municipalities in order to promote and push the practice of co-creation as a tool for the development of territories at local and transnational level. Among the many project outcomes emerges an appreciable split between public bodies concerning knowledge, competencies, expectations of human resources and the currently recognizable potentialities that create the best conditions for efficiency, improvement and development of the public body. Training and specialization for public employers and new practices on co-creation are the key words of the project.

This study is organized in 4 sections. In the first section you can find a detailed profile of the sample in terms of structural elements: gender, age, title of study, local area provenance, contractual type. The sample of public employees, representing our target, has given us interesting and meaningful reflection tips to determine the organization of the project's implementation phases, resulting in a detailed analysis of the useful needs of addressing the topics of webinars, the deepening level of the training sections, the strategies of methodological choice more appropriate to the level of preparation and competence of the target group. The second section concerns the co-creation model, it is important to understand the real level of knowledge of the Co-Creation principle as well as possible operational modes and the realization of co-created actions in the Municipalities involved. It is thus sought to focus on favorable elements to the greater spread of the model or the possible models that can be adapted to the different European contexts. The hypothesis is that the co-creation model can actually be the core of local development and that through shared participation it can become a method for problems solving by the public administration on a daily basis in various areas of expertise. Even in this case, it is important to know the pre-requisites and starting levels of the target group in terms of knowledge and mastery, as well as possible prospects of interventions by public administration.

Section 3 deals with the theme of Volunteering with the aim of describing and analyzing the value of volunteering activities in public administrations, the degree of involvement of public employees and the value they attribute to volunteering activities in the management of services made in favor of the citizen.

In this analysis, it was also important to check the level of knowledge and use of the facilitation and development tools that the European Union puts in place. Consequently, Section 4 deals with a review of the dissemination of European programs in the target group and as a consequence, the level of the involvement of municipalities in some current projects. It was particularly concerned with defining whether public officials are aware of the most important European programs and also of the contribution that they



can make to administrative management in terms of service implementation. It was also important to assess the level of difficulty in the approach to managing or participating in a European project and to give a name to these obstacle.

ABOUT CO-CREATION

Co-creation is a management initiative, or form of economic strategy, that brings different parties together (for instance, a company and a group of customers), in order to jointly produce a mutually valued outcome. Co-creation brings the unique blend of ideas from direct customers or viewers (who are not the direct users of the product) which in turn gives a plethora of new ideas to the organization.

Co-created value arises in the form of personalized, unique experiences for the customer (value-in-use) and ongoing revenue, learning and enhanced market performance drivers for the firm (loyalty, relationships, customer word of mouth). Value is co-created with customers if and when a customer is able to personalize his or her experience using a firm's product-service proposition – in the lifetime of its use – to a level that is best suited to get his or her job(s) or tasks done and which allows the firm to derive greater value from its product-service investment in the form of new knowledge, higher revenues/profitability and/or superior brand value/loyalty. (Wikipedia)

In 2000 C. K. Prahalad and Venkat Ramaswamy developed the co-creation concept in their book, published by the Harvard Business School Press, “The Future of Competition”, where they offered examples including Napster and Netflix showing that customers would no longer be satisfied with making yes or no decisions on what a company offers. This a new definition of co-creation started to be used not only in the economic field... “the joint creation of value by the company and the customer; allowing the customer to co-construct the service experience to suit their context”

Social participation and cooperation is a must in the actual society as far as the co-production of every kind of service and output is the best push for innovation and competitiveness. So a strategy that imposes cooperation between those who use with those who create is a winning one. And even if these consideration are deriving form an economic point of view of studies, in the actual context it is strongly necessary to try to innovate also the “social and welfare” field, as far as the one of the public administration and the one of services and health, like every other field of the “public production”. The practice of sharing is easier actually in the era of communication and ICT helps this process, this is the basis of a participative culture and approach to business and organizations.

The capability of innovate is something belonging to the human being, and the partnership between producers and users is a comfortable factor in every economic sector. Both the two actors have their own advantage: the users to enjoy more suitable and efficient services, the producer to be competitive and successful in the outcome and to have low costs of processes (L'impresa nell'era della convergenza, L. Ferrari, Unicopli, 2012).



THE PROJECT: GENERAL ASPECTS

Public administrations are important actors in the European society to deliver public goods and values, from protecting vulnerable people to finding out information on waste collection. They have a complex and varied function, providing essential support, defining rules in a complex society. Economic and budgetary pressures constrain the public sector, while governments need to renew their legitimacy, addressing the increasing and ever more complex expectations from citizens and businesses. Citizens call for more efficient and accountable use of public funds, meaningful participation in public affairs and for services that are as easy to use and personalized. There is a need to find ways that more effectively create public value - related to quality of public service delivery, public sector efficiency, social inclusion and participation, public trust and good governance - in an environment of constant change. Effective collaboration across government departments and with non-governmental actors is essential to good governance.

Effective engagement with societal actors can help unlock societal assets, thereby easing the resource needs on governments, allow new services and new businesses to be born and help citizens to actively participate in the decisions that affect their lives. It allows them to be involved in the co-creation of services, including their design and delivery. Collaboration, sharing and re-use between public administrations can help reduce administrative burden, waste and duplication and drive efficiency. The aforementioned societal challenges, well identified at European Level, call for innovative and collaborative mechanisms with new institutional arrangements, leadership and human resources capacities and structures for greater collaboration among government agencies and departments and with other actors. This calls governments to re-examine their governance approaches and strategies. It requires understanding this transformation and prepare for the necessary organizational, administrative, technical human resource and legal changes to link departments internally together, but also to effectively engage with users, citizens, businesses, social partners, civil society organizations, non-profit organizations, social enterprises, communities and all those who want to interact.

The attention to new ICT tools and to the new learning opportunities completes the framework of needs and strength factors to be improved, as listed in the survey carried on by the project.

In this scenario has been thought the CO-CREATED project. Target group are civil servants working in 60 Municipalities located in Italy, Spain, France and Bulgaria (15 for each country).

The reason to carry out the CO-CREATED project transnationally is motivated by the rationale that the concept of co-creation setting involve not only the local sphere of action (so Municipality as a single unit) but, above all, the concept must be intended in a wider meaning. In other words, co-creation setting is also European concept, enabling (once interiorized) Municipalities to cooperate among them, without boundaries, joining efforts towards common objectives, such as: economic recovery, competitive growth, social inclusion and better wellbeing levels. Thus, it is very important to prepare the suitable setting to let



co-creation be alive among the intentions of Public administration. Employers must be aware, ready and capable of moving energies to improve co-created intervention, to elicit them among citizens and to respond with efficient argument to the demands of the territories.

Moreover, the survey conducted in the CO-Created project emerges from the need to provide a clear and operational representation of the co-creation model and its applicability in the context of public administrations. Co-creation in Europe is partly widespread practice, but it already has considerable practices in the countries of Northern Europe or France. The project looks at these experimental models to create a diffusive plant and at the same time to provide stakeholders with appropriate skills and tools to understand and manage its use in a local development model.



THE PROJECT: AIMS AND ISSUES

CO-CREATED objectives are mainly the reducing of administrative burden and drive efficiency, the - promoting of transparency and reducing corruption in the public sector, the – establishment of a framework of collaboration, both within the public sector and with external actors, - bringing governments closer to citizens and businesses through advanced ICT solutions. In this framework many other added values can be thought: the co-creation of inclusive service design and delivery and of opportunities for multi-stakeholder engagement, the improvement of digital technologies' effectiveness for delivering public value and strengthening citizen trust, the introduction of centralized mechanism able to evaluate both in itinere and ex post those social projects financed by the EU funds.

343 employers were totally involved as direct target and with the aim of gauging their professional profile and competencies and also their needs. It was important to involve such a huge number of participants in order to give the wider description of the real condition of human resources in the public administration as from them and by looking at their own professional resources, the co-creation model will take birth. The project will create the best background to enhance competencies, network and tools for laying the foundations of an effective co-creation model.

To this aim, CO-CREATED faces areas such as ICT, foreign languages and EU programs knowledge, just like volunteering and best practices in the UE countries involved: Italy, France, Spain, Bulgaria

The project foresees the realization of some instruments for gifting the target with suitable skills, that is a complex learning framework. First of all it will create a learning platform on subjects regarding not only co-creation but also volunteering and UE Programs, so to allow the target group to operate in a systematic way: having the right method to meet the civic community and to collect citizens will and propositions, to vehiculate their proposals in suitable and available funding platform also at UE level, and then to build up efficient interventions to match the community needs and to share comparisons and suggestions with the transnational community. Moreover, among the project action the creation of a APP is foreseen so to assist the participants with long term available information and toolkit to work on the field of UE funding and co-creation opportunities.



THE ANALYSIS OF THE SURVEY RESULTS

“Bottom up co-creation setting: attitude, expectation and skills definition” is a publication born from an intense investigation on current attitude, knowledge, opinions as regard co-creation setting in the public administration daily operations. Starting from the state of the art and from the drawing up of the general professionals profiles (age, sex, study title, foreign languages... etc) and including the consideration on attitude, opinion and knowledge on the situation that municipalities live in what is concerned with co-creation processes, the investigation will lately help the municipalities in applying co-creation models and in preparing the fundamental background and resources to respond to the needs of citizens and actual context. The sense is the cooperation is possible starting from the knowledge, the right information and the proficiency of both citizens and civil servants

The sample: it was composed by 243 participant, employed in the 60 municipalities. To these a questionnaire was submitted in order to define as much useful variable as it was possible, to have finally a wide range of attitudes and detailed description of the profile of the employed.

The questionnaire was structured as follows: one section regarding the basic / demographical datas (age, sex, study title, type of contracts...); one section regarding the professional profile and career (vocational training courses, foreign languages, ICT and other abilities...); one more regarding their knowledge about the topics of co-creation, volunteering, UE programs.

The methodology used was based on a on line procedure.

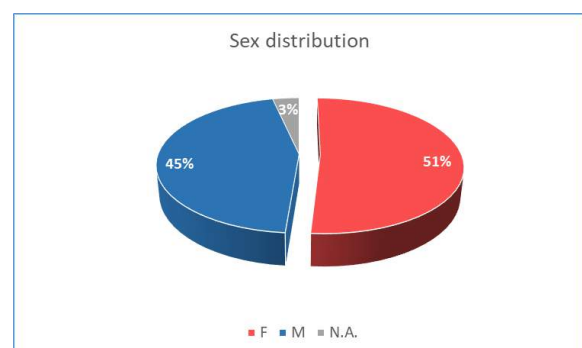
SECTION 1 – Public Employees

1 – Sex

Among the total number of participants, 47% are women and 53% are men. Based on the results of this survey, an equal representation of female and male participants was ensured.

It was noted that in Bulgaria, France and Italy the total responses have been received by a higher percentage of women, while in Spain, a slight predominance of male responses could be noted.

Sex distribution			
Country	F	M	N.A.
	%	%	%
Italy	41%	59%	0%
Spain	48%	52%	0%
France	68%	32%	0%
Bulgaria	57%	31%	12%
Total	51%	45%	3%





2 – Age

Regardless of the sex distribution, we can see from the graph below that 16% of civil servants who participated in this survey are between 20 and 35 years old, while more than 38% are between 36 and 46 years old.

One can assume that this part of the population has been more exposed to ICT since the advent of digital technologies and the democratization of these devices along with the explosion of the internet since the last two decades. Hence the fact that these younger generations may be more proficient and accustomed with these digital and online tools.

Therefore, regarding of this younger part of the population, the Co-Created project will be able to promote and favour the use of webinars, electronic version and online trainings to their attention. Moreover, it is likely that the learning APP will be mostly used by the 20-35 years old. Hence the fact that this project should focus on this part of the whole population in order to train and to give rise to a new generation of hyper-connected and digital-friendly civil servants.

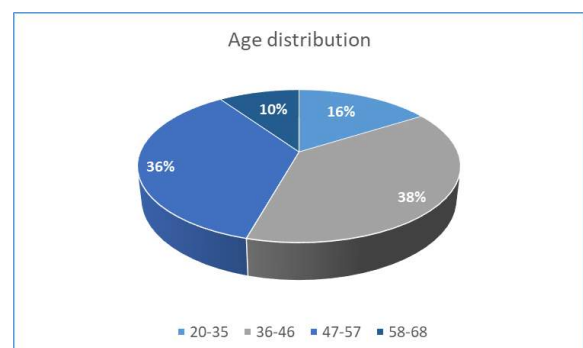
The graph below also illustrates that 36% of these civil servants working in these Municipalities are between 47 and 57 years old, whereas 10% of them are between 58 and 68 years old. Without any misrepresentation, it is likely that this part of the population may prefer paper format and physical meetings allowing an interactive learning approach.

In addition, the partners of the project should develop relevant e-learning modules for these older civil servants, in order to help to deepen their knowledge of digital devices and to facilitate their access to the on-line Learning Platform.

Finally, we have to mention that it was found anecdotally that only 1 person having participated to this survey was older than 68 years old. This part of the population definitely represents a minority which cannot be considered as a specific target group. Moreover, we can note that this survey has been filled in online through google form. Maybe this way of proceeding is more appropriate for the younger civil servants.

It is observed that in Bulgaria and in Spain, the majority of the contributors are aged between 36 and 46 years old and also between 47 and 57 years old. In Italy, the majority of the contributors are older, in the spectrum of 47 to 57 years old and also of 58 o 68 years old, whereas in France the majority of the contributors are between 20 and 35 years old. In general the age frame is settled between 58-68 years old, closely followed by the 47-57 spectrums.

Age distribution					
Country	20-35	36-46	47-57	58-68	older
	%	%	%	%	%
Italy	0%	15%	58%	27%	0%
Spain	11%	52%	31%	5%	0%
France	37%	27%	29%	7%	0%
Bulgaria	25%	43%	27%	3%	1%
Total	16%	38%	36%	10%	0%

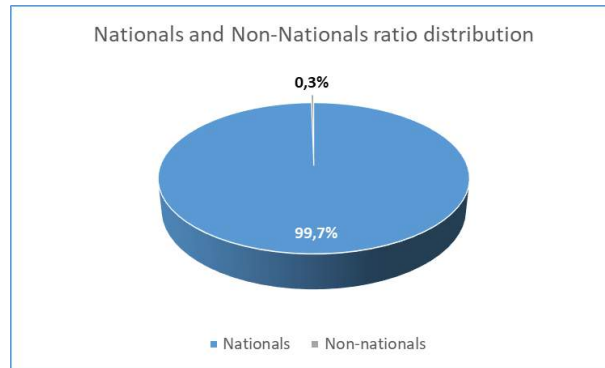




3 – Country

The vast majority of local civil servants who participated in the survey are the nationals of the countries included. In Italy, Bulgaria and France, the contributors are nationals of the respective countries. Only one non-national civil servant working in Spain has answered to this survey, which only represents 0.3% of the entire population studied.

Nationals and Non-Nationals ratio distribution		
Country	Nationals	Non-nationals
	%	%
Italy	100,0%	0,0%
Spain	99,2%	0,8%
France	100,0%	0,0%
Bulgaria	100,0%	0,0%
Total	99,7%	0,3%

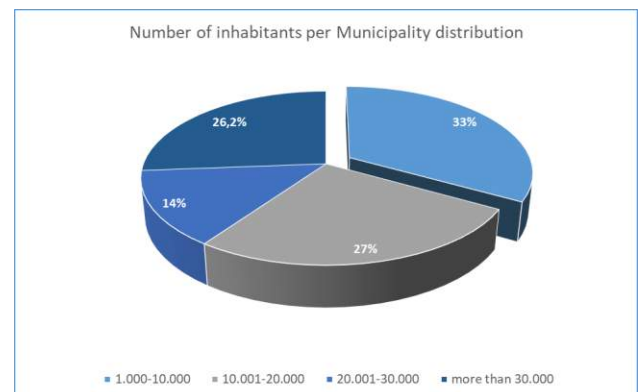


4 – Number of inhabitants in your municipality

Almost 1/3 of the civil servants surveyed are working in a municipality with 1000 to 10 000 inhabitants. More than ¼ (26,6%) of these municipalities has a population of 30 000 inhabitants. We also found out that 26,5% of municipalities concerned by this investigation have a population equal to 10 000 to 20 000, while more than 14% of them are municipalities of 20 000 to 30 000 inhabitants. Although the Co-Created project is specifically concerning municipalities of 10 000 to 25 000 inhabitants (nearly 40% of contributors working in the latter), it is important to claim that the wider scope studied (municipalities of 1000 to 30000 inhabitants) in this survey will allow partners to identify and to better target the daily and common needs of local civil servants.

More specifically, in Italy, the largest majority of participants lives in municipalities from 1.000 to 10.000 inhabitants as well as 33% of the Bulgarian contributors. In Bulgaria and France the vast majority lives in municipalities with 10.000 to 20.000 inhabitants. In Spain, on the other hand, more than 50% of the contributors live in municipalities of more than 30 000 inhabitants. In general terms, the majority of all participants live in municipalities of 1.000 to 10.000 and from 10.000 to 20.000 inhabitants.

Number of inhabitants per Municipality distribution				
Country	1.000-10.000	10.001-20.000	20.001-30.000	more than 30.000
	%	%	%	%
Italy	79%	1%	0%	19%
Spain	9%	22%	27%	42%
France	20%	61%	15%	5%
Bulgaria	32%	37%	9%	22%
Total	33%	27%	14%	26%



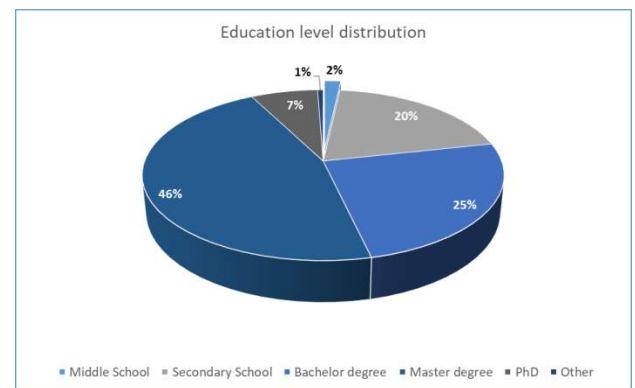


5 – Education Level

Almost 1/3 of the civil servants surveyed are working in a municipality with 1000 to 10 000 inhabitants. More than ¼ (26,6%) of these municipalities has a population of 30 000 inhabitants. We also found out that 26,5% of municipalities concerned by this investigation have a population equal to 10 000 to 20 000, while more than 14% of them are municipalities of 20 000 to 30 000 inhabitants. Although the Co-Created project is specifically concerning municipalities of 10 000 to 25 000 inhabitants (nearly 40% of contributors working in the latter), it is important to claim that the wider scope studied (municipalities of 1000 to 30000 inhabitants) in this survey will allow partners to identify and to better target the daily and common needs of local civil servants.

