

CivicLab

A tool for development,
analysis and forecasting of options
in the decision-making process



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Authors

The document was developed
by the Division of Elections
and Participatory Democracy
(Directorate General of Democracy)
in co-operation with Oleksii Kovalenko,
Council of Europe Expert, Head of the
“Civil Society Development Forum” NGO

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All other correspondence concerning this document should be addressed to the Directorate General of Democracy, Divisions of Elections and Participatory Democracy

Cover design and layout: Documents and Publications Production Department (SPDP), Council of Europe

Production Department (SPDP), Council of Europe

Photos: Kostiantyn Skripachuk

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Foreword

Dear friends,

Today, the winds of change are blowing across the world and a fresh paradigm is needed to find answers and to overcome challenges that shape these times. In many countries of the world, there is an urgent need to reform and transform political systems in order to better take into account the legitimate expectations of citizens, which should be the focus of every political decision-making process at all different governance levels. One of the answers to this emerging need is rebooting democracy through more active and effective engagement of citizens in political decision making.

Participatory processes, as supported by the Council of Europe, give citizens the possibility to take part in decision making and to give impulse for change.

The Council of Europe plays a major role and is a creative force in the field of civil participation. It promotes European standards and provides guidance on how to implement effective and sustainable participatory mechanisms. It offers innovative instruments – like the present CivicLab Tool – and provides technical support to implement these tools, with the goal to unify public authorities and citizens in an open and fair dialogue, to contribute to joint decision making that benefits all and to enhance citizens' interest and trust in their democratic institutions.

The innovative CivicLab methodology, which is based on practical experience from the Council of Europe project, "Strengthening civil participation in democratic decision making in Ukraine", will help you to engage citizens in the decision-making process in a more efficient way.

In the tool you will find good practice examples, successfully implemented to develop national strategies, proposals for action plans, regulations, and local programmes on very diverse topics.

The Council of Europe Department on Democracy and Governance is ready to assist you and your communities to implement this and other innovative methodologies for participatory development and to enhance effective and transparent engagement of citizens in political decision making. With the help of these tools, you will be able to choose the best model for your community.

Daniel Popescu

Head of the Council of Europe Democracy and Governance Department

Division of Elections and Participatory Democracy

This tool was commissioned by the Division of Elections and Participatory Democracy, Directorate General of Democracy (the division).

The division contributes to create a conducive environment to ensure an adequate regulative framework, and to build up the necessary capacities of public authorities and civil society in order to enable free and fair elections, and active and effective engagement of citizens in the political decision-making process in Council of Europe member states.

The basic assumptions underlying its work are that with more effective and sustainable participation of citizens in the decision-making processes, the legitimacy of the institutions increases. The more professional, transparent and inclusive the organisation of an election process is, the more trust citizens will have in elections results and their representatives.

Electoral co-operation is based on the principle of a virtuous circle between standard setting, monitoring, and co-operation. In its work, the division is guided and oriented by recommendations, opinions and documents developed and adopted by various Council of Europe institutions and intervenes by taking up specific issues raised in the reports of the election observation missions, for example by the Parliamentary Assembly, the Congress of Local and Regional Authorities or the Organization for Security and Co-operation in Europe/Office for Democratic Institutions and Human Rights (OSCE/ODIHR). The practical work consists mainly in the strengthening of the capacities of electoral administrations and electoral stakeholders, through training, awareness-raising activities or technical assistance.

In the field of participatory democracy, the division promotes and assists the implementation of standards and mechanisms to engage citizens in political decision making at all levels in Council of Europe member states. Working together with public authorities of local, regional, and national level and representatives of civil society of all sectors, the division encourages and supports key stakeholders to initiate processes that allow citizens to make their voices heard and to shape political decisions, additionally to their participation in elections. The division works closely with the Conference of International Non-Governmental Organisations (CINGOs), the Congress of Local and Regional Authorities and other Council of Europe entities which are engaged in the protection and the development of civil society organisations and the political participation of specific groups of citizens.

Through its actions and activities, the division directly contributes to the United Nations' sustainable development goals 5 and 16 as well as indirectly to a number of others.



About the author

Oleksii Kovalenko is an expert in participatory democracy, national expert of the Council of Europe Office in Ukraine, methodologist, innovator and practitioner with 22 years of experience. He is engaged in the development and implementation of innovative formats and methods of civil participation in quality decision making, the improvement of existing, and implementation of new, tools of civil participation, and the organisation and conduct of public consultations (since 2014). In particular, he is the initiator and advocacy manager of All-Ukrainian Participatory Budgeting (2018), initiator of the draft law on the formation of new state policy on the humane treatment of animals, author and developer of CivicLab methodology and the tool on School Participatory Budgeting (2019), chairman of the organising committee of the participatory budgeting information campaign (2017-20), which won two national awards of Ukraine for effective communication campaigns, nominee for the International Observatory on Participatory Democracy (IOPD) Award, head of the Forum for Civil Society Development, and leader and founder of the association of non-governmental organisations (NGOs), “Kyiv Civic Platform”, a coalition of analysts and innovators in the development of innovative mechanisms in public participation.

Introduction

Participatory decision-making processes are increasingly relevant in the local context. They strengthen the trust of citizens in politics and elected representatives, and increase their acceptance of decisions, as these are decided jointly.

The specific format of the participatory process determines the outcome. Are the participants representatives of the problem at hand? Do all affected persons, including those from disadvantaged groups, have the opportunity to participate? Is the process understandable and clear? Can the effects of possible decision options be considered in the process?

This tool is developed by the Division of Elections and Participatory Democracy of the Council of Europe (Directorate General of Democracy) to provide advice and technical assistance to central and local authorities and non-governmental organisations on various aspects of promoting civil participation in the democratic process of participatory decision making. It offers an innovative methodology for representative selection of participants, as well as a digital component for developing, analysing and predicting the impact of decision options. The CivicLab methodology can be used in both on-site and online formats and can be adapted to the needs of specific audiences and to the issue at hand. It incorporates the Council of Europe's standards for citizen participation in decision making and demonstrates their implementation through successful examples in the development of national strategies, proposals for action plans, regulations, local programmes, draft laws, and so forth.

The document contains many references to the Ukrainian context, as well as best practice examples from Ukraine, as it was initially developed in the context of the Council of Europe co-operation project, "[Promoting civil participation in democratic decision making in Ukraine](#)". But the tool can also be applied and adjusted to every local and national context and used in all Council of Europe member states.

The CivicLab methodology is best explained and introduced by Council of Europe experts in the framework of training and workshops, and the division provides capacity building and training of trainers on request to interested stakeholders in Council of Europe member states.

Content and logic of this document

Chapter 1 explains the issues of participation in the development and adoption of quality and effective decisions and helps directly combine the tool and methodology with the useful, relevant, sustainable, owned (URSO) paradigm (see Chapter 1). This chapter is useful for authorities and non-governmental organisations in understanding how measures to improve the quality of developing decision options are correlated with strategic directions, goals and objectives in their daily work.

Chapter 2 presents a description of the CivicLab methodology, its purpose and objectives, explains the innovativeness of the methodology, demonstrates the structure of the digital component as part of the methodology and explains the conditions for its application.

Chapter 3 outlines the principles of digitisation of activities using the digital component of analysis and forecasting. It explains in an accessible way how the methodology, the digital component and the matrix actually work, and demonstrates options for the use of the methodology by public authorities and the public at various levels of development and decision making, including the terms of regulations and tools for civil participation.

Chapter 4 describes the standards for using the CivicLab methodology, which regulate the sequence of steps and rules of its use in order to organise the process of developing proposals for effective decisions at the appropriate level. It also describes the evaluation indicators that have been developed to ensure compliance with the methodology standard.

Chapter 5 provides useful and practical information, describing the results of the developed proposals, listing possible digital matrices and describing the application of the digital component.

The chapters are followed by good practices examples using the CivicLab methodology in different contexts, a bibliography and a glossary of useful terms.

Chapter 1

Context

What do we mean by participating in the development and adoption of quality and effective decisions?

Public participation in decision making is the basis for the functioning and development of a true democratic society, because it provides for social dialogue on the most important issues. Citizens are more likely to adopt decisions and trust their representatives when they feel they have an opportunity to express themselves in political discussions on important issues and decisions.

Local self-government is the level closest to the citizens, and such proximity necessarily presupposes or should presuppose an increase in the level of citizen participation in local affairs. In practice, national legislation often provides for complex and inflexible methods and procedures that discourage citizens from actively participating in local decision making. Another important challenge at the local government level is the low level of people's confidence in public officials and elected representatives.

Therefore, it is extremely important that citizens and NGOs participate in the management of public affairs. In order to assist member states ensure the participation of citizens and NGOs in political decision making, in 2017 the Committee of Ministers adopted Guidelines on public participation in political decision making¹ and in 2018 — Recommendations [CM/Rec\(2018\)11](#) on the need to strengthen the protection and promotion of civil society space in Europe² and [CM/Rec\(2018\)4](#) on the participation of citizens in local public life.³

Citizens must have equal rights and opportunities to declare and solve their own immediate problems in a democratic way, to implement socially significant ideas and projects, and to influence a decision in a public, transparent, and direct way that also meets the needs of young people, vulnerable and marginalised groups in the population. Involvement of target groups in the development of proposals and representative consideration of the opinions of all stakeholders is an integral part of democratic decision making and requires quality, innovative tools, mechanisms, and methodologies: online, remote, digital.

However, participation is not a comprehensive solution for everyone. Successful participation cannot be implemented through the application of standard methodologies to all decision-making processes and to all stakeholders. While transparency, access to information and confidence building should be ensured for all stakeholders (according to the first and third principles of public participation defined by the Council of Europe),⁴ effective participation requires a clear understanding of the context in which each stakeholder can be involved. In addition, civil participation in the decision-making process should not be limited to one mode alone. The scope and manner of participation should be commensurate with the issue under consideration.

1. www.search.coe.int/cm/Pages/result_details.aspx?ObjectId=09000016807509dd.

2. www.rm.coe.int/recommendation-cmrec-2018-11-civic-space/168097e937.

3. www.rm.coe.int/16807954c3.

4. Code of good practice for civil participation in decision-making processes, www.rm.coe.int/16802eeddb.

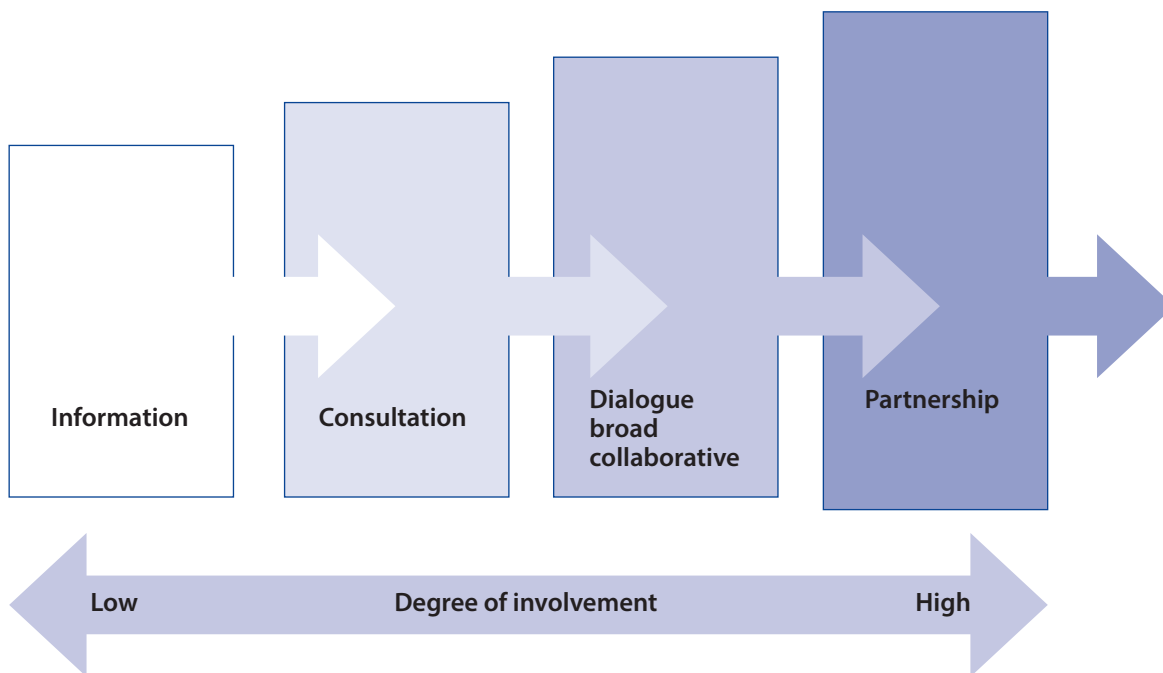


Figure 1. The different levels of participation

In this sense, participation should be based on a diligent identification of stakeholders' positions so as to assess the degree of the possible involvement of each of them in accordance with the purpose of the decision-making process under consideration, its subject matter, resources and the interests of each stakeholder.

In the context of this tool, the authors treat the process of developing proposals during consultations between public actors (government/community/business) as an integral part of each of the six stages of the decision-making cycle, as well as a cross-cutting element of the three levels of civil participation: consultation, dialogue, partnership.⁵ After all, it is then that the public has the opportunity, through proposals, to constructively influence the work of the authorities (participation) and the decisions being taken, and the authorities should involve the active public in the early stages so that the voice of every woman and man from different social groups is not only heard but also taken into account.

The cycle below defines different steps of the political decision-making process: agenda setting, policy drafting, policy adoption, implementation, monitoring, and policy reformulation.⁶

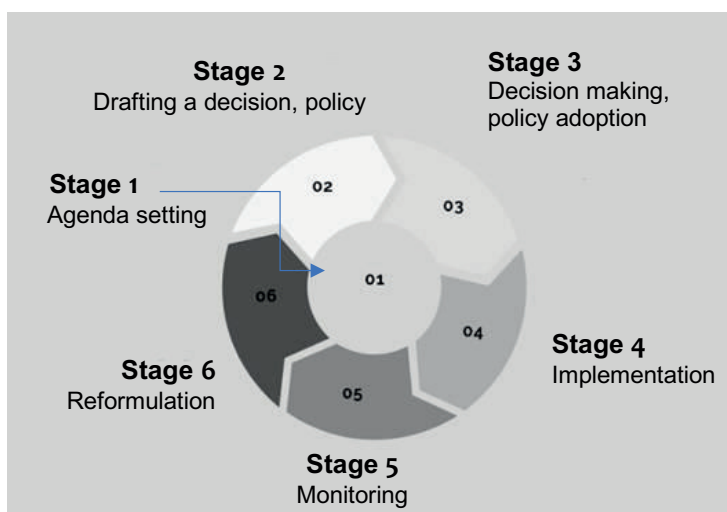


Figure 2. Different steps of the political decision-making process

5. CONF/PLE(2009)CODE1. Code of good practice for civil participation in decision making processes. www.rm.coe.int/16802eeddb.

