

Survey on Equality and Diversity of Service Delivery in Central Government Bodies

Quantitative Information Obtained

- 113 postal questionnaires returned from 131 central government bodies
- Survey carried out between December 1st 2003, and 16th January, 2004
- Base: All 113 received responses, unless otherwise stated
- Where percentages do not add to 100%, this is due to rounding.

Respondent contact details

Organisation	Name Type 15% 1 Department 8% 2 Non-ministerial department 29% 3 Executive agency 43% 4 Executive non departmental public body 3% 5 Special health authority 2% 6 Other (please specify).....
Contact Name	
Job description	
Telephone number	
Email	
Date of response	

Electronic versions of the survey can be downloaded at <http://www.nao.gov.uk/publications/workinprogress/diversity.htm> and returned by email to NAO-Diversity@rand.org. Printed questionnaires can be returned by post to **NAO Equality and Diversity Survey, RAND Europe, Grafton House, 64 Maids Causeway, Cambridge CB5 8DD**, or faxed to 01223 358845 for the attention of Dr Suja Sivadasan.

PLEASE RETURN THE COMPLETED SURVEY BY:

FRIDAY 16 JANUARY 2004.

Equality and Diversity of Service Delivery

The National Audit Office (NAO) has commissioned RAND Europe to assist in undertaking a value-for-money study on the way in which government departments and agencies are meeting the challenges of delivering their services, fairly and effectively, to a diverse population of citizens. RAND Europe is a strategic partner of NAO and an independent, not-for-profit policy research organisation that provides objective analysis of, and effective solutions to, problems of public importance. This study builds on the findings of a preliminary scoping study that was carried out earlier in 2003, and has three phases.

- Phase I: key informant interviews and desk review – completed.
- Phase II: survey of all government departments, a selection of agencies and non departmental public bodies (NDPBs; this document).
- Phase III: detailed case studies – to follow this survey.

These three phases are supported by an international review of equality and diversity in other government departments. The results of this study will be published as an NAO report for parliament in summer 2004.

Survey aims

The purpose of this survey is to obtain an overview of the ways that government departments, agencies and NDPBs currently ensure diversity in service delivery; what the facilitators and barriers are to achieving their goals; and what lessons may be learned and shared across government in meeting the challenges posed. For this reason, this survey is addressed not only to bodies that deliver services directly to citizens and organisations, but also to those who indirectly affect government service provision, such as organisations concerned with policy development and/or advising departments or ministers.

Format of survey

This survey is structured in sections A–E as follows:

- Section A: Importance of diversity of service delivery to the organisation;
- Section B: Organisational structure and staff composition;
- Section C: Formulation and evidence-based evaluation of initiatives;
- Section D: Organisation of the client base; and
- Section E: Good practice examples.

A guide for respondents

- The survey should take around 1 hour to complete.
- Please answer the questions on behalf of your organisation.
- We encourage you to complete this questionnaire collaboratively with appropriate colleagues.
- We may contact you again after we have received your response, for purposes of clarification or further discussion.
- If you should have any questions, please contact Dr Suja Sivadasan at RAND Europe on 01223 273898, or via email: NAO-Diversity@rand.org.

Your valuable contribution is very much appreciated.

SECTION A: IMPORTANCE OF DIVERSITY OF SERVICE DELIVERY TO THE ORGANISATION

**1. What is the role of your organisation in the delivery of government services?
Tick all that apply.**

	%
Direct Service Provision	26
Policy Development Advice	12
Other	13
Direct Service Provision and Policy Development/advice	5
Policy Development/advice and Other	5
Direct Service Provision and Policy Development/advice	24
Direct Service Provision, Policy Development/advice and Other	14
Direct Service Provision and Other	1

**1a. If your organisation delivers (or helps to deliver) services to individual citizens or citizen groups, describe the most important of these services.
List up to five.**

1.
2.
3.
4.
5.

2. Do you deliver services to other organisations?

	%
Yes	74
No	24
Blank	2

2a. If yes, describe the three most important services delivered to other organisations.

To whom delivered?
Tick all that apply.

	Private sector	Govt. body	Other
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Diversity of the client population is often described in terms of six diversity strands: gender, race, disability, age, sexual orientation and religion and belief.

Is quantitative information available to your organisation regarding the composition of your client population in terms of the following diversity strands?

Gender

Available?