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Education level distribution						
Country	Middle School	Secondary School	Bachelor degree	Master degree	PhD	Other
	%	%	%	%	%	%
Italy	3%	68%	26%	3%	0%	1%
Spain	0%	2%	20%	61%	16%	1%
France	2%	17%	15%	63%	2%	0%
Bulgaria	3%	6%	33%	55%	3%	0%
Total	2%	20%	25%	46%	7%	1%



6 – Current Profession

The analysis of this question showed the diversity and the plurality of professions of these civil servants. This investigation aimed at surveying current knowledge, but also to raise awareness dealing with these subjects and issues. In our presentation, we decided to group them by thematic categories based on their field of activity and on the professional sector, as listed below:

- Accountant
- Administrative
- Architect
- Attention Service
- Auditor
- City Police officer
- Economists
- Engineer
- Environmental technicians/ Ecologist
- Experienced employee on demography
- Historian
- Human Ressources Managers
- IT technicians
- Land surveyor
- Lawyer/Legal Adviser
- Librarian
- Manager of Financial Services
- Mediator



- Municipal Services' Officer
- Nurse
- Officer of European projects
- Planning manager.
- Psychologist
- Social Worker
- Statistician
- Teacher/Educational assistant
- Technician
- Tourism technician

Some of the future modules created and implemented by the partners will particularly concern some of these professions and professional sectors. For example, all fields concerning project planning and European project management, mediation process, education and trainings... One can assume that the directors and managers' awareness of this initiative and their active participation will influence and mobilize a larger group of civil servants and volunteers in each Municipality.

7 – Type of Contract

The majority of contributors have a permanent contract (68,8%), while 16,6% of them own a temporary contract. Civil servants working as freelancers represent a minority, with only 1,45% of them having this type of contract.

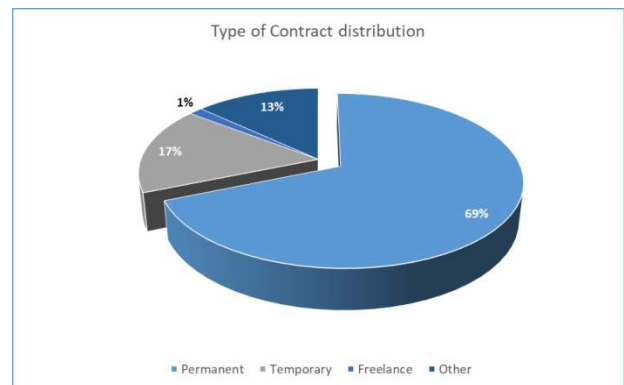
Finally, approximately 13,11% of contributors have signed different contracts from those mentioned in the answers.

The proportion of civil servants having a permanent contract is specifically high in Spain (75%) and in Bulgaria (92%). In France and in Italy the percentage of permanent contracts is higher than 40% and the percentage of temporary contracts is around 30%.

The apparent overrepresentation of permanent contracts leads us to conclude that a vast majority of civil servants will be concerned by the effective implementation of this project from 2016 to 2019, and will benefited from it in the long run.

In France, three other type of contracts were mentioned: Retired/Deputy Mayor; Self-employed worker; and CAE (Contrat d'Accompagnement dans l'Emploi) employment contract.

Type of Contract distribution				
Country	Permanent	Temporary	Freelance	Other
	%	%	%	%
Italy	55,1%	42,3%	0,0%	2,6%
Spain	61,5%	9,0%	2,5%	27,0%
France	63,4%	31,7%	2,4%	2,4%
Bulgaria	90,2%	0,0%	1,0%	8,8%
Total	68,8%	16,6%	1,5%	13,1%





8 – Years of Employment in the Public Administration

This study has provided evidence that a vast majority of civil servants have been working in the public administration for more than 10 years. Indeed, this older age category represents nearly 67% of the entire population surveyed.

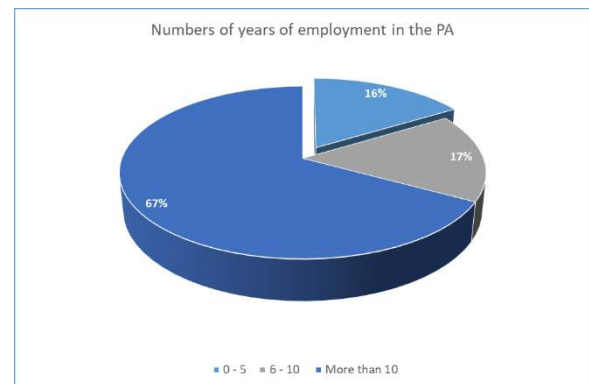
These civil servants are likely to be highly skilled and accustomed to their own specific administrative practises and working methods. This initiative will plainly be beneficial for them, by allowing that co-creation setting effectively enter into the daily working habits of civil servants.

The co-creation setting will also be implemented within the 16% of civil servants who have started working in public administration for less than 5 years.

Even if this target group may appear more receptive to this initiative at first sight, the creation of customized modules and training toolkits will surely benefit both age categories, by stimulating their creativity, entrepreneurship, digital skills and foreign language competences. Thus, we can claim that the analysis of the numbers of years of employment in the Public administration raises the issue of the possible varying levels of adaptation capacity of these civil servants.

More specifically, this survey shows that more than 80% of the contributors from Spain and 95% in Italy have been working in the public administration for over 10 years. Around 35% of contributors from France and Bulgaria have been working in public administration from more than 10 years, but also around 35% have started working in public administration for less than 5 years.

Numbers of years of employment in the PA distribution			
Country	0 – 5	6 - 10	More than 10
	%	%	%
Italy	0,0%	5,1%	94,9%
Spain	3,3%	15,6%	81,1%
France	36,6%	19,5%	43,9%
Bulgaria	36,3%	25,5%	38,2%
Total	16,3%	16,6%	67,1%



9 – Knowledge of foreign languages

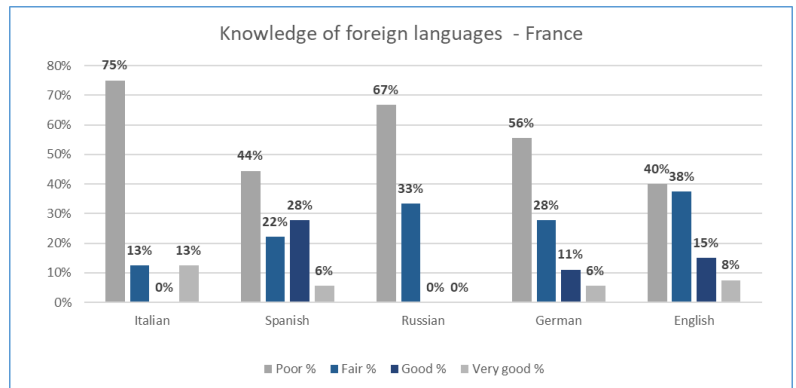
The knowledge and learning of foreign languages is a key issue of the Co-Created project. This survey helped us to provide a comprehensive picture of the numerous languages spoken in the 4 countries concerned by this project, and the particular language proficiency of civil servants in each country. The non-mother-tongue languages represented are English, French, German, Spanish, Italian, and Russian. In order to assess their language proficiency, a division will be done through 3 categories: individuals having a “poor” knowledge of a language; those having a “fair” and an intermediate level; and those who declare themselves proficient (“good” or even “very good”).

In France, English tends to be the most understood language followed by Spanish and German, with 9 civil servants declaring themselves proficient in English and 15 of them having apparently a sufficient



knowledge in English (intermediate level). However, almost 40% (16 of them) of French respondents declare having a poor knowledge of English. Between 10 to 15% of French respondents stated to have a beginners level in German (“fair”), and more than 5% in Spanish and Italian.

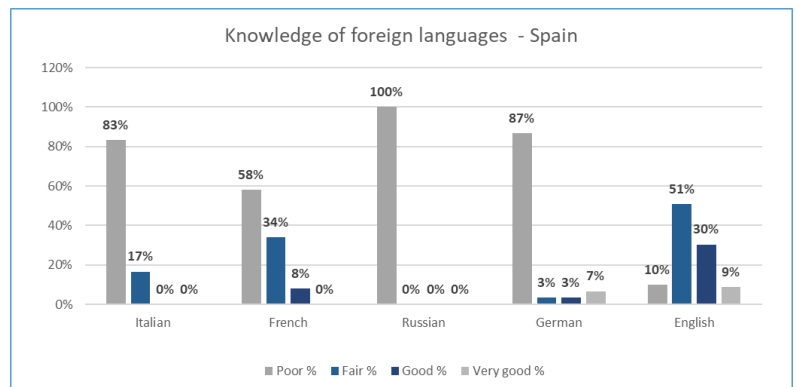
Knowledge of foreign languages				
France	Poor	Fair	Good	Very good
	%	%	%	%
Italian	75%	13%	0%	13%
Spanish	44%	22%	28%	6%
Russian	67%	33%	0%	0%
German	56%	28%	11%	6%
English	40%	38%	15%	8%
Total	48,3%	29,9%	14,9%	6,9%



In Spain, English tends to be the most understood foreign language followed by French and German, with 44 civil servants declaring themselves proficient in English and 57 of them having apparently a sufficient knowledge in English (intermediate level). However, almost 10% (11 of them) of Spanish respondents declare having a poor knowledge of English. Nearly 18% of Spanish respondents (21 of them) stated to have beginners level in French (“fair”), and more than 3,5% in Italian (4 of them).

For information purposes, in Spain, one civil servant declares to be proficient in Swedish, whereas 2 civil servants claim to be proficient in Portuguese.

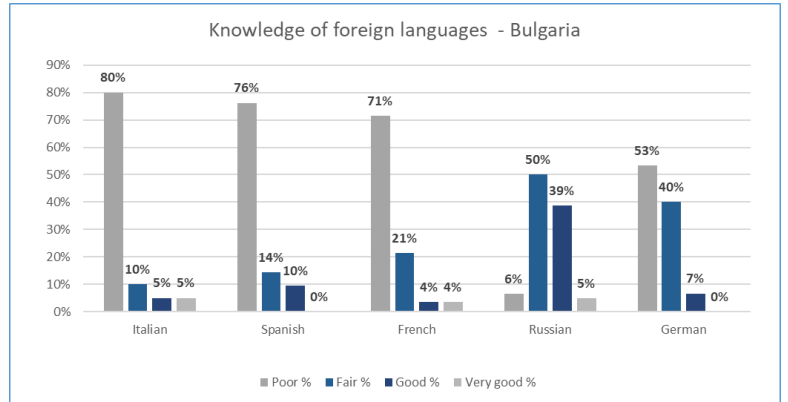
Knowledge of foreign languages				
Spain	Poor	Fair	Good	Very good
	%	%	%	%
Italian	83%	17%	0%	0%
French	58%	34%	8%	0%
Russian	100%	0%	0%	0%
German	87%	3%	3%	7%
English	10%	51%	30%	9%
Total	45,3%	33,6%	16,2%	4,9%



In Bulgaria, English tends to be the most understood foreign language followed by Russian, with 35 civil servants declaring themselves proficient in English and 39 of them having apparently a sufficient knowledge in English (intermediate level). However, almost 14% (12 of them) of Bulgarian respondents declare having a poor knowledge of English. It is significant to mention that 14 civil servants have an intermediate level in German (“fair” and “good”); 8 in French (“fair”/“good”/“very good”) and 5 in Spanish (“fair” and “good”).

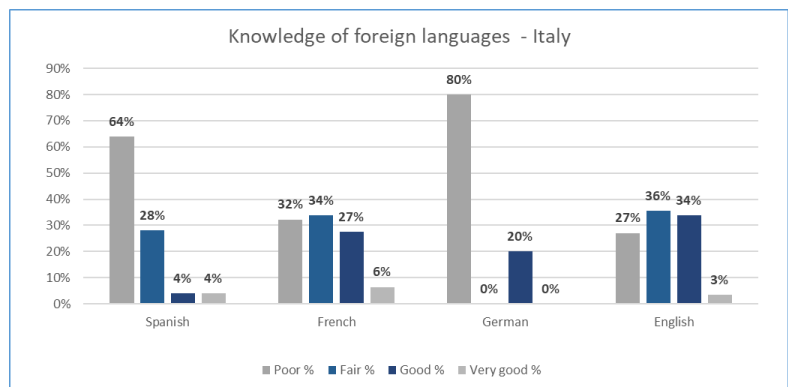


Knowledge of foreign languages				
Bulgaria	Poor	Fair	Good	Very good
	%	%	%	%
Italian	80%	10%	5%	5%
Spanish	76%	14%	10%	0%
French	71%	21%	4%	4%
Russian	6%	50%	39%	5%
German	53%	40%	7%	0%
English	14%	45%	31%	9%
Total	42,6%	32,0%	17,8%	7,7%



In Italy, English tends to be the most understood foreign language followed by French, with 22 civil servants declaring themselves proficient in English and 21 of them having apparently a sufficient knowledge in English (intermediate level). However, almost 44,8% (35 of them) of Italian respondents declare having poor knowledge of English. It is significant to mention that 8 civil servants have an intermediate level in Spanish (“fair” and “good”), and that 21 of them have a good level in French (“good”/”very good”).

Knowledge of foreign languages				
Italy	Poor	Fair	Good	Very good
	%	%	%	%
Spanish	64%	28%	4%	4%
French	32%	34%	27%	6%
German	80%	0%	20%	0%
English	27%	36%	34%	3%
Total	37,1%	32,5%	25,8%	4,6%



The proficiency and fluency in English appears to be the corner stone of the successful implementation of the Co-Created project. Indeed, in these four municipalities from four different countries, English is the most widely spoken language.

One third (34,8%) of civil servants declare themselves as proficient in English (“good” or “very good”). Nearly 41,7% of them assume that they have an intermediate level in English. Thus, on average, three-quarters (76,5%) of civil servants are qualified in English. These are clearly positive information, because this suggests that skilled and bilingual civil servants and partners will be able to actively participate to

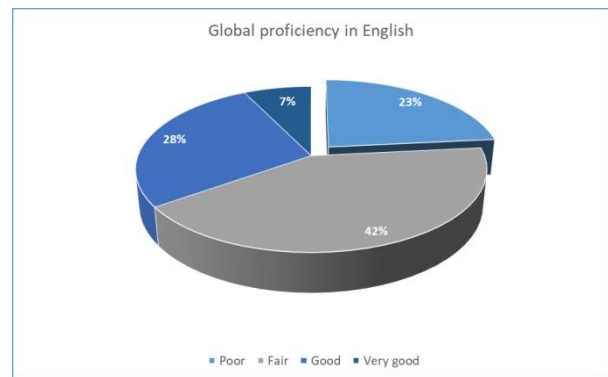


transnational meetings or training modules presented in English. Moreover, an effective communication will be possible throughout this project.

The real issue lies in the fact that almost a quarter of civil servants (23,4%) from these countries don't speak or master this language. Hence the fact that there is still an opportunity for further improvement. A great effort will have to be deployed by the partners of the project to create online and in person linguistic learning modules (for example, with training tools such as the EU Programme Dictionary or the tutorials "How to read a call" or "How to approach with foreign partners"), and to cooperate with local language institutes, educational establishments or external teachers and students in interpretation. Every civil servant engaged in this learning process should be followed up individually, in order to assess the progress made over time. During transnational meetings, or during training modules in situ, the presence of translators and interpreters in English will be necessary to ensure cohesion and exchanges of good practices.

Global proficiency in English				
Country	Poor	Fair	Good	Very good
	%	%	%	%
Italy	45%	27%	26%	3%
Spain	10%	51%	30%	9%
France	40%	38%	15%	8%
Bulgaria	14%	45%	31%	9%
Total	23%	42%	28%	7%

232

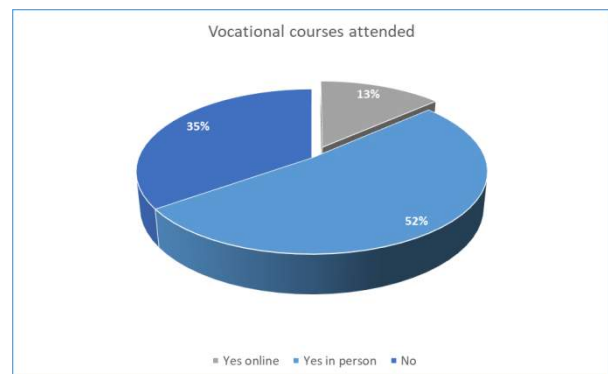


10 – Vocational courses attended

Thanks to this survey, we can observe that 65,2% of the respondents have already attended a vocational course online and/or in person. More specifically, 51,75% participated in a vocational course in person, whereas 13,45% of them participated in an online course.

Conversely, 34,8% of the respondents have never attended to any vocational course. This figure demonstrates the necessity of the implementation of training modules by the partners. It is also indicative of the general lack of continuous trainings for civil servants during their career.

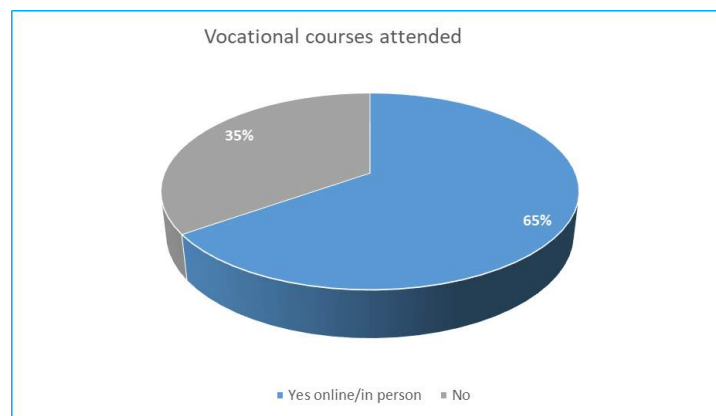
Vocational courses attended			
Country	Yes online	Yes in person	No
	%	%	%
Italy	1%	49%	50%
Spain	37%	43%	20%
France	0%	53%	48%
Bulgaria	0%	65%	35%
Total	13%	52%	35%





This chart highlights the fact the percentage of civil servants who have done a virtual course is very low (only 13,45%) and in some cases inexistent (For example, in France, or in Italy with only a single case). Some respondents mentioned not to fully understand the concept of “vocational courses”.

This figure also shows the weak digital literacy and accessibility in public administrations nowadays. It also puts an emphasis on the merits and legitimacy of the creation of webinars and of online materials. The implementation of these new materials will require trainings for civil servants, in order to introduce and explain them the functioning and usefulness of these tools. However, these online modules will also require a lot of their time, and will force them to save time during their working day. This point obviously represents a constraint, because of the fact that it demands organisation from them, a beneficial and clever use of these modules and the assent of their hierarchy.



11 – Which one?