6. Ibidem, page 11.

The URSO paradigm of the Council of Europe

The CivicLab tools follows the URSO paradigm. The URSO (useful, relevant, sustainable, owned) paradigm refers to the underlying values and principles that define the Council of Europe's actions in developing and implementing tools and standards aimed at supporting partner countries in improving effective governance systems.⁷ The paradigm aims at developing a democratic environment by providing practical tools and practitioner-oriented guidelines that are useful, relevant and sustainable, and owned by the public authorities and practitioners who may wish to implement the paradigm.

The key elements of URSO are described in the table below.

Table 1. The URSO paradigm

Useful It provides concrete tools for public authorities for high-quality public involvement in the effective decision-making process.	Relevant It strengthens users' capacity in participating in the management of public affairs by involving them in the decision-making process at the appropriate levels: local, regional and national.
Sustainable It enhances the sustainability of the process of developing and making effective decisions through the organisation of quality feedback and constant adaptation of the methodology and the tool to the changing needs of stakeholders.	Owned It guides users, step-by-step, in the implementation of methodology and tools, allowing their adaptation to national and local contexts, which ultimately gives users the opportunity to use them independently and within specific practices and procedures.

Following this paradigm, the CivicLab provides a methodology and step-by-step algorithms that allow all who use it to adapt the tool to the needs of stakeholders in the decision-making process according to their national context.

⁷. More information on the URSO paradigm here: www.coe.int/en/web/electoral-assistance/urso.

Chapter 2

CivicLab methodology

Purpose, tasks and general description of the methodology

Involving public actors in effective decision-making processes is an integral part of public policy in different areas and at different levels, when designing or developing amendments to policies, regulations, and so forth. Given the need to develop strategic decisions adapted to today's challenges (globalisation, quarantine restrictions related to the global pandemic, digitisation, distance working and learning, and so on), there is a need for tools which allow citizens to participate and the authorities to involve them in effective decision making according to the stage of the political decision-making cycle⁸ and the existing level of participation (information, consultation, dialogue, partnership).

Thus, the CivicLab methodology ensures real adherence to and practical implementation of the guidelines for the participation of citizens⁹ (of all ages and genders, people with disabilities, socially disadvantaged, vulnerable and marginalised groups, and so on) in developing and making effective policy decisions by the legislature, local self-government bodies, central and local executive authorities to ensure that their opinions are taken into account and that their voice is heard in accordance with the principles of gender equality and non-discrimination.

The purpose of implementing the CivicLab methodology is to protect the rights and freedoms of citizens to participate in the process of effective political decision making so that their opinion is taken into account, and their voices are heard.

The priorities of the general and digital components of the CivicLab methodology are to:

1. establish a constructive and effective dialogue and interaction between the authorities (of a certain level) and the public, in order to take into account jointly developed proposals in decisions in a democratic way and to formulate a relevant and prioritised agenda, which together facilitates solving immediate community problems, implementing socially significant ideas and projects, and influences decisions in a public, transparent and direct way;
2. involve in a different format (online and offline) all stakeholders in developing proposals (during consultations) on the principles of gender equality and non-discrimination: schoolchildren, young people, people with disabilities, the socially disadvantaged, vulnerable and marginalised groups of the population;
3. ensure impartiality, independence, transparency and efficiency in the proposal development process and representative consideration of the opinions of all stakeholders in an innovative way, in compliance with the principles and standards of the Council of Europe in the field of public participation and the 12 principles of good democratic governance (see page 9);
4. ensure prompt processing, analysis of and the possibility to forecast the results of several options, the proposals for which have been developed during consultations;
5. provide central government, local authorities and NGOs with tools to strengthen public participation in effective modern decision making, at local, regional and national levels.

Thus, thanks to the introduction of the CivicLab methodology, formal decisions (in their classical sense) are replaced by effective strategic decisions that allow achievement of a clear, specific and measurable result. This ensures the effective implementation of public policy at national, regional and local levels for the sustainable development of the self-governing community, especially in the context of quarantine restrictions for Covid-19.

8. CONF/PLE(2009)CODE1. Code of good practice for civil participation in decision-making processes. <https://rm.coe.int/16802eeddb>.

9. Guidelines for civil participation in political decision-making (adopted by the Committee of Ministers on 27 September 2017 at the 1295th meeting of the Ministers' Deputies) <https://rm.coe.int/guidelines-on-civil-society-council-of-europe-ukr-pdf/168097ed3d>.

Indirectly, the use of the CivicLab methodology will help reduce conflicts in society that arise as a result of individual decision making and formal implementation of decisions by the authorities without taking into account the opinions of the community. This, in turn, permits an increase in the level of trust of civil society in authorities and forming a self-governing, active, conscious community responsible for jointly developed decisions. Thanks to this approach, the CivicLab methodology introduces practical adherence to and implementation of the principles and standards of the Council of Europe, including the 12 principles of good democratic governance.¹⁰

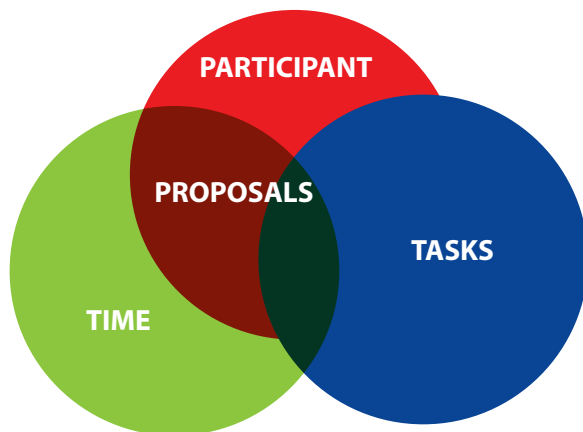


Figure 3. CivicLab model

The CivicLab model directly involves the development of a list of proposals on a particular issue by stakeholders over a clearly defined period of time.

To ensure the proper process of developing quality proposals, which can be the basis for effective decision making, the methodology implements five stages for the development of proposals.

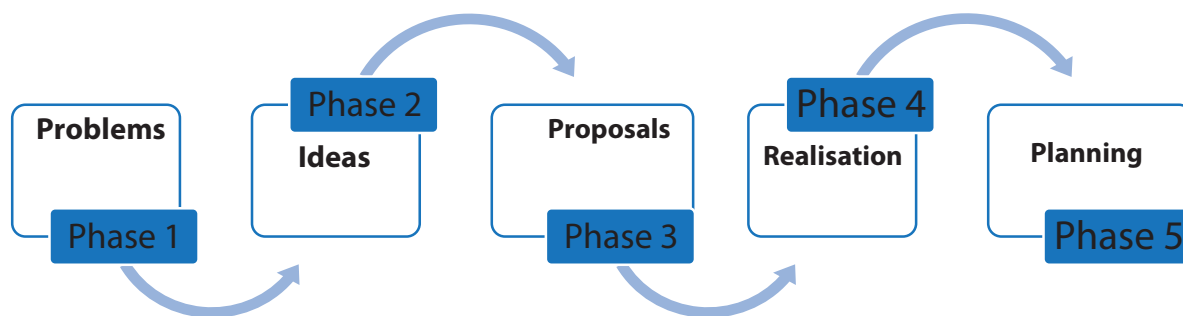


Figure 4. Stages of proposal development

To achieve the purpose and accomplish the tasks, the CivicLab methodology offers four application components:

1. a general component is used to increase the efficiency of the consultation process and obtain a reliable result through the quality, targeted selection of participants and it includes the following elements: qualitative assessment of audience needs and expectations, methods of selecting participants in the consultation process according to criteria; traffic light method — the division of participants in the consultation process into groups based on their affiliation to one of the target audiences;
2. an educational component – a new methodological approach to education through the use of the “learning through action” principle, by which participants master the theory with real examples of best practices and consolidate it with practical exercises;
3. a digital component – a tool for developing quality proposals, analysis and forecasting the results of decisions during consultations;

¹⁰ www.slg-coe.org.ua/wp-content/uploads/2018/11/Book_BenchmarkingDV-2_148x210_web.pdf.

4. a game component (UChange game) allows for gamification of any educational and consulting process by supplementing it with a practical element on the development of proposals, thus making it user-friendly and adapted to the needs of participants regardless of their age, level of knowledge, practical skills and competencies.

The CivicLab methodology allows you to combine the digital component with the educational and gaming components in different ways in order to increase the efficiency and effectiveness of both the decision-making process and public participation within it. This allows the development of better decisions in different formats (online, offline and mixed format (some work online, others offline)) and work options (individual or group) while maintaining the activity and motivation of participants throughout the work period.

In order to ensure a thorough definition of stakeholder positions, in accordance with the purpose of the decision-making process under consideration, its topics, the resources and interests of each stakeholder, the CivicLab methodology provides for the mandatory use of the general component, which allows transparent selection of participants who will use digital, educational or gaming components in their work when making decisions or adopting policies.

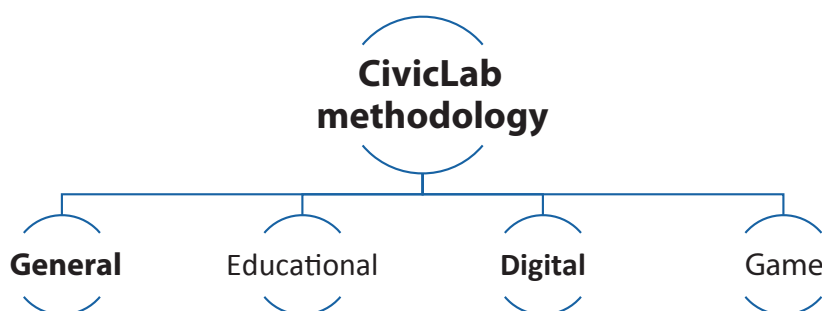


Figure 5. Components of CivicLab methodology

This tool directly describes the work of the general component and the digital component of the development of proposals, and the analysis and forecasting of results of decisions (hereinafter — digital component). The UChange tool which entails the game and educational component can be found on the project’s webpage.¹¹ This combination provides a comprehensive solution that allows:

- ▶ involving target groups in the decision-making process in accordance with agreed criteria;
- ▶ ensuring online digitisation, visuals, operational analysis, and allowing prediction of the results of decisions based on the proposals developed by participants.

These are the two components of the methodology that are the basis for the other two components of the CivicLab methodology — the educational and game components, the description of which is provided in another tool.

Innovativeness of the methodology using the digital component

The tool offers an innovative CivicLab methodology for developing proposals during consultations, which includes a range of activities: needs assessment and selection of participants for the event according to established criteria, a digital component (including a set of standard matrices) that can be used in classic (offline), remote (online) and combined formats, as well as adapted to the needs of a specific target audience and the relevant topic of the event.

This approach is fully in line with the guidelines on public participation in decision making, Recommendation CM/Rec(2018)11 on the need to strengthen the protection and promotion of civil society space in Europe.¹² Section III, “Steps and measures to encourage the participation of citizens in local decision making and in the management of local affairs” of Recommendation CM/Rec(2018)4 on the participation of citizens in local public life (adopted by the Committee of Ministers on 21 March 2018 at the 1311th meeting of the Ministers’ Deputies)¹³ directly states:

11. www.coe.int/en/web/kyiv/promoting-civil-participation-in-democratic-decision-making-in-ukraine.

12. <https://rm.coe.int/recommendation-cmrec-2018-11-civic-space/168097e937>.

13. Recommendation CM/Rec(2018)4 of the Committee of Ministers to member states on the participation of citizens in local public life (adopted by the Committee of Ministers on 21 March 2018 at the 1311th meeting of the Ministers’ Deputies) https://search.coe.int/cm/Pages/result_details.aspx?ObjectId=09000016807954c3.

1. develop, through surveys and discussions, an understanding of the strengths and weaknesses of the various instruments for citizen participation in decision-making and encourage innovation and experimentation in local authorities' efforts to communicate with citizens and involve them more closely in decision-making processes;
2. make full use, in particular, of:
 - i. new information and communication technologies, and take steps to ensure that local authorities and other public bodies use (in addition to traditional and still valuable methods such as formal public notices or official leaflets) the full range of communication facilities available, consulting, for example, Recommendation CM/Rec(2009)1 of the Committee of Ministers to member States on electronic democracy (e-democracy) and Recommendation Rec(2004)15 of the Committee of Ministers to member States on electronic governance ("e-governance");
 - ii. more deliberative forms of decision-making that are, involving the exchange of information and opinions (for example public meetings, citizens' assemblies and juries or various types of citizens' forums, groups, panels and public committees whose function is to advise or make proposals, or round tables, opinion polls and user surveys);

The use of the digital component of analysis and forecasting, provided by the CivicLab methodology, introduces innovative information and communication technologies in the process of developing and making effective decisions in the following ways.

1. 100% remotely where the process of consultations and development of proposals takes place in real time – online. This innovative component allows you to continue the decision-making process, even under quarantine restrictions due to Covid-19.
2. No paper means it is no longer necessary to write on paper first, then read the facilitator's handwriting and transfer it to a digital document. The methodology completely obviates work with paper media, all records are immediately entered into the digital matrix and are ready for further analysis and use in other documents and reports during the preparation of effective draft decisions, and so forth.
3. Speed equals quality reduces the time for initial processing and preliminary analysis (up to two minutes instead of seven days) for the developed proposals. The digital component of analysis and forecasting automates this process: there is an analysis of the entered text data, evaluation of work by indicators, grouping of information and visuals of the results of participants in a particular group and in all groups as a whole.
4. Prompt, effective decisions are real means the online operation of the digital component, the exclusion of the stage of manual digitisation inputting, the reduction of the time for the initial analysis completely eliminates the possibility of loss or incorrect input of participant opinion. Respondents to consultations have the opportunity to focus immediately on the in-depth analysis of developments and the formation of recommendations, which are reflected in the analytical report on the results of the consultations. This approach avoids the phenomenon of "process for the sake of process" and allows the focus to be on the decision as a method of achieving the purpose, that is, the result.
5. Considering opposing opinions means that on the basis of the analytical report, a policy proposal can be formed with several options for solutions to a particular issue, each having an analytical justification and each being able to take into account the proposals of the participants in the consultation. Even those that are contradictory can fall into different decision options. That is, the result of the consultation consists in taking into account a full range of realistic proposals during the development of decision options. A well-prepared policy proposal that contains at least three options for an effective solution to a particular issue provides an adequate high-quality basis for choosing the right and effective solution that will give a positive result.
6. Effective decisions working for the community means the decisions made are based on adequate data and specific proposals from the public. Due to paragraphs 3 to 5, there is a two- to three-fold reduction in the time of decision making, while the quality of, and public confidence in, this decision are significantly increased because the opinions of all stakeholders were taken into account during its development.
7. Control and monitoring of transparency in the decision-making process is when all developments, proposals and analytical information are available to the consultee online immediately after the consultation. At any stage, they can check whether their opinion has been submitted and whether the proposal has been taken into account, and if not, why not.
8. Minimal environmental impact is when the CivicLab methodology allows you to completely abandon the use of paper and to switch to digital document format. Thus, the methodology contributes to the achievement of paragraphs 1 and 2 and 5 of Goal No. 12 of the UN Sustainable Development Goals 2016-30.¹⁴

¹⁴ UN sustainable development goals: <https://sdgs.un.org/goals>.

