AlpGov 2 WP 1:
Setting Up an EUSALP Learning Environment

Analysis of Topics with Strategic Relevance for EUSALP AGs and Modules for Capacity Building

(EUSALP Learning Environment Part I Report)

25 November 2020

The project is co-financed by the European Regional Development Fund

Contents

1 General Context 2
1.1 EUSALP and the AlpGov projects 2
1.2 Heading for an EUSALP Learning Environment 2
2 Analysis of Topics with Strategic Relevance and Modules for Capacity Building: Objectives and Methodology 3
2.1 Initial Framing 3
2.2 Exploratory Interviews with AG Leaders 4
2.3 Online Survey with EB Members, AG Leaders and AG Members 4
3 Main Results 5
3.1 Exploratory Interviews with AG Leaders 5
3.2 Online Survey for EB Members, AG Leaders and AG Members 6
3.3 Identified Topics of Strategic Relevance for Capacity Building 12
4 Outlook and Next Steps 13
5 Annex I: Interview Guideline for AG Leaders 14
6 Annex II: Online Survey Questionnaire 16

Imprint

Contracting authority

Bavarian State Ministry of the Environment and Consumer Protection
Division 25 "Alpine Space Networks, European Macroregional Strategies and Funding"
Rosenkavalierplatz 2
D-81925 Munich

Contractor

PLANVAL AG
Nydeggstalden 30
CH-3011 Bern
Phone: +41 27 922 40 80 / Mail: info@planval.ch / Web: www.planval.ch

Authors

Simone Meyer, PLANVAL AG
Dr. Thomas Probst, PLANVAL AG

Version

25 November 2020

Note

PLANVAL is solely responsible for the content of this report.

1 General Context

1.1 EUSALP and the AlpGov projects

The EU Strategy for the Alpine Region EUSALP was adopted by the European Council in 2015. EUSALP includes 48 regions in Austria, France, Germany, Italy, Liechtenstein, Slovenia, and Switzerland. As its main objective, EUSALP aims *"to ensure that this region remains one of the most attractive areas in Europe, taking better advantage of its assets and seizing its opportunities for sustainable and innovative development in a European context."*[1] To this end, the strategy focuses on four priority policy areas: economic growth and innovation, mobility and connectivity, environment and energy, sound macro-regional governance and institutional capacity building.

The AlpGov project[2], implemented in the frame of the Interreg Alpine Space Programme from 2016 to 2019 under the leadership of the Bavarian State Ministry of the Environment and Consumer Protection (StMUV), aimed at supporting efficient EUSALP implementation in a systematic transnational multi-level governance approach. The consortium, representing all EUSALP Action Groups (AG), initiated appropriate governance structures and mechanisms mainly on AG level. Furthermore, the project partners fostered synergies with the General Assembly and Executive Board (EB) as well as with further institutional actors in alpine policy.

AlpGov 2 is the follow-up project[3], running in the Alpine Space Programme from 2020 to 2022, with Lombardy Region as the Lead Partner. StMUV is responsible for the thematic Work Package 1 (WP 1): "Skills development and EUSALP Action Groups empowerment" aiming at professionalising AG work and ensuring proper decision-making, based on given expertise and appropriate capacities of EUSALP actors. One main output shall be the prototype of a "Learning Environment for building capacities on AG and EB level for such topics which are of specific relevance also for the successful implementation of the other WPs". To support the development of this prototype, StMUV assigned PLANVAL as external expert.

1.2 Heading for an EUSALP Learning Environment

In the frame of AlpGov 2 WP 1 and the EUSALP learning environment (LE) process, the following objectives shall be achieved:

- Prototyping, implementation, and ex-post evaluation of an exemplary LE for the EUSALP
- Design of the LE as a well-structured, module-based and innovative learning system, comprising the co-creation of adequate educational contents and didactic methods
- Professionalization of AG work and proper decision-making by capacity building and empowerment of AG members and other relevant actors such as the EB to implement the EUSALP Action Plan and the AG work plans more effectively and sustainably
- Build upon the learning experiences gained in the frame of other macro-regional strategies (MRS)
- Coordination with other AlpGov 2 WPs, above all WP 3, to create synergies
- Outline of ways to transfer and improve the results into activities beyond AlpGov 2

Structure and schedule for setting up the LE are laid down in the "Work Concept Outline" as of 9 April 2020. Accordingly, the process consists of three main elements:

- Part I: Development of a concept for the EUSALP LE
- Part II: Implementing the EUSALP LE modules
- Part III: Presentation and evaluation of the impact of learning activities on AG performance

[1] EUSALP (2020): Mission Statement

[2] EUSALP (2020): AlpGov

[3] EUSALP (2020): AlpGov 2

Throughout these three parts and the respective Activities A to I, three fundamental approaches are combined:

- Full focus on the capacities, resources and especially the needs of the key target groups, i.e. AG leaders and members, EB members and cooperating partners.
- Together with these key target groups, co-creation and prototyping of the LE and the capacity building modules for topics of strategic relevance, based on an iterative Design Thinking process[4].
- Application of agile learning principles and stimulation of organisational development with respective incentives for the whole EUSALP governance system.

2 Analysis of Topics with Strategic Relevance and Modules for Capacity Building: Objectives and Methodology

In Part I of the work process, which is about conceptualizing the LE, emphasis is laid on understanding the respective needs of EUSALP actors. Activity A and B as the first operational tasks intend to build a common ground for the LE by

- Revealing framework conditions and challenges for capacity building
- Identifying concrete learning needs
- Identifying topics of strategic relevance for capacity building

Four work steps serve to achieve these objectives:

1. Initial framing of the capacity building context
2. Exploratory interviews with AG leaders
3. Online survey for EB members, AG leaders and AG members
4. Deriving and outlining relevant topics for capacity building as a synthesis from the previous work steps

The following sub-chapters briefly describe the methodology of framing, interviews, and online survey. The corresponding results, the centrepiece of this report, are summarised in chapter 3. Finally, chapter 4 presents the outlook of the upcoming steps towards the EUSALP LE.

2.1 Initial Framing

To contextualise the current EUSALP situation concerning capacity building and institutional governance as well as to capture the expectations of StMUV, a kick off meeting was held in April 2020, followed by two exchanges with StMUV about EUSALP strategy, structures, processes, stakeholders and contents. Due to the Covid-19 pandemic, all exchanges took place virtually. To dive deeper, a screening of relevant documents and further sources of information took place. This initial framing corresponds to the Design Thinking phase 1 “Understand”.