The analysis of this question highlights the various areas and themes covered by these vocational courses attended by civil servants. The following list presents them:

- Accountability
- Education
- Environment
- European project’s management
- IT and digital training
- Job insertion and Labour
- Human Resources
- Languages
- Leadership and trainer of trainers
- Software programming
- Management and Funding
- Municipal Police
- Professionalization workshops
- Public Administration
- Public Procurement
- Risk Management and Risk Assessment
- Skills development
- Social services

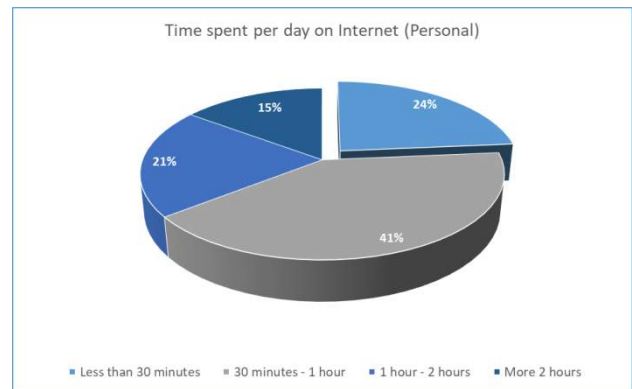
Some of these topics represent the core of the future Co-Created modules, as with modules dealing with Management and Funding, IT Training and Languages. The fact that this type of training already exists in several countries, and that many civil servants took part in it is an encouraging element, and a proof of the demand for additional trainings. It is likely that only a few of them participated to these specific vocational courses, hence the need of wider development and dissemination of it.

12 – How much time you spend per day on internet for personal needs?

More than 64,4% of civil servants declared to spend less than one hour on the internet. Indeed, a quarter of them spend less than 30 minutes on the Internet, whereas 40,81% of them spend between 30 and 1 hour.

Moreover, 20% spend between 1 and 2 hours online. The proportion of civil servants spending more than 2 hours on the internet per day is equal to 14,9%, which represents a minority. This group may be composed of digital-friendly users mastering the Internet and being able to easily access to Online Platform, blog and digital content.

Time spent per day on Internet (Personal)				
Country	Less than 30 minutes	30 minutes - 1 hour	1 hour - 2 hours	More 2 hours
	%	%	%	%
Italy	37%	41%	8%	14%
Spain	18%	45%	25%	11%
France	32%	37%	27%	5%
Bulgaria	17%	37%	23%	24%
Total	24%	41%	21%	15%

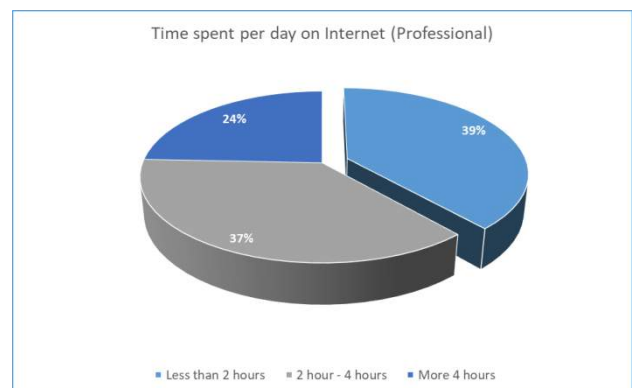


13 – How much time you spend per day on internet for professional needs?

Between 45% to 60% of the contributors from other countries stated to spend less than 2 hours on the internet for professional reasons. In all cases, the percentage of those that spend more than 4 hours on the internet for professional reasons is the lower percentage.

On a broader scope, we can observe that the use of the internet has been widespread in all public administrations. Thus, the implementation of online modules, Platform, blog and APP will not represent a revolution or a burden. The future participants will be able to use these tools.

Time spent per day on Internet (Professional)			
Country	Less than 2 hours	2 hour - 4 hours	More 4 hours
	%	%	%
Italy	55%	27%	18%
Spain	38%	36%	26%
France	61%	29%	10%
Bulgaria	0%	60%	40%
Total	39%	37%	24%



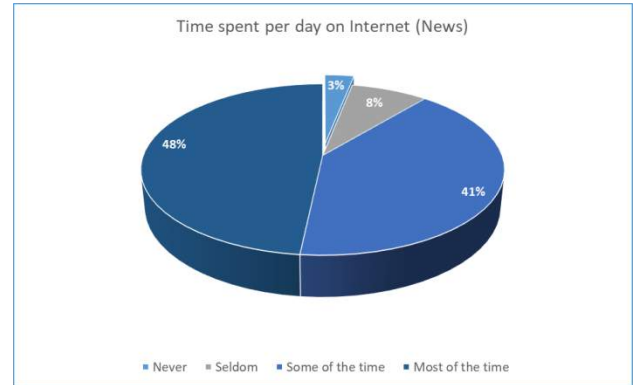
14 – What type of information do you search most frequently?

News is the kind of information more often searched by all contributors in all four countries. Indeed, 48,31% of civil servants are using "most of the time" the internet in order to search news. Furthermore,



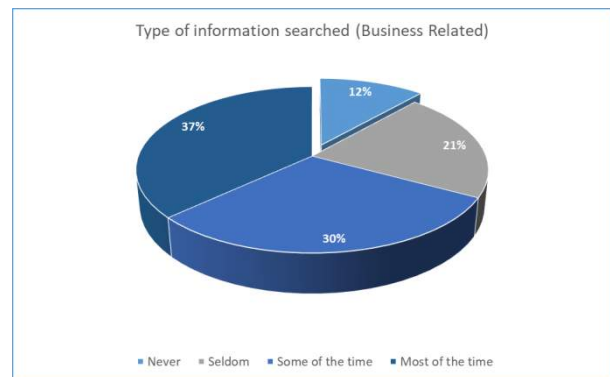
40,61% of them declare to search news “some of the time”. Bulgarian civil servants are those who are mostly searching for news, with 56%. The percentage of civil servants declaring that they never or rarely searched news when using the internet is dramatically low, with only 10% (“Never”, “Seldom”).

Type of information searched (News)				
Country	Never	Seldom	Some of the time	Most of the time
	%	%	%	%
Italy	12%	10%	32%	46%
Spain	1%	12%	55%	33%
France	0%	0%	26%	74%
Bulgaria	0%	4%	35%	60%
Total	3%	8%	41%	48%



According to this survey, the second most searched information is business related issues. Indeed, 36,84% of civil servants are “most of the time” using the internet in order to search business related issues. Moreover, 30,26% of them declare to search this type of information “some of the time”. A majority of Italian (61,5%) and French (48,64%) respondents “most of the time” search for business related issues. However, the percentage of civil servants declaring that they never or rarely searched news when using the internet is relatively high, with 11,51% of them who never search such information and 21,39% of them who “seldom” search those business-oriented news.

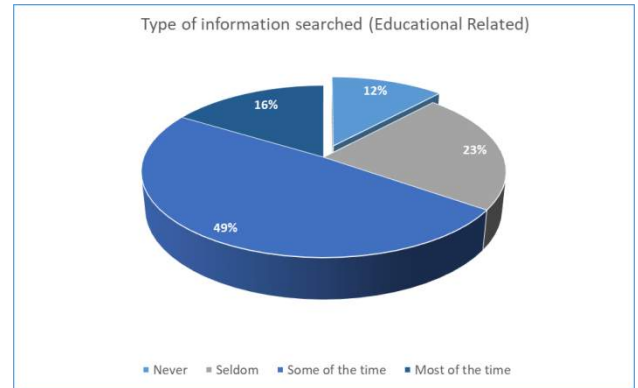
Type of information searched (Business Related)				
Country	Never	Seldom	Some of the time	Most of the time
	%	%	%	%
Italy	6%	10%	22%	62%
Spain	14%	33%	42%	11%
France	19%	14%	19%	49%
Bulgaria	9%	19%	27%	45%
Total	12%	21%	30%	37%



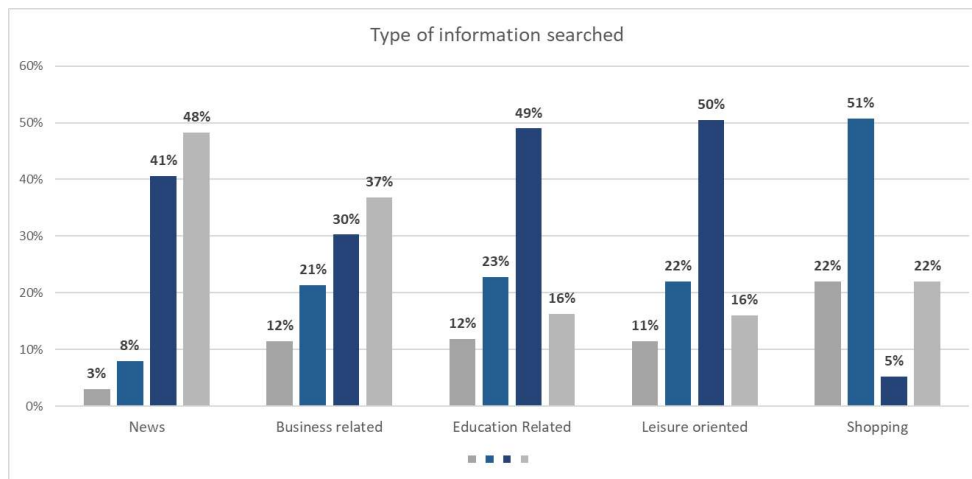
This research informs us that the third most searched information concerns education and training. Indeed, 48,98% of civil servants are ‘some of the time’ using the internet in order to search educational related information. Moreover, 16,33% of them declare to search this type of information ‘most of the time’. A majority of Bulgarian (78,8%) and Spanish (64%) respondents “most of the time” or “some of the time” search for educational related issues. However, the percentage of civil servants declaring that they never or rarely searched such news when using the internet is also high, with 11,9% of them who never search such information and 22,79% of them who “seldom” search those educational-related news.



Type of information searched (Educational Related)				
Country	Never	Seldom	Some of the time	Most of the time
	%	%	%	%
Italy	33%	19%	27%	21%
Spain	5%	31%	55%	9%
France	3%	14%	64%	19%
Bulgaria	3%	18%	56%	23%
Total	12%	23%	49%	16%



Type of information searched (Educational Related)				
	Never	Seldom	Some of the time	Most of the time
	%	%	%	%
News	3%	8%	41%	48%
Business related	12%	21%	30%	37%
Education Related	12%	23%	49%	16%
Leisure oriented	11%	22%	50%	16%
Shopping	22%	51%	5%	22%
Total	11%	23%	37%	29%



It is established that the most searched information are work related, although the fact that half of civil servants (50,49%) often search leisure oriented information, and that 16% of them “most of the time” are searching this type of information. The importance of online researches dealing with educational or business related matters is encouraging in anticipation of the implementation of online training modules including webinars, the creation of the online Platform and the opening of a blog on the web site. The importance and recurrence of news within the various searches of civil servants suggests that the creation



of a newsletter or a News section in the Co-Created online Platform would be a useful and effective digital tool.

The other type of information searched in Spain are:

- Information related to the professional field (publications, news, regulations and legal news, taxes and fees, jurisprudence etc.)
- Bibliographical and historical information
- Cadastral references/Urban planning
- Calls for grants and subsidies/ calls for Public Administrations
- Research of concepts
- News, economic and political information, leisure and miscellaneous (tourist destinations, marketing, press, heritage, training in tourism and estate management, gastronomy)
- Information related to E-government and new technologies
- Hobbies & Crafts
- Information related to strategic planning and projects of a different nature
- -Links with other administrations and public organizations (Provincial Government, Autonomous community, ministry, etc.)
- Online Translator
- Videos and tutorials to learn how to do things

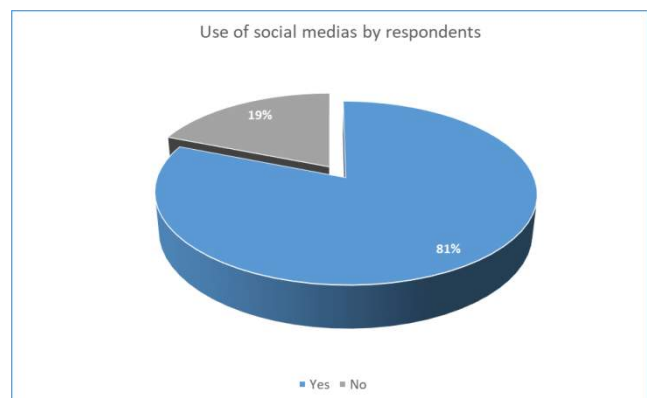
The other type of information searched in Italy are:

- Information related to sponsorship and patronage
- Information related to law, regulation and jurisprudence
- Information related to cultural events
- Historical researches

15 – Do you use any social networks? 16 – Which ones?

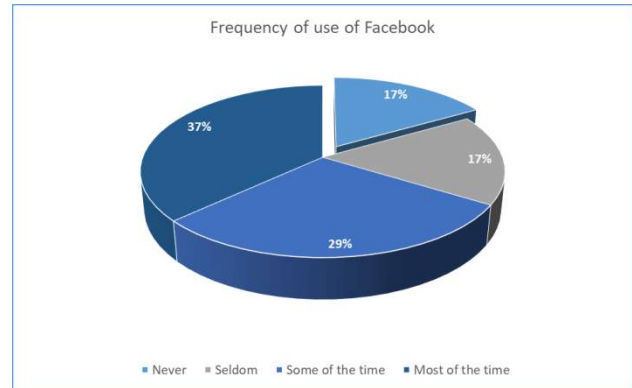
A clear majority of respondents uses social networks. Social media gained huge popularity during the last years, and became significant tools for career management and professional communication. Their use and utility seems to be fully understood and accepted by all. However, depending on the country, between 10% and 30% of civil servants do not use Social Medias at all, which is far from being a small minority.

Use of social medias by respondents		
Country	Yes	No
	%	%
Italy	69%	31%
Spain	85%	15%
France	78%	22%
Bulgaria	86%	14%
Total	81%	19%



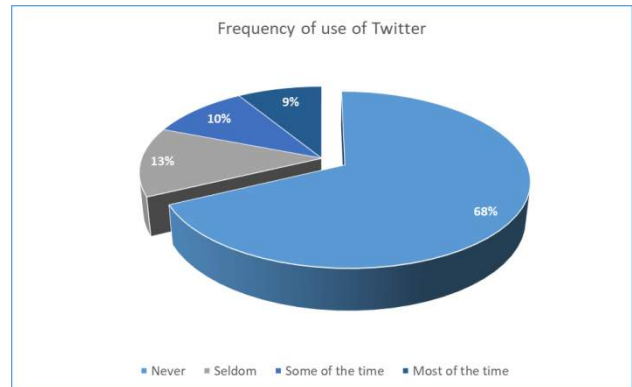
This survey focuses on three of the most important social media nowadays: Twitter, Facebook and LinkedIn. Facebook tends to be the predominant tool in all cases, with 36,8% of civil servants using it “most of the time”, and 29,41% of them using it some of the time. Only one in six respondents never uses this social media, which is a minority group. The biggest Facebook users (who use it most of the time) are to be found in Bulgaria (71,2%) and France (62,16%).

Frequency of use of Facebook				
Country	Never	Seldom	Some of the time	Most of the time
	%	%	%	%
Italy	37%	13%	28%	22%
Spain	15%	29%	42%	14%
France	16%	5%	16%	62%
Bulgaria	1%	9%	18%	71%
Total	17%	17%	29%	37%



Although Twitter became an essential tool of political communication and a 24-hour source of information, this social media is only used by a minority. Indeed, only 8,7% of civil servants use Twitter most of the time, while only one in ten uses it some of the time. Conversely, almost two-thirds never use or used it. Twitter non-users are mostly found in Italy and in France, where respectively 91% and 75% of civil servants never use this social media.

Frequency of use of Twitter				
Country	Never	Seldom	Some of the time	Most of the time
	%	%	%	%
Italy	91%	4%	3%	3%
Spain	59%	20%	15%	5%
France	76%	12%	3%	9%
Bulgaria	41%	12%	17%	29%
Total	68%	13%	10%	9%



Along the same line of reasoning, the use of LinkedIn among civil servants who responded to this survey is also rare and underdeveloped.

This element may be due to the fact that in these countries most of the people that work in public administration stay for long periods within the system and therefore do not feel the need to use professional networks. More than 70% of respondents never use this social media, and 15% claim to use it rarely. Only a tiny majority often uses it (6%); the rest of the population making an occasional use of it.

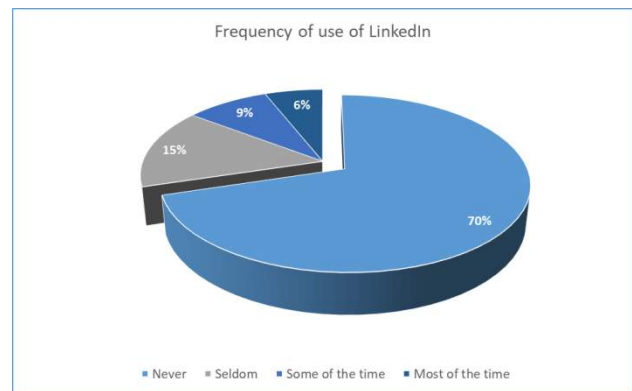


However, it seems that Bulgarian civil servants are more concerned by this social networking website, with a quarter using it “most of the time”, and 20% of them using “some of the time”.

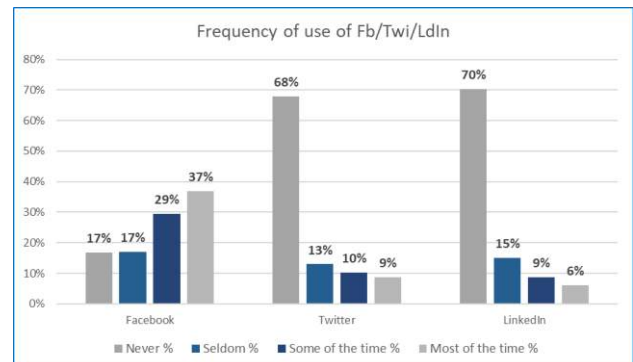
LinkedIn non-users are mostly found in Italy and in Spain, where respectively 90% and 74% of civil servants never use this social media.

Hence the fact that the development of professionalization and skills development modules may include in the future an introduction to this professional social media.

Frequency of use of LinkedIn				
Country	Never	Seldom	Some of the time	Most of the time
	%	%	%	%
Italy	90%	5%	4%	1%
Spain	74%	18%	6%	1%
France	51%	31%	11%	6%
Bulgaria	41%	11%	20%	27%
Total	70%	15%	9%	6%



Frequency of use of Fb/Twi/LdIn				
	Never	Seldom	Some of the time	Most of the time
	%	%	%	%
Facebook	17%	17%	29%	37%
Twitter	68%	13%	10%	9%
LinkedIn	70%	15%	9%	6%
Total	49%	15%	17%	19%



The other type of social medias used are Whatsapp, Instagram, Google +, Messenger and Telegram.