	%
Yes	70
No	22
Blank	8

If available, how reliable do you believe this information to be?

	% (N = 75)
Not at all reliable	1
Somewhat reliable	20
Very reliable	45
Don't know	0

Race

Available?

	%
Yes	60
No	32
Blank	8

If available, how reliable do you believe this information to be?

	% (N = 67)
Not at all reliable	4
Somewhat reliable	32
Very reliable	23
Don't know	0

Disability

Available?

	%
Yes	52
No	38
Blank	10

If available, how reliable do you believe this information to be?

	% (N = 57)
Not at all reliable	5
Somewhat reliable	29
Very reliable	14
Don't know	2

Age

Available?

	%
Yes	66
No	26
Blank	8

If available, how reliable do you believe this information to be?

	% (N = 72)
Not at all reliable	1
Somewhat reliable	23
Very reliable	39
Don't know	1

Sexual orientation

Available?

	%
Yes	7
No	85
Blank	8

If available, how reliable do you believe this information to be?

	N (N = 12)
Not at all reliable	0
Somewhat reliable	5
Very reliable	3
Don't know	4

NB: Numbers, rather than percentages, given.

Religion and belief

Available?

	%
Yes	18
No	74
Blank	8

If available, how reliable do you believe this information to be?

	N (N = 19)
Not at all reliable	4
Somewhat reliable	7
Very reliable	6
Don't know	2

NB: Numbers, rather than percentages, given.

4. To what extent (if at all) do clients from these diversity strands have different needs regarding the services provided by your organisation?

Gender

	%
No different needs	33
Somewhat different needs	50
Very different needs	5
Don't know	7
Blank	5

Race

	%
No different needs	15
Somewhat different needs	58
Very different needs	14
Don't know	7
Blank	6

Disability

	%
No different needs	9
Somewhat different needs	49
Very different needs	28
Don't know	7
Blank	7

Age

	%
No different needs	26
Somewhat different needs	42
Very different needs	19
Don't know	9
Blank	5

Sexual orientation

	%
No different needs	42
Somewhat different needs	26
Very different needs	3
Don't know	21
Blank	9

Religion and belief

	%
No different needs	19
Somewhat different needs	42
Very different needs	9
Don't know	21
Blank	10

5. How well does your organisation deliver services to meet the needs of clients in each of the diversity strands?

Gender

	%
Not very well	4
Satisfactorily	40
Very well	22
Don't know / Not applicable	28
Blank	6

Race

	%
Not very well	12
Satisfactorily	43
Very well	12
Don't know / Not applicable	25
Blank	7

Disability

	%
Not very well	8
Satisfactorily	44
Very well	15
Don't know / Not applicable	25
Blank	8

Age

	%
Not very well	3
Satisfactorily	39
Very well	20
Don't know / Not applicable	33
Blank	5

Sexual orientation

	%
Not very well	5
Satisfactorily	20
Very well	4
Don't know / Not applicable	61
Blank	10

Religion and belief

	%
Not very well	8
Satisfactorily	27
Very well	6
Don't know / Not applicable	48
Blank	12

6. Does your organisation have specific goals with regard to the delivery of your services to a diverse population?

	%
Yes	74
No	22
Blank	4

If no, proceed to question 7. If yes, please answer questions 6a and 6b.

6a. Are these diversity goals incorporated into your organisation's mission statement or equivalent?

	% (N = 82)
Yes	90
No	10
N/A (e.g. no mission statement or equivalent)	0

6b. Are staff members evaluated on performance, related to meeting diversity of delivery goals?

	% (N = 85)
Yes	51
No	47
N/A	2

7. To what extent are special considerations required in order for your organisation to meet the needs of each of the diversity strands?

Please rate this importance on a scale of 1 to 5 (1 = not important, 5 = very important).

Percentages of 113 responses for each strand (row in table).

	Not important				Very important	Don't know or N/A	Blank
	1	2	3	4	5		
Gender	12	12	18	11	26	20	3
Race	4	4	19	15	40	16	2
Disability	4	4	12	21	40	17	3
Age	9	12	19	17	19	22	4
Sexual orientation	15	9	12	9	9	43	4
Religion and belief	11	4	19	12	15	35	5
Other (please specify)							
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

8. Some people can be described in terms of more than one diversity strand (e.g. disabled, Asian female).

To what extent does your organisation attempt to take into account the needs of individuals who represent more than one strand of diversity?