[4] Design Thinking is a systematic, human-centered way to solving complex problems. User needs and requirements as well as user-oriented innovation are central to the process. Such a process usually consists of six phases: from understanding and observing target groups needs via focusing on central issues to generating ideas, elaborating prototypes of solutions, and testing them. More information e.g. at Hasso-Plattner-Insitut / School of Design Thinking at University of Potsdam (2020): What is Design Thinking?

The scope of the desk research included the following sources:

- AG Work Plans (2016-2020, 2020+), management reports, governance documents (e.g. Rules of Procedure for EB and AG)
- Documents and products from AG projects
- Relevant documents from other MRS, especially the European Union Strategy for the Baltic Sea Region (EUBSR) and the EUBSR Horizontal Action "Capacity", above all the capacity building programme, as well as relevant cross-MRS and INTERACT initiatives and documents, e.g. "Building common capacity support environment for enhanced implementation of the EU macro-regional strategies" (2018)
- Relevant EC documents, e.g. EC Report on the implementation of EU macro-regional strategies (COM (2020) 186 / 578)

2.2 Exploratory Interviews with AG Leaders

The basic comprehension gained by the initial framing set the ground to design interviews with the AG leaders to further deepen the understanding of the situation, and especially to explore the capacity building needs from the perspective of the AG leaders.

- **Method**: Structured interviews, mainly qualitative. Focus on personal experiences and needs. Combining a general Appreciative Inquiry approach addressing individual experience (part A, 5 main questions, several sub-questions) and specific questions on fields of work and ideas for improvement (part B, 3 main and several sub-questions; interview guideline in Annex I). One pretest interview with one AG leader.
- **Setting**: Personal interviews on invitation, conducted by phone or video conference, between 3 and 17 July 2020
- **Participants**: 9 AG leaders (1 per AG)
- **Duration**: 45-60 minutes per interview
- **Post-processing**: Qualitative analysis of interview results and presentation to StMUV

2.3 Online Survey with EB Members, AG Leaders and AG Members

Based on the results of the exploratory interviews, a comprehensive but concise online survey was developed.

- **Method**: Structured survey with a total of 17 questions, mainly qualitative (single choice, multiple choice, and open questions). Foci both on individual perspective and needs as well as overall perspective on EUSALP as a whole. Two pretests (AG leader, AG member)
- **Setting:** Online survey addressing all EB members, AG leaders and AG members, using Survey Monkey web tool. Open 22 September to 13 October 2020.
- **Participants**: 96 (EB members, AG leaders, AG members)
- **Duration**: 10-20 minutes
- **Post-processing**: Semi-statistical analysis of the results

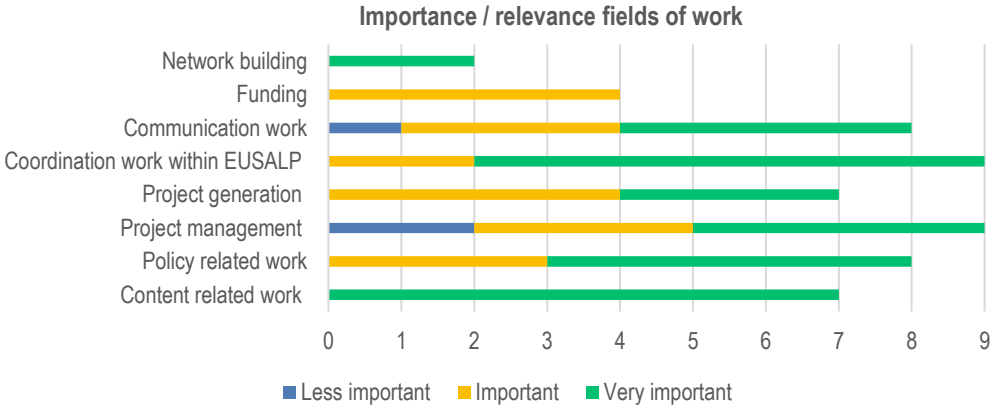
3 Main Results

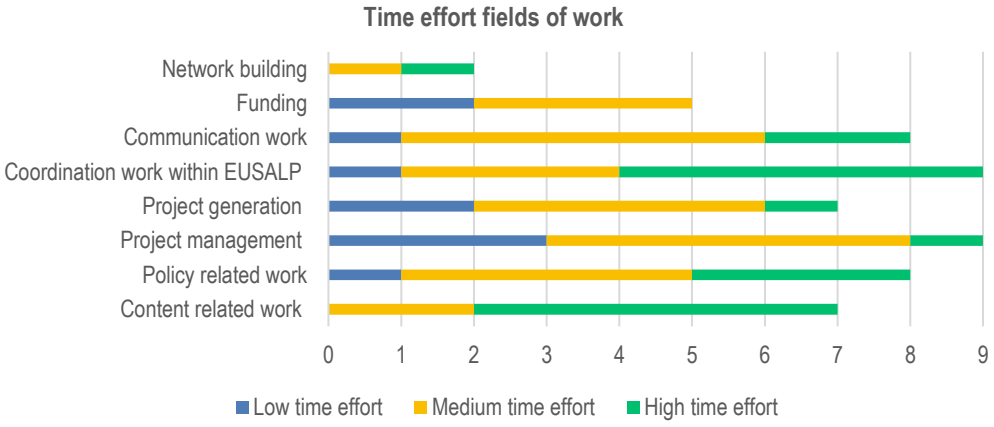
3.1 Exploratory Interviews with AG Leaders

The following summary shows the main results of the exploratory interviews with 9 AG leaders.

Role, fields of work, tasks

- AG leaders perceive their role as interesting and challenging both on operational and strategic level
- Heterogenous picture concerning interpretation of role and priority setting (e.g. preference of strategic or operational tasks)
- Content related work clearly rated most important, diffuse assessment of project management
- Numerous and diverse tasks to be done within the fields of work
- Coordination and reporting as the most time consuming and least efficient fields of work
- Comparison of importance and time effort shows that engagement correponds rather well with relevance
- Appreciation of the experience exchange with other AG leaders and high hopes for the LE.