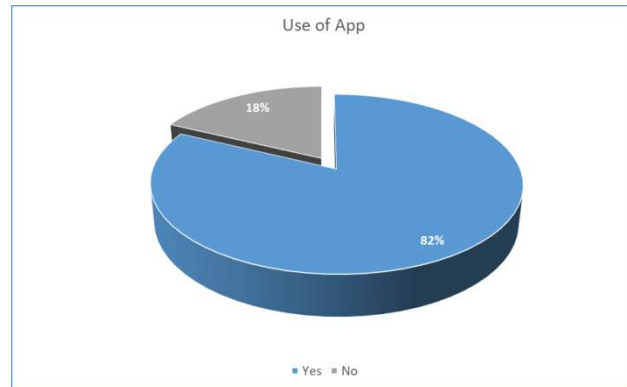
17 – Do you use any app?

A large majority of all respondents said to use an app: Spain 90%, Bulgaria 80%, Italy 70%, and France 87%. Globally, it is more than 82% of civil servants who are using these programs, with only 18% who are not using it.

This is a positive and stimulating element for the launch and dissemination of the Co-Created APP (including the blog, the dictionary content), knowing that a large portion of this population will have the knowledge, devices and tools to access and use it at any time.



Use of App		
Country	Yes	No
	%	%
Italy	71%	29%
Spain	91%	9%
France	88%	12%
Bulgaria	79%	21%
Total	82%	18%

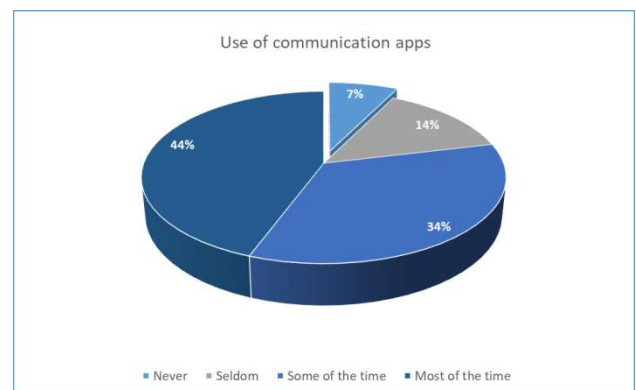


18 – For which scope?

Communication and News are the most used type of apps in all cases. Indeed, communication apps are “most of the time” used in 44,32% of cases, and are “some of the time” used in 34,44% of cases. Only 7,32% of respondents declared that they never use applications to communicate; this including those who never use it at all and those who use apps but for another purposes.

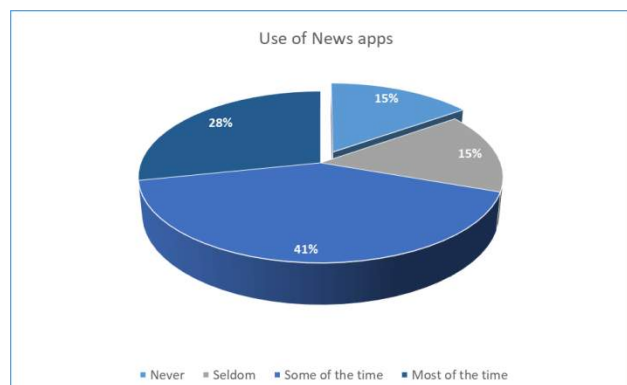
One can assume that these apps are favouring interactions between civil servants. These apps could also be used in the future as a means of exchanges of good practises between civil servants from different countries, as part of the Co-Created project.

Use of communication apps				
Country	Never	Seldom	Some of the time	Most of the time
	%	%	%	%
Italy	10%	31%	31%	28%
Spain	12%	13%	52%	23%
France	6%	6%	19%	69%
Bulgaria	0%	5%	20%	75%
Total	7%	14%	34%	44%



The second most used apps are those providing access to news. Indeed, 28,3% of civil servants surveyed use these apps “most of the time”, and 41,34% use it “some of the time”. As was the case for communication apps, only a minority of civil servants never use these devices (15,18%).

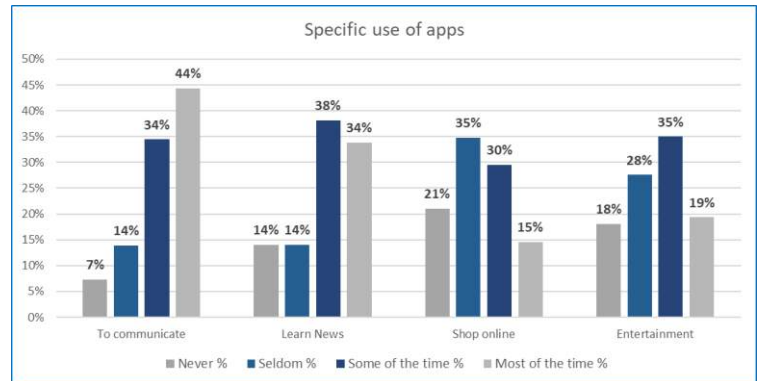
Use of News apps				
Country	Never	Seldom	Some of the time	Most of the time
	%	%	%	%
Italy	33%	25%	35%	8%
Spain	13%	17%	57%	13%
France	6%	6%	26%	63%
Bulgaria	8%	8%	29%	55%
Total	15%	15%	41%	28%





Entertainment and Shopping apps are more likely to be less frequently used by civil servants. Indeed, nearly 18,1% of civil servants never use entertainment apps while 21% of them never use Shopping apps. Furthermore, this type of apps is usually used on an occasional basis.

Specific use of apps				
	Never	Seldom	Some of the time	Most of the time
	%	%	%	%
To communicate	7%	14%	34%	44%
Learn News	14%	14%	38%	34%
Shop online	21%	35%	30%	15%
Entertainment	18%	28%	35%	19%
Total	15%	22%	34%	29%



The other uses mentioned by respondents in this question are:

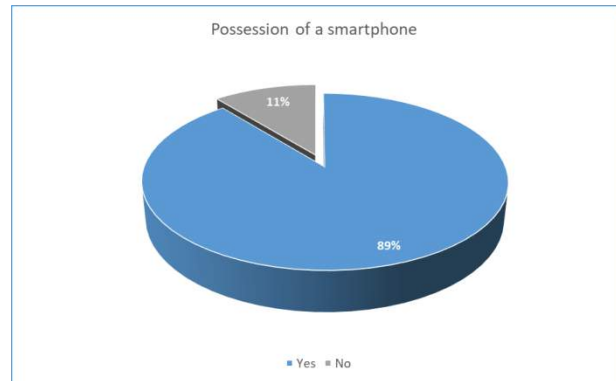
- Administration and Electronic Signature
- Bank management
- Duolingo, for English
- Educational
- Friendships
- GPS, Viewfinder of stars, etc.
- Labor sphere.
- Legal information
- Medical appointments/Health
- Photo design
- School notes of children
- Sport
- Symbaloo, Feedly, Diigo for information; Blogger, Wordpress for content creation; Pinterest, Scoop.it for curing contents; Google Drive, Dropbox, Onedrive for information in the cloud, Prezzi, Slideshare, Genially for presentations; etc
- To run (endomondo)
- Tourism
- Working tools

19 – Do you have a smartphone?

Almost 90% of the participants have a smartphone, except in Italy, where the percentage is around 78%. The fact that a majority of the population means many civil servants will be able to easily access to the Co-Created Platform and APP, and to complete vocational training online.



Possession of a smartphone		
Country	Yes	No
	%	%
Italy	78%	22%
Spain	94%	6%
France	93%	7%
Bulgaria	90%	10%
Total	89%	11%



SECTION 2 – Co-creation model

The second section of our survey investigated on the core topic of the project co-created: the co-creation. Co-creation means that public authorities open their doors, and call citizens and other non-institutional actors to formulate together public policies, and jointly design services.

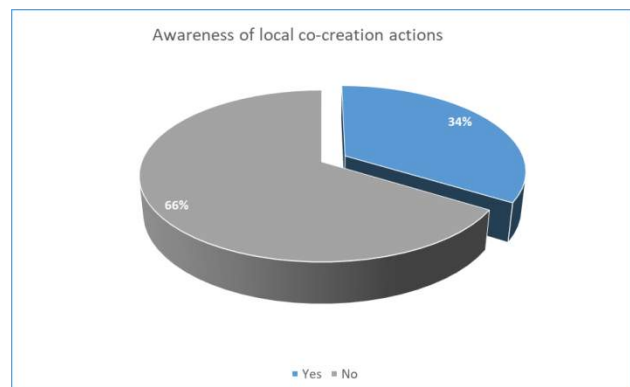
By including a wide range of viewpoints in the construction of policies and services, the co-creation model helps governments to better address citizens' needs and propose more effective and innovative solutions for those needs.

20 - Do you know about any co-creation actions implemented in your municipality?

Nearly 53,83% of respondents have never heard and been aware of co-creation actions implemented in their municipality. This huge proportion can be explained by the lack of knowledge concerning this type of actions and projects, the lack of understanding of the very notion of co-creation or the lack of internal communication in their municipality. Furthermore, it is easily understandable that many civil servants aren't aware of co-creation actions if such projects have not been implemented in their municipality.

This average masks quite major differences between these 4 countries. Indeed, 87,17% of Italian civil servants, 67,5% of Spanish civil servants and 62% of French civil servants are aware of co-creation actions implemented in their municipality, whereas only 40,19% of Bulgarian civil servants know such actions in their municipality. These figures clearly show that there is still a room of manoeuvre for the promotion and dissemination of such co-creation actions in municipalities.

Awareness of local co-creation actions		
Country	Yes	No
	%	%
Italy	13%	87%
Spain	33%	68%
France	63%	38%
Bulgaria	40%	60%
Total	34%	66%

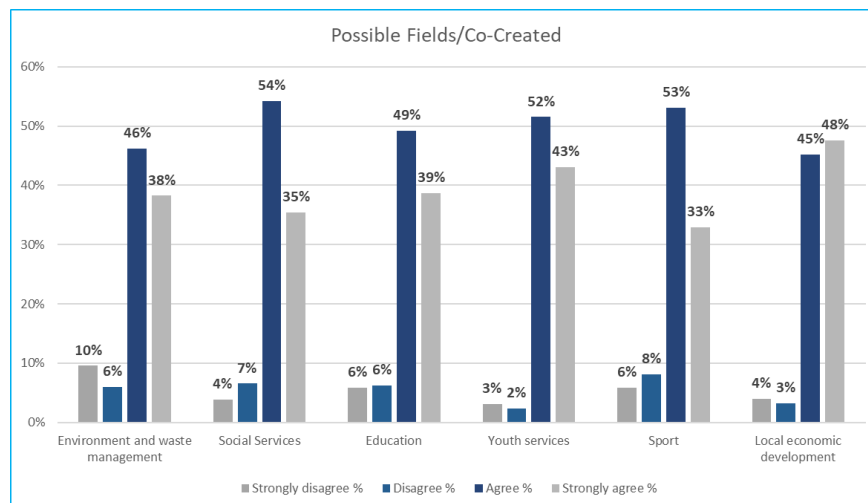




21 - If not, in what field could it be applied, in your view?

In this question, the respondent were asked to give their opinion concerning 6 sectors where a co-creation action could be applied at a local level. Four different answers were possible: Strongly disagree, disagree, agree and strongly agree. No data were available from Italy. Globally, the vast majority of fields being proposed has been supported and considered worthy enough to be at the core of a future co-creation action.

Possible Fields/Co-Created				
	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Environment and waste management	10%	6%	46%	38%
Social Services	4%	7%	54%	35%
Education	6%	6%	49%	39%
Youth services	3%	2%	52%	43%
Sport	6%	8%	53%	33%
Local economic development	4%	3%	45%	48%
Total	5%	5%	50%	39%



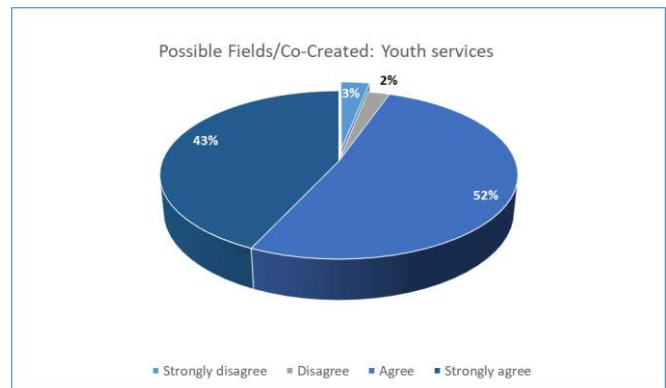
The three more supported initiative concern youth services (95% of them “agree” or “strongly agree”), local economic development (92% of them “agree” or “strongly agree”) and social services (90% of them “agree” or “strongly agree”).

Youth services is the most supported co-creation project among civil servants from these four countries. Indeed, almost 4% of them “strongly agree” to see co-created initiatives being applied to this field. Spanish



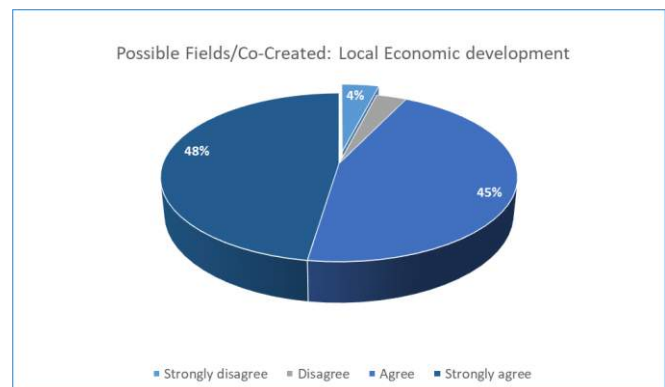
civil servants are those who support the most this option, with 51% who “strongly agree”, whereas only 34,7% of Bulgarian civil servants “strongly agree” with it. Furthermore, 52% of civil servants surveyed agree to see co-creation actions implemented in this field.

Possible Fields/Co-Created: Youth services				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	10%	4%	46%	40%
Spain	0%	0%	49%	51%
France	0%	6%	44%	50%
Bulgaria	0%	3%	63%	35%
Total	3%	2%	52%	43%



Local economic development represents the second most supported co-creation project among civil servants from these countries. Indeed, almost 47,6% of them “strongly agree” to see co-created initiative being applied to this field, whereas 45,2% of civil servants surveyed “agree” to see co-creation actions implemented in this field. Spanish civil servants are again those who support the most this option, with 58% who “strongly agree” with this project.

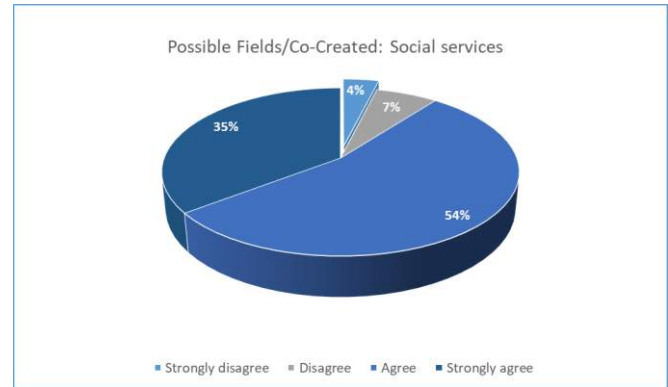
Possible Fields/Co-Created: Local Economic development				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	13%	5%	38%	44%
Spain	0%	2%	40%	58%
France	0%	6%	56%	38%
Bulgaria	0%	2%	59%	40%
Total	4%	3%	45%	48%



Social services represent the third most supported co-creation project among civil servants from these countries. Indeed, almost 54,3% of them “agree” to see co-created initiative being applied to this field, whereas 35,4% of civil servants surveyed “strongly agree” to see co-creation actions implemented in this field. Spanish and French civil servants are those who support the most this option, with approximately half of them who strongly agree with this project.



Possible Fields/Co-Created: Social services				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	12%	13%	54%	22%
Spain	1%	4%	46%	49%
France	0%	14%	57%	29%
Bulgaria	0%	1%	65%	34%
Total	4%	7%	54%	35%



Even if there has been few disagreements expressed in this survey, one can claim that the alternative projects having caused the greatest discontent are those related to sport (13,9% of them “disagree” or “strongly disagree”); to environment and waste management (9,56% who “strongly disagree” and 5,98% who “disagree”) and to education (with 5,8% who “strongly disagree” and 6% who “disagree”).

The other fields mentioned by respondents are:

- Active employment policies, labour intermediation
- Business management and nursery of entrepreneurs
- Citizen participation, equality
- Culture, senior citizens, tourism
- Economic development and employment
- Gender Transversal, Addiction Prevention
- Health
- Town planning
- Works and services, citizen mobility

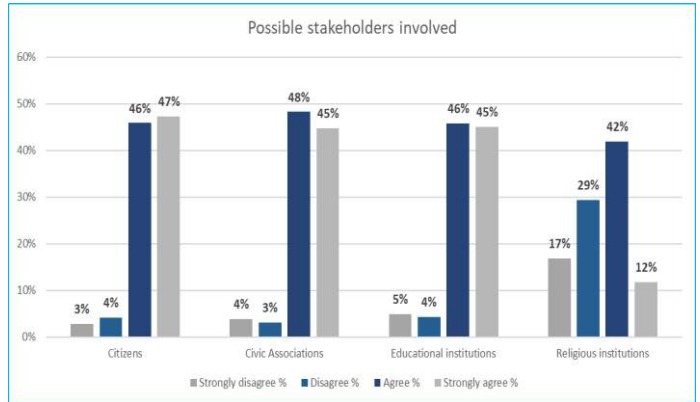
22 - Which stakeholders could be involved?

This question included four types of possible stakeholders: citizens, civic associations, educational institutions and religious institutions.

According to this survey, the most frequently suggested stakeholders by civil servants are citizens, civic associations and educational institutions. Indeed, it seems that a remarkable consensus emerged concerning these three social institutions. Conversely, the role of religious institutions as stakeholders is more debating, with a near equality between those supporting it and those who disagree with this option. This survey eventually shows us which stakeholders would be more supported and accepted by civil servants in the event of partnership and a joint work. One can suggest that a broader cooperation should be implemented between municipalities and citizens, civic associations and educational institutions through co-created actions and initiatives.