Please rate this on a scale of 1 to 5 (1 = not at all, 5 = a great deal).

Percentages of 113 responses

Not at all					A great deal	Don't know	Blank
1	2	3	4	5			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
18	9	28	19	11	12		4

9. In general, compared to the priority given to your organisation's other main goals, the priority given to issues relating to diversity of service delivery is:

	%
Lower	26
About the same level	65
Higher	6
Blank	4

In questions 10, 11 and 12, we would like to explore the diversity strands that are the focus of your organisation’s current, recent past and future efforts to provide fair and effective service delivery.

10. Which two diversity strands do you consider to be the most important foci of your current efforts to ensure fair and effective delivery of services?

Percentage of 113 respondents who named gender in their principal foci:

27%

Percentage of 113 respondents who named race in their principal foci:

69%

Percentage of 113 respondents who named disability in their principal foci:

58%

Percentage of 113 respondents who named age in their principal foci:

20%

Percentage of 113 respondents who named sexual orientation in their principal foci:

3%

Percentage of 113 respondents who named religion and belief in their principal foci:

14%

Percentage of 113 respondents who named another strand of diversity in their principal foci:

12%

11. To what extent has your approach to service delivery changed over the last five years to better meet the needs of those you mentioned as your first principal focus? Please rate this on a scale of 1 to 5 (1 = not at all, 5 = completely).

Percentages of 113 responses

Not at all					Completely	Don't know	Blank
1	2	3	4	5			
5	4	28	41	9	3	10	

If relevant, briefly describe the changes.

.....

11a. To what extent has your approach to service delivery changed over the last five years to better meet the needs of those you mentioned as your second principal focus? Please rate this on a scale of 1 to 5 (1 = not at all, 5 = completely).

Percentages of 113 responses

Not at all				Completely	Don't know	Blank
1	2	3	4	5		
8	10	35	23	5	3	16

If relevant, briefly describe the changes.

.....

12. Over the next five years, to what extent – if at all – do you believe that your organisation's priorities will increase relating to service delivery in each of the main diversity strands?

Percentages of 113 responses for each strand (row in table).

	Not at all	Somewhat	Considerably	Don't know	Blank
Gender	26	45	12	12	6
Race	9	32	45	8	6
Disability	7	35	42	9	8
Age	20	33	29	12	6
Sexual orientation	27	20	17	27	9
Religion and belief	19	29	22	20	10
Other (please specify)					
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

**13. To what extent does each of the following factors influence the priority that is given to diversity issues in your organisation's service delivery?
Please rate the importance of each influence on a scale of 1 to 5 (1 = not important, 5 = very important).**

Percentages of 113 responses for each factor (row in table)

	Not important 1	2	3	4	Very important 5	Don't know	Blank
Central government vision	1	5	15	25	49	1	4
Ministerial priority	2	8	12	21	53	0	4
Legislation	0	0	3	14	80	0	4
External commissions (e.g. Commission for Racial Equality, Disability Rights Commission, Equal Opportunities Commission)	2	6	19	27	42	2	4
Representative client groups	1	8	24	36	27	0	4
Individual clients	4	27	21	26	18	0	4
Internal management	0	5	29	32	29	1	4
Diversity champion(s)	5	7	25	27	26	4	7
Service delivery staff	1	7	34	27	22	3	7
Social justice concerns	5	11	33	20	20	6	5
Pressure from private sector partners	26	23	17	11	6	11	7
Public image concerns	2	13	20	37	20	3	6
Impact on key performance measures	4	11	14	32	33	1	5
Other (please specify)							
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

SECTION B: ORGANISATIONAL STRUCTURE AND STAFF COMPOSITION

14. Approximately how many staff does your organisation employ (measured in terms of full-time equivalents – FTEs)?

Percentages of 113 responses

1–500	501–1,000	1,001–10,000	More than 10,000	Don't know	Blank
42	20	31	8	0	0

15. Is there someone in your organisation who has responsibility for equality and diversity matters relating to service delivery?

	%
Yes	70
No	30
Blank	0

If no, proceed to question 16. If yes, please answer questions 15a to 15g.

15a. Is this responsibility incorporated into this person's job title (e.g. Head of Diversity)?

	% (N = 77)
Yes	52
No	48

15b. What is this individual's job grade?

	% (N = 78)
Senior-level civil service	62
Below senior level	39

15c. Which of the following describes his/her role?