9. Reducing the cost of consultations happens when thanks to the use of the digital component, consultations conducted in any format can be digitised. That is, at present, it is not necessary to spend organisational and material resources for consultations on rent of premises, logistics, food and accommodation for participants.
10. Non-discrimination in practice is in accordance with Article 14, "Prohibition of discrimination" of the Convention for the Protection of Human Rights and Fundamental Freedoms¹⁵ and Section IV, "Specific steps and measures to encourage categories of citizens who, for various reasons, have greater difficulty in participating".¹⁶ The methodology creates greater opportunities to involve target groups in the consultation process (people with disabilities of all ages and genders, single mothers and fathers, people from remote regions of the country, socially disadvantaged and vulnerable groups), who previously could not participate due to certain restrictions (time, financial, distance, work schedule).
11. Optimising the time of consultations – twice is due to the introduction of a remote form of consultation, which means the methodology provides for a reduction in the number of hours required for the consultation process, at least twice.
12. The result immediately after work is when participants can evaluate the quality of the developed proposals and draw conclusions immediately after the consultation, based on adequate aggregate data determined by the methodology for performance indicators and visualised analytics.

Table 2. Advantages of the CivicLab methodology over the classic format of proposal development¹

Criteria	Classic format of developing	Adaptive format (offline event + CivicLab methodology)	CivicLab digital remote format
Time for preparation	15 days	20 days	20 days
Duration of the event	8 hours	6 hours	3 hours
Digitisation of results	10 days	Online	Online
Analytics	14 days	Online	Online
Report with recommendations		9 days	9 days
Time in total	47 days	29 days and 6 hours	29 days and 3 hours
Expenses for rent of premises, catering	Yes	Yes	No
Lease of equipment, purchase of consumables	Yes	Yes	No
Paid digital services	No	Yes	Yes
Human resources	5	10	10
Performance indicators	Total for event	Total for the event, group, phases, individual	Total for the event, group, phases, individual
Costs of resources	Average	High	Minimal

1. One-day event (workshop) with the involvement of 40 people is compared.

NB The average time required to complete tasks is indicated.

According to the comparative table, holding events under the CivicLab methodology in digital remote format is the most optimal, both in terms of time and cost of organisational, methodological and technical support.

15. Convention for the Protection of Human Rights and Fundamental Freedoms https://zakon.rada.gov.ua/laws/show/995_004#Text.

16. Recommendation CM/Rec(2018)4 of the Committee of Ministers to member States on the participation of citizens in local public life (adopted by the Committee of Ministers on 21 March 2018 at the 1311th meeting of the Ministers' Deputies) https://search.coe.int/cm/Pages/result_details.aspx?ObjectId=09000016807954c3.

The structure of the general and digital components as parts of the CivicLab methodology

The general component is a mandatory component of the CivicLab methodology and is used to increase the efficiency of the consultation process and obtain a reliable result through a high-quality targeted selection of participants. It includes the following elements:

1. the method for assessing the needs, expectations and selection of applicants for participation in consultations, in accordance with the criteria (three or four blocks of criteria are issued for each event) and in accordance with the accrued points (total number of points by blocks of criteria);
2. traffic light method is a method of preliminary division of participants into groups (with seating at tables or distribution in virtual rooms) on the principle of proportional participation of target groups in the discussion in accordance with their competencies and influence on decision making;
3. the method of facilitated discussion in groups, which enables the opinion of each participant to be taken into account, and writing down their input.

The digital component is an innovative automated software-analytic that digitises the text words of participants (entered into a special matrix), analyses and visualises the results of each and all groups in the form of graphs, tables, aggregated textual and digital information. Based on digitised data, it allows you to make predictions and provide recommendations.

The digital component includes the following elements:

1. direct digital component for developing proposals, analysis and forecasting the results of decisions during consultations;
2. a set of standard matrices in which data are processed (digitised) by the digital component:
 - a. matrix of alternatives: assessment of the need and feasibility of developing and making a decision/strategy;
 - b. strategic matrix: designing the development strategy – develops a database of proposals for the development of strategies at different levels: national, regional, local, branch;
 - c. matrix of concepts: development of a basis for the formation of option concepts for regulatory acts: studying the need for regulation of a certain area, developing a concept for regulatory acts: regulations, guidance, and so forth;
 - d. project matrix: development of a project – development of project proposals and advocacy plans;
 - e. communication matrix – development of a communication campaign datasheet;
 - f. matrix for developing ideas and evaluating them for practicality.

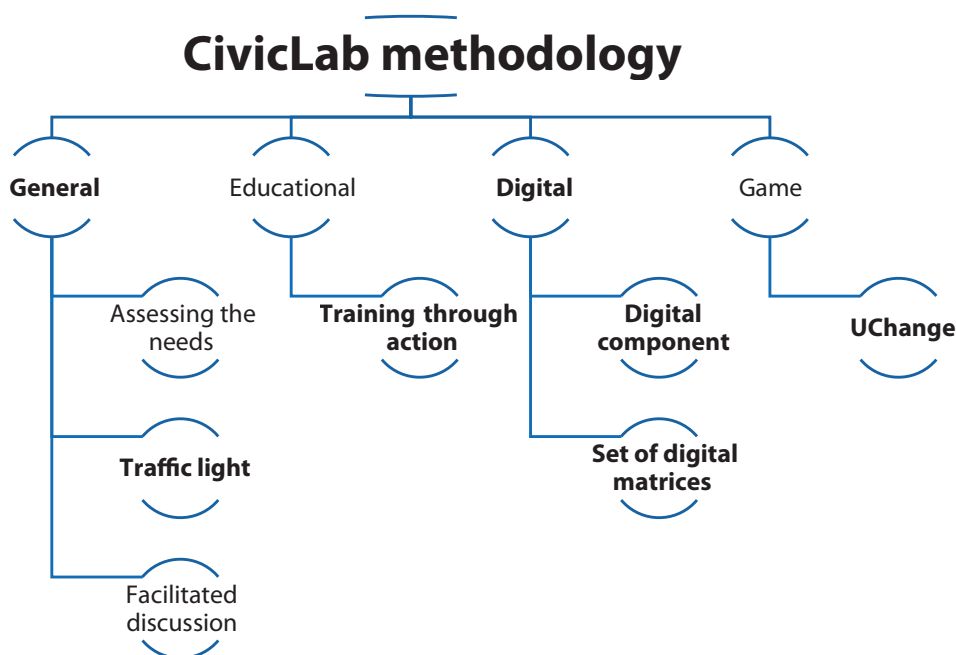


Figure 6. The structure of the general and digital components as parts of the CivicLab methodology

Chapter 3

Principles of digitisation

Introduction – What do we understand by digitisation?

Digitisation is the process of organisation and automation of work, through which all the individual and group work of participants (expressed opinions and proposals) are immediately entered into a specially designed matrix, and thanks to an innovative software-analytic (digital component) are analysed, visualised and displayed on a common screen for a visual manifestation of the results of that work in an accessible format.

The essence of the digitisation process for an event that provides for the development of proposals for a particular solution is clearly demonstrated by the text of the first report on the use of the CivicLab methodology implemented in Ukraine. It states:

For the first time in Ukraine, the experts of the Council of Europe [...] developed, implemented and applied a unique methodology of digitising, visualising and forecasting group and individual work results. A unique digital matrix for “preparation of proposals for the project application” was developed, which in real-time displayed the results of each team, analytics for each task performed by the team, provided a forecast of the success of the project under development. The matrix accompanied the participants during the whole period of the project, giving them advice according to the entered data. Developments were immediately visualised in the form of graphs and charts, giving teams the opportunity to evaluate the results of their work, draw conclusions about improving projects and immediately make adjustments to improve quality and efficiency: a correct selection of decision-makers, use of resources, formation of stakeholders, tasks and advocacy activities, etc.

Principles of activity digitisation using the digital component

The principles of digitising consultative activities aimed at finding out the opinions of citizens on a particular issue, developing proposals as part of the public decision-making process or developing project proposals or communication campaigns are quite simple.

Principle 1. You can digitise any activity

The CivicLab methodology, and in particular the digital component together with the matrix, is a practical and applied tool. Therefore, any event that includes a practical part can use the CivicLab methodology to increase the efficiency of participants, both during individual and group work, which, in turn, significantly improves the quality of the overall event results.

Principle 2. Representativeness

The ability of the sampled population to reproduce the main characteristics of the general population, representativeness is achieved through the correct formation of the sample. The sample cannot completely accurately reproduce the general population, so it will always have some deviations from it. Representativeness error means a deviation of the sampled population on certain characteristics from the general population. The larger the deviation, the greater the representativeness error, and the lower the quality of the data obtained. Obtaining quality results in the process of developing a proposal, directly depends on the representativeness of the participants – how accurately the portrait of the target audience of the event coincides with the portrait of the interested persons (stakeholders) of the consultation process. The CivicLab methodology ensures the implementation of the principle of representativeness through the introduction of transparent criteria for the selection of participants and through the use of the traffic light methodology — the further division of selected participants into smaller groups. Adherence to this principle guarantees the quality of the proposals

developed and eliminates the risks of covert lobbying, unprofessional interventions and disruption of the discussion process due to conflicts and contradictions between participants.

Principle 3. Standardisation

This consists of establishing provisions for general and repeated use in relation to existing or potential tasks and is aimed at achieving the optimal degree of orderliness. The CivicLab methodology sets six standards that clearly and strictly regulate all actions related to the process of developing proposals and five groups of indicators that allow the assessment of compliance with the methodology standard during the consultations. This guarantees the quality of the developed proposals.

Principle 4. Effectiveness and efficiency

The high-quality proposals developed during consultations are a guarantee of the development and adoption of an effective decision. The CivicLab methodology stipulates that advisory activities for the development of proposals for the formation of effective solutions should be arranged and held in four successive stages: from preparation to reporting. This approach, together with the first three principles, aims to ensure that the maximum number of proposals are taken into account when forming alternative decision options and making a final, effective decision. This is an anticipated successful result of the CivicLab methodology.

How does it actually work?

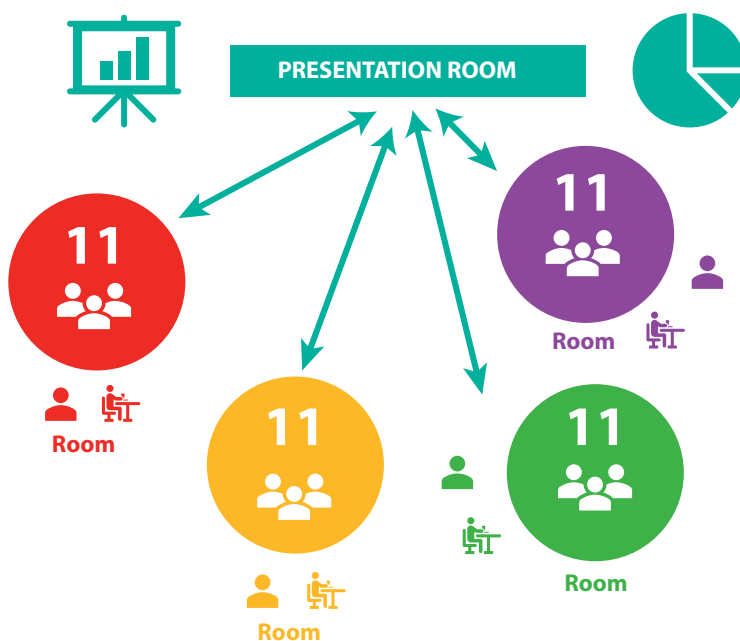


Figure 7. Work of groups

To understand the principle in operation, we present simple steps based on which you can understand the essence of the CivicLab methodology and the results of its work.

1. Participants in the event work (individually or in groups) in the usual format (workshop, strategic session, and so on). In parallel, the whole process of their work is entered online into a table especially designed for your needs, grouped, displayed on the common screen, analysed and visualised in the form of informative graphs and charts.
2. Everyone can see the results of their work on the big screen simultaneously. Everyone can draw conclusions and predict the future results of decisions developed.
3. Participants receive analytics, visuals, all developed materials, and results of the event in the form of electronic documents immediately after the event and can work with them at once.

Performing tasks in groups (%)
Displays the task performance process

PHASE 2, DREAM		----->	PHASE 3, IMPLEMENTATION
Red		5/0	REAL
1	ADEQUATE LEGISLATION: TAX, PHILANTHROPIC (BENEFITS FOR BUSINESS/+ PERCENTAGE PHILANTHROPY)	REAL	ADEQUATE LEGISLATION: TAX, PHILANTHROPIC (BENEFITS FOR BUSINESS/+ PERCENTAGE PHILANTHROPY)
2	TRAINED, MOTIVATED, QUALIFIED PERSONNEL (TRAINING, INTERNATIONAL EXCHANGE OF EXPERIENCE (CHARITY WITHOUT BORDERS)		TRAINED, MOTIVATED, QUALIFIED PERSONNEL (TRAINING, INTERNATIONAL EXCHANGE OF EXPERIENCE (CHARITY WITHOUT BORDERS)
3	DEVELOPED CULTURE OF CHARITY IN SOCIETY, DATABASE OF PHILANTHROPISTS, TRANSPARENT REPORTING OF DONOR FUND RECIPIENTS		DEVELOPED CULTURE OF CHARITY IN SOCIETY, DATABASE OF PHILANTHROPISTS, TRANSPARENT REPORTING OF DONOR FUND RECIPIENTS
4	STATE INCENTIVES FOR NGOS: AVAILABLE AND TRANSPARENT NGO FUNDING FROM THE STATE; BENEFITS OR ABSENCE OF THE COMMISSION IN BANKS OR PAYMENT SYSTEMS FOR NGOS; BONUSES FROM THE STATE FOR		STATE INCENTIVES FOR NGOS: AVAILABLE AND TRANSPARENT NGO FUNDING FROM THE STATE; BENEFITS OR ABSENCE OF THE COMMISSION IN BANKS OR PAYMENT SYSTEMS

Figure 8. Analytics of group work results

Performing tasks in groups (%)

Displays the task performance process

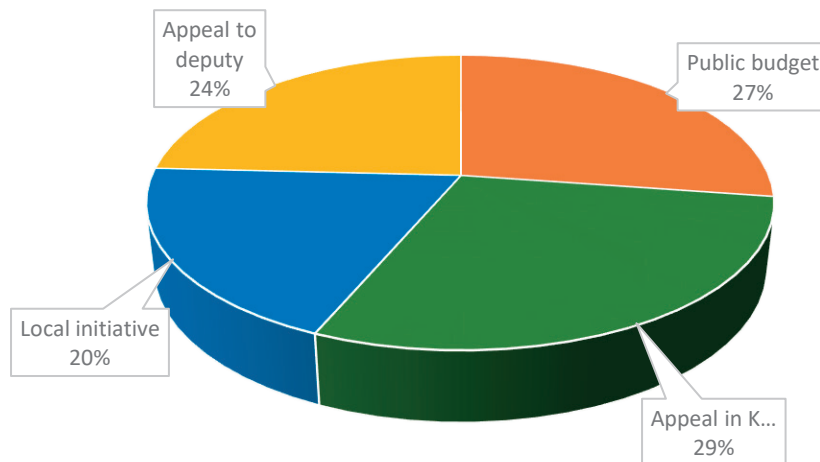


Figure 9. Visual of group work results

Chapter 4

Options for the use of CivicLab

Actors in the consultation process who can use the methodology

The CivicLab methodology can be used by the actors in the consultation process to develop proposals and develop options for decisions in many policies, at local, national and regional levels. Examples of successful best practice using the CivicLab methodology, and in particular the digital component and matrices, are provided in Chapter 5.