Main challenges (statement summary, not ranked)

- Challenging combination of administration, coordination, and management tasks with need to keep up with content-related work and progress
- Matching strategic priorities of different levels (presidency, EB, AG)
- Long-term perspective (AG, projects) vs. short-term perspective (reporting, presidency)
- Collaboration in the transnational context
- Activation of AG members
- Identification and activation of stakeholders and networks outside EUSALP (e.g. politicians, economy)
- Communication of EUSALP's concrete added value for different target groups
- Generation of meaningful projects addressing real needs and making impact on local level
- Finding funding opportunities for projects

Long list of potential issues for capacity building (statement summary, not ranked)	• Impact-oriented work • Managing complexity • Change management • Multidimensional governance across sectors and territorial levels • Innovation and co-creation methods • Good ideas for effective transnational projects • Agile ways of working	• Remote / virtual collaboration • Matchmaking to find and involve relevant actors • Effective stakeholder participation • Tailormade communication to specific target groups • Storytelling for effective communication • Mobilising politicians • Entrepreneurial thinking and action • Fundraising and financing projects

3.2 Online Survey for EB Members, AG Leaders and AG Members

The main results of the online survey with 96 participants are presented below, highlighting issues of particular relevance for identifying potential topics for capacity building in the frame of the EUSALP LE. Where not mentioned differently, the results are related to the entirety of participants. Otherwise, the groups EB members, AG leaders and AG members are explicitly addressed.

General questions on individual role and work in the frame of EUSALP

Roles within EUSALP[5]

Role	Number of participants	Percentage
EB member	18	19%
AG leader (or support)	24	25%
AG member	53	56%

Time effort

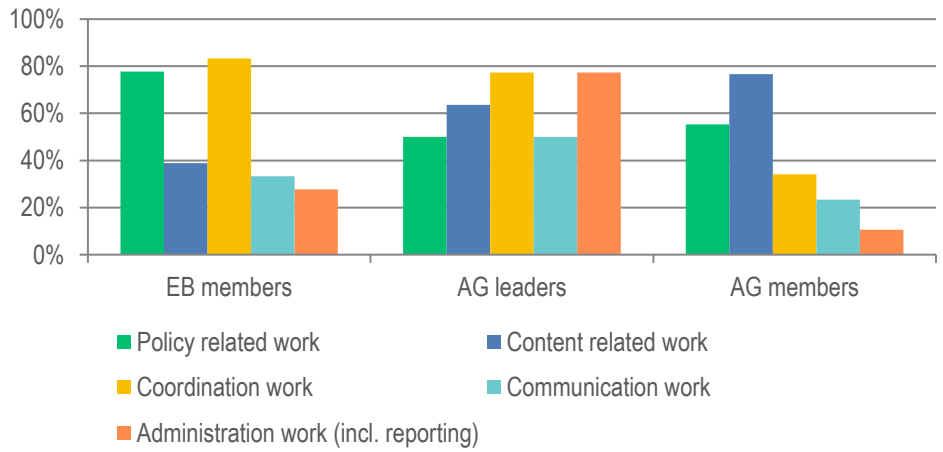
- Large differences concerning the time effort for EUSALP.
- AG leaders invest more time than EB members. AG members invest least time.

Territorial levels of work

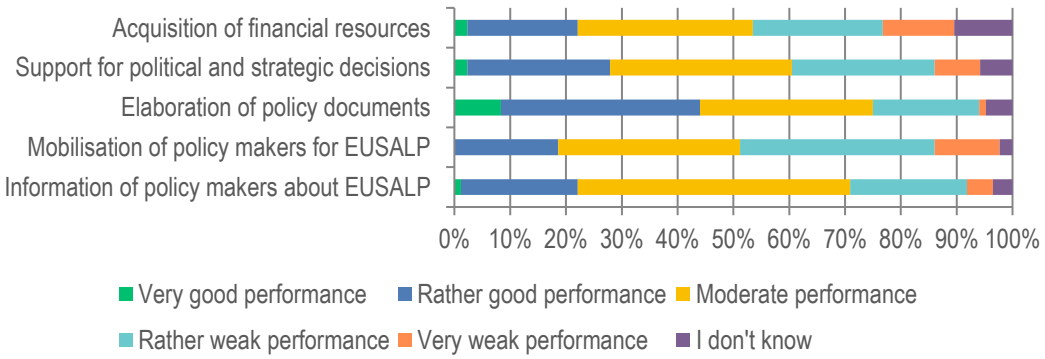
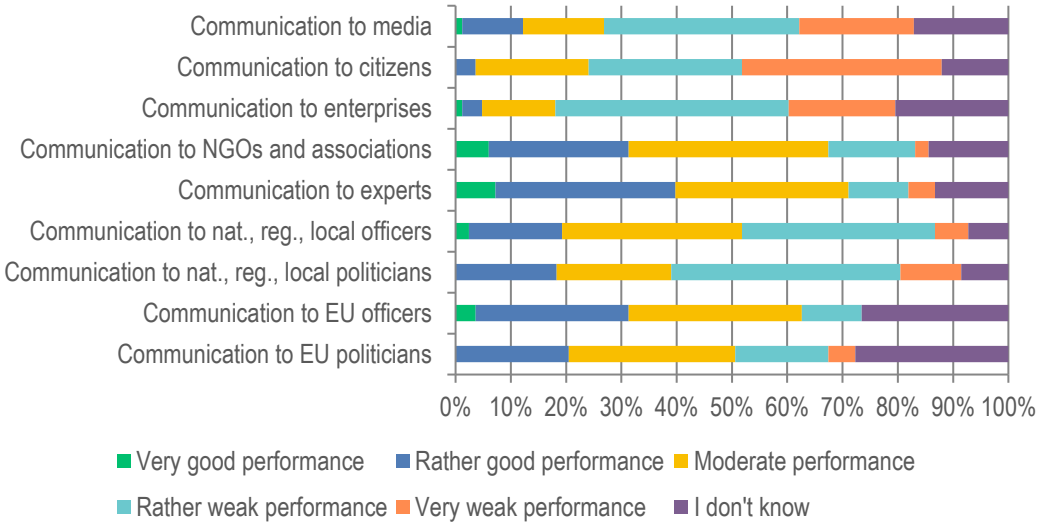
- In the frame of EUSALP, all three groups work mostly on transnational and/or EU level and regional level, followed by national level.
- Work on local level is weakly developed (26% of AG members, 21% of AG leaders, 0% of EB members).