	% (N = 77)
Board member	33
Reports directly to the board	26
Neither of the above	42

15d. Approximately how many FTE staff report to this individual on matters regarding diversity of service delivery?

	% (N = 75)
None	20
1-5	39
6-10	15
11-20	9
More than 20	17

15e. Approximately how long has this function existed?

	% (N = 79)
Less than a year	15
1-2 years	42
3-4 years	32
5 years or more	11

15f. Is this individual located in the Human Resources Department, or equivalent?

	% (N = 77)
Yes	29
No	71

15g. Do his/her responsibilities also cover diversity in internal human resources?

	% (N = 79)
Yes	61
No	39

16. Which of the following best describes the representation of issues relating to diversity of service delivery at board level in your organisation?

	%
The needs of many diversity strands are represented by many board members	27
Via a champion (or champions) at board level who focuses on particular strands	50
Little to no representation of these issues at board level	17
Blank	5

17. How frequently have issues relating to diversity of service delivery been on the agenda at board meetings in the past year?

Percentages of 113 responses

Never	Occasionally	Often	Don't know	Blank
4	65	23	5	4

18. How frequently does your organisation hold team meetings in which issues relating to diversity of service delivery are on the agenda?

Percentages of 113 responses

Never	Occasionally	Often	Don't know	Blank
5	48	35	7	4

19. To what extent is each of the following involved in formulating policies that relate to diversity of service delivery in your organisation?

Percentages of 113 responses for each type of actor (row in table).

	Not at all	To some extent	A great deal	Don't know	Blank
A dedicated, centralised unit, covering all diversity strands	35	27	31	1	5
Several different units, each reflecting a particular diversity strand	51	27	13	3	6
Business unit heads	9	64	17	4	6
Human resource department	9	44	39	2	6
Frontline service delivery staff	13	58	18	4	8
Specially convened task forces	32	34	20	6	9
Staff networks	20	57	14	4	5
Client representative groups	20	48	20	6	6
End-users (i.e. members of the target population)	20	53	14	5	7
Private sector consultants	38	44	3	6	9
External public sector bodies (e.g. Commission for Racial Equality, Equal Opportunities Commission)	21	54	14	3	8
Other (please specify)					
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

20. How important is it to meeting the needs of diverse client populations, that internal staff composition reflects to some degree the diversity among your organisation's focal population?
Please rate this importance on a scale from 1 to 5 (1 = not important, 5 = very important).

Percentages of 113 responses

Not important					Very important		
1	2	3	4	5	Don't know	Blank	
6	4	13	27	45	2	2	

21. To what extent does the composition of your staff reflect the diverse composition of your client population?

Number of responses for each strand (row in table)

At senior levels

	Not well	Satisfactorily	Very well	Don't know	Blank
Gender	20	51	32	6	4
Race	78	20	3	8	4
Disability	67	14	4	23	5
Age	18	59	12	18	6
Sexual orientation	4	7	1	96	5
Religion and belief	5	7	1	94	6
Other (please specify)					
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Number of responses for each strand (row in table)

At other levels

	Not well	Satisfactorily	Very well	Don't know	Blank
Gender	6	28	63	7	9
Race	31	42	21	10	9
Disability	24	48	4	25	12
Age	4	54	27	15	13
Sexual orientation	2	6	1	94	10
Religion and belief	2	3	6	92	10
Other (please specify)					
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

22. During the past year or so, what training and professional development opportunities were made available to staff, relating to diversity of service delivery?

Tick all that apply.

Percentage of 113 respondents who indicated each type of training was made available to at least one group of staff

	%
Internal seminars/conferences	62
Invited external speakers	43
Other government body conferences/seminars	50
External conferences/seminars	58
Internal training courses	73
External training courses	44

Other (please specify)

1.

23. To what extent do you agree with the following statement:

‘In general, when frontline service staff make proposals for improving diversity in service delivery, they are considered seriously.’

Percentages of 113 responses

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Blank
1	1	17	51	22	6	2

26. To what extent are the following factors important to the success of initiatives regarding diversity of service delivery?

Please rate this importance on a scale from 1 to 5 (1 = not important, 5 = very important).