The CivicLab methodology will be useful for civil society: active residents, representatives of non-governmental, international organisations and businesses, as it provides an opportunity to participate in the decision-making process of local self-government bodies, central and local executive authorities. Developed proposals should reflect their needs, and objectively demonstrate the public demand for change. Thanks to the use of remote formats, the CivicLab methodology allows for participation in the process of developing proposals, of those categories of people who were not previously involved in the decision-making process, including vulnerable, socially disadvantaged groups, people with disabilities and more. Citizens can be directly involved in the decision-making process on issues that concern them, in particular, using tools of public participation,¹⁷ which provide an opportunity to develop proposals for solving pressing problems of the community. Among such instruments, in particular, are public hearings, public budgeting, general meetings of citizens at their place of residence – the procedure for which is regulated by the relevant provisions and the statute of a territorial community. NGOs can use the CivicLab methodology to develop proposals for institutional development strategies, project proposals, and concepts for advocacy and communication campaigns.

The Ukraine case study

As an example of the use of the CivicLab matrix by NGOs, we can cite the development strategy of charitable organisations in Ukraine.

On the other hand, local self-government bodies, central and local executive authorities should involve the public in consultations on decisions that affect the public or a segment of it. In particular, this is regulated by the Resolution of the Cabinet of Ministers No. 996 dated 3 November 2010 “On ensuring public participation in the formation and implementation of public policy.” During such consultations, proposals for regulatory legal acts, annual consultation plans, and so on can be developed.

The CivicLab methodology in both cases (participation and involvement) will ensure the development of quality proposals in order to make effective decisions.

National level public policy should be understood as a set of value goals, public administration activities, decisions and actions, the procedure for implementing public policy decisions (goals set by the government) and the system of public management of the country’s development.¹⁸ Democratic governance foresees the priority of democratic values and is based on appropriate principles in the formation and implementation of public policy. The modern understanding of democratic governance is based on the concepts of good governance, and characterised by a predictable, open and knowledge-based process of policy formation and implementation, as well as a highly professional bureaucracy, executive authority responsible for its actions, developed civil society, which plays an active role in public affairs. All these components function in accordance with the principle of the rule of law. Governance is inherently concerned with the ways and means by which the various preferences of citizens are transformed into effective policy choices, as well as how diverse public interests are transformed into a single course of government action and consensus is achieved in society. Thus, the concept of “governance” is directly related to various aspects

17. Best practices in regulating civil participation tools at the local level: www.rm.coe.int/best-practices-civil-participation-pdf/168097ed3e.

18. “Public policy”, National Academy for Public Administration, Kyiv, 2014, www.academy.gov.ua/NMKD/library_nadu/Pidruchnuiky_NADU/9fa81bc0-991f-47e7-817d-a853b8627f97.pdf.

of public policy as a course of action of the authorities. From this point of view, different types of governance are characterised by the defining tools used by public sector players to achieve certain public policy goals. Such tools include command and control, incentives and proposals, information, discussion and persuasion, as well as all forms of public influence and control.

State (nationwide, national) policy is formed and implemented by the legislative, executive and judicial branches of government in the interests of society as a whole. The process of analysis and formation of public policy is cyclical and in particular, includes a phase of problem analysis and development of alternative solutions. Accordingly, these phases of the public policy cycle include the conduct of public consultations, which are defined, in particular, by Resolution No. 1378 of the Cabinet of Ministers of Ukraine, "Some issues of public participation in the formation and implementation of public policy", of 15 October 2004. The principles of openness and transparency in public policymaking are in line with fundamental approaches to democracy and require publicity, meaning that citizens should be able to observe public policy making through a complex process of public discussion involving government officials and representatives of NGOs. Also, Recommendation CM/Rec(2018)11 of the Committee of Ministers of the Council of Europe¹⁹ to member States on the need to strengthen the protection and promotion of civil society space in Europe (adopted by the Committee of Ministers on 28 November 2018 at the 1330th meeting of Deputy Ministers) recommends timely and transparent public consultations in policy making and drafting, especially where it may have an impact on civil society.

Therefore, the tool recommends using the CivicLab methodology when developing proposals for strategies, concepts, programmes, regulatory legal acts, draft laws and regulations and public government decisions in various spheres of public life. An example is the submission of proposals to the Action Plan of the National Strategy for Civil Society Development. The digital matrix in accordance with the type of document or the direction of public policy will ensure that the opinions of all stakeholders are taken into account, and will allow the development of high-quality alternative options from which one effective decision can be chosen.

Regional level

State regional policy is a set of goals, events, means, mechanisms, tools and concerted actions of central and local executive authorities and local self-government bodies to create a full environment for people throughout Ukraine, ensuring the spatial unity of the state, sustainable, balanced development of its regions, and coordination of regional and nationwide interests. State regional policy is determined by a system of interrelated documents based on the domestic policy of Ukraine, the general layout for territorial planning of Ukraine, the state strategy for regional development, territorial planning schemes at regional and local levels and other documents. 257 Formation of the state regional policy is based on the Constitution of Ukraine, laws of Ukraine "on stimulation of region development", "on planning and building of territories", "on the general planning layout of the territory of Ukraine", and so on, acts of the President of Ukraine and the Cabinet of Ministers of Ukraine. The division of powers at the regional level is enshrined in the following basic laws of Ukraine "on local state administrations" and "on local self-government in Ukraine", as well as in the budget code of Ukraine, and so on. The main goal of the state regional policy in Ukraine in accordance with the existing regulatory legal framework is "to ensure a high level of quality of human life regardless of the place of residence, to strengthen social cohesion and economic unity of the state. At this level, proposals for regional development strategy plans and regulatory legal acts can be developed, and proposals for the state strategy for regional development and separately, development of project proposals for the competition, the All-Ukrainian Public Budget, can be provided as an example of using the CivicLab methodology.

Local level

Every resident of a village or city has the right to modern medicine and education, accessible and high-quality administrative, utility, social services, good roads, clean and well-lit streets. However, people can only influence the quality of these services when those responsible for providing them are nearby. The closest authorities to the people are local self-government bodies: village, settlement city councils and their executive committees. Therefore, they should have broad powers and sufficient resources to be able to address all local issues and be responsible for them. To this end, decentralisation is taking place in Ukraine: the transfer of powers and finances from the state power as close as possible to the people — local self-government bodies. Local authorities ensure that NGOs and citizens can contribute to the decision-making process without any discrimination.

¹⁹ CM/Rec(2018)11, www.rm.coe.int/recommendation-cmrec-2018-11-civic-space-ukr/168097ed38.

They recognise the European Convention on Human Rights, in particular freedom of expression (Article 10) and freedom of assembly and association (Article 11). At this level, the CivicLab methodology has the widest range of use. In particular, it is the provision of proposals for concepts, development strategies, sectoral strategies, development priorities, budget proposals, regulations, activities of city target programmes, integrated development strategies in terms of conducting broad consultations with the public. As an example, we can cite the use of the digital component in the formation of the environmental strategy, or development of proposals for the draft public budget.

Regulatory documents, proposals for which can be developed from the methodology

The CivicLab methodology allows you not only to develop proposals but also to address the need to develop new solutions, and to improve existing documents. An indicative list of documents that can be developed using the digital component includes concepts, strategies, policy proposals, draft regulations, draft laws, action plans for strategy, or city programmes, city and NGO statutes, communication campaigns, advocacy campaigns, development of project proposals to address specific problems. As an example of using the CivicLab methodology, we can cite the development of proposals for the draft law “on public spaces”, the provision “on the school public budget”, the assessment of the need to develop a draft law “on the public budget”.

Table 3

PHASE 1. CRITICISM					
6. Priority (1-5)	"1. PROBLEMS harmful factors influencing the charity sector"	2. CAUSES OF PROBLEMS	"3. EFFECT destructive influence/result"	4. STAKE-HOLDERS	5. CATEGORIES OF PROBLEMS
2	Low level of education among charity participants	Systematic and low-quality training, chaos	Small percentage of donor involvement	Society	Those that cannot be avoided and need to understand how to adapt to them
5	Improper use of charitable assistance	Partial criminalisation of the sector, lack of state control, no punishment	Double burden on the charity provided and loss of trust in the sector. Failure to receive targeted assistance by the target audience	NGOs, donors, state	Those that cannot be avoided and need to understand how to adapt to them
	Distrust of business circles to charity providers	Fraud, inefficient use of funds	The difficulty of attracting resources	Donors, NGOs, beneficiaries	
	Short "lifetime" of the charity provider	Coercion to an adrenaline storm, inclusion in a problem, no resource for recovery, burnout, too many requests	High cost of fundraising, reduced results	Charity provider, NGO, society, beneficiaries	
	Non-systematic provision of charitable assistance	Lack of co-ordination between participants, lack of control, anti-expertise	Inefficiency of charitable assistance	Donors, beneficiaries, state	
	Lack of percentage philanthropy	Lack of political will	Demotivation of the sector	NGOs, donors, beneficiaries, state	

Chapter 5

Methodology standards

Introduction – What are the different stages of CivicLab?

Adherence to standards, rules and strict implementation of recommendations for the use of the CivicLab methodology at each of the four stages will allow for quality consultations and the development of proposals on the basis of which effective decisions can be made. The process of involving citizens in decision making itself will meet Council of Europe standards for citizen participation in decision making, the 2018 Recommendation on the participation of citizens in local public life,²⁰ *Guidelines on public participation in political decision making*,²¹ best practices, and the revised Code of Good Practice for Civil Participation in the Decision-Making Process²² and standards for meaningful civil participation and best practices in Council of Europe member states.

The methodology stipulates that consultative activities to develop a list of proposals for the formation of effective solutions, which use the components and elements of CivicLab, should be arranged and conducted in the following four consecutive stages:²³

Stage No. 1: preparation for the consultation process;

Stage No. 2: development on the proposals on the topic for consultation;

Stage No. 3: findings from the event;

Stage No. 4: preparation and publication of the analytical report.

Each stage has additional steps and phases (see the structure of stages, detailed below). The sequence of the stages (steps and phases) cannot be changed. At the same time, the methodology assumes that the list of phases in the second stage can be adapted to the goals, objectives of each event, needs and expectations of its participants.

Structure and tasks of the stages of the consultation conducted under the CivicLab methodology

Stage No.1: preparation for the consultation process

Step 1. Define the topic, purpose and objectives of the consultation; assess and map stakeholders using the Council of Europe tool “Involving citizens in the decision-making process”.²⁴

Step 2. Form the list of participants, according to the CivicLab methodology:

1. assess the needs and expectations and form a list of applicants for participation in the consultation process, taking into account identified stakeholders by registration through a specially designed form;

20. 2018 Recommendation on the participation of citizens in local public life, www.search.coe.int/cm/Pages/result_details.aspx?ObjectId=09000016807954c3.

21. Guidelines on public participation in political decision making, www.rm.coe.int/0900001680786ab4.

22. Revised Code of good practice for civil participation in the decision-making process, www.rm.coe.int/code-of-good-practice-civil-participation-revised-301019-en/168098b0e2.

23. Standards for meaningful civil participation and best practices in Council of Europe member States, www.rm.coe.int/civil-participation-in-decision-making-processes-an-overview-of-standa/1680701801.

24. www.rm.coe.int/civil-participation-in-decision-making-tool-/168075c1a5.

2. select participants for consultations from among the applicants, according to the criteria (three or four blocks of criteria are issued for each event) and according to the accrued points (the total amount of points for the blocks of criteria).

Step 3. Create a map of the target audience selected to participate in the event/consultation.

Step 4. Divide those selected to participate in the event into groups, according to the traffic light method, which is part of the general component of the CivicLab methodology. Pre-divide the participants into groups (with seating at tables or distribution in virtual rooms – according to the format of the event) on the principle of proportional participation of target groups in the discussion, in accordance with their interests and influence on decision making.

Step 5. Select the matrix to be used with the digital component during the event/consultation.

Stage No. 2: development of proposals

During the five phases of the proposal development cycle, form a list of quality proposals on the topic of the consultation, conducting an event/consultation, using the digital component and the selected matrix (according to the topic of the event/consultation).

Participants of the event/consultation develop proposals (working individually or in groups) in the usual format (workshop, strategic session, and so on). In parallel, the whole process of their work is entered online into a table especially designed for your needs, grouped, displayed on the common screen, analysed and visualised in the form of informative graphs and charts. The work at this stage takes place in the following phases:

Phase 1: dissecting the problems and exploring reasons for them;

Phase 2: development of ideas/goals;

Phase 3: development of proposals;

Phase 4: evaluation of proposals for practical implementation;

Phase 5: development of timescales for implementation of proposals.

Stage No. 3: findings from the event

Analyse the results of the work in groups and provide recommendations for possible scenarios (according to the data of analysis and visuals of the digital component).

All participants at the event/consultation can see the results of their work on the big screen at once. Everyone can draw conclusions and predict the future results of decisions that have been developed.

Stage No. 4: preparation and publication of analytical report

Prepare separate group reports based on the results of the event and a consolidated analytical report with recommendations based on the results of the work. If necessary, a policy proposal can be prepared with at least three options based on the results of the consultation.

Participants receive analytics, visuals and all materials developed, and results of the event in the form of electronic documents immediately after the event and can work with them at once; and an analytical report with recommendations and a policy proposal (if necessary), within seven working days.

The methodology sets standards and rules for the proper conduct of each stage. The organisers should strictly adhere to the standards and follow the rules provided by the methodology at each stage.

The standards for the proper use of the CivicLab methodology include:

1. standard of event preparation (including selection, a map of the target audience and division of participants into groups);
2. standard of work within the matrix of the digital component;
3. standard of organisation and holding of the event;
4. standard of work for the organisers: facilitator, note-taker and digital component administrator;

5. standard of report preparation;
6. standard of organisational and methodical, technical and digital support of the event/consultation at the appropriate level. These features are listed separately in each of the standards.

In order objectively to assess compliance with the standards for the organisation of the decision-making process according to the CivicLab methodology, special measurable indicators have been developed, the full list of which is described in Chapter 5.

Consultation preparation standard

The standard regulates Stage No. 1, which involves preparations for the consultation process.

Evaluation indicator: ICL-11, 12, 13 (for the CivicLab indicators see Table 8)

The standard provides for the application of clear criteria to ensure transparent selection of participants from among those who submitted an application, in compliance with the principles of non-discrimination and gender equality depending on the topic, tasks and stakeholders identified by the initiator of the consultation.

The standard describes the algorithm for evaluating and selecting potential participants according to the criteria. It describes the structure of the analytical reference, "Map of the target audience", which reflects the description of the selected participants for the event, as well as the traffic light method, which provides for the distribution of participants in the event into working groups according to their affiliation to a particular target audience. It also describes the algorithm for selecting the digital matrix to be used during the event.