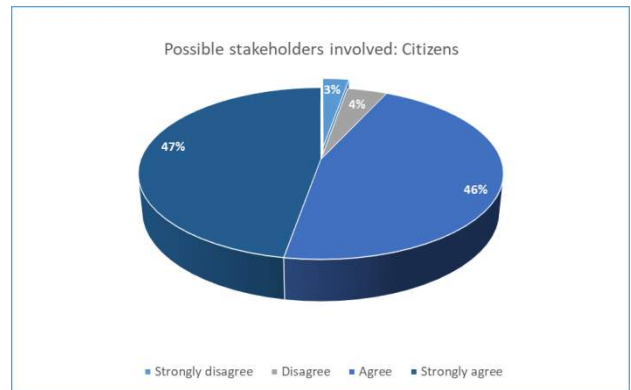


Possible stakeholders involved				
	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Citizens	3%	4%	46%	47%
Civic Associations	4%	3%	48%	45%
Educational institutions	5%	4%	46%	45%
Religious institutions	17%	29%	42%	12%
Total	7%	10%	46%	38%



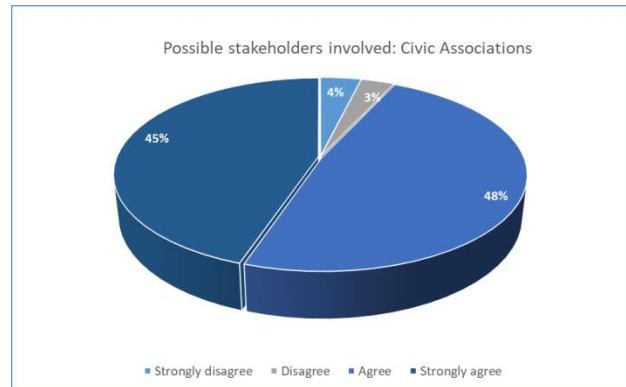
The possibility of having citizens as stakeholders in local co-created actions was supported by more than 90-9% of civil servants in these countries (“agree” and “strongly agree”). Conversely, 84,6% of Italian respondents agreed or strongly agreed with this option. In Italy, nearly 15,4% of respondents disagreed or strongly disagreed with this option, which is much more important than in other countries, where the disapproval rate was below 10%.

Possible stakeholders involved: Citizens				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	6%	9%	50%	35%
Spain	1%	1%	46%	53%
France	0%	7%	33%	60%
Bulgaria	3%	4%	44%	49%
Total	3%	4%	46%	47%



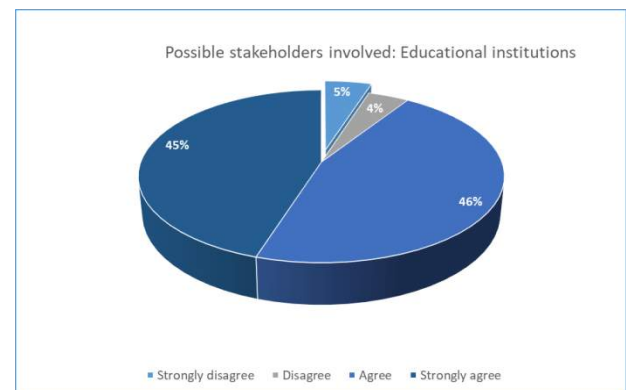
As was the case with citizens, the possibility of having civic associations as stakeholders in local co-created actions is supported by more than 9% of civil servants in Spain and Bulgaria (“agree” and “strongly agree”). In France, the totality of respondents (100%) supported this option (“agree” and “strongly agree”). Compared to the survey related to citizens’ involvement, more than 83% Italian respondents agreed when it comes to civic associations.

Possible stakeholders involved: Civic Associations				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	12%	5%	59%	24%
Spain	1%	3%	44%	52%
France	0%	0%	27%	73%
Bulgaria	1%	1%	49%	49%
Total	4%	3%	48%	45%



The possibility of having educational institutions as stakeholders in local co-created actions was supported by 9% of civil servants in Spain and Bulgaria (“agree” and “strongly agree”). In France, 100% of civil servants are in favour of this eventuality, with 53,3% of them strongly agreeing with this option, and 46,7% of them who agree with it. Conversely, only 75,6% of Italian respondents agreed or strongly agreed with this option. In Italy, nearly 7,6% of respondents disagreed and 16,6% strongly disagreed with this option, which is much more important than in other countries, where the disapproval rate was below 5%.

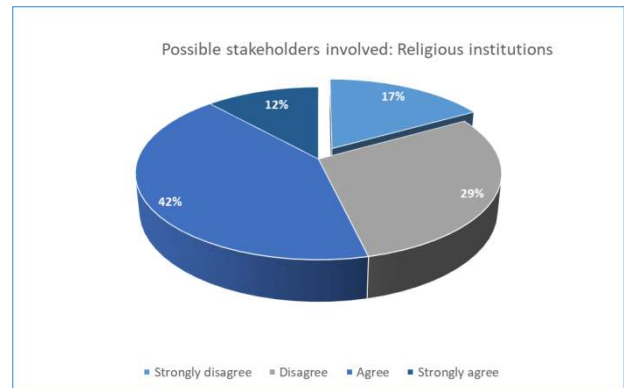
Possible stakeholders involved: Educational institutions				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	17%	8%	47%	28%
Spain	1%	3%	41%	55%
France	0%	0%	47%	53%
Bulgaria	0%	3%	52%	45%
Total	5%	4%	46%	45%



In addition, this survey shows that the hypothesis of having religious institutions as stakeholders is a real issue. Indeed, 42% of civil servants agree and 11,7% of them strongly agree with a participation of these institutions in such projects. This means that more than half of civil servants support this option. Conversely, 29,4% of them disagree, and 16,8% strongly disagree with it; this proportion representing the other half. Hence the fact that one can assume that the involvement of religious associations and organizations is not obvious and taken for granted for a part of these civil servants. In Spain, 58,5% of them supported this option (“agree” and “strongly agree” together), compared with 61% of approval in Bulgaria (“agree” and “strongly agree” together). French and Italian civil servants appear to be more reserved on this question, with 44 of Italian respondents disagreeing with this option (“disagree” and “strongly disagree” together).



Possible stakeholders involved: Religious institutions				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	28%	26%	37%	9%
Spain	11%	30%	46%	12%
France	25%	50%	17%	8%
Bulgaria	10%	29%	46%	15%
Total	17%	29%	42%	12%



The other possible stakeholders proposed by respondents are:

- Associations of all kinds
- Business
- Entrepreneurs and professionals from different sectors and socio-cultural groups
- All sectors of activity
- Cultural associations
- Local entrepreneurs
- Municipal government and legal technical group
- NGOs
- Other supramunicipal and sectoral administrations
- Parents of students
- Political groupings
- Professional groups
- Retirees
- Sports clubs
- Trade and SMEs

23 - Which methods could be used to involve them?

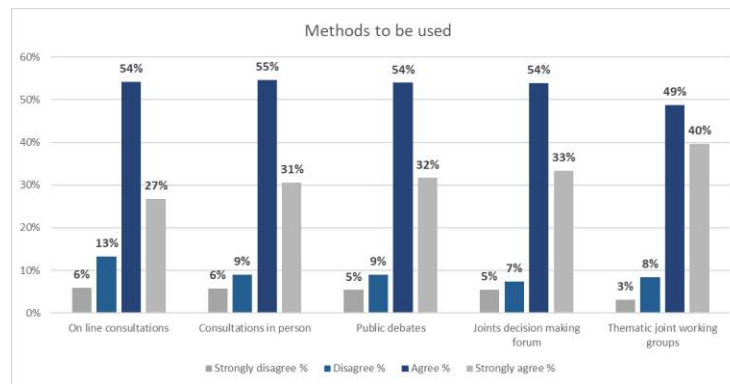
This question included 5 propositions of methods to involve stakeholders in co-created actions with municipalities. The latter were: On line consultations, consultations in person, public debates, joint decision making forum and thematic joint working groups. All methods were particularly popular and supported by civil servants from these 4 countries. Indeed, on average, between 25% and 40% of them strongly agree to use online consultations, consultations in person, public debates and joints decision making forum. Furthermore, on average, between 48% and 55% of them also agree with these 4 methods. According to this survey, Thematic joint working groups is the most supported and preferred method, with more than 39,06% of civil servants who “strongly agree” with it, and 48,77% of them who “agree” with this option. This means that more than 88% of them generally support this way of proceeding.



Conversely, even though it only concerns a minority of opinions, the methods having recorded the highest disapproval rate are online consultations (13,2% of them “disagree”, and 5,86% of them “strongly disagree”), consultations in persons (9% of them “disagree”, and 5,86% of them “strongly disagree”), and public debates (9% of them “disagree”, and 5,4% of them “strongly disagree”).

These elements put emphasis on the fact that both methods, whether online or physical, are supported by these civil servants. These feedbacks are positive because it reflects an interest and a demand from them. Thus, it is encouraging for the future implementation of learning modules and training materials such as those specialised on “how to manage the “Volunteer” Area”.

Methods to be used				
	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
On line consultations	6%	13%	54%	27%
Consultations in person	6%	9%	55%	31%
Public debates	5%	9%	54%	32%
Joints decision making forum	5%	7%	54%	33%
Thematic joint working groups	3%	8%	49%	40%
Total	5%	9%	53%	32%



The other possible methods proposed by respondents are:

- Apps
- Advertising campaigns
- Commissions for local citizen participation
- Civic commitment
- Social conscience
- Surveys
- Polls of popularity of the performances of efficiency
- Interviews with the leaders of each group
- Personal interviews, surveys, work groups.
- Media (advertising on social networks, radio, newspapers, etc.)
- Web portal
- Participatory Budgets
- Social networks
- Working meetings and open forums
- Informational and training workshops on projects or specific actions



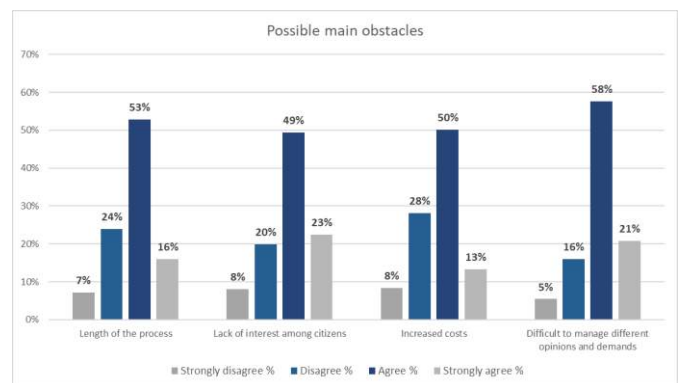
24 - In your view, what could be the main obstacles?

In this question, 4 different obstacles were identified and assessed by respondents. These were the length of the process, the lack of interest of citizens, the increased costs caused by the creation of such actions and the emerging difficulties to manage different opinions and demands.

Almost 69% of civil servants (“agree” and “strongly agree”) surveyed think that the long length of the process can be a significant obstacle for the success of such initiatives. They generally express their concern about the efficiency of co-created actions in the long run, due to the length needed to mobilize means, financial resources and partners. However, almost a quarter of them do not think that the length of the process represents a possible issue.

The same applies with the fear of a lack of interest among citizens; the latter having been expressed by more than 72% of civil servants (“agree” and “strongly agree”). The most important obstacle identified by respondents has been the possible difficulty of managing different opinions and demands from different stakeholders. Indeed, more than 79% of them think that co-created actions created and conducted by local authorities and stakeholders may provoke tensions, disagreements and the need of arbitrations between them. Finally, one can observe that the possible increasing public expenses and costs provoked by the implementation of this type of projects are not considered as an obstacle for civil servants. In fact, according to these results, the nature of the co-created project and its targets may be more important than its costs. This proves that these initiatives are in the first place well received, but also that the financial factor is not the only concern for the respondents.

Possible main obstacles				
	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Length of the process	7%	24%	53%	16%
Lack of interest among citizens	8%	20%	49%	23%
Increased costs	8%	28%	50%	13%
Difficult to manage different opinions and demands	5%	16%	58%	21%
Total	7%	22%	53%	18%



The other possible obstacles identified by respondents are:

- Difficulty with the compatibility of daily work
- Financing, education and legality of proposals.
- Lack of communication/ Using inappropriate communication channels
- Lack of culture of citizen participation
- Lack of education for participation
- Lack of technical training of agents to work as a team.

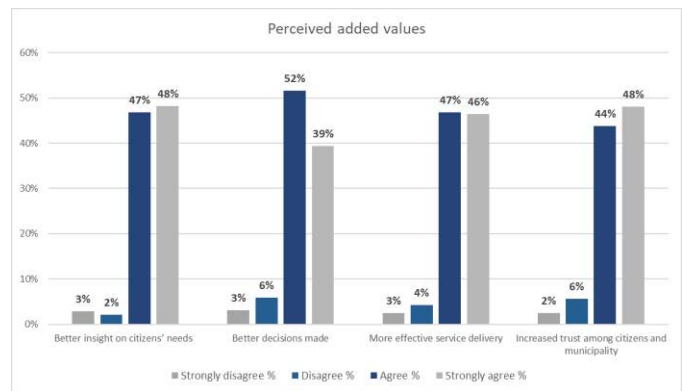


- Risk of prioritization process of particular interests over public interests.
- Problems related to the compatibility of schedules of citizens with the processes of participation. It is necessary to adapt the schedules of the meetings or workshops to the possibilities of the citizenship in a way that suits the majority.
- The correct management of citizen contributions.
- Risks of disagreements between the members of the project
- Lack of technical / computer skills.

25 - In your view, what could be an added value of the co-creation model?

The four propositions of value attributed to the co-creation model are all highly acclaimed. Indeed, between 90% to 95% of civil servants surveyed agree or strongly agree to consider this model as valuable and relevant. Among the minority of civil servants who disagree with these propositions, 9% of them consider that this model is ineffective to help municipalities to make better decisions, whereas 6,8% of them doubts whether these actions will favour more effective service delivery. Concerning the two last propositions, only a tiny minority (less than 3% twice) does not consider that the co-created model will help acquiring a better insight on citizen's needs or increasing trust among citizens and municipality.

Perceived added values				
	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Better insight on citizens' needs	3%	2%	47%	48%
Better decisions made	3%	6%	52%	39%
More effective service delivery	3%	4%	47%	46%
Increased trust among citizens and municipality	2%	6%	44%	48%
Total	3%	4%	47%	46%



The other added values of the co-creation model identified by respondents are:

- A better management of the needs of the staff at the service of the administration
- Greater confidence and consideration of the City Council
- The fact that citizens would feel responsible for the decisions taken
- Empowerment of citizenship
- A better understanding of the real problems of the population
- Greater degree of acceptance by citizens of the decisions made by the administration
- Greater transparency
- Improvement in the management of the public finances by focusing on the reality of the municipality
- Increased awareness of public problems or incidents
- Involvement of all social and economic agents in the process of creating services and resources for citizens.



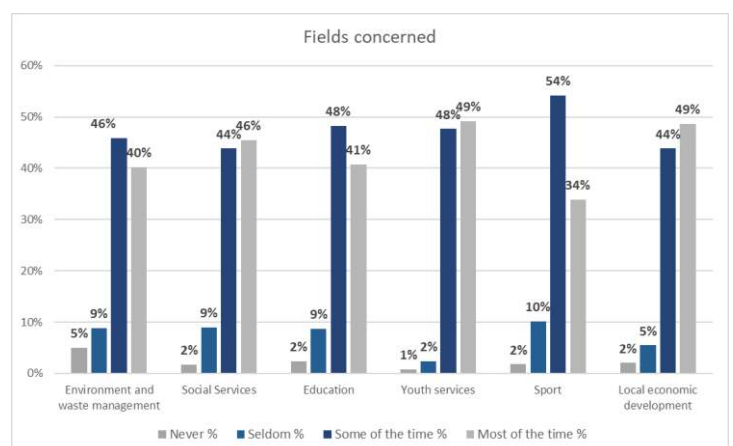
- Involvement of citizens with their City Council to improve the management and resources of the city, and also their quality of life.
- Opening and involvement of different sectors
- Favours positive feedbacks concerning public administration
- Reorganization of resources and actions according to the real needs of the citizens, giving priority to those aspects that the citizens consider of greater importance for the better coexistence of their neighbours. After all, it would be to build the city where the neighbours and neighbours want to live.
- Improvement of public management.
- Uniformity in the procedures of all those involved

26 - If yes, in which field?

This question helps to define the current state of co-creation actions in municipalities located in these four countries. In municipalities where co-creation actions have been implemented, the most common and frequent initiatives concern local economic development (48,63%), youth services (48,82%) and social services (45,51%). Some co-creation initiatives are considered to be more occasional by civil servants, as those related to sport (54,17%), environment and waste management (46%) and educational services (48,26%). Furthermore, some actions appear to have rarely or even never been implemented in these municipalities, such as environment and waste management (5% of them declaring that it was never implemented whereas 8,8% of them declare that it is seldom implemented); sport (1,79% of them declaring that it was never implemented whereas 10,12% of them declare that it is seldom implemented); and educational services (2,33% of them declaring that it was never implemented whereas 8,72% of them declare that it is seldom implemented).

It is our partners' mission to determine if they want to develop co-created modules focusing on those less common fields, or if they want to support the dynamic initiatives already implemented on the local level.

Fields concerned				
	Never	Seldom	Some of the time	Most of the time
	%	%	%	%
Environment and waste management	5%	9%	46%	40%
Social Services	2%	9%	44%	46%
Education	2%	9%	48%	41%
Youth services	1%	2%	48%	49%
Sport	2%	10%	54%	34%
Local economic development	2%	5%	44%	49%
Total	2%	8%	47%	43%



Other types of Co-creation actions already implemented in these four municipalities located in these four countries:



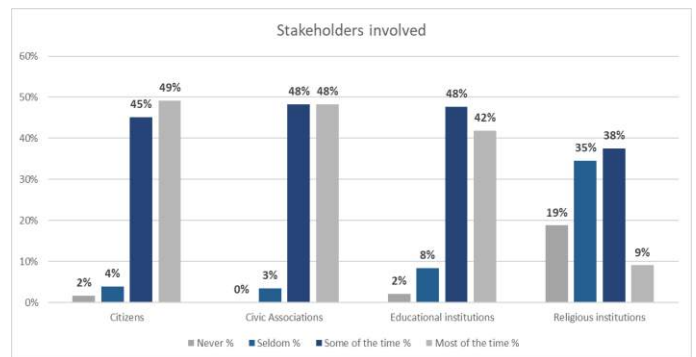
- Citizen participation
- Cultural
- Celebrations/ Parks and gardens, ...
- Economy
- Environment and waste management
- Health care
- Participatory budgeting in all fields
- Personal training
- Project design, knowledge of the needs of citizens and neighbourhood needs

- Public Works
- School
- Strategic planning
- Retired persons
- Tourism
- Urban planning, as well as urban management and discipline
- Women, drug prevention and other addictions ...
- Works and services, citizen mobility, health

27 - Which stakeholders are involved?

The major stakeholders involved in these co-creation actions and identified by civil servants are, in order, civic associations (96,56% involved “most of the time” or “some of the time”), citizens (94,35% involved “most of the time” or “some of the time”), and educational institutions (89,52% involved “most of the time” or “some of the time”). Conversely, religious institutions seems to be involved in only half the cases (almost 46,67%; “most of the time” and “some of the time”). This confirms us that this particular stakeholder cannot be considered as a key and vital partner in the future. The learning tools produced by our partners will have to be tailored and targeted to these specific actors. These stakeholders will have to be involved already at the beginning of the first project activities.