Fields of work

- Fields of work vary distinctively between the groups.
- EB members focus on coordination and policy related work, AG members on content and policy related work. AG leaders face the full range with emphasis on coordination and administration.



[5] One person has skipped this question.

Perception of the performance within fields of work (assessed for EUSALP as a whole, not individual performance)	
Administration work	• The organisation of meetings and conferences is perceived positively. • EB is more sceptical than AG leaders and members regarding performance of reporting, finance and accounting, and human resources management.
Content related work	• Performance of project development is considered good or very good by the majority. • Potential for performance improvement is seen by EB members in project implementation, involvement of relevant stakeholders, and elaboration of the presidency programme / AG work plan.
Coordination work	• Coordination within the AGs is mostly considered as good or very good. • Coordination between AGs and EB is rated weakest, particularly by EB members and AG leaders. • Coordination with EU bodies, national and regional/local bodies is perceived as rather weak especially by AG leaders.
Policy related work	• Information of policy makers ranks moderate to weak, mobilisation of policy makers moderate to very weak. • Support for political and strategic decisions is assessed weak or very weak by rather half of AG leaders and members. 
Communication work	• Strong signals of weak or very weak performance in communication to various target groups, especially citizens, media, and enterprises as well as national, regional, and local politicians and officers. 
General conclusion	• Performance of **content related work** and **administration work** is rated best. • Performance of **coordination work** is perceived heterogeneously depending on the task and role. • Performance of **policy related work** is assessed rather moderate. • Performance of **communication work** is considered the weakest.

Competences and skills that should be improved to increase performance of EUSALP work (assessed for EUSALP as a whole)

Highest potentials for improvement

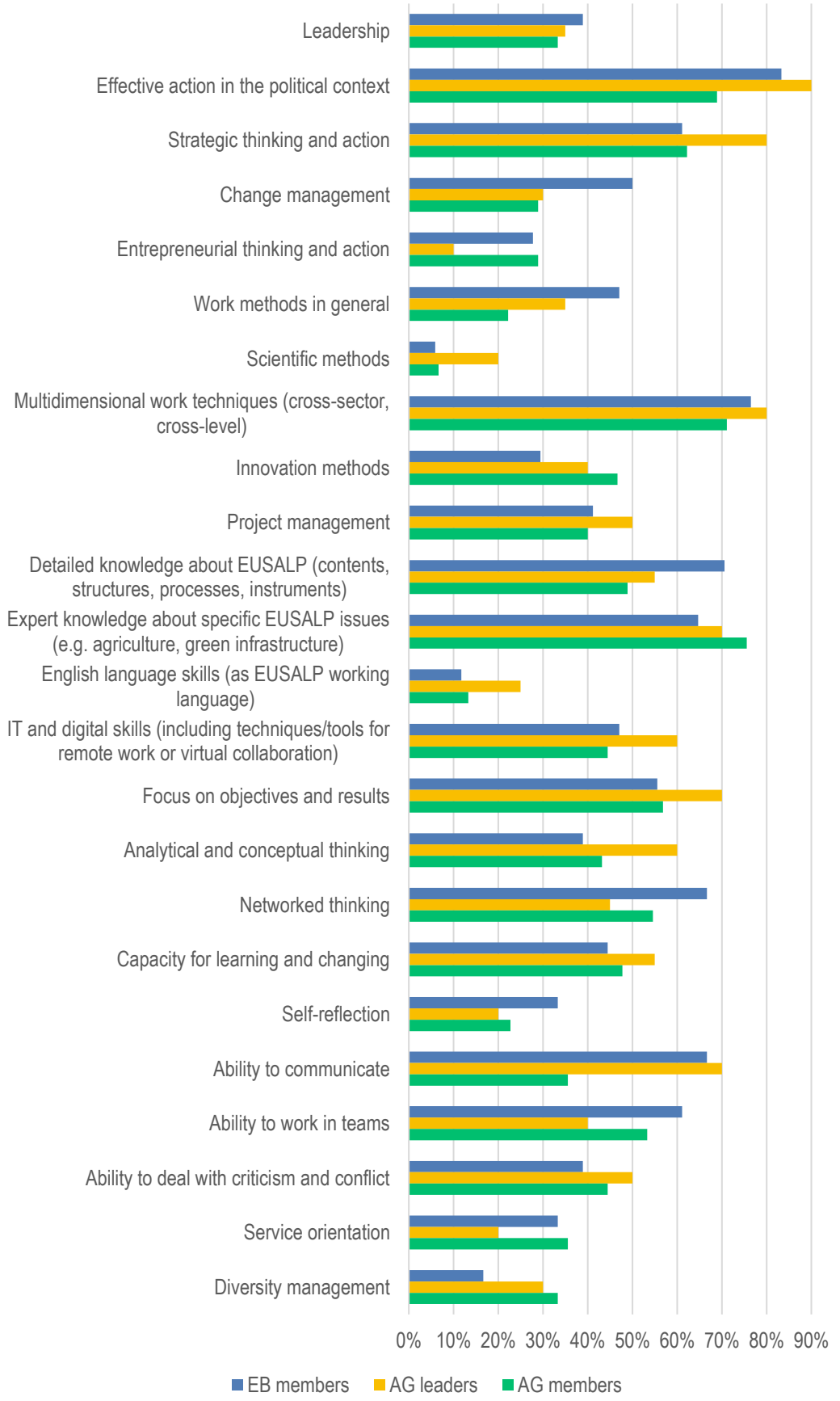
Highest potentials for improvement (items mentioned by more than 50% of participants; results not differentiated by group. Note: multiple choice question, number of choices not limited):

Effective action in the political context	77%
Multidimensional work techniques (cross-sector, cross-level)	74%
Expert knowledge about specific EUSALP issues (e.g. agriculture, green infrastructure)	72%
Strategic thinking and action	66%
Focus on objectives and results	60%
Detailed knowledge about EUSALP (contents, structures, processes, instruments)	55%
Networked thinking	55%
Ability to work in teams	51%
Ability to communicate	50%

Depending on the role as EB member, AG leader or AG member, several issues were rated differently. The following issues are not included in the table above, but are particularly popular (mentioned by more than 50% of a specific group):