The collection of proposals shall be prepared at the appropriate level. That is, the topic and purpose of the consultation, the list of stakeholders, should be clearly defined, and the needs of the initiator of the consultation process should be clearly formed. The methodology recommends using the following algorithm to prepare for the digitisation of the consultation process:

1. outline the topic, purpose, tasks, target audience and conditions of the event with the organisers;
2. explain to the organisers the CivicLab principles and methodology;
3. assess the needs of the event organisers taking into account paragraph 1 and shape the expected result at each level: individual work of the participant/group work/overall result of the event (this is important for the formation of an analytical report on the results of the event);
4. form a clear list of questions to the participants at the event, the answers to which the organisers want to hear (this is important for programming the matrix of the digital component);
5. agree the format and timing of both the practical part and the event as a whole with the organisers of the event;
6. discuss with the organisers the principle of data entry, choose a variant of the digital matrix, agree the analysis of the digital component with the organisers;
7. agree on the amount of organisational and methodological support required for the practical part of the event, in accordance with the CivicLab methodology, taking into account paragraphs 3 to 5.

Principles of the criteria for selection of applicants for participation in the event

The event should involve all stakeholders, whose opinions should be taken into account when consulting on the issue to be decided.

Each participant has a digital profile, which is reflected in their application for participation in the event/consultation and on the basis of which a general portrait of the event audience is formed.

Participants enter the event only by pre-selection according to clear and transparent criteria.

The methodology recommends the use of criteria with adherence to the principles of non-discrimination and gender equality, which make it possible to form a representative audience. We also recommend that each of the criteria is assigned a certain weight, measured in points from 0 to 3. Participants are selected according to the highest number of points scored based on the results of the application submitted by filling out the electronic form. In turn, the electronic form should be adapted and take into account certain criteria for selection of participants.

Qualitatively developed criteria allow you objectively to assess how the potential participant in the event corresponds to a certain portrait of the imaginary event participant by age, gender, social status, understanding of the event topic, attitude to one of the stakeholder groups in the consultation process, level of preparation and motivation. Such criteria, in particular, may include the following:

1. being a party to the consultation and included in the stakeholder map;
2. relating to one of the target audiences: government, community, business (foundations, international organisations);
3. a level of mastery in the topic of the event, with a proven level of knowledge and professionalism;
4. having practical experience of a particular topic;
5. having submitted proposals on the topic of the event;
6. expectations for the event coinciding with the remit of the event;
7. the outputs of the event meeting the needs of the applicant;
8. no more than two representatives being allowed from any one organisation.

There may also be additional selection criteria to assess the participant's motivation, knowledge and practical skills. These may include cover letters, links to publications, research papers, and so forth. All additional information can also be added by the participant through the electronic application form.

In any case, it is important to remember to carefully analyse all the needs and expectations of applicants and pay special attention to involving young people, people with disabilities, vulnerable, disadvantaged and marginalised people of all ages and genders in the process of developing proposals.

Based on the selection results, all participants are divided into four target audiences: representatives of authorities, the public and business/foundations/international organisations in proportion to the methodology standard.

According to the methodology, participants work in groups. Groups are formed according to the traffic light method. When forming groups, the principle of equal distribution of target audiences within groups should be followed. The principle establishes a rule that, in one group, according to the conditions and format of the event, there should be all target audiences representing all stakeholders in the consultation process: from the initiator of the consultation to the one who influences or makes the end decisions. At the same time, the organiser can independently determine the format of the groups, for example, according to the industry principle, or the level of competence of the selected participants.

Method for distribution into groups – Traffic light

The traffic light method provides for the distribution of participants between groups in accordance with the standard of Table 4, which stipulates that representatives of all target groups should work at each table (in the virtual room), and their proportions should be 30% authorities, 30% representatives of civil society, 30% business (international organisations, non-governmental foundations) and 10% representatives of the support team.

The method involves following a clear algorithm of sequential actions, which quickly distributes all selected participants into groups. The algorithm for dividing participants into groups depends on the format of the event where the proposals are developed.

Each group that will work at the table or in the virtual room is given a name that corresponds to one of the colours: red, yellow, green, blue, purple or turquoise. All participants at the event are distributed among four numbered lists (government, community, business, international organisations and non-governmental foundations), according to the information they indicated on their registration form. In each of the lists, in turn, by changing colour (in this order: red, yellow, green, blue, purple, turquoise) a mark is made beside each participant. Thus, all participants receive marks of a different colour. The colour assigned to the participant corresponds to the colour of the group in which they will work, so a participant who receives a green mark works in a group named "green", for example.

Participants are divided into groups immediately before the event/consultation. In this case, during an offline consultation, the division of participants into groups can be combined with the process of assigning colours. The remote format of events requires only a two-stage procedure. Colours are provided to participants immediately after their selection for the event and distribution of all participants as the target audience. Moreover, the division into groups takes place immediately after their registration on the online platform for video conferencing.

"TRAFFIC LIGHT" METHOD

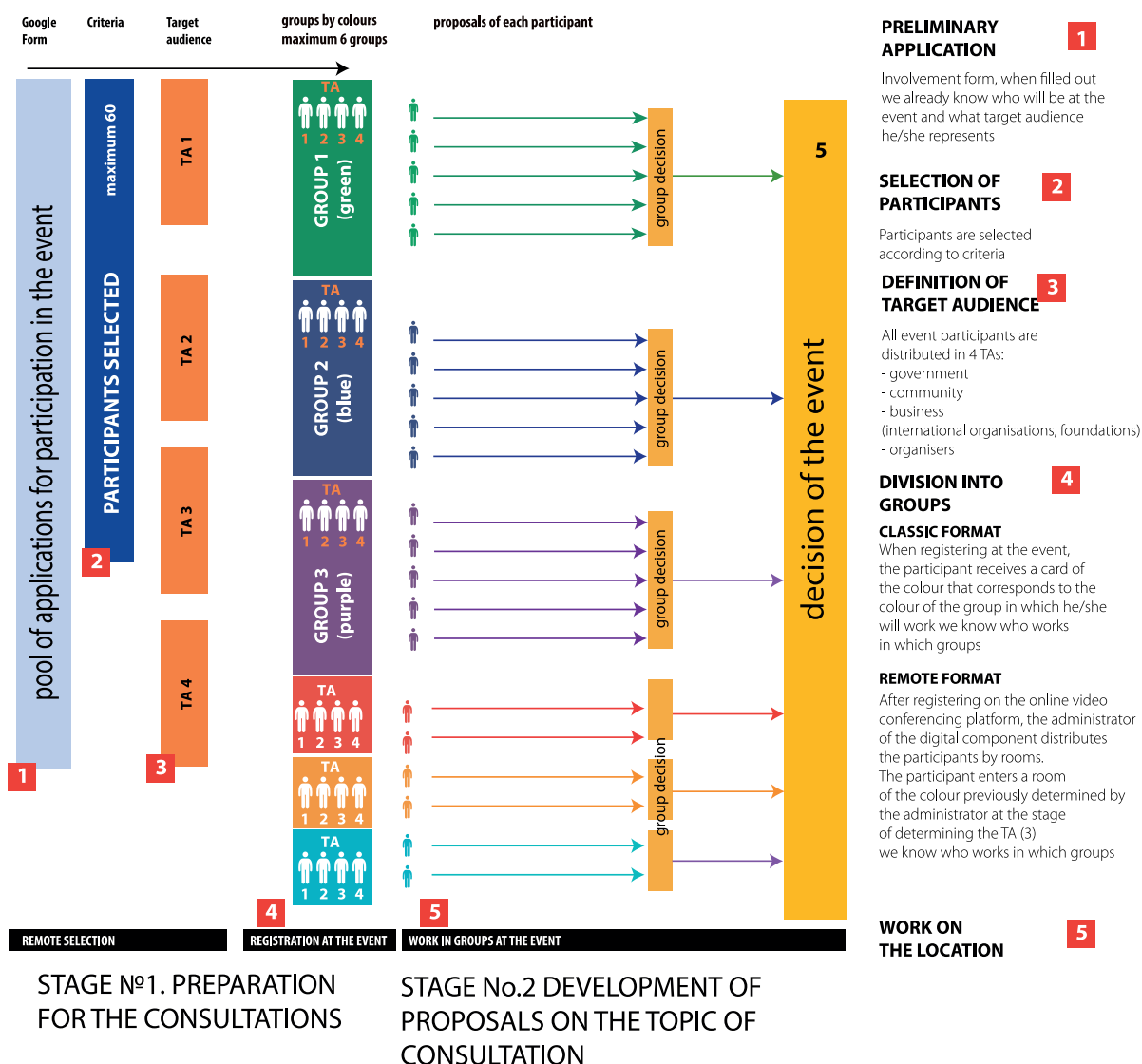


Figure 10. The traffic light method

10. The traffic light method is clearly demonstrated by the figure

We also present an algorithm for dividing participants into groups in classic event format:

1. find out which of the target audiences the participant belongs to:
 - a. a representative of an authority
 - b. a representative of civil society
 - c. a representative of a business, international organisation or non-governmental foundation
2. find the participant in the corresponding list;
3. take the first colour card in order, mark the colour on the list;
4. let them sign;
5. say the participant should sit at the table of the same colour as the card.

If the participant is not in the lists:

1. find out which of the target audiences the participant belongs to;

2. enter the participant on the appropriate list;
3. continue as per point 3, above.

Forming a portrait of the target audience of the event

The organisers and the support team should clearly know the gender portrait of each participant of the event audience, their expectations, needs and levels of expertise.

It is good practice to understand the needs of the event audience, which are presented at the beginning of the consultation; it gives the opportunity to all participants to get to know their colleagues in a simple way through a vivid visual. It also allows for a certain level of openness for further discussion, demonstrates to everyone that the process of developing proposals is focused on achieving the purpose, meeting the needs of participants, and all participants in the consultation process having common expectations, focused on achieving results.

The portrait of the audience is formed on the basis of the data that the participants left during registration.

The document can be prepared in any format. We recommend displaying the following visualised data:

- ▶ reflect the gender, age and social portrait of the participants of the event (ratio of women and men, age groups, social groups);
- ▶ quantitative indicators: total number of participants and in terms of each target audience of the event (authorities/public/business), expertise/professionalism, areas of work and topics, work experience, and so on;
- ▶ qualitative indicators that characterise the level of trust and willingness of participants to interact and work together, practical knowledge and competencies, their expectations of the event.

The portrait of the event audience is made in the form of a presentation and shared before the start of work.

Standard for developing proposals (holding events)

This standard regulates Stage No. 2: holding an event/consultation, in terms of proper organisation of participants in order to comply with the basic principles of public participation.²⁵

Evaluation indicator: ICL-14, 22, 23, 24, 25, 31, 32, 33

The standard provides for the creation of appropriate conditions for the effective work of participants to achieve the purpose and obtain the desired result of the event: the formation of a list of proposals on the issue (topic) on which consultations are held to develop decision options.

The standard describes the conditions of organisation and rules of the second stage and each of its phases, namely: time frame, the number of participants who can take part in the event/consultation, including in the work of groups and the number of such groups, the sequence and number phases, the list of tasks that need to be undertaken, as well as the optimal number of involved facilitators and note-takers working in groups.

The standard for holding an event on the development of proposals stipulates adherence to the following principles that apply to all actors involved in political decision making: a. mutual respect between all actors as a basis for honest interaction and mutual trust; b. respect for the independence of NGOs, regardless of whether their opinions correspond to the opinions of public authorities; c. respect for the position of public authorities, which are responsible and accountable for decision making; d. openness, transparency and accountability; e. promptness, where all actors offer appropriate feedback; f. non-discrimination and inclusiveness, so that the less privileged and the most vulnerable can be heard and their opinions are taken into account; g. gender equality and equal participation of all groups, including those with special interests and needs, such as young people, the elderly, people with disabilities and minorities; h. accessibility through the use of clear vocabulary and appropriate means of participation, offline or online, and on any device.

The number of participants who can take part in the event, and the number of groups they are invited to work in, should ensure the preservation of the dynamics of individual and collective work, as well as the effective involvement of the participant in discussion throughout the event.

The time frame of the event, as a whole and each phase separately, should be sufficient to address the list of all issues that were submitted for discussion and to implement all tasks, which are required by each phase. That

²⁵ Guidelines for civil participation in political decision making <https://rm.coe.int/guidelines-on-civil-participation-in-political-decision-making/168076e135>.

is, they should not be too long so that participants do not get tired and lose momentum, activity, motivation and involvement in the discussion.

The standard time frame, number of participants and groups are presented in Table 5.

Questions to be answered by participants during each phase should be formed before the event and agreed with the digital component administrator. Questions for discussion should be clear, reflect and relate to the topic of the consultation and provide an opportunity to give clear and understandable answers. Prior to the discussion within each phase of the event, the initiator of the consultation should form one question.

Prioritisation of proposals and formation of the current agenda are agreed by the participants of the event. Usually, the participants in the event submit a large number of proposals at the same time; when the processing of the submitted proposals begins, the priority and relevance of the proposals is determined by the initiator of the consultation or the expert involved. The agenda may not correspond to the expectation of the participants in the consultation process, which may cause distrust in the results of the work (“why was my proposal in last place?”, “this problem is extremely important, but it was identified as secondary”). The CivicLab methodology allows participants to submit a list of urgent issues and relevant proposals during the discussion by assigning them points rating from 1 (highest priority) to 5 (lowest priority), thus objectively ranking them and forming prioritised lists.

The methodology regulates the formation of the following four lists:

1. current problems and ideas for their solution;
2. proposals, implementation of which will solve the problem;
3. proposals identified as realistic to implement;
4. proposals for which a draft time scale has been developed.

Thus, each of the lists 1 to 3 of each group is guaranteed to secure five proposals, and in list 4 – one proposal. Based on the overall results of the work of all groups within all five phases, we will end up with from 84 (for four groups) to 126 (for six groups) processed, prioritised proposals for further analysis.

The methodology determines that the participants firstly develop options for the rated proposals in each phase; then, if time permits, proceed to the discussion and development of options for unrated proposals. This approach provides an opportunity, in any event format, for participants to work out the optimal number of proposals, to process them in full, in the allotted time. This will ensure the availability of even more proposals from participants.

During the further analysis of the results of option development by the groups, both rated, processed proposals and unrated, but defined, proposals are taken into account.

The standard for the minimum guaranteed number of submitted, rated, processed and realisable proposals is set out in Table 4.

Proposals for a solution or question during the consultation by participants in the groups are developed during five phases: Phase 1 (problems), Phase 2 (ideas), Phase 3 (proposals), Phase 4 (realisation) and Phase 5 (plans).

The standard considers that the tasks of some phases may not be provided for by the conditions and format of consultations. At the same time, the standard stipulates that mandatory phases should be conducted in order to develop quality proposals: phases 1, 3 and 4; phases 2 and 5 are optional, meaning they can be conducted as needed.

The standard states that the phases and the tasks defined by them are conducted by group members in turn strictly in the established sequence. That is, after completing the tasks of Phase 1, one should proceed to the tasks of Phase 2, and so on. The method strictly forbids you from returning to an earlier phase, which has already been performed and to change (correct, remove, add, and so on) any information generated by participants, which is already contained in the digital matrix.

The same applies to work at the level of all groups. It is assumed that all participants in all groups simultaneously perform tasks in one phase. That is, if the tasks of Phase 1 are being examined, they are being undertaken by the participants of all groups. If the time has elapsed for the tasks of Phase 1, then participants from all groups move on to the tasks of Phase 2.