Percentages of 113 responses for each factor (row in table)

Influencing factor	Not important			Very important		Don't know	Blank
	1	2	3	4	5		
Broad support at senior level	0	0	4	22	69	1	4
Favourable political climate	5	5	27	30	24	3	5
Strong commitment from a diversity champion	5	5	12	31	35	6	5
High level of diversity awareness within organisation	0	2	10	36	48	0	4
History of diversity awareness within organisation	5	13	31	30	13	2	5
Strong commitment from frontline service delivery staff	0	2	11	33	49	1	5
Appropriately trained, experienced staff	0	1	9	38	48	0	4
Adequate resources (financial, time)	0	4	15	29	48	0	4
Staff morale generally good	1	8	23	43	19	3	4
Client involvement prior to, and/or during, initiative formulation	4	5	15	30	38	2	5
Clear communication between policymakers and frontline staff	0	1	10	33	50	1	6
Initiative responds to a clearly-defined client need	3	4	13	34	41	2	4
Appropriate promotion of initiatives to client groups	2	5	13	35	36	2	6
Strong contacts with community leaders	10	10	21	29	20	1	9
Other (please specify)							
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

27. What do you consider to be the three main barriers to the success of initiatives regarding diversity of service delivery?

1.
2.
3.

**28. To what extent is the business case supporting a proposed initiative important in determining whether it will be implemented by your organisation?
Please rate this importance on a scale from 1 to 5 (1 = not important, 5 = very important).**

Percentages of 113 responses

Not important					Very important	Don't know	Blank
1	2	3	4	5			
2	4	14	33	39	1	8	

29. Are the results of your organisation's initiatives in the area of diversity of service delivery evaluated?

	%
Yes, always	14
Yes, sometimes	63
No	12
N/ A	7
Blank	4

If no, or N/A, proceed to question 30. If yes, please answer questions 29a and 29b.

29a. How are these evaluations conducted?

	% (N = 83)
Internally	27
Externally	1
Both internally and externally	72

**29b. What methods are used to conduct these evaluations?
Tick all that apply.**

Percentage of 113 respondents who indicated that each method is used

	%
Process evaluations	60
Client surveys	51
Focus groups	42
Other methods	11

30. To what extent would you agree with the following statement:

'Experiences with new diversity of service delivery initiatives are shared throughout the organisation.'

Percentages of 113 responses

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Blank
3	12	27	45	4	3	6

31. Could you suggest ways in which information about diversity of service delivery initiatives could be better shared within your organisation?

	%
Yes	67
No	28
Blank	4

31a. If yes, briefly suggest how.

.....

32. Could you suggest ways in which information about diversity of service delivery initiatives could be improved across departments, throughout government?

	%
Yes	66
No	27
Blank	7

32a. If yes, briefly suggest how.

.....

33. Would you find it helpful to learn how government departments and agencies in other countries are tackling diversity of service delivery?

	%
Yes	89
No	9
Blank	3

SECTION D: ORGANISATION OF THE CLIENT BASE

34. Which of the following best describes the primary way in which the service delivery needs of diverse clients are communicated to your organisation?

Tick all relevant boxes for each diversity strand.

Percentage of 113 respondents who ticked each cell

	Generic client organisations	Strand-specific client organisations	Local activists and advocates	Own frontline staff	Other (please specify)
Gender	27	31	24	35	6
Race	25	44	40	45	7
Disability	27	46	38	47	7
Age	26	26	23	34	4
Sexual orientation	8	16	13	17	2
Religion and belief	17	20	19	27	3
Other (please specify)					
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

35. Generally speaking, for each diversity strand, how effectively do you believe client needs are communicated?

Percentages of 113 responses for each strand (row in table).

Diversity strand	Not effectively	Satisfactorily	Very effectively	Don't know or N/A	Blank
Gender	11	46	12	25	6
Disability	11	43	18	23	5
Race	16	44	17	18	5
Age	8	44	12	30	5
Sexual orientation	25	16	2	50	7
Religion and belief	20	31	4	38	8
Other (please specify)					
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

SECTION E: GOOD PRACTICE EXAMPLES

36. In question 24, you described your organisation’s main initiatives regarding diversity of service delivery for each of the two diversity strands that are most relevant to you.

Could you briefly indicate below, which of these (if any) you would consider to be examples of good practice from which other government bodies could learn. In each case, could you also list what you consider to be the main reasons for the success of the initiative?

Example 1

Reasons for success

Example 2

Reasons for success

Example 3

Reasons for success

Example 4

Reasons for success

**Thank you very much for completing the survey.
We very much appreciate your contribution to this project.**