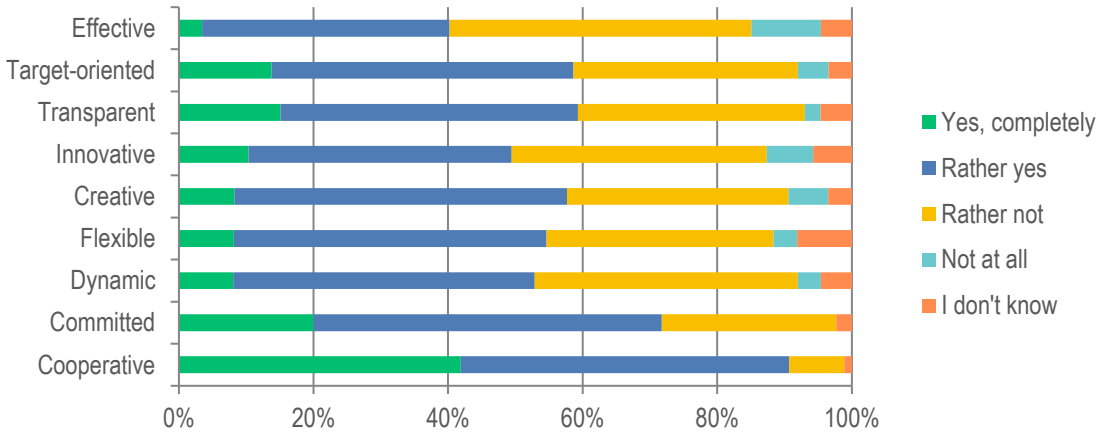
IT and digital skills, including techniques for remote work or virtual collaboration	AG leaders	60%
Analytical and conceptual thinking	AG leaders	60%
Capacity for learning and changing	AG leaders	55%
Change management	EB members	50%
Project management	AG leaders	50%
Ability to deal with criticism and conflict	AG leaders	50%

Potentials for improvement (competences and skills)



Characterisation of the way of working in the frame of EUSALP (assessed for EUSALP as a whole)

- Heterogenous perception within the three groups as well as between the groups.
- "Cooperative" and "committed" as the most suitable characterisations of the way of working in the frame of EUSALP.
- Lowest rankings for "effective" and "innovative".



Issues for capacity building in the frame of the EUSALP Learning Environment (individual preferences of participants)

Issues for capacity building

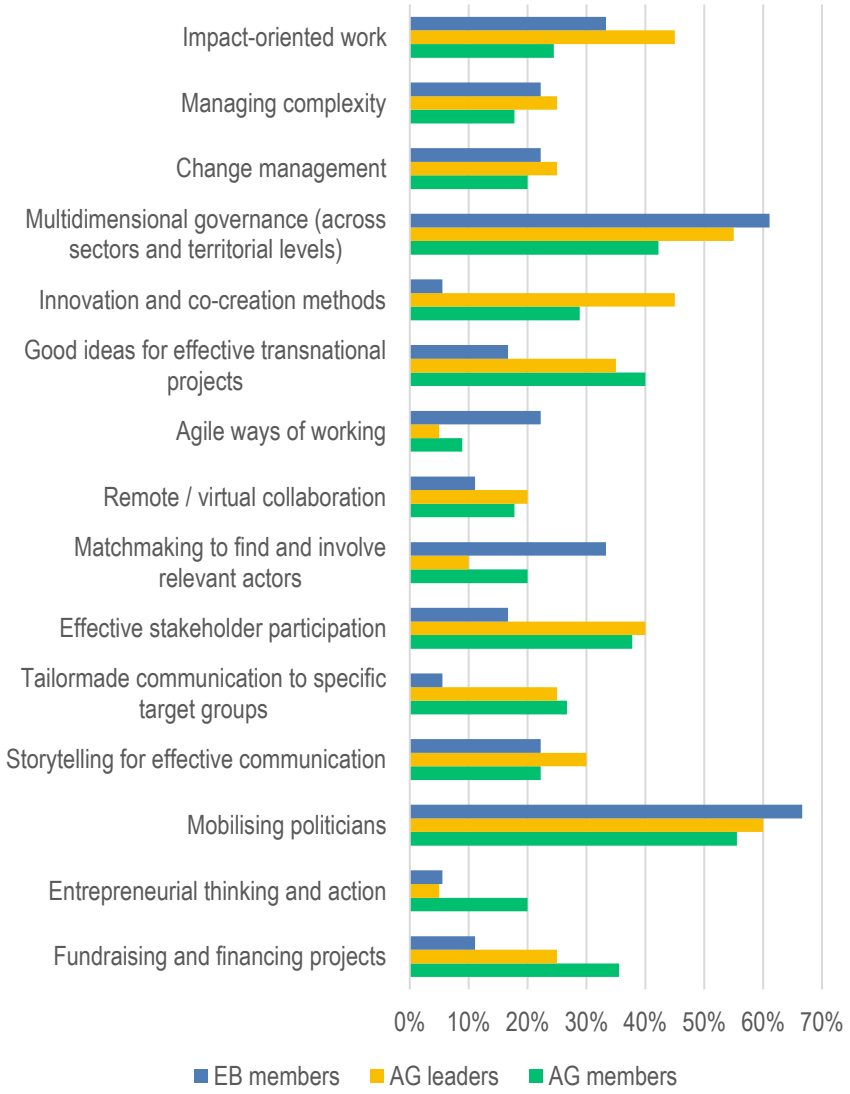
Top ten capacity building issues (percentage; results not differentiated by group. Note: multiple choice question, number of choices limited to 5):

Mobilising politicians	59%
Multidimensional governance (across sectors and territorial levels)	49%
Good ideas for effective transnational projects	34%
Effective stakeholder participation	34%
Impact-oriented work	31%
Innovation and co-creation methods	28%
Fundraising and financing projects	28%
Storytelling for effective communication	24%
Change management	22%
Tailormade communication to specific target groups	22%

Depending on the role as EB member, AG leader or AG member, several issues were rated differently. The following issues are not included in the table above, but are rather relevant for specific groups (selected by more than 20% of one group):

Matchmaking to find and involve relevant actors	EB members 33%, AG members 20%
Managing complexity	EB members 22%, AG leaders 25%
Agile ways of working	EB members 22%
Remote / virtual collaboration	AG leaders 20%
Entrepreneurial thinking and action	AG members 20%