Stakeholders involved				
	Never	Seldom	Some of the time	Most of the time
	%	%	%	%
Citizens	2%	4%	45%	49%
Civic Associations	0%	3%	48%	48%
Educational institutions	2%	8%	48%	42%
Religious institutions	19%	35%	38%	9%
Total	5%	12%	45%	38%



Other stakeholders involved in Spain:

- All the associations linked to the different councils involved
- Associations of parents of students
- Business
- Citizens and civic associations
- Entrepreneurs and sports, social and cultural organizations
- Government and technical staff
- Local entrepreneurs
- NGOs
- Political Institutions

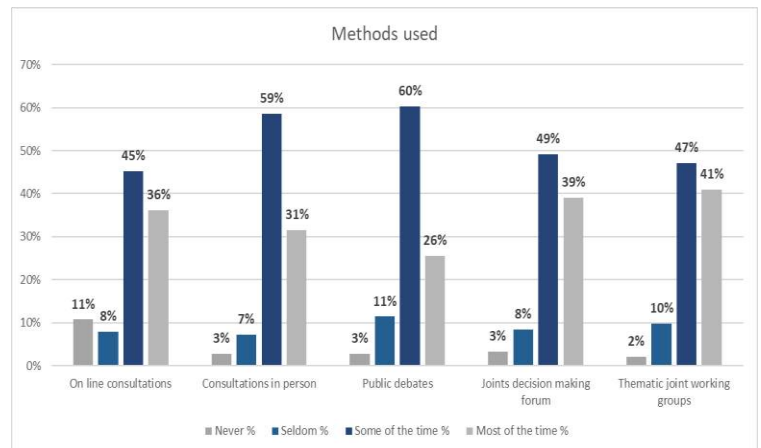


- Provincial Government, Regional Government, Andalusian Government, State, Hydrographic confederation...
 - Public administrations
 - Public and private companies, entities, collectives in general
 - Sports clubs, associations of employers and trade unions, professional associations
 - Trade and SMEs
- Other stakeholder involved in Italy:
- Schools

28 - Which methods are being used to involve them?

According to this survey, the most common working methods adopted in these municipalities by local authorities and stakeholders are consultations in person (90%), joint decision making forum (88,2%), and thematic joint working groups (88%). The least common practise is on-line consultations (18,64%) and public debates (14,13%). This means that this way of communicating and exchanging can be futher developed and promoted among volunteers and civil servants.

Methods used				
	Never	Seldom	Some of the time	Most of the time
	%	%	%	%
On line consultations	11%	8%	45%	36%
Consultations in person	3%	7%	59%	31%
Public debates	3%	11%	60%	26%
Joints decision making forum	3%	8%	49%	39%
Thematic joint working groups	2%	10%	47%	41%
Total	4%	9%	52%	35%



The various methods used to involve stakeholders in these municipalities:

- Celebration of themed events
- Coexistence Days
- Communication of results, feedback techniques in which the involved entity verifies that the actions are having results
- Meetings, talks
- Online Consultations and Public Debates
- Participatory methodologies
- Social networks
- Structured Interviews
- Test users after being served.
- Workshops on specific projects or actions that affect the design of the city as design of recreational areas, reordering of traffic, needs of

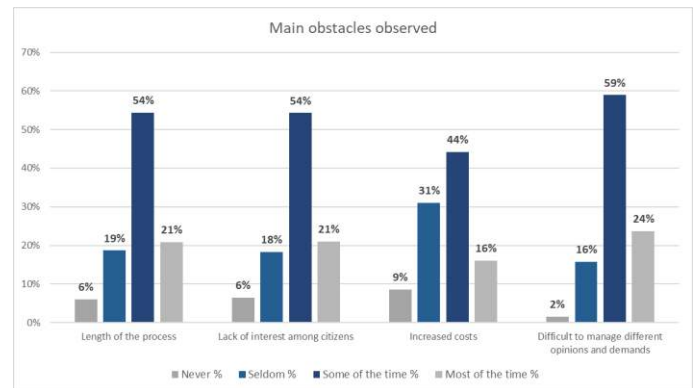


equipment or actions, distribution of municipal resources according to the needs.

29 - What are the main obstacles encountered?

Almost 82% of civil servants surveyed declare that the main obstacle encountered was the difficulty to manage different opinions and demands (“agree” and “strongly agree”). Then followed the risks related to the lack of interest among citizens (75,3%) and the length of the process (75,3%). Increasing public expenses and costs of these projects are not considered as the main obstacle for civil servants. In fact, according to these results, 40% of civil servants think that the financial factor is a significant concern for municipalities (“disagree” and “strongly disagree”).

Main obstacles observed				
	Never	Seldom	Some of the time	Most of the time
	%	%	%	%
Length of the process	6%	19%	54%	21%
Lack of interest among citizens	6%	18%	54%	21%
Increased costs	9%	31%	44%	16%
Difficult to manage different opinions and demands	2%	16%	59%	24%
Total	6%	21%	53%	20%



The main other obstacles identified by respondents are related to:

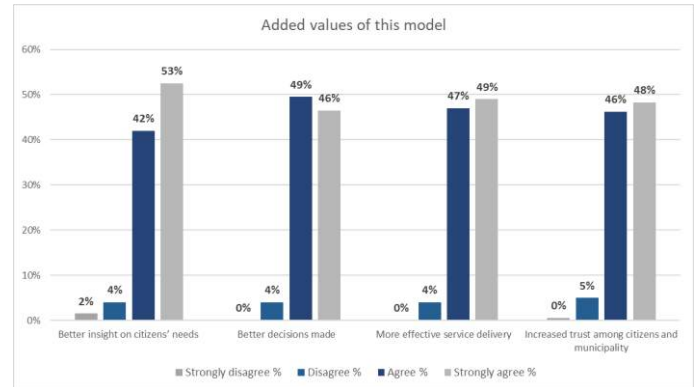
- Communication channels issues
- Difficulty of coordination
- Economic constraints
- Financing and legality
- Lack of communication
- Lack of education for participation
- Lack of interest and length of process
- Lack of purpose in projects
- Particular interests of citizens, collectives, entrepreneurs, etc ...
- Political and personal interests
- The availability of the acting agents
- The compatibility of schedules of citizens with the processes of participation. It is necessary to adapt the schedules of the meetings or workshops to the possibilities of the citizenship, so that it adapts to the majority. Likewise, it could be an obstacle the refusal of people involved in the processes to facilitate citizen participation.
- To arouse the interest of the different agents involved
- General lack of support and general disinterest

30 - What is the added value of the co-creation model according to your experience?



According to civil servants, the most valuable aspect of this model is the better insight on citizen's needs. More generally, we can observe that each proposal has been praised and supported by more than 90% of them ("agree" and "strongly agree"). The proposals that caused the most disagreements were 'Better insight on citizens' needs' (5,5%) and "Increased trust among citizens and municipality" (5,48%).

Added values of this model				
	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Better insight on citizens' needs	2%	4%	42%	53%
Better decisions made	0%	4%	49%	46%
More effective service delivery	0%	4%	47%	49%
Increased trust among citizens and municipality	0%	5%	46%	48%
Total	1%	4%	46%	49%



The other added values of these actions mentioned by respondents are:

- A better knowledge of needs and more effective service
- Democratic value of the management of public resources
- Providing the opportunity to discuss the pros and cons
- Empowerment of citizenship.
- Greater degree of acceptance by citizens of the decisions made by the administration
- Growing up in democracy
- Improvement of the relationship between the City Council and the citizen through the training of the official staff working in the institution
- Increased participation and involvement of the citizenry as participatory processes.
- Involvement of all social and economic agents in the process of creating services and resources for citizens.
- Modernization and efficiency in public administration
- Overall satisfaction.
- Planning strategies and actions that arise
- Better integration of members in the events of the municipality.

31 – How can this model be improved?

This question was an open question, hence the fact that this answer consists in a summary of the suggestions for improvement proposed by respondents.

The proposals and hypothesis for this model to be improved are listed below:

-Italian respondents:

- Demands for better knowledge and understanding of the needs and requests in the whole territory

-Spanish respondents:



- Need to define clearly the goals of these actions
- Commitments of supports from supra local entities and greater political, administrative, economic and management autonomy for the municipalities.
- Increased transnational cooperation
- Creating awareness in the local administrations about the importance of involving all the agents in the decision-making process and management of public resources.
- Detecting social leaders to involve them.
- Greater dedication and greater confidence in citizens.
- Need to hold periodic meetings to exchange experiences among technicians. Exchanging tools designed to achieve certain goals.
- Implementing the system with the progressive involvement of the private sector
- Necessary improvement of leadership, greater support of decision makers, political restraint
- Improving communication and advertising
- Increasing resources for development
- Interacting more with the citizen
- Involving citizens through participatory budgets, creating a suggestion box in the City Council, training municipal employees including the possibility of sharing experiences with other municipalities of EU countries, etc.
- Making citizens aware of the importance of their participation
- Making commissions by areas of population.
- Simplifying and improving procedures
- Need to broaden the areas in which the support / intervention / debate / or contribution of citizenship ideas can be requested through their professional associations, for example, but without hindering political decision-making or Obstructs administrative work. The transparency in the Local Government is necessary but with limits to not collapse of requests of information towards or of the citizen in all the areas of competence.
- Need of specific staff training and an exchange of experiences
- Training local government professionals
- Greater involvement of politicians and personnel responsible for the development of the projects in an invested way
- Need of the collaboration of the majority
- French respondents:
 - Demands for more communication actions online on the internet.
 - Introduction of co-creation actions with citizens in all public policy.
 - Demands for more coordination.
- The notion of Co-creation is new. Hence the fact that it needs to show decent results. It is only when citizens, services and elective representatives will observe the efficiency of this project that this type of experience will be renewed and intensified.
- Increased participation of citizens in partners' debates
- A more proactive communication and a real political will



- Training of local elected representatives
- Sharing of knowledges and different methods for leading activities according to each objectives
- Recognition of successful experiences
- Greater transparency on the rules and limits of these practises and reliability in the use of data
- Bulgarian respondents:
 - Implementation of information campaigns, workshops, etc.
 - With insistence on the part of the administration - citizens and various NGOs will become more active if they see the outcome of this cooperation
 - Greater creativity
 - On-line consultation
 - Demands for more meetings and discussions with citizens
 - Better access to information
 - Better communication and explanatory campaigns
 - Development of trust
 - Effective and clever planning
 - Public-private partnerships

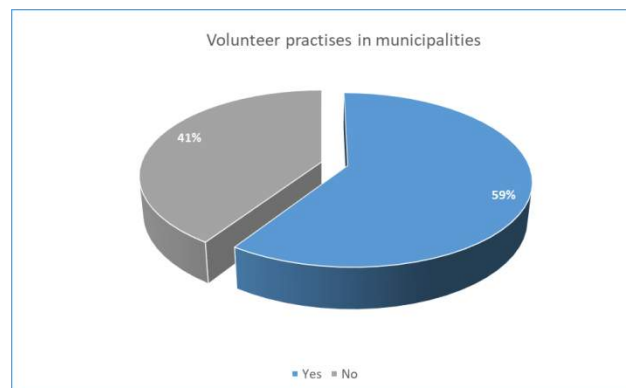
SECTION 3 – Volunteer

The purpose of the section 3 is to investigate on the current state of knowledge about volunteer practices; personal experiences on that and opinions about, or even on possible approaches on how to co-create volunteer projects in these different municipalities.

32 - Do you know about volunteer practices directly promoted and implemented by your municipality?

Among the 340 respondents to this question, 59,4% of civil servants are aware of volunteer practices directly promoted and implemented in their municipality. Italian civil servants are those who are more aware of these practices with 69% of them, followed by French civil servants (58,5%) and by Bulgarian civil servants (58,4%). Thus, Spanish civil servants are the least aware of these practices in their municipality (45,8% of them), whereas the percentage drops to around 30% in Italy and 40% in France.

Volunteer practises in municipalities		
Country	Yes	No
	%	%
Italy	69%	31%
Spain	54%	46%
France	59%	41%
Bulgaria	58%	42%





Total	59%	41%
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33 - Have you been directly involved in them?

Among those who know about the volunteering activities, there's a clear majority of people that have not been involved. Indeed, nearly 64% of respondents have never been directly involved in any volunteer actions promoted and implemented in their municipality. Bulgarian civil servants are those who participated most extensively in volunteer initiatives, with 49% of them. French civil servants are also strongly represented with 38,5% of them who have already participated in such actions. At the other end, only a quarter of Spanish civil servants (23,3%) already got involved in it.

Direct involvement of respondents in volunteer practises		
Country	Yes	No
	%	%
Italy	25%	75%
Spain	23%	77%
France	38%	62%
Bulgaria	49%	51%
Total	36%	64%



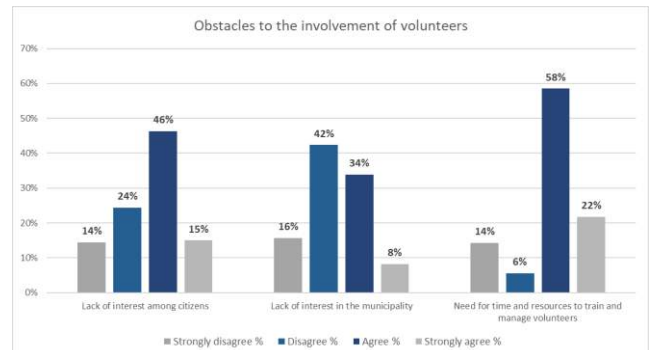
34 - In your view, what are the obstacles to the involvement of volunteers in the municipality?

Everywhere it is consensual that the scarce involvement of volunteers is due to the lack of financial and human resources to train and help the volunteers. Indeed, 80% of civil servants share this view, with 21,73% of them who “strongly agree” and 58,49% who “agree”. French and Bulgarians civil servants have specifically approved this proposal (94,28% and 92,3% respectively).

The lack of interest among citizens is also, to a lesser extent, an identified obstacle to the involvement of volunteers for 61,3% of them. Conversely, there is a percentage of 58% of respondents rejecting the idea that the lack of interest from municipalities is a source of problems for the involvement of volunteers. Italian and Spanish were those who rejected the most this assumption (62,82% and 60% respectively), whereas more than half of French civil servants (54,5% of them) approved it.

Other common reasons were put forward such as the difficulties to manage all volunteers and to communicate in order to define a generally accepted concrete agenda. This is a key area that the Co-created project could tackle in profit of both parts: Not only trainings but actually online platforms to manage this kind of demands.

Obstacles to the involvement of volunteers				
	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Lack of interest among citizens	14%	24%	46%	15%
Lack of interest in the municipality	16%	42%	34%	8%
Need for time and resources to train and manage volunteers	14%	6%	58%	22%





Total	15%	23%	47%	15%
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The main obstacles identified by respondents are related to:

- The problems related to the contribution of infrastructures allocated by the administration
- Deficiencies in communication and advertising
- Ignorance of the activities to be carried out
- The adequacy between the volunteer's work and their personal concerns
- Lack of a regulated access model
- Lack of continuity in projects and actions
- Lack of coordination between the administration and agents involved.
- Lack of free time of citizens interested in participating in volunteering
- Lack of interest of citizens
- Lack of interest on the part of the municipality and lack of training in this field of municipal workers
- Lack of knowledge in foreign languages
- Lack of motivation and clear objectives
- Lack of time and personal interest
- Lack of training for the correct management of quality volunteering in the third sector organizations and also lack of specific and quality attention in the specific attention of volunteering.
- The low awareness of the citizens.
- The total lack of interest on the part of the municipality with respect to the voluntary service
- Too much bureaucracy
- Lack of respect for the actions of the City Council.

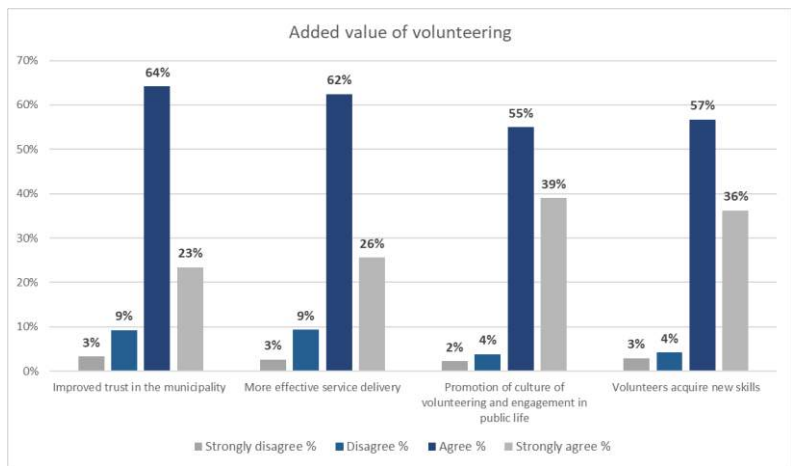
35 - What is the added value of volunteering according to your experience?

All four presented reasons got a majority of “agree” and “strongly” votes. For the respondents, the most significant added value of volunteering is the promotion of culture of volunteering and engagement in public life. Indeed, almost 39% of them strongly agree with this assumption, while more than 55% of them agree with it. The acquisition of new skills by volunteers follows just after, with 36,25% of respondents who “strongly agree” and 56,63% of them who “agree”. The improved trust in the municipality and the increased effective service delivery come afterwards as the important added values.

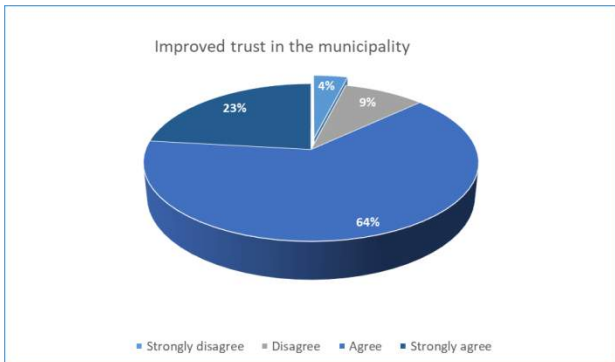
However, the majority of “agree” answers vary from country to country. In Spain and in Bulgaria the clearest added value was considered to be the “improved trust in the municipality” (92,8% and 96,42% respectively), whereas in Italy it was the “more effective service delivery”(88,5%) and in France the acquisition of new skills (100%).