Each phase has a clear purpose, a list of tasks that should be completed by participants before they move on to the next phase.

Phase 1. Working out problems and finding out reasons for them

Purpose: identify problems and challenges on the consultation topic.

Type: mandatory phase, held directly during the event/consultation.

Tasks:

1. introduce participants working in the same group to each other;
2. identify a list of negative or questionable factors (problem bank), and identify the root causes, describe their positive or negative impact on stakeholders in the consultation process in accordance with the event topic;
3. prioritise the list of identified problems by rating (from 1 to 5);
4. present the results of group work (in classic format).

This list will be useful in the implementation of the tasks in Phase 2, as it will clearly reflect not only the priority problems that need to be addressed but also the negative (risk) factors affecting the sector as a whole.

Phase 2. Development of ideas for solving certain problems

Purpose: generate ideas for solving problems.

Type: optional phase, if necessary, conducted directly during the event/consultation.

Task: develop a list of ideas for solving problems, first of all, prioritised. Ideas should take into account the needs of the stakeholders affected by the problem.

The list of problems and ideas for their resolution will be the basis for the development of specific and clear proposals for their resolution, which is developed in the following phase. This phase does not involve the rating of ideas. Several ideas can be developed for each problem.

Phase 3. Development of proposals

Purpose: find options for implementing the idea to solve the problem.

Type: mandatory phase, held directly during the event/consultation.

Task: develop specific proposals for the implementation of ideas and rank them.

Each idea that aims to solve the problem can be implemented in different ways. In essence, the result of this phase is a list of project names or activities which could resolve the issue if implemented.

Phase 4. Evaluation of proposals for realistic implementation

Purpose: find realistic proposals that will effectively solve the problem.

Type: mandatory phase, can be held both during the event/consultation and after the event.

Tasks:

1. evaluate the proposals as to likelihood of implementation, taking into account the criteria of practicality;
2. re-rate realistic proposals.

Phase 4 is key for generating a realistic list of proposals that can be taken into account when developing and making effective decisions.

During phases 1 to 3, a large number of proposals are developed. Therefore, in Phase 4, it is advisable to discuss some issues that will allow participants to objectively rethink the proposals taking into account real conditions. This will allow the result of the event not to be an abstract list of wishes of participants, but a live, practical list of proposals to be taken into account in the decision-making process, which can be considered and successfully implemented. Therefore, the main question that needs to be answered during the discussion in Phase 4 is, "Is it really possible to implement this proposal?"

The assessment of the feasibility of the proposals is based on the presence or absence of a certain resource and is reflected in the following criteria of practicality.

There is enough time to implement	Yes/No
Availability of powers	Yes/No
Availability of organisational and legal resources	Yes/No
Availability of material resources	Yes/No
Availability of labour resources	Yes/No

It is important that each proposal developed in Phase 3 is revised according to the criterion of practicality. First of all, the rated proposals are revised. Second, all others are developed by the group, but not rated.

Proposals that fully meet the criterion of achievability form a list of rated practical proposals, recommended for mandatory consideration during option development and decision making.

If it is determined that the rated proposal is not realistic, participants can choose another proposal (from among the unrated) and evaluate it for the practicality of implementation.

Attention! Remember that the standard strictly forbids making any changes to the previous phases. That is, it is no longer possible to change, add, remove ratings to proposals in Phase 3.

Who should evaluate proposals for practicality, and when? If the proposals are discussed by representatives of all three target groups,²⁶ or if the topic of the event implies that the consultation issue is directly related to participants of the event (for example, consultations are held on the development of proposals for the NGO development strategy), achievability should be evaluated directly during the event/consultation.

If time constraints or the format of the event do not allow for an evaluation of the proposals for practicality directly at the event/consultation, Phase 4 can be performed remotely or directly by the initiator of the consultation process. In this case, the initiator of the consultation should communicate to all participants who submitted proposals for implementation of Phase 4 tasks.

Phase 5. Development of time scales for the implementation of proposals

Purpose: plan in a time scale which makes it possible to implement the proposal in full.

Type: optional phase, if necessary, conducted directly during the event/consultation.

Task: develop an indicative work plan for implementation of at least one of the achievable proposals.

These phases, taking into account the features of the format and topics, should be reflected in the agenda of the consultative event.

Standard of work for the support team

This standard regulates the procedure for the support team during all stages of the event/consultation.

Evaluation indicator: ICL-15, 21, 22

The standard provides for organisation of the proper work of the support team to achieve the purpose of the event, to implement all planned tasks by all groups and all participants in full, and in a clearly defined period of time.

The standard describes the functions, responsibilities, tasks, standard actions, methods of discussion and the level of involvement of participants in the group discussion, the rules of teamwork, as well as the procedure for monitoring the status of tasks and the dynamics of the phases for each group, by the administrator of the digital component.

²⁶ Target groups — representatives: authorities, community, business (non-governmental foundations and international organisations).

The team accompanying the event/consultation consists of a digital component administrator, facilitators and note-takers. The functions are distributed among the team members as follows: the digital component administrator is responsible for consulting and ensuring the work of the software-analytic, facilitators organise and lead group discussions, note-takers enter proposals from participants into the digital matrix.

The required number of facilitators and note-takers is listed in Table 4.

When working with the digital matrix, members of the organising team should always comply with the following general rules.

1. The digital component administrator is responsible for compliance with the standards and proper conduct of the event/consultation, in accordance with the CivicLab methodology.
2. All work at the event is divided into several phases.
3. All participants at the event work in groups at tables (in virtual rooms), which are marked with different colours (a virtual room has the name of a certain colour). The number of virtual rooms is determined by the standard for organisation and holding of the event.
4. In each of the phases there are several questions that the group working at the table should answer.
5. Along with individuals in each group, there is a facilitator and a note-taker. The number of facilitators and note-takers is determined by the standard for organisation and holding of the event.
6. The work of each group is provided by the facilitator together with the note-taker. The facilitator organises and conducts a group discussion according to the phase, topic and question. The note-taker (working at the computer) listens carefully to each participant and enters the opinion and proposals voiced into the digital matrix. The facilitator additionally summarises what has been said, so that the participant can make sure that their opinion is fully heard, and the proposal is entered correctly in the matrix. The note-taker is a trusty facilitator's assistant. The facilitator and note-taker are working and performing the functions in accordance with the standards approved by the methodology.
7. The work of facilitators and note-takers is co-ordinated by the digital component administrator. They explain the methodology, monitor compliance with standards, are responsible for the work of the digital component, monitor the work of groups, the results of tasks, both in individual groups and of all participants, and summarise the results of the event based on visualised and analytical data that the digital component generates.

During the event, the facilitator should adhere to the following work standards.

1. Follow the timing of each phase and event.
2. Follow the rules of moderation and require the same of all members of the group:
 - a. be polite;
 - b. do not interrupt;
 - c. do not argue;
 - d. listen carefully;
 - e. express an opinion;
 - f. respect the opinions of others;
 - g. speak one at a time;
 - h. keep phones in vibration mode.
3. Follow the general rules of the event and use the recommendations of the digital component administrator during each phase.
4. Follow the methodology of facilitated discussion and work regulations:
 - a. actively moderate the conversation: a participant speaks no more than one minute at a time;
 - b. all participants should express their opinion within one phase: use a pencil as a microphone, passing it from one participant to another (in the case of a remote event, say the name of a participant in turn);
 - c. be an example for participants: show how to express an opinion before the discussion, do it every time if necessary;
 - d. summarise the participant's opinion: after each statement, repeat, "did I understand you correctly ..."

- e. control the note-taker: ask if they had time to write everything down correctly;
 - f. contact the organiser of the event if questions arise about the topic of the event;
 - g. contact the administrator of the digital component if questions arise about its operation.
5. Strictly follow the sequence of phases 1 to 5. If the phase is completed, it is strictly forbidden to return to it and change any information.
 6. Read the results of the groups during the presentation from the Analytics matrix tab, from the section marked with the colour of their group.

During the event, the note-taker should adhere to the following work standards.

1. At the head of the table sits the facilitator.
2. To become an assistant to the facilitator:
 - a. listen carefully to the conversation of participants at the table;
 - b. analyse, and if necessary, contact the facilitator to clarify something;
 - c. follow the dynamics of other groups, as shown on the “visualisation” tab of the digital matrix;
 - d. prompt the facilitator regarding timing;
 - e. you may be contacted by the administrator of the digital component, and they may give advice on the progress of your group — listen carefully, pass the information to the facilitator at a convenient moment.
3. Carefully enter all thoughts and proposals into the digital matrix.
 - a. Do not try to enter everything that the participants say at the table verbatim.
 - b. The signal for entering information into the digital matrix is the summary by the facilitator of a participant's opinion.
 - c. Memorise the facilitator's phrase, “did I understand you correctly ...”.
 - d. Once the facilitator has clearly articulated the participant's opinion and received confirmation, start entering the opinion/proposal into the digital matrix.
 - e. Strictly follow the sequence of phases 1 to 5. If the phase is completed, it is strictly forbidden to return to it and change any information.
 - f. The note-taker should not delay entering information into the digital matrix “for later”, write proposals on paper, and so on. Information should be entered into the matrix while the next participant expresses an opinion and leads the discussion. The note-taker has time before the facilitator begins to summarise their opinion.
 - g. The note-taker cannot shorten sentences and should avoid the use of non-common abbreviations.
 - h. The laptop should use one line of the matrix to record the single opinion of one participant. The standard of the CivicLab methodology strictly forbids making several proposals from one participant in one cell of the matrix.

During the event, the digital component administrator should adhere to the following work standards.

1. Give participants access to the digital matrix and ensure its continuation throughout the proposal development process.
2. Immediately upon completion of the development of the proposal, conduct a set of activities that will prevent the loss, change or damage to information in the following sequence and scope:
 - a. provide access to developed proposals only in view mode;
 - b. make a back-up copy of the digital matrix;
 - c. export data from the digital matrix as a pdf file; results of group work, analytics and a list of developed proposals should be exported in tabular format;
 - d. transfer files with visuals and proposals developed to the consultation initiator.
3. Follow the timing of each phase and event.
4. Remind the facilitator and note-taker of how much time is left to complete. To do this, the administrator should study the agenda of the event/consultation in such a way as to clearly know the start and end time of each phase, as well as its duration. At least twice in 10 and five minute warnings, they should inform each facilitator about the time left to complete the task and the need to start a new task.

5. Monitor the status of groups. They should enter the virtual room/approach the table at least once during each of the phases, assess the dynamics of work and discussion, the activity of participants, and so on.
6. Conduct monitoring of the state of task performance on the basis of visual data and the proper filling out of digital matrices, switching between tabs where proposals are being developed by a certain group.

Communication between team members can take place via messenger: Viber, Telegram, Facebook. We recommend communicating via the internal chat on the digital matrix. Only information related to the event/consultation or the topic of the consultation and the issues discussed in the groups at a particular stage, and technical issues that may arise during the work with the matrix, should be sent to the common channel. In particular, this may include reminders about timing, solving technical issues, recommendations for filling out the matrix, and so on.

Standard for working with the digital matrix

This standard regulates phases 1 to 5 of Stage No. 2: holding an event/consultation, in terms of entering information into the digital matrix and is related to the standards: organisation and holding of the event/consultation and work of the organising team.

Evaluation indicator: ICL-15.22

The standard ensures that the opinions and proposals made by the participants of the event/consultation are taken into account (in full and without any restrictions) during the decision-making process.

The standard describes the structure, rules and sequence of entering information (voiced opinion and proposals of the participants in the event) into the digital matrix.

Digital matrix is a specially programmed spreadsheet with six working tabs (the name of the tab corresponds to its colour: red, yellow, green, blue, purple, turquoise) for data entry and two service tabs: "visualisation" and "analytics". All participants during the event/consultation are divided into equal groups in which they develop proposals for a specific topic or issue. Each group has its own reference colour (red, yellow, green, blue, purple, turquoise). The group colour corresponds to the colour of the tab in the digital matrix. Opinions and proposals voiced by each participant in the group are entered by the note-taker into the digital matrix in a tab with a name that corresponds to the colour of this group. The "visualisation" tab contains graphs, charts and figures that clearly show the results of each group and all participants in the event. The "analytics" tab aggregates the work of all groups in the form of consolidated textual information, which the participants of each group identified as the result of their work: prioritised, rated, selected as realistic, and so on.

Figure 11.

Green	Blue	Turquoise
Red	Yellow	Purple

Each working tab of the digital matrix contains a data sheet (table) that reproduces the structure of Stage No. 2 (holding the event/consultation with all its phases): Phase 1, Phase 2, Phase 3 and Phase 4, Phase 5. The standard datasheet for work and service tabs is below.

The data are entered by the note-taker into the digital matrix according to the current phase. Firstly, the participants in the group submit a proposal for the first phase. The note-taker takes turns entering them into the digital matrix, each proposal in its own line. Then the participants submit proposals for the second phase, taking into account the data from the first phase. The note-taker enters a proposal in the appropriate line (the one that already contains the data from the first phase) of the current phase. The three principles of data entry into the digital matrix are shown in the table. The standard recommends the use of linear and treelike principles. The principle of entering data into the matrix should be chosen in advance because it affects the structure of the matrix and the programming of the digital component. The principle of entering data into the digital matrix is shown in the table.

Table 4

No. of proposal	Phase 1. Problems	Phase 2. Ideas	Phase 3. Proposals	Phase 4. Realism	Phase 5. Planning
Linear					
1	Problem 1	Idea 1	Proposal 1	Realism of proposal 1	Planning proposal 1
2	Problem 2	Idea 1	Proposal 2	Realism of proposal 2	Planning proposal 1
No.	Problem No.	Idea No.	Proposal No.	Realism of proposal No.	Planning proposal No.
No linkage between phases (using the “Workshop of the future” method)*					
1	Problem	Idea	Proposal	Proposal	Plan
2	Problem	Idea	Proposal	Proposal	Plan
No.	Problem	Idea	Proposal	Proposal	Plan
Treelike					
1	Problem 1	Idea 1 to solve problem 1	Proposal 1 to implement idea 1		
			Proposal 2 to implement idea 1		
		Idea 2 to solve problem 1	Proposal 1 to implement idea 2		
No.	Problem No.	Idea 1 to solve problem No.	Proposal 1 to implement idea 1		
		Idea 2 to solve problem No.	Proposal 1 to implement idea 2		

The digital matrix, which corresponds to the “workshop of the future” method, is very easy to use; at the same time it makes it possible to find certain patterns and to conduct a thorough analysis of proposals throughout the cycle of their development: from Phase 1 to Phase 5. The digital matrix based on this principle can be used during the organisation of brainstorming, the initial stages of strategy making, the development of a vision in a particular direction, and so on. That is when you need to develop a “vision” for each of the phases based on a large array of data.

The standard stipulates that the working tab of the digital matrix should ensure entering at least 30 proposals during each of the phases. The data for each proposal are entered as a separate line in the column corresponding to a separate task of the current phase.

The standard forbids entering several proposals from one participant in the same line.

The note-taker should always follow the rule: one proposal in one phase is one line.

The data entered into the matrix become immediately available to members of the group that developed them, as well as to members of other groups. This is necessary so that each participant has the opportunity at any time to make sure that their opinion and proposal are entered correctly into the matrix by the note-taker.