Issues for capacity building



Wishlist of how to achieve more impact with EUSALP work

Pool of wishes and ideas

Top ten clusters of wishes and ideas related to the final and open question of the online survey: "Let's dream! If you had superpowers, what would you do to achieve maximum impact with your EUSALP work?" (percentage; results not differentiated by group; number of respondents: 54)

Create a shared vision and common understanding of EUSALP and AG goals	17%
Better sensibilisation and activation of politicians at different levels	17%
Stimulate involvement and participation of stakeholders at regional and local level	15%
Make more and sustainable impact	13%
Ensure long-term financing of EUSALP structures and projects, independent from ETC	13%
Effective communication about contents, EUSALP success stories, and concrete added value	13%
Focus work and projects on issues that really matter in the Alpine regions, focusing on concrete needs	9%
Establish a technical support structure	7%
Improve internal governance between actors and make procedures more efficient	7%
Provide more time resources for AG leaders and AG members	7%

3.3 Identified Topics of Strategic Relevance for Capacity Building

The work steps implemented so far, covering the initial framing of the EUSALP capacity building context, the exploratory interviews with AG leaders, and the online survey for EB members, AG leaders and AG members, provide the basis for identifying topics of particular relevance for capacity building in the frame of the EUSALP Learning Environment (and probably also beyond this project). This first step of synthesis fully focusses on the challenges and needs revealed by the participating EUSALP actors.

When aggregating the broad variety of aspects determined as relevant, which range from very generic issues to very specific details, we concentrated on elements with the following characteristics:

- Elements assessed as basically relevant for all target groups or for single target groups (AG leaders, AG members, EB members)
- Elements rated as particularly important or valuable for all or single target groups
- Elements covering different superordinate needs, themes, and fields of work (i.e. rather covering the horizontal range of important items than limiting to only one or two items)
- Elements promising effective and agile capacity building impact
- Elements which can be operationalised and implemented as capacity building modules in the LE, also considering available resources

Applying these guidelines, we identified **five strategic and horizontal topics of relevance for capacity building** in the LE. They can be regarded as the "sweet spots of learning" in the given context.[6] These topics constitute the frame for the five capacity building modules of the LE; they partially address specific target groups (AG leaders, AG members, EB members). The specific key questions linked to these topics, arising from the exploratory interviews and online survey, are listed below. These questions illustrate and define the scope of the modules, which aim at generating appropriate answers to the challenges addressed. The formulation follows the so-called "How might we-questions", a central method in the Design Thinking phase of focussing on crucial challenges. To keep the picture clear, the number of key questions is limited to three core elements per topic (without claiming to be exhaustive).

1. **Impact-oriented work design** (especially relevant for AG leaders and EB members):
   - How can we develop a joint understanding of the tasks, goals and impacts to be achieved by the EUSALP bodies?
   - How can we increase effectiveness of our work on the way towards the intended impacts?
   - How can we foster an impact-oriented working culture in the frame of EUSALP?
2. **Efficient multidimensional governance** (relevant for all target groups, i.e. AG leaders, AG members, EB members):
   - How can we enhance internal cooperation between the EUSALP actors, especially between AGs and EB?
   - How can we better involve external stakeholders from EU to local level to promote strategic topics?
   - How can we design an efficient cross-sector and cross-level way of working?
3. **Activation of politicians** (especially relevant for AG leaders and EB members):
   - How can we successfully address EUSALP issues and demands to politicians at all relevant levels?
   - How can we better sensitise, mobilise and activate politicians for EUSALP concerns?

[6] Agile learning, one of the fundamental principles applied in this project, seeks to optimize the intersection of learner, organisation and environment ("sweet spot of learning"): the bigger the sweet spot, the more effective and professional the learning success of individuum and organisation.

4. **Innovation and co-creation** (especially relevant for AG leaders and AG members):
   - How can we effectively apply adequate innovation and co-creation methods in AG work?
   - How can we promote a collaborative and co-creative working culture in the frame of EUSALP?
5. **Agile project development and fundraising** (especially relevant for AG leaders and AG members):
   - How can we efficiently design projects of macro-regional relevance to address transnational key challenges in the Alpine region?
   - How can we design projects that target stakeholder needs and generate tangible impact on the ground?
   - How can we secure and enhance financing of transnational projects?

The upcoming capacity building process concentrates on these topics and the related questions as outlined above. **The concrete contents, formats, methods, schedules, and organisational details of the five corresponding capacity building modules are going to be elaborated in the form of a roadmap, due in January 2021. The modules are planned to be implemented in a physical setting, i.e. not virtually, between spring and autumn 2020** (see outlook in chapter 4).

Other issues, which are, according to the analysis results, of elevated, but less relevance than the five main topics, are kept on a longlist of capacity building issues (including above all tailormade communication in general, remote / virtual collaboration, knowledge about EUSALP structures and processes, managing complexity, entrepreneurial thinking and action). If reasonable and feasible, such issues can be considered within the frame of the five modules, at other occasions beyond this project, or at a later stage of the LE.

4 Outlook and Next Steps

What	Who	When
Feedback on EUSALP LE Part I Report	EB members, AG leaders, AG members participating in the online survey	11 December 2020
Draft roadmap concretising contents, formats, and schedule of the 5 capacity building modules	PLANVAL, StMUV	22 January 2021
Feedback on draft roadmap	EB members, AG leaders	05 February 2021
Finalisation of roadmap	PLANVAL, StMUV	19 February 2021
Preliminary time windows for capacity building modules (content and order of modules tbd): - Module 1: Kick-Off (1 day) *	AG leaders, EB members, AG members (depending on module contents)	April / May 2021
- Module 2-4: Capacity Camp (3 days en bloc)		End of May – beginning of July 2021
- Module 5: The Final (1 day) * * If possible, back-to-back with an EUSALP meeting		September / October 2021

5 Annex I: Interview Guideline for AG Leaders

Part A: Personal highlights and lows in the EUSALP world (max. 30')

A-1/2 What was your personal highlight in the "EUSALP world" so far?

The "highlight" should be a specific situation or activity that has been particularly successful or positive in your opinion, and in which you have been personally involved in some way. This situation or activity can be linked to the AGs, but this is not obligatory. Feel free!