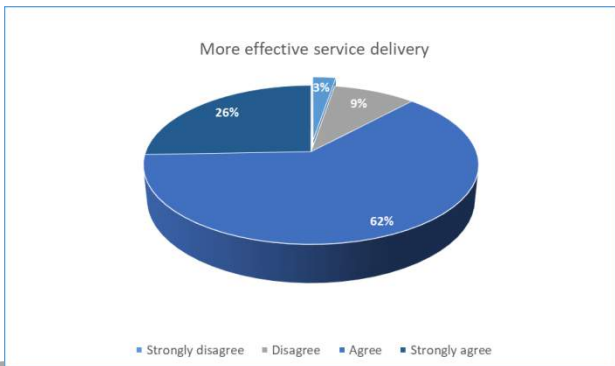
Added value of volunteering				
	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Improved trust in the municipality	3%	9%	64%	23%
More effective service delivery	3%	9%	62%	26%
Promotion of culture of volunteering and engagement in public life	2%	4%	55%	39%
Volunteers acquire new skills	3%	4%	57%	36%
Total	3%	7%	59%	31%



Improved trust in the municipality				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	10%	18%	55%	17%
Spain	2%	7%	69%	22%
France	3%	13%	55%	29%
Bulgaria	1%	2%	68%	29%
Total	4%	9%	64%	23%



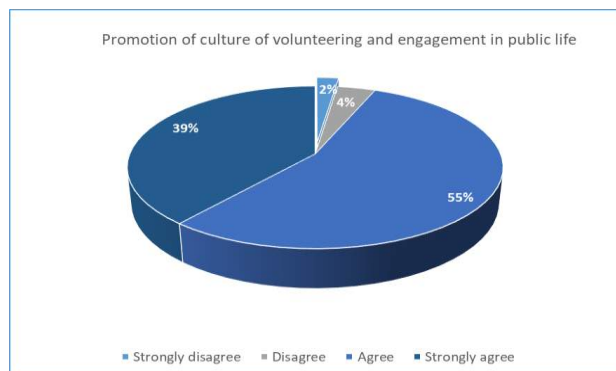
More effective service delivery				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	8%	4%	69%	19%
Spain	0%	12%	62%	27%
France	6%	19%	53%	22%
Bulgaria	0%	8%	60%	32%



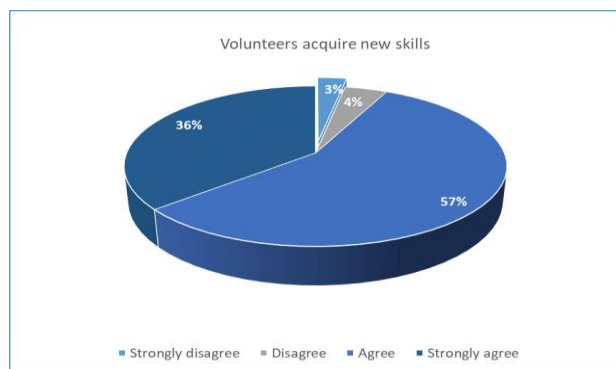


Total	3%	9%	62%	26%
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Promotion of culture of volunteering and engagement in public life				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	9%	8%	53%	31%
Spain	0%	2%	58%	40%
France	0%	6%	41%	53%
Bulgaria	0%	2%	59%	39%
Total	2%	4%	55%	39%



Volunteers acquire new skills				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	12%	10%	51%	27%
Spain	0%	4%	58%	38%
France	0%	0%	55%	45%
Bulgaria	0%	1%	60%	38%
Total	3%	4%	57%	36%



The added value of volunteering according to the experiences of respondents are related to:

- The acquisition of skills.
- The acquisition of skills by volunteers and promotion of volunteering.
- Education and training of diverse people in specific problems with which they are actively involved and collaborate.
- Greater impact of the actions implemented.
- Greater involvement in the work areas where participation is involved and therefore better integration in the municipality, in society, and in the efficiency of public services, since human and material resources are limited.
- Increased responsibility and civic education.
- Invites the volunteer of his own action, improves his self-esteem by being able to help others, helps civic associations to develop their projects.
- Involvement of diverse groups and social estates as well as improvement of the coexistence of the citizenship.
- More involvement of the population in actions that improve the city and the quality of life of citizens.
- Personal and collective experiences.
- Promotion of solidarity and the altruistic participation of people in services and activities.
- Self-confidence and motivation.

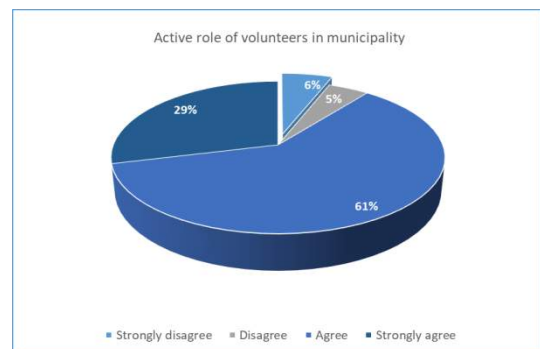


- The satisfaction that results from being useful to other people in a disinterested way.

36 - Do you think that the volunteers could have a more active role in your municipality?

In all four countries, there is not a representative percentage of negative votes towards the answers. This means that further engagement from the citizens in volunteer activities is possible and desired. The percentage of “agree” and “strongly agree” votes are beyond 80% in all cases. In Spain, more than 97% of civil servants surveyed agree or strongly agree with this proposal. The lowest rate of approval is to be found in Bulgaria, where 83,16% of civil servants agree with it. Moreover, it is significant to mention that in Bulgaria, the “totally agree” votes have the same percentage (42%) than the “agree” votes (42%). In France and Italy, between 87% and 88% of civil servants agree with the fact that volunteers could have a more active role in municipalities.

Active role of volunteers in municipality				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	1%	10%	69%	19%
Spain	3%	0%	67%	30%
France	0%	13%	74%	13%
Bulgaria	15%	2%	42%	42%
Total	6%	5%	61%	29%



37 – How?

The volunteers would have a more active role in municipalities if they have the opportunity to participate in the construction of public policies, to have increased funding and a better access to information. New methods of joint work and exchanges of experiences and practises should also be privileged. Furthermore, there has been many demands for substantive projects and more participation in neighbourhood actions. The diversification of areas and subjects of co-created projects should also appear as a priority. The recognition and valuation of the important role of volunteers. It would also be significant if volunteers could participate in the organisation of events, to the writing of reports, and in budget meetings thanks to the implementation of platforms. These respondents also expressed their will to see volunteers and local civil servants benefiting better trainings.

SECTION 4 – European Programmes

This fourth final section will focus on information and knowledge about EU projects: EU programmes knowledge, main problems encountered in drafting proposals, problems related to the search of eligible partners, limits linked to the language knowledge shortage or even technical support identified and needed.



38 - Which European programmes do you know?

38.1. Direct programs (managed directly by the European Commission or delegated agencies)

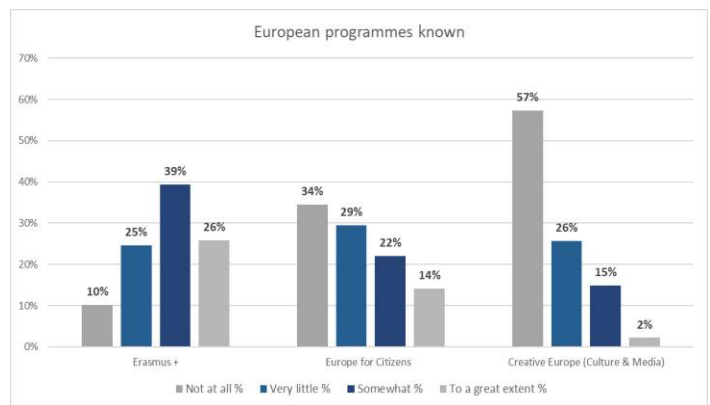
To all participants the most known programme is Erasmus+. Indeed, more than a quarter of them know it to a great extent, whereas 41,85% of them know it a little bit. Almost a fifth of respondents only know few information concerning it (19,81%), and 10% do not know anything about it. Bulgarian civil servants are the most aware concerning this programme, with 52% of them who know it better. Conversely, 40% of the Italian participants declared to know “very little” about this programme.

The programme “Europe for citizens” is also relatively ignored by the vast majority of respondents. Indeed, a third of them (34,44%) do not know anything about it; whereas 29,46% know very little about it. Only 14% of respondents are proficient concerning this programme. Bulgarian civil servants are the most aware, with 38,7% of them who know it to a great extent. Conversely, there is no French civil servants who are aware of this programme (only 19,4% of them know a little bit about it).

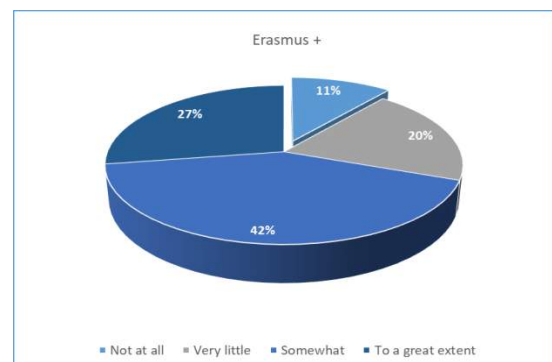
The programme “Creative Europe” is by far the least known programme for all the participants, with 57,25% of them who do not know it at all, and a quarter of them who know very little about it (25,72%). Actually, only a minority is proficient concerning this programme (2,17%).

One can argue that in an era where media and communication play a key role in our lives, everyone one should use the given tools to the maximum. Some formations could be useful.

European programmes known				
	Not at all	Very little	Somewhat	To a great extent
	%	%	%	%
Erasmus +	10%	25%	39%	26%
Europe for Citizens	34%	29%	22%	14%
Creative Europe (Culture & Media)	57%	26%	15%	2%
Total	32%	26%	26%	15%



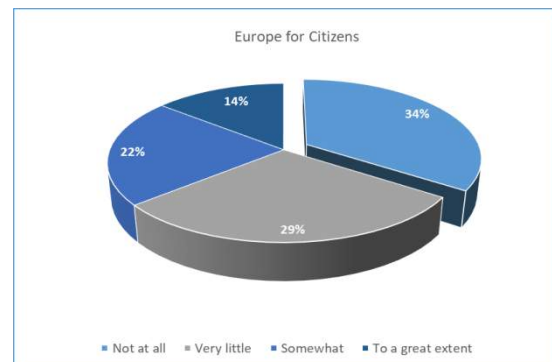
Erasmus +				
Country	Not at all	Very little	Somewhat	To a great extent
	%	%	%	%
Italy	22%	40%	28%	10%
Spain	7%	17%	53%	23%
France	8%	10%	55%	28%
Bulgaria	8%	9%	31%	52%



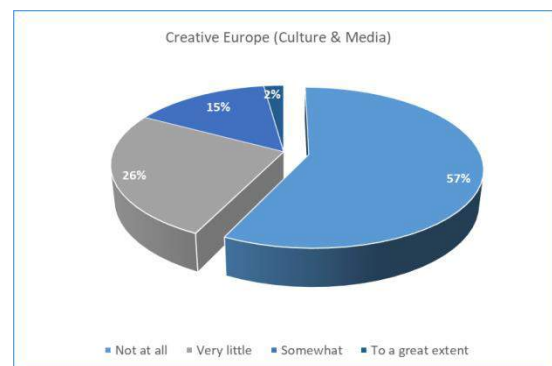


Total	11%	20%	42%	27%
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Europe for Citizens				
Country	7	Very little	Somewhat	To a great extent
	%	%	%	%
Italy	64%	30%	3%	3%
Spain	11%	50%	33%	6%
France	58%	22%	19%	0%
Bulgaria	9%	17%	35%	39%
Total	34%	29%	22%	14%



Creative Europe (Culture & Media)				
Country	Not at all	Very little	Somewhat	To a great extent
	%	%	%	%
Italy	68%	27%	5%	0%
Spain	59%	28%	12%	2%
France	80%	11%	9%	0%
Bulgaria	25%	29%	38%	7%
Total	57%	26%	15%	2%



38.2. Indirect (managed by the national and regional authorities in the European Union Member States)

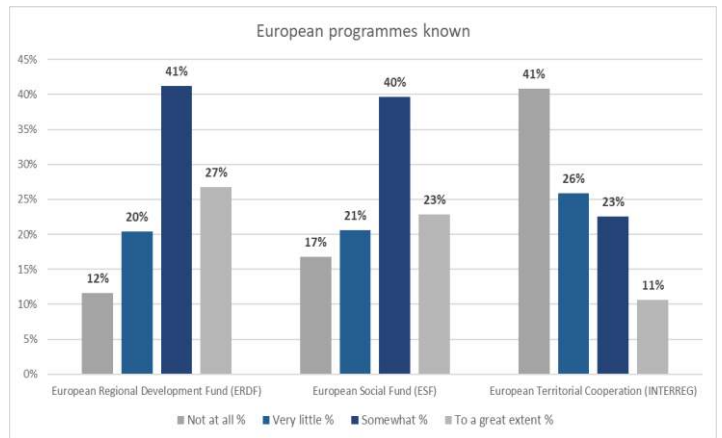
The most well-known programme is the European Regional Development Fund. Indeed, 41,19% of respondents know it a little bit, while a quarter of them (26,73%) knows it to a great extent. Almost half of Bulgarian civil servants know a lot about this program while only 6,4% of Italian respondents are proficient concerning this program.

The European Social Fund is quite well-known by these civil servants, with 22,86% of them who are proficient and 39,68% of them who are sufficiently informed. As was the case for the ERDF, more than 20% of them know very little concerning it. Finally, 16,83% of them do not know anything about the ESF. The proportion of Italian, Spanish and French civil servants who know to a great extent this program is below 10%, whereas 57% of Bulgarian civil servants are proficient concerning this program.

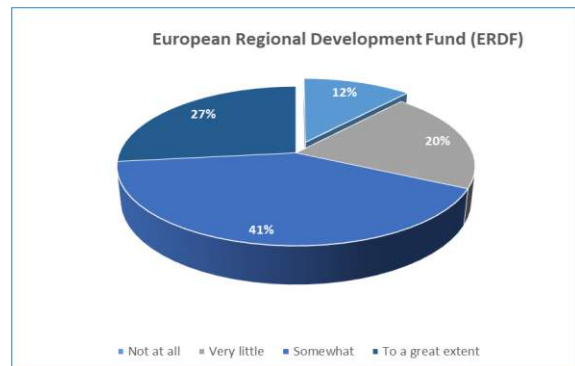
INTERREG is the least known programme, with only 10% of respondents being proficient, 22,59% of them being relatively informed about it, and quarter of them knowing it a little bit. This means that 40,86% of them do not know it at all.

For example, 10% of Italian civil servants somewhat know this program (none of them know it to a great extent), contrary to 39% of Bulgarian civil servants.

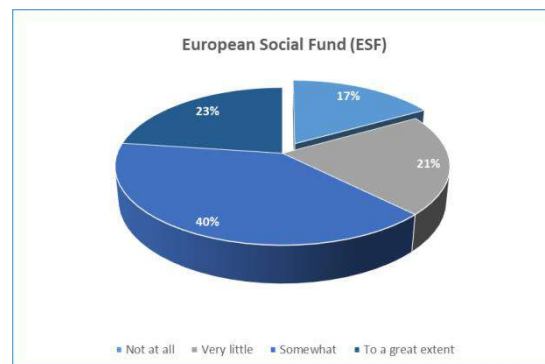
European programmes known				
	Not at all	Very little	Somewhat	To a great extent
	%	%	%	%
European Regional Development Fund (ERDF)	12%	20%	41%	27%
European Social Fund (ESF)	17%	21%	40%	23%
European Territorial Cooperation (INTERREG)	41%	26%	23%	11%
Total	23%	22%	35%	20%



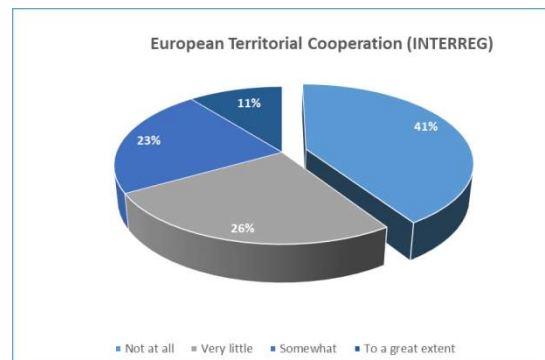
European Regional Development Fund (ERDF)				
Country	Not at all	Very little	Somewhat	To a great extent
	%	%	%	%
Italy	31%	40%	23%	6%
Spain	8%	16%	52%	25%
France	10%	18%	53%	20%
Bulgaria	0%	10%	38%	53%
Total	12%	20%	41%	27%



European Social Fund (ESF)				
Country	Not at all	Very little	Somewhat	To a great extent
	%	%	%	%
Italy	33%	32%	26%	9%
Spain	18%	24%	48%	10%
France	15%	13%	55%	18%
Bulgaria	0%	9%	34%	58%
Total	17%	21%	40%	23%



European Territorial Cooperation (INTERREG)				
Country	Not at all	Very little	Somewhat	To a great extent
	%	%	%	%
Italy	63%	27%	10%	0%
Spain	42%	25%	20%	13%
France	33%	33%	30%	5%
Bulgaria	14%	22%	40%	24%
Total	41%	26%	23%	11%



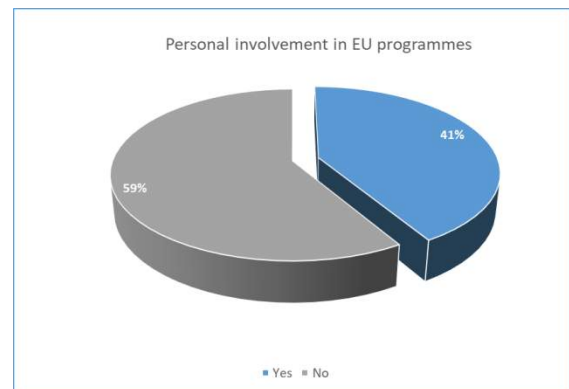


The other European projects and programmes known by respondents are EDUSI, ERASMUS, Euronet 50/50, Estrategia dusi, Horizon 2020, Life, progress, horizonte 2020, FEADER, FEMP, European Agricultural Fund for Rural Development (EAFRD), PSR 2007-2013, ENPI.

39 - Have you been directly involved in one of them?

Only 41,5% of 335 respondents have been directly involved in one of these 6 programmes. In Spain and Italy the percentage of respondents that have never participated in these programmes is above 70% (82% and 70% respectively). However, in France this percentage drops to slightly less than 50% and in Bulgaria to 30%. Co-created partners could create training platforms/simulations helping civil servants to learn more about these programmes, so that the participants and ultimately the municipalities can take full advantages of all the opportunities that are presented.

Personal involvement in EU programmes		
Country	Yes	No
	%	%
Italy	18%	82%
Spain	30%	70%
France	50%	50%
Bulgaria	70%	30%
Total	41%	59%



40 - In your view, which could be the main difficulties in dealing with a European project for your municipality?

The three main difficulties identified by respondents are the lack of knowledge on EU policies and programs (82,6% of them “agree” or “strongly agree”), the possible financial and reporting procedures (80% of them “agree” or “strongly agree”) and the language barriers (77% of them “agree” or “strongly agree”). Conversely, the possible lack of interest from other colleagues only represents a difficulty for 58% of respondents (“agree” or “strongly agree”).