At any time, all the work of any group or all groups as a whole can be displayed on the common screen, or access to this information can be provided to any of the participants. This ensures adherence to the principles of transparency, openness, non-discrimination²⁷ and impartiality. In turn, this enhances confidence of all participants in the results of their joint work.

The content of the service tabs: “visualisation” and “analytics” is automatically generated by the digital component.

27. Principles for Civil Participation CONF/PLE(2009)CODE1. Code of good practice for civil participation in decision-making processes. <https://rm.coe.int/16802eeddb>.

Table 5. Standard datasheet of working and service tabs, corresponding to the phases

No.	Standard	Norm min./max.
	Working tabs	
	Number of tabs	3/6
	Name of the tab	red, yellow, green, blue, purple, turquoise
	Tab colour and colour theme	red, yellow, green, blue, purple, turquoise
	Content	data on proposals of group members entered in accordance with the data sheets of each phase
	Minimum number of proposals	30
	Who generates/enters data	participants/note-takers
	Service tab "analytics"	
	Number of tabs	1
	Name of the tab	"analytics"
	Content	contains aggregated textual and digital information in the form of rated lists, which the participants of each group identified as the result of their work: prioritised, rated, selected as realistic, and so on. Information is structured by groups.
	Who generates/enters data	digital component
	Service tab "visualisation"	
	Number of tabs	1
	Name of the tab	"visualisation"
		contains graphs, charts and figures that clearly show the results of each group and all participants in the event
	Who generates/enters data	digital component

Digital matrix working tab

This is the number of proposals that should be entered through the digital matrix during each phase.

Option 1 (linear)

This is used when ideas and proposals are developed not for a single problem, but for a pool of problems related to a particular area (ecology, development strategy, proposals for an action plan, ideation, development of project proposals, and so on).

Phases	Phase 1. Problems	Phase 2. Ideas	Phase 3. Proposals	Phase 4. Realism	Phase 5. Planning
Recommended number of proposals	30 problems	30 ideas	It is possible to make two proposals/ activities for the implementation of each idea		

Option 2 (treelike)

This is used when ideas and proposals for their implementation are developed for each specific problem that needs to be solved (development of proposals for draft laws, regulations, and so on).

Phases	Phase 1. Problems	Phase 2. Ideas	Phase 3. Proposals	Phase 4. Realisation	Phase 5. Planning
Recommended number of proposals	It is possible to enter 30 problems	It is possible to enter five ideas for each problem	It is possible to make two proposals/ activities for the implementation of each idea	Each proposal of Phase 3 can be evaluated for practicalities	You can plan the parameters of implementation: year, duration, the person responsible for each realistic proposal
Total proposals	30 problems	150 ideas	60	60	60

Phase 1. Working out the problems and finding out the underlying reasons

Phase 1. Problems		
Priority (1-5)	Problem	Causes of the problem

Phase 2. Development of ideas/goals

Phase 2. Ideas
Idea

Phase 3. Development of proposals

Phase 3. Proposals	
Priority (1-5)	Problem

Phase 4. Evaluation of proposals for realistic implementation

Phase 4. Evaluation of proposals for realisation Criteria					Findings
Time	Powers	Legal ²⁸	Material	Labour	

Phase 5. Development of calendar plans for the implementation of proposals

Option No. 1

Phase 5. Planning																
No.	How to act	Who acts	Means to act	When	Month											
		Task (how, in what way to implement)	Driving force (pusher)	Participation tool (influence tool)	year	1	2	3	4	5	6	7	8	9	10	11

²⁸. Availability of organisational and legal resources.

Option No. 2

Phase 5. Planning														
No.	Name of the task	Participation tool (if needed)	Month											
			1	2	3	4	5	6	7	8	9	10	11	12

Option No. 3

Phase 5. Planning		
Implementation period	Activity to the strategy plan	Direction of the strategy

PHASE 1. CRITICISM					
6. Priority (1-5)	"1. PROBLEMS harmful factors influencing the charity sector"	2. CAUSES OF PROBLEMS	"3. EFFECT destructive influence/ result"	4. STAKEHOLDERS	5. CATEGORIES OF PROBLEMS
2	Low level of education among charity participants	systematic and low-quality training, chaos	Small percentage of donor involvement	Society	Those that cannot be avoided and need to understand how to adapt to them
5	Improper use of charitable assistance	Partial criminalisation of the sector, lack of state control, no punishment	Double burden on the charity provided and loss of trust in the sector. Failure to receive targeted assistance by the target audience	NGOs, donors, state	Those that cannot be avoided and need to understand how to adapt to them
	Distrust of business circles to charity providers	Fraud, inefficient use of funds	The difficulty of attracting resources	Donors, NGOs, beneficiaries	
	Short "lifetime" of the charity provider	Coercion to an adrenaline storm, inclusion in a problem, no resource for recovery, burnout, too many requests	High cost of fundraising, reduced results	Charity provider, NGO, society, beneficiaries	
	Non-systematic provision of charitable assistance	Lack of coordination between participants, lack of control, anti-expertise	Inefficiency of charitable assistance	Donors, beneficiaries, state	
	Lack of percentage philanthropy	Lack of political will	Demotivation of the sector	NGOs, donors, beneficiaries, state	

Figure 12. Example of a Red Group worksheet

Standard of report preparation

This standard regulates the procedure for preparing group and consolidated analytical reports with recommendations.

Evaluation indicator: ICL-16, 17, 18, 41, 42, 43

The standard provides for the creation and publication of analytical reports with recommendations that will be the basis for making informed and effective decisions.

The standard describes a typical structure of an analytical report (group and general).

Based on the results of the work, the following documents are prepared on the basis of the proposals developed: analytical reports on the results of the work of each group (group report) and a consolidated analytical report on the results of all work.

The consolidated analytical report includes data from group reports, and is transferred to the initiator of consultations together with visuals, the list of the developed proposals (data from the digital matrix) and group reports.

An analytical report on the results of each group is prepared by the facilitator at the end of the event. The group report is prepared according to the recommendations that facilitate its preparation.

The group report contains the name of the event, the name of the group (colour), the last name, first name and patronymic of the facilitator and note-taker who oversaw the work of the group, and a link to the results of the group (digital matrix). The information in the report is structured and presented in three sections. In each section, the facilitator enters the relevant data from the digital matrix, makes their initial analysis, provides an overall assessment and conclusions on the group work as a whole.

Section 1 contains a list of all problems identified during the discussion in the group (first rated and then unrated) and their analysis. The facilitator should indicate the total number of problems, problems that caused more active discussion in the group, or that required more time for discussion; the majority of participants take part in the discussion. Similarly, the problems that caused the least active discussion are indicated. It is also necessary to indicate which of these problems are identical and why. Finally, a general conclusion is given in this section.

Section 2 contains a numbered list of all proposals developed by the group: first rated and then unrated proposals. Each proposal should be assigned a serial number, and next to each problem, indicate the status of realisation: Yes/No.

Based on the list of proposals, it is necessary to generate statistics. Determine the total number of proposals and separately count the proposals that are: realistic to perform, unrealistic to perform, prioritised and realistic, prioritised and unrealistic, non-prioritised but realistic, non-prioritised and unrealistic.

It is also necessary to note the proposals that generated more active discussion in the group, required more time for discussion, or where the majority of participants took part in the discussion. Similarly, the proposals that caused the least active discussion are indicated. It is also necessary to indicate which of these proposals are identical and why. Finally, a general conclusion is offered in this section.

Section 3 contains an assessment and general conclusion on the work of the group and the recommendations of the facilitator on the proposals that need to be taken into account during the process of developing and making decisions.

The consolidated analytical report is prepared by the digital matrix administrator according to the given Ukrainian example (see the link in Chapter 5): based on the results of the work of groups contained in the digital matrix, visuals and analytics generated automatically by the digital component and group report data.

Thorough, detailed preparation of the consolidated report will allow making qualitative recommendations on consideration of proposals when developing alternative options for decisions.

The consolidated analytical report should be compiled according to the following structure.

1. Methodology for, and audience of the event describes the method used to develop proposals, criteria for selecting participants, and provides a portrait of the audience at the event as well as describing the principles of dividing participants into groups.

2. The summary of group work: taking into account the information specified in separate group reports, the generalised analysis of work results for all groups on each of the phases is conducted. It is estimated how many problems, ideas, suggestions, and so on have been developed by all groups; which group was more active, which one worked out more realistic proposals, which groups had common proposals, whether they rated or identified the same problems in the same way, or introduced related ideas. In this part it is necessary to generalise, summarise the work of all groups and their development proposals, and, using the visual formed by the digital component, to find similar or diametrically opposed proposals.
3. For the conclusions and recommendations, it is necessary to group all the developments of participants in all groups into two tables:
 - Table 1: rated by participants and pre-defined as realistic;
 - Table 2: not rated by participants, but pre-defined as quite realistic.

Taking into account the consolidated results of the work of groups and aggregate proposals, a justification, conclusion and recommendations are made on the need to take into account the proposals during the process of developing and decision making.

Standard for technical support

This standard regulates the technical, organisational, methodological and resource provision of the event.

The standard provides for the use of the necessary organisational and methodological, resource, technical and digital support for the event/consultation at the appropriate level.

The standard describes the terms of reference for providing the event with the necessary equipment (quantitative and qualitative parameters), digital resources, a list of services and works, in order to hold the event/consultation at the appropriate level.

The remote format of consultations under the CivicLab methodology provides the following minimum required list of technical support by the support team/initiator of consultations:

1. availability of a registered account on a video conferencing platform which provides for:
 - a. simultaneous participation in the conference of 100 people;
 - b. duration of one video conference – at least five hours without a break;
 - c. internal chat with general and personal correspondence;
 - d. creation of up to 10 virtual rooms, the names of which can be changed, and participants can be added manually;
 - e. ability to display computer screen to the audience;
 - f. ability to record video conferencing in general and in separate rooms with saving capacity on a local computer and in the cloud;
 - g. ability for a participant to independently control audio and video;
 - h. virtual board with a notebook, and hand-raising function;
 - i. waiting room;
 - j. ability to broadcast video conference on social media pages;
 - k. a set of administrator functions that provide event planning, moderation of participants, functionality management, and so on;
2. availability of two (for digital component administrator and initiator of the consultation) desktop personal computers for video conferencing with technical parameters not lower than the following: 19 inch screen, 3.6 GHz processor, 8 GB RAM, WiFi adapter, mouse, keyboard, Webcam with full HD quality containing a microphone, speakers, wired connection to the internet, a bandwidth of at least 1 GB within the local network;
3. all members of the support team should have a configured account to work with Google docs with administrator rights, in particular (for the administrator or the initiator of the consultation) at least 20 GB of free space on Google drive;
4. availability of a configured Facebook and Viber account for all members of the support team;
5. digital component of analysis and forecasting with a set of standard matrices;

6. for other members of the support team, the availability of technical capability for conferencing (Google account, account on the video conferencing platform, computer software that meets the conditions of the online platform, constant connection to the internet via WiFi or wired connection).

The minimum required list of technical support by the participant/consultee in the consultation process follows:

1. a participant should have a laptop, smartphone, tablet or personal computer with stable permanent internet access (at the place where the participant will participate in the consultation);
2. availability of a webcam and microphone (built-in or external);
3. availability of an account to work with Google docs;
4. availability of a Facebook and Viber account.

The classic format (an offline audience) requires the following technical support:

1. laptops for working in groups: the number must correspond to the number of groups, plus an additional one in reserve, with basic parameters of at least the following: 15.6 inch screen; 2-3.6 GHz processor; 4 GB RAM; WiFi adapter; mouse; charger; battery which provides autonomous operation for at least 60 minutes; Windows system not lower than Version 8 (Ukrainian edition); installed language packages for text input: English, Ukrainian; installed software products: Microsoft Office package (Word, Excel, PowerPoint); Google Chrome browser;
2. laptop for presentations (x1): technical parameters similar to those in point 1, and additionally, there should be an output for the projector (HDMI or VGA depending on the projector) and a corresponding cable to connect to the projector;
3. Wi-Fi access point with a bandwidth of at least 300 Mbps with the ability to connect at least 100 users;
4. projector and screen;
5. three microphones (radio) and one reserve;
6. a room with a total area that can accommodate up to 100 people and up to 10 round tables;
7. folding table (diameter, 180 mm) with a white tablecloth, the number corresponding to the number of groups plus one technical, additionally, for the administrator of the digital component;
8. folding chairs, narrow, the number according to the number of participants, taking into account the number of members of the support team and representatives of the initiator of the consultation;
9. tablets on tables of different colours (red, yellow, green, blue, purple, turquoise).

Tables of CivicLab methodology standards

Table 6. Standards for holding the event/consultations according to the CivicLab methodology

No.	Standard	Norms, according to the format	
		Classic	Remote
1	Recommended/Maximum number of participants	40/60	60/100
2	Recommended/Maximum number of groups	4/6	6/10
3	Recommended/Maximum number of participants in groups	10/12	8/10
4	Recommended number of facilitators in groups	1 per group	1 per group
5	Recommended number of note-takers in groups	1 per group	1/0 per group ¹
6	Proportionality of distribution of participants into target audiences ²	Community – at least 30% Government – up to 30% Business/international organisations/ foundations – up to 30% Organisers – 10%	

1. A certain format of loading at the event may not involve the use of a separate note-taker to enter information into the matrix. Their responsibilities may be combined by a facilitator.

2. Recommended indicator of the standard.

Table 7. Standards of the minimum guaranteed number of developed proposals according to the CivicLab methodology

No.	Standard	Guaranteed number of proposals submitted and processed by participants within the phases (min./max.) ¹					
		1. Problems	2. Ideas	3. Proposals	4. Realism	5. Planning	Total
1	Proposals presenting problems and ideas for their solution						
	Within one group	5	5				10
	By all groups	20/30	20/30				40/60
2	Proposals, the implementation of which will solve the problem						
	Within one group			5			5
	By all groups			20/30			20/30
3	Proposals defined as realistic to implement						
	Within one group				5		5
	By all groups				20/30		20/30
4	Proposals for which a draft time scale has been developed						
	Within one group					1	1
	By all groups					4/6	4/6
Total							
Within one group		5	5	5	5	1	21
By all groups		20/30	20/30	20/30	20/30	4/6	84/126

1. This depends on the number of groups (into which the participants are divided). With a minimum of four and a maximum of six groups, the actual number of proposals that will be developed and processed by participants at the event may be much higher.