A-1/2a What happened in this situation, and why was that so positive?

A-1/2b Who was involved (persons, institutions; roles)?

A-1/2c Did you overcome any barriers – if yes: how?

A-1/2d What have you learnt from this highlight for your work in EUSALP?

A-3/4 What was your personal low in the "EUSALP world" so far?

Again, the "low" should be a specific situation or activity in which you have been personally involved. This time, it is about something that has been particularly unsuccessful or negative in your opinion. This situation or activity can be linked to the AGs, but this is not obligatory. Feel free!

A-3/4a What happened in this situation, and why was that so negative?

A-3/4b Who was involved (persons, institutions; roles)?

A-3/4c What have you learnt from this low for your work in EUSALP?

A-5 Let's dream!

A-5a What do you personally wish to enable EUSALP AGs to achieve maximum impact? Feel free in your answers; it is not important whether your wishes are realistic.

A-5b What do you think must be avoided on EUSALP AGs way forward?

A-5c What do you think is the most important thing to make real progress?

Part B: EUSALP fields of work, main tasks and capacity building options (max. 30')

B-1 Fields of work

B-1a Let's turn to your fields of work in the frame of EUSALP. On a general level, what are your main fields of work in EUSALP? Multiple choice

☐Content related work (e.g. on green infrastructure in AG 7)

☐Policy related work

☐Project management (organization, administration, finances etc.)

☐Project generation

☐Coordination work within EUSALP (vertical / horizontal)

☐Communication work

☐Funding

☐Further: … (please specify)

B-1b How important / relevant are these fields for your work in EUSALP?

Field of work	Less important	Important	Very important
Content related work	☐	☐	☐
Policy related work	☐	☐	☐
Project management	☐	☐	☐
Project generation	☐	☐	☐
Coordination work within EUSALP	☐	☐	☐
Communication work	☐	☐	☐
Further: …	☐	☐	☐

B-1c How is your time effort for your EUSALP fields of work?

Field of work	Low time effort	Medium time effort	High time effort
Content related work	☐	☐	☐
Policy related work	☐	☐	☐
Project management	☐	☐	☐
Project generation	☐	☐	☐
Coordination work within EUSALP	☐	☐	☐
Communication work	☐	☐	☐
Further: …	☐	☐	☐

B-2 Concrete tasks

B-2a Let's talk about your concrete tasks in your EUSALP work. From your point of view, what are your most important tasks and activities? (min. 3 / max. 8)

B-2b Which of these tasks do you consider the most efficient one, regarding your efforts and the achieved impacts? Why?

B-2c Which of these tasks do you consider the most inefficient one, regarding your efforts and the achieved impacts? Why?

B-3 Potentials and capacity building

B-3a With regard to the EUSALP vision and your work so far, do you see any potentials which are not or hardly exploited? Can be related to specific AG, but also to other AGs or other EUSALP elements.

B-3b How could such potentials be better exploited in the frame of EUSALP?

B-3c To better exploit such potentials, do you think that EUSALP actors need any additional competences, skills or tools? If yes, which ones?

B-3d Concerning you personally: are there any specific issues, competences, skills, or tools on which you would like to work in this capacity building project?

B-4 Final remarks

Do you have any remarks, hints, or ideas for the upcoming work process?

6 Annex II: Online Survey Questionnaire

EUSALP Learning Environment: Online Survey

Dear EUSALP Executive Board members, Action Group leaders and Action Group members!

Macroregional strategies are all about co-creating solutions for common challenges, transferring knowledge across borders... and sometimes about entering new ground together. In order to support the EUSALP actors on their way forward, the AlpGov 2 project (Work Package T-1) is developing a Learning Environment with 5 co-creative capacity building modules.

We invite all Executive Board members, Action Group leaders and Action Group members to participate in this online survey. The goal is to gain a deeper understanding of your experiences, perceptions and needs, and to build a common ground for tailoring the EUSALP Learning Environment according to your demands.

The survey takes about 20 minutes. We are looking forward to your answers! The survey is anonymous.

Abbreviations:
- EB = Executive Board
- AG = Action Group

EUSALP Learning Environment: Online Survey

Part A: Roles and fields of work

1. What is your role in the frame of EUSALP? *(One answer only. If you have several roles, please select the most important one.)*

- ◯ Executive Board member
- ◯ Action Group leader / support of Action Group leader
- ◯ Action Group member

EUSALP Learning Environment: Online Survey

2. Please estimate roughly: How much of your total work time do you spend on EUSALP? *(One answer only)*

- ○ Less than 10%
- ○ 10% to 20%
- ○ 20% to 40%
- ○ 40% to 60%
- ○ More than 60%
- ○ I don't know

EUSALP Learning Environment: Online Survey

3. On which territorial level(s) do you work in the frame of EUSALP? *(Several answers possible)*

- [ ] Transnational and/or EU level
- [ ] National level
- [ ] Regional level
- [ ] Local level
- [ ] I don't know

EUSALP Learning Environment: Online Survey

4. How would you characterise the way of working in the frame of EUSALP? *(Please assess in general, i.e. for EUSALP as a whole)*

	Yes, completely	Rather yes	Rather not	Not at all	I don't know
Cooperative	○	○	○	○	○
Committed	○	○	○	○	○
Dynamic	○	○	○	○	○
Flexible	○	○	○	○	○
Creative	○	○	○	○	○
Innovative	○	○	○	○	○
Transparent	○	○	○	○	○
Target-oriented	○	○	○	○	○
Effective	○	○	○	○	○

EUSALP Learning Environment: Online Survey

5. On a general level, what are your main fields of work in the frame of EUSALP? *(Several answers possible)*

- [ ] Policy related work
- [ ] Content related work
- [ ] Coordination work
- [ ] Communication work
- [ ] Administration work (incl. reporting)
- [ ] I don't know
- [ ] Other (please specify)

EUSALP Learning Environment: Online Survey

Part B: Performance of work in EUSALP

6. Regarding **policy related work:** How do you perceive the performance of the following elements? *(Please assess in general, i.e. for EUSALP as a whole, and not your personal performance)*

	Very good performance	Rather good performance	Moderate performance	Rather weak performance	Very weak performance	I don't know
Information of policy makers about EUSALP	○	○	○	○	○	○
Mobilisation of policy makers for EUSALP	○	○	○	○	○	○
Elaboration of policy documents	○	○	○	○	○	○
Support for political and strategic decisions	○	○	○	○	○	○
Acquisition of financial resources	○	○	○	○	○	○