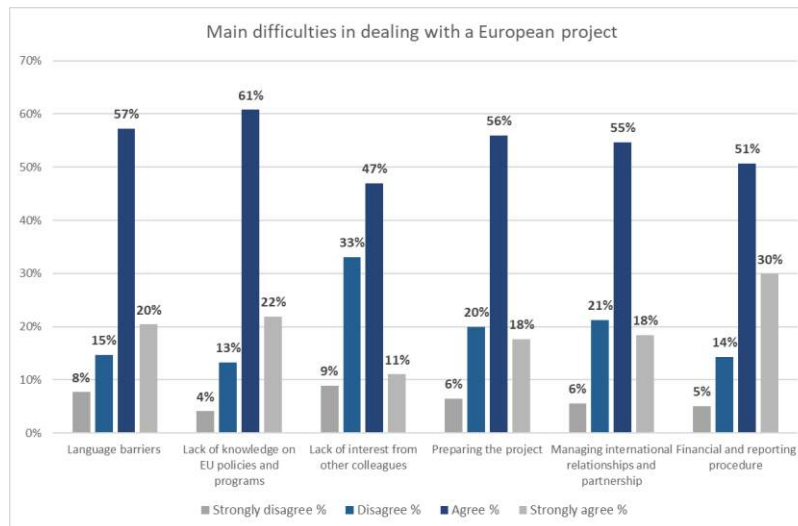
Respondents from both Italy and France mainly pinpointed the lack of knowledge on EU policies and programs (74,3% and 88,2% respectively) and the possible financial and reporting procedures (72% and 79,41% respectively) as the main obstacles to the participation in European project. The lack of knowledge was also present among the concerns of Spanish (88,23%), as well as the lack of experience in project management (78,3%). In Bulgaria the main concerns were above all related to the lack of financing and report procedures (87,2%) and also to the language barrier (98,6%).

Participants from all countries recognized that the language barrier would be, even if not the biggest one, an obstacle in implementing the project. Therefore, for all the trainings and learning materials co-created is going to propose, it could be interesting not only to adapt them to the country’s mother tongue but also to subtitle it in English, in order to adopt a bilingual approach. The development of languages courses is also

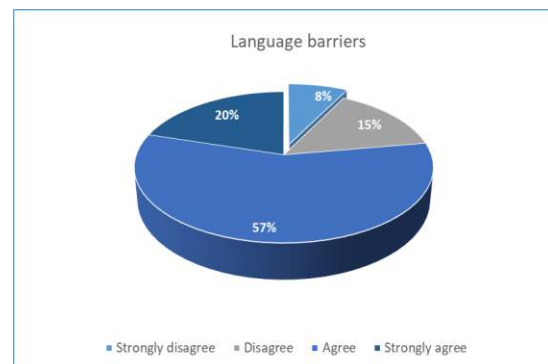


to be privileged. Online and physical training modules should also focus on EU policies and programs, and develop an educational approach to present and explain the latter. Moreover, a section on the online Co-Created Platform should focus on the explanation of the financial and reporting procedures, but also include a tutorial on how to manage these procedures.

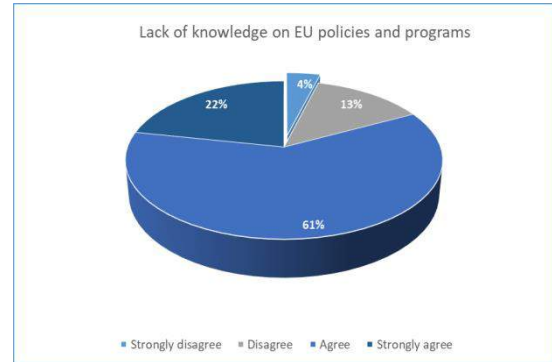
Main difficulties in dealing with a European project				
	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Language barriers	8%	15%	57%	20%
Lack of knowledge on EU policies and programs	4%	13%	61%	22%
Lack of interest from other colleagues	9%	33%	47%	11%
Preparing the project	6%	20%	56%	18%
Managing international relationships and partnership	6%	21%	55%	18%
Financial and reporting procedure	5%	14%	51%	30%
Total	6%	19%	54%	20%



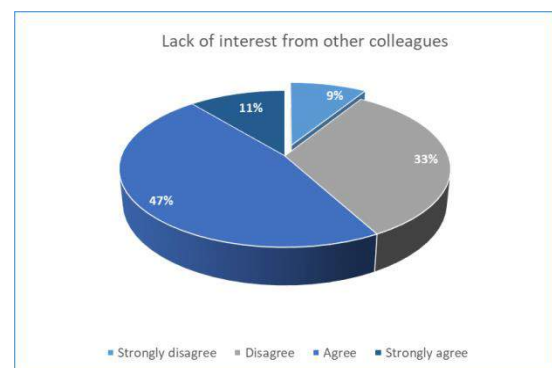
Language barriers				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	21%	17%	44%	19%
Spain	3%	21%	55%	21%
France	13%	17%	60%	10%
Bulgaria	0%	1%	74%	25%
Total	8%	15%	57%	20%



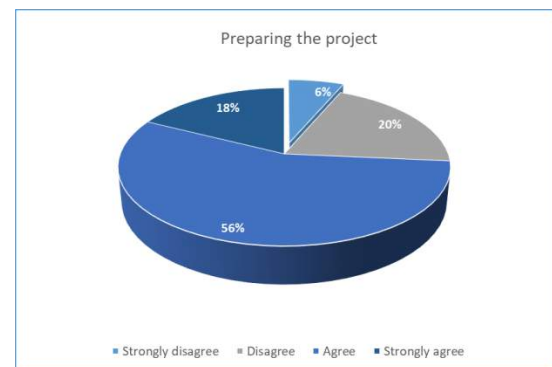
Lack of knowledge on EU policies and programs				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	6%	19%	50%	24%
Spain	2%	10%	67%	21%
France	3%	9%	56%	32%
Bulgaria	6%	15%	65%	15%
Total	4%	13%	61%	22%



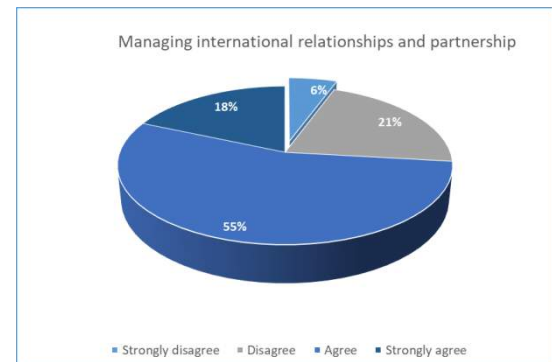
Lack of interest from other colleagues				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	17%	24%	51%	8%
Spain	7%	42%	39%	12%
France	7%	27%	57%	10%
Bulgaria	3%	31%	52%	14%
Total	9%	33%	47%	11%



Preparing the project				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	15%	17%	47%	21%
Spain	4%	18%	64%	14%
France	3%	38%	44%	16%
Bulgaria	2%	20%	57%	22%
Total	6%	20%	56%	18%

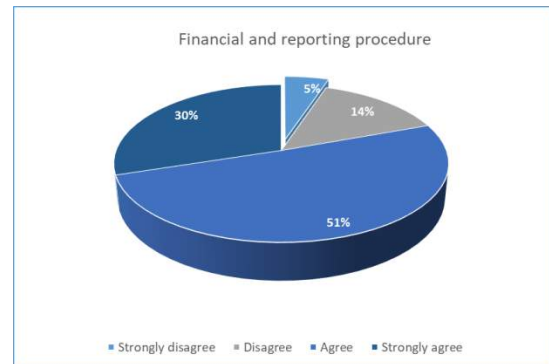


Managing international relationships and partnership				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	15%	24%	44%	17%
Spain	1%	16%	62%	21%
France	7%	37%	50%	7%
Bulgaria	2%	20%	57%	22%
Total	6%	21%	55%	18%





Financial and reporting procedure				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	13%	15%	37%	35%
Spain	4%	14%	47%	34%
France	3%	18%	44%	35%
Bulgaria	0%	13%	70%	17%
Total	5%	14%	51%	30%



The other main difficulties in dealing with a European project for civil servants deals with the research of partners willing to work together, the lack of training and information, all personal availability and reconciliation of family life, or the fact that working on a European programme is complicated because the work to be done is different from what we are accustomed to do in our work.

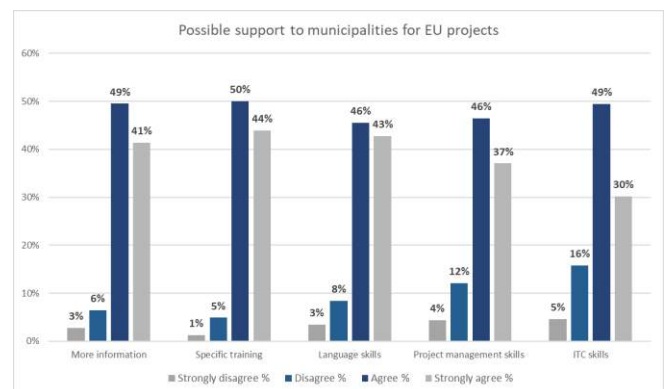
41 - What type of support would, in your opinion, help your municipality to implement a European project?

All categories were in general identified as important to implement a project, but in all four countries “more information” and “specific training” have the higher percentage. Indeed, 90% “agree” or “strongly agree” with the idea of receiving more information, while 94% “agree” or “strongly agree” with the development of specific trainings. Conversely, the lowest approval rate concerns “TTC skills”, with 79,65% of them agreeing or strongly agreeing with the implementation of support actions in this area. Bulgarian participants once again focused the language limitations (followed by Spanish, Italian and then French respondents), and in Spain respondents also focused on TTC Skills (followed by Italian civil servants).

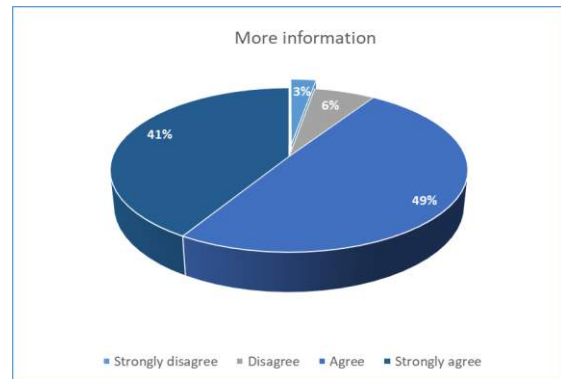
These information might be useful to know when constructing the online training tools. Some respondents also highlighted the need to change mentalities in order to be more involved at work and have the desire to do more, while learning how to keep a balance between work-life and personal life and leisure.

According to respondents, another type of support which would help municipalities to implement European project would be the creation of a teleassistance service (for example via Skype) for local civil servants. Indeed, the occasional organization of virtual appointments with Co-Created representatives would be beneficial for them in order to ask key questions concerning European projects or concerning other issues.

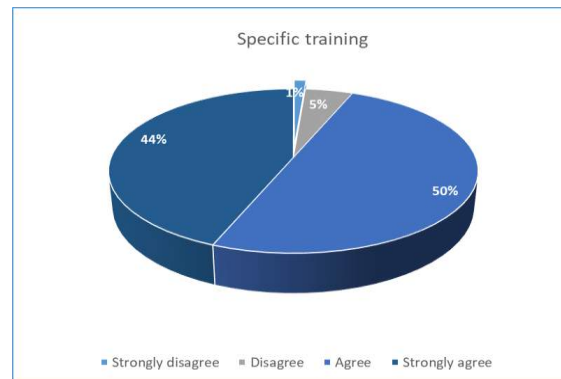
Possible support to municipalities for EU projects				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
More information	3%	6%	49%	41%
Specific training	1%	5%	50%	44%
Language skills	3%	8%	46%	43%
Project management skills	4%	12%	46%	37%
ITC skills	5%	16%	49%	30%
Total	3%	9%	48%	39%



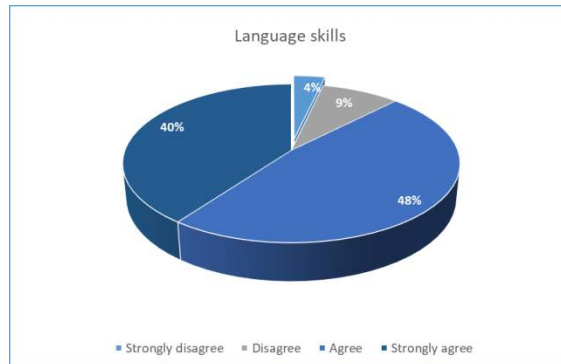
More information				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	9%	9%	42%	40%
Spain	0%	5%	55%	40%
France	0%	12%	38%	50%
Bulgaria	2%	3%	54%	41%
Total	3%	6%	49%	41%



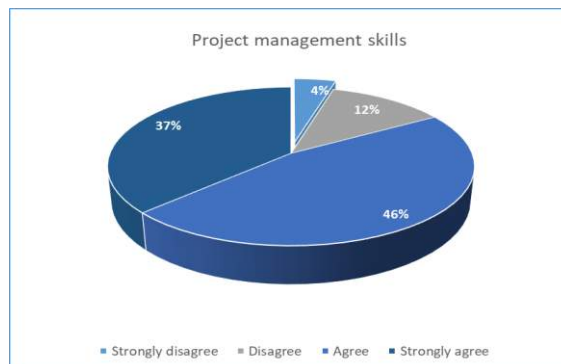
Specific training				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	5%	5%	40%	50%
Spain	0%	8%	50%	42%
France	0%	0%	44%	56%
Bulgaria	0%	2%	61%	37%
Total	1%	5%	50%	44%



Language skills				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	10%	9%	41%	40%
Spain	1%	11%	49%	39%
France	7%	13%	47%	33%
Bulgaria	0%	4%	53%	44%
Total	4%	9%	48%	40%

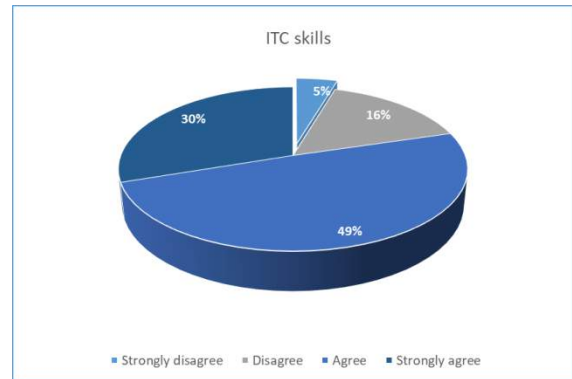


Project management skills				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	10%	6%	42%	41%
Spain	3%	16%	50%	32%
France	3%	30%	40%	27%
Bulgaria	1%	4%	49%	46%
Total	4%	12%	46%	37%





ITC skills				
Country	Strongly disagree	Disagree	Agree	Strongly agree
	%	%	%	%
Italy	12%	13%	40%	36%
Spain	2%	16%	55%	27%
France	6%	36%	36%	21%
Bulgaria	0%	7%	59%	34%
Total	5%	16%	49%	30%





Conclusions

The research gives us important insights about the profile and characteristics of the observed population. Starting from the data that shows how the public employees in the 4 countries are distributed in a non-homogeneous way by age, it is already possible to study the structural conditions of the public administration at European level so as to frame needs and objectives to improve knowledge.

In Italy the age is between 47 and 68 years old, in France and Bulgaria many employees are above 40. Many are not particularly up to date in information technology and about 47% have a good knowledge of English, but they can not necessarily put this knowledge at the service of his professional work and of the citizens.

From the perspective of the continuation of the project action in which this investigation is based, it is useful to establish a certain continuity with the expected lines of it. The survey suggests the direction of updating and deepening the issues and practices in the field of new ITCs, as well as training and refreshing actions on the use of European funds and the more detailed knowledge of the Europe 2020 Programs.

Particular importance is given to the continuation of the training path through the learning and specialization platform on the most useful EU programs for the development objectives of the public administration. This makes it possible to combine the need for greater clarity and knowledge on EU policies and programs with an approach to the languages of technology and new ICT as well as a better and functional mastery of web-based languages.

The motivation of the participants is moreover directed to EU policies, as well as to the improvement and dissemination of knowledge, especially with a view to making new models of co-creation operative that can exploit the potential offered to the maximum and make the public administration a subject increasingly closer to the demands of citizens, as well as stakeholders, able to enhance the capacity for dialogue and joint participation in multiple development initiatives.

If on the one hand the public employed is able to describe his own characteristics and potentiality, on the other hand it is important that real or potential professionalism should be put at the service of citizenship, to build a new model of public administration operation aimed at generating a real and real change in the practice and results of development, growth and participation. In this case this survey and the project itself will be a winning process, as it gives bases to participants satisfaction to be effective producers of society and to society to take advantage from innovation.



Participant Municipalities

Participant Municipalities from France

Sceaux

La Chapelle sur Erdre

Saint Sébastien sur Loire

Schiltigheim

Orvault

Bischwiller

Lingolsheim

Saillans

Participant Municipalities from Spain

Níjar

Vera

Algeciras

Rota

Lucena

Priego de Córdoba

Las Gabias

Moraleda de Zafayona

Peligros

Niebla

Úbeda

Alhaurín De

La Torre

Mijas

Pilas

Utrera

Participant Municipalities from Bulgaria

Avren

Aksakovo

Beloslav

Byala

Valchidol

Devnya

Dolni Chiflik

Dalgopol

Kavarna

Malko Tarnovo

Pomorie

Primorsko

Sozopol

Suvorovo

Tzarevo

Participant Municipalities from Italy

Sambuca di Sicilia

Librizzi

Vita

Aragona

Porto Empedocle

Aidone

Gangi

Villafranca Sicula

Carini

Favara

Racalmuto

Montelepre

Cianciana



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“CO- CREATED: CO-CREATION approaches for European civil servants: EDucational framework” is a project financed by Erasmus Plus, KA2 Strategic partnership in Adult learning, lasting 36 months.

The project was addressed to public officers of Municipalities from four different countries with the aim of deepening and get developing their proficiency in the field of co-creation, by using specialist tools and training in order to diffuse the practice of UE funding, create better cooperation between public and private field and to move up and interest the citizenship towards a real and effective participation to the needs of a complex society.

This publication, represents the intellectual output 1 (IO1), that is the first important and leading issue of the first section of this transnational work. The analysis has shown which is the real representation public officers have of the level of cooperation with citizen, their expectations in cooperating with private organizations, the state of the art regarding their knowledge and awareness about the co-creation model. It will give the basis to an experimental and transnational model of a co-creation participated by the project partners, namely:

Unione degli assessorati alle politiche socio sanitarie e del Lavoro, Palermo (IT), as leading partner

AADL: Association Des Agences De La Democratie Locale, Strasbourg (FR)

FAMP: Federacion Andaluza De Municipios Y Provincias, Sevilla (SP)

UBBSLA: Union Of Bulgarian Black Sea Local authorities Sdruzhenie, Varna (BG).

The challenge will be the one to launch a new, shared practice for co-creation at European level, so to involve Municipalities to cooperate together and to create strategies to let citizen be active part of local development.



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