EUSALP Learning Environment: Online Survey

7. Regarding **content related work:** How do you perceive the performance of the following elements?
(Please assess in general, i.e. for EUSALP as a whole, and not your personal performance)

	Very good performance	Rather good performance	Moderate performance	Rather weak performance	Very weak performance	I don't know
Project development	○	○	○	○	○	○
Project implementation	○	○	○	○	○	○
Project management and reporting	○	○	○	○	○	○
Content related work outside projects	○	○	○	○	○	○
Elaboration of AG work plan / presidency programme	○	○	○	○	○	○
Involvement of relevant stakeholders in EUSALP activities	○	○	○	○	○	○

EUSALP Learning Environment: Online Survey

8. Regarding **coordination work:** How do you perceive the performance of the following elements? *(Please assess in general, i.e. for EUSALP as a whole, and not your personal performance)*

	Very good performance	Rather good performance	Moderate performance	Rather weak performance	Very weak performance	I don't know
Coordination in AG	○	○	○	○	○	○
Coordination between different AGs	○	○	○	○	○	○
Coordination between AGs and EB	○	○	○	○	○	○
Coordination between EB members	○	○	○	○	○	○
Coordination with EU bodies	○	○	○	○	○	○
Coordination with national bodies	○	○	○	○	○	○
Coordination with regional and/or local bodies	○	○	○	○	○	○

EUSALP Learning Environment: Online Survey

9. Regarding **communication work:** How do you perceive the performance of the following elements?
(Please assess in general, i.e. for EUSALP as a whole, and not your personal performance)

	Very good performance	Rather good performance	Moderate performance	Rather weak performance	Very weak performance	I don't know
Communication to EU politicians	○	○	○	○	○	○
Communication to EU officers	○	○	○	○	○	○
Communication to national, regional and/or local politicians	○	○	○	○	○	○
Communication to national, regional and/or local officers	○	○	○	○	○	○
Communication to experts	○	○	○	○	○	○
Communication to NGOs and associations	○	○	○	○	○	○
Communication to enterprises	○	○	○	○	○	○
Communication to citizens	○	○	○	○	○	○
Communication to media	○	○	○	○	○	○

EUSALP Learning Environment: Online Survey

10. Regarding **administration work:** How do you perceive the performance of the following elements?
(Please assess in general, i.e. for EUSALP as a whole, and not your personal performance)

	Very good performance	Rather good performance	Moderate performance	Rather weak performance	Very weak performance	I don't know
Organisation of internal meetings (e.g. AG meetings)	○	○	○	○	○	○
Organisation of conferences and events (e.g. Annual Forum)	○	○	○	○	○	○
Reporting	○	○	○	○	○	○
Finances and accounting	○	○	○	○	○	○
Human resources management	○	○	○	○	○	○

EUSALP Learning Environment: Online Survey

Part C: Competences and skills for successful EUSALP work

11. From your point of view: Which **management skills** should be improved, to increase the performance of EUSALP work? *(Please answer in general, i.e. for EUSALP actors as a whole, and not related your personal preferences. Serveral answers possible.)*

- [ ] Leadership
- [ ] Effective action in the political context
- [ ] Strategic thinking and action
- [ ] Change management
- [ ] Entrepreneurial thinking and action
- [ ] I don't know

12. Which **methodological skills** should be improved, to increase the performance of EUSALP work? *(Please answer in general, i.e. for EUSALP actors as a whole, and not related your personal preferences. Serveral answers possible.)*

- [ ] Work methods in general
- [ ] Scientific methods
- [ ] Multidimensional work techniques (cross-sector, cross-level)
- [ ] Innovation methods
- [ ] Project management
- [ ] I don't know

EUSALP Learning Environment: Online Survey

13. Which **professional expertise** should be improved, to increase the performance of EUSALP work? *(Please answer in general, i.e. for EUSALP actors as a whole, and not related your personal preferences. Serveral answers possible.)*

- [ ] Detailed knowledge about EUSALP (contents, structures, processes, instruments)
- [ ] Expert knowledge about specific EUSALP issues (e.g. agriculture, green infrastructure, climate change)
- [ ] English language skills (as EUSALP working language)
- [ ] IT and digital skills (including techniques/tools for remote work or virtual collaboration)
- [ ] I don't know

EUSALP Learning Environment: Online Survey

14. Which **personal skills** should be improved, to increase the performance of EUSALP work? *(Please answer in general, i.e. for EUSALP actors as a whole, and not related your personal preferences. Serveral answers possible.)*

- [ ] Focus on objectives and results
- [ ] Analytical and conceptual thinking
- [ ] Networked thinking
- [ ] Capacity for learning and changing
- [ ] Self-reflection
- [ ] I don't know

15. Which **social skills** should be improved, to increase the performance of EUSALP work? *(Please answer in general, i.e. for EUSALP actors as a whole, and not related your personal preferences. Serveral answers possible.)*

- [ ] Ability to communicate
- [ ] Ability to work in teams
- [ ] Ability to deal with criticism and conflict
- [ ] Service orientation
- [ ] Diversity management
- [ ] I don't know

EUSALP Learning Environment: Online Survey

Part D: Potentials for capacity building

* 16. With regard to setting up a capacity building and Learning Environment for EUSALP: In which of the following issues would you personally be interested? *(5 issues max.)*

- [ ] Impact-oriented work
- [ ] Managing complexity
- [ ] Change management
- [ ] Multidimensional governance (across sectors and territorial levels)
- [ ] Innovation and co-creation methods
- [ ] Good ideas for effective transnational projects
- [ ] Agile ways of working
- [ ] Remote / virtual collaboration
- [ ] Matchmaking to find and involve relevant actors
- [ ] Effective stakeholder participation
- [ ] Tailormade communication to specific target groups
- [ ] Storytelling for effective communication
- [ ] Mobilising politicians
- [ ] Entrepreneurial thinking and action
- [ ] Fundraising and financing projects
- [ ] I don't know

Other (please specify)

EUSALP Learning Environment: Online Survey

17. At the end of this survey, let's dream! If you had superpowers, what would you do to achieve maximum impact with your EUSALP work?