Table 8. Standards for conducting stages, their components and phases depending on the format of the event

No.	Standard stages and tasks within the stage	Input data	Recommendation for an extended task that will allow you to comply with the standard	Result	Norms, according to the format
	Stage No. 1: Preparation for the consultation process				
	Step 2.1. assess needs and expectations and create a list of applicants for participation in the event/consultation.	Clearly formulated topic, tasks, expected, result, the format of the event, the agenda and the list of stakeholders who need to be involved.	Formulate criteria for selection of participants according to the CivicLab methodology – see section on Criteria for selection of participants. Develop and publish a form for collecting participants' applications for the event/consultation taking into account the selection criteria.	At least 100 applications for participation in the event/consultation have been submitted through the form.	15 days 1 day to prepare the form 14 days to collect applications
	Step 2.2. select participants from among the applicants, according to the criteria.	Applications were received from 100 applicants.	According to the criteria, select up to 60 applications for participation and up to 10 reserve applications. Inform applicants about their selection for the event. Send feedback, with reasons for rejection, to other applicants.	Up to 60 participants have been selected. Up to 10 more participants in the reserve.	2 days
	Step 3. Create a portrait of the target audience of selected participants.	Up to 60 questionnaires for applicants.	Devise a portrait of the target audience at the event: age, gender, place of residence, affiliation to one of the three target groups, needs, motivation and expectations, other aggregate information, according to the application.	The portrait of the target audience of the event is formed. We know who the participants of the event will be, their professional level of training, needs and expected results from the event. At this stage, the organisers may decide on the need for additional recruitment of participants in the event if the portrait of the target audience of the event does not match the expected portrait of stakeholders.	1 day

No.	Standard stages and tasks within the stage	Input data	Recommendation for an extended task that will allow you to comply with the standard	Result	Norms, according to the format
	Step 5. Select the matrix to be used with the digital component during the event/consultation.	Clearly defined topic, tasks, expected result, and a list of questions to be answered during the event/consultation.	Using the algorithm, select the appropriate matrix of the digital component and enter a list of issues that need to be addressed during the event.	The matrix to be used in the event, together with the digital component, has been identified.	Classic 1 day Remote
<p>Stage No. 2: Holding the event/consultation</p> <p>Discussions and debates are held only at the table and in virtual rooms.</p> <p>If the event stipulates: introductory lectures, presentations, speeches, reflections of participants, warm-ups, and so on. All these activities are conducted outside the time frame of the main stages and phases of the CivicLab methodology.</p>					
	Explanation of methodology	All participants are present at the event.	The digital component administrator acquaints all participants with the CivicLab methodology, the format of the event and the timing of each phase.	All participants are acquainted with the CivicLab methodology, the format of the event and the timing of each phase, know the facilitator and their functions and the note-taker and their functions.	10 minutes 5 minutes
	Phase 1. Development of problems	-	In the format of a facilitated discussion, the participants discuss and identify problems within the topic of the event, rate the problems and find out the underlying causes.	List of problems and causes. Some of the problems are rated (1-5) as urgent (1 = most relevant, 5 = least relevant).	1 1 hour, 10 minutes
	Phase 2. Development of ideas	List of rated problems.	In the format of a facilitated discussion, participants discuss ideas for solving problems that were identified in Phase 1. Firstly, they work on the rated problems, and second, all others.	Up to 100% of rated problems have ideas for their solution.	1 hour, 30 minutes
	Phase 3. Development of proposals	List of ideas aimed at solving problems.	In the format of a facilitated discussion, participants discuss the ideas developed in Phase 2, develop specific proposals for their implementation and rate them.	Up to 100% of ideas have been developed for their implementation. Some of the proposals are rated (1-5) as urgent (1 = most relevant, 5 = least relevant).	1 hour, 30 minutes 1 hour

No.	Standard stages and tasks within the stage	Input data	Recommendation for an extended task that will allow you to comply with the standard	Result	Norms, according to the format
	Stage No. 3: Findings of the event				
	Results of group work	Analytics, visuals and results provided by the digital component.	Group facilitators summarise the results of group work. The digital component administrator summarises the results of the generic work.	The participants of the event, as well as the invited experts, understand the result of their work and can objectively compare it with the results of the work of other groups.	10 minutes 5 minutes
	Recommendations of experts based on the results of group work	Participants at the event understand the result of their work and can objectively compare it with the results of the work of other groups.	The expert summarises the results of the work and provides recommendations and a forecast for their interpretation in the design of decisions.	The participants of the event understand that their opinion is taken into account, and the proposals are made and will be considered during the decision-making process.	10 minutes 10 minutes
	Stage No. 4: Preparation and publication of analytical report				
	Preparation of analytical reports on the results of group work	Group development, consolidated analytics and visuals.	Facilitators in groups prepare an analytical report on the results of the group.	Analytical reports on the results of each group.	2 days 2 days
	Preparation of consolidated analytical report	Portrait of the target audience developed Proposals of all groups. Visuals of the results of all groups, analytics of each group. Analytical reports on the results of each group prepared by facilitators.	The administrator of the digital component or a representative of the initiator of the consultation prepares an analytical report with recommendations according to the agreed format.	Consolidated analytical report with recommendations.	7 days 7 days

1. Step 1. Identify the topic, purpose, tasks and list of stakeholders who should be invited to participate in the event. This is performed directly by the initiator of the process of developing proposals for a decision, and the data are transmitted to the administrator of the digital component.
2. Due to the features and conditions of the event in remote format, the methodology assumes that Phase 4 will be conducted either by a representative of the initiator of the consultation process, or as part of a separate event. Also, Phase 5 may be omitted or conducted in a separate event.

Compliance with standards for the CivicLab methodology

The CivicLab methodology provides an opportunity adequately to assess compliance by the organisers with the standards for the methodology, the efficiency of work and development of proposals by the event participants and the quality of the event results as a whole. That is, the methodology provides measurable indicators and digital data that will allow organisers to answer a number of questions that arise when evaluating the effectiveness of the event, including the question: "Has the purpose been achieved, the task accomplished and the anticipated result of the event achieved?"

For the purpose of reliable assessment, a list of measure indicators is introduced, which provides a general, group and individual assessment of the success and efficiency of work. Divide all indicators into three groups:

1. compliance with the standards for the CivicLab methodology;
2. operational performance indicators (of a participant, group work and event results);
3. taking into account the results.

Evaluation indicators and diagnostic tools for success in using the CivicLab methodology

This list of proposed indicators is based on and reflects the efficiency of the process of developing proposals. It allows you to assess the effectiveness of the event in terms of the individual contribution by each participant and joint group work, thus reflecting the activity of the discussion, the level of participation in the discussion, involvement in the discussion and the effectiveness and practicality of the proposals. Indirectly, the indicators allow the organisers to assess the participants of the event from the standpoint of their professional level of training and expertise, the applied nature of their proposals, non-involvement, and lack of lobbying on their part. It allows you to draw a conclusion about the achievement of the purpose of the event, the need to continue this, or to conduct additional consultations, attracting or changing the target audience (participants) to engage others.

Table 9. Indicators of compliance with the standards of the methodology and quality assessment of the event

Group of indicators	Indicator code	Indicator	Description	Unit of measurement	Standard (at least)
Indicators for assessing the proper organisation of the process of developing proposals according to the CivicLab methodology					
The evaluation is made by the organisers of the event. Compliance with the standards is reflected in the internal report of the organisers for the event.					
1. Methodology standards	ICL-11	Participation in the event	The ratio of the number of those who participated in the event to the number of those invited	%	80-90
	ICL-12	Completeness of groups	The ratio of the number of participants who actually joined the group to the planned number of group members	%	95
	ICL-13	Target audience	The ratio of target groups who participated in the event	%	Community: 40 Authorities: 30 Business/ international Organisations/ foundations: 20 Organisers: 10

Group of indicators	Indicator code	Indicator	Description	Unit of measurement	Standard (at least)
	ICL-14	Timing	Adherence to the timing for phases 1 to 4 and general timing	%	100
	ICL-15	Matrix filling format	Adherence to the detail of the matrix form	%	100
	ICL-16	Preparation of a package of analytical reports	Preparation of reports: internal, analytical reports (group and consolidated) with recommendations	%	100
	ICL-17	Preparation of group analytical report	Adherence to the deadline for group analytical report	2 days	yes/no
	ICL-18	Preparation of consolidated analytical report	Adherence to the deadline for the consolidated analytical report	7 days	yes/no
Operational performance indicators					
The evaluation is done automatically by the digital component and the facilitators and displayed in the analytical report on the results of the event prepared by the administrator of the digital component.					
2. Individual participants throughout the event	ICL-21	Activity	How actively did the participant take part in the discussion (determined by the facilitator)	Points 1-5	4-5
	ICL-22	Involvement	The number of participants' proposals included in the matrix	pcs.	1-3
	ICL-23	Support of proposals	The number of rated proposals by a participant against the total number of rated proposals	%	An evaluation rating is formed
	ICL-24	Realistic proposals	The ratio of the number of rated proposals by a participant to the total number of rated proposals	%	An evaluation rating is formed
	ICL-25	Efficiency	Ratio of the number of rated proposals by a participant, which are evaluated as realistic, to the total number of realistic proposals	%	100
3. Group development at the group level are evaluated	ICL-31	Involvement	The ratio of the number of proposals in a group to the total number of proposals in all groups	%	An evaluation rating is formulated

Group of indicators	Indicator code	Indicator	Description	Unit of measurement	Standard (at least)
	ICL-32	Realistic proposals	The ratio of the number of rated proposals in a group to the total number of rated proposals in all groups	%	An evaluation rating is formulated
	ICL-33	Efficiency of the group	The ratio of the number of rated, realistic proposals in a group, to the total number of rated realistic proposals in all groups	%	An evaluation rating is formulated
4. Results of the event	ICL-41	Development	Number of proposals developed	pcs	Number of groups ¹ 8
	ICL-42	Relevance	Number of rated proposals	pcs.	Number of groups ¹ 5
	ICL-43	Realism	The ratio of the number of realistic proposals to the total number of proposals	%	70
	ICL-44	Efficiency	The ratio of the number of proposals rated realistic, to the total number of rated proposals	%	70
Indicators on taking into account the results					
Evaluated by the organisers based on the results of monitoring the decision-making cycle					
5. Consideration of the proposals	ICL-51	Conscientious consideration of audience opinion	The ratio of the number of proposals that were taken into account by the organisers during the formulation of a decision, to the total number of realistic proposals developed at the event	%	80

1. A rated proposal is rated by the participants of the event using the rating of urgency from 1 to 5. A realistic proposal is one that can be implemented taking into account the available resources (including time, human, financial, organisational, and so on).



Good practice examples from the Ukraine project

CivicLab Expert Camp, “School participatory budgeting: best practices and finding solutions for Ukrainian communities”, 27 February 2020

Development of the school participatory budgeting regulation and its parameters

Following the innovative methodology, CivicLab, with the use of digital means for groundwork analysis and forecasting outcomes of decisions and based on the best international practices and Council of Europe standards, experience and needs of Ukrainian communities, practitioners on youth participation from all over Ukraine worked on the development of the concept, models and basic regulation on school participatory budgeting that later became an integral part of the Council of Europe school participatory budgeting (PB) toolkit.

Fifty practitioners from 13 cities participated in the expert seminar, as well as five international experts and representatives of two national voting systems. The participants developed 56 proposals to solve the problematic issues of implementation of school PB. The practitioners analysed their influence on stakeholders, elaborated the aim and vision of school PB, identified issues of particular concern while drafting the basic regulation on school PB and its parameters. Due to the use of CivicLab digital analysis and decision forecast tools, the event participants were successful in testing their developments in practice, while elaborating individual models and setting up clear school PB parameters for four cities of Ukraine.

As a result of the workshop, the CivicLab Expert Camp participants analysed a wide range of problems and developed innovative solutions to be applied at each school PB implementation phase. They also developed options for financial and organisational school PB parameters. These findings formed the basis for the elaboration of three basic models of school PB as well as the basic regulation and its parameters. Following the results of the CivicLab workshop, in October 2021, 12 municipalities in Ukraine were already implementing the school PB mechanism, taking into account the needs and particularities of their communities, and five municipalities are in the process of its implementation.

CivicLab workshop, “Strategic development of Dubliany micro-community” (Lviv City territorial community), 11 August 2021

Introducing representative public deliberations to the public decision-making process at the local level



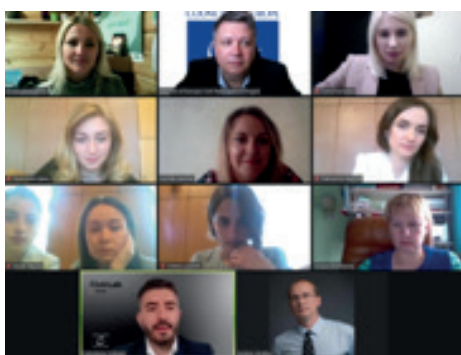
The main aim of the workshop on the strategic planning in the Dubliany micro-community was to overcome the barrier to effective engagement (low public trust and animosity), facilitate dialogue between local authorities and citizens, and elaborate a strategic plan for the development of the micro-community. The CivicLab workshop brought together a broadly representative and diverse group of people and enabled them to understand the complexity of variety of issues, which offered an informed collective view to local authorities. As a result of the facilitated workshop conducted according to the innovative Council of Europe methodology, 50 residents representing the Dubliany micro-community, including people who are seldom heard, have successfully developed a citizens’ road map of reforms featuring options of micro-community development for the near future.

Before starting the strategic planning based on the CivicLab methodology, participants filled out questionnaires which indicated the issues of concern to them and the collected information was previously analysed by Council of Europe experts. The CivicLab workshop

in Dubliany comprised of three stages: 1) elaboration of problems; 2) development of ideas; 3) realistic evaluation of the ideas. In the format of facilitated discussion in small groups of six to eight people, the participants discussed what the main issues of concern to the community are, and issues that need immediate solutions. Participants also categorised and ranked their proposals in terms of priority. Later, citizens found solutions to successfully solve problems in the coming year or in the longer term and decided what ideas and projects can be implemented to address pressing issues and community development. Participants evaluated the ideas developed on implementation feasibility according to several proposed criteria and ranked them.

The citizens developed 105 problems, 88 ideas, 20 of which were recognised as priority issues, and identified time frames for the implementation of their ideas and responsible parties. The workshop conducted according to the CivicLab methodology enabled the establishment of a proper dialogue between citizens and local government in the decision-making process, reducing the level of mistrust and tension that existed and allowing people to play a meaningful role in all phases of the policy cycle. As a result of the workshop, the local government considered the input from residents and has already begun to settle concrete problems, recognised by them as a priority. Moreover, it will design the strategic plan for the development of the community based on the problems and needs of the residents.

CivicLab online: development of proposals for the 2020 Action Plan for the Implementation of the National Strategy for Civil Society Development in the Lviv region, 28 May 2020



Efficient synergy of civil society and public authorities at the regional level

Every year the Lviv Regional State Administration forms an Action Plan for the Implementation of the National Strategy for Civil Society Development in Ukraine. In 2020, due to Covid-19 restrictions, for the first time it was developed online through the innovative CivicLab methodology. The Lviv Regional State Administration, with the support of the Council of Europe Office in Ukraine, held public consultations on the formation of an action plan for 2020, involving representatives of the civil society of the Lviv region in the development of proposals. As a result, the

action plan was based on the interests and needs of civil society representatives and the principle, “nothing for the public without the public”, was implemented in practice. Moreover, the workshop according to the CivicLab methodology prevented conflicts and allowed the suggestions of all stakeholders to be taken into account.

In the format of a facilitated discussion in four groups, 44 participants from nine cities discussed problematic issues of the implementation of the similar action plan in 2016-19 as regards its planning, formation, implementation, available resources, interaction between civil society and regional authorities, evaluation of results, and monitoring. At the first stage, the participants identified 32 problems, 20 of which were categorised as urgent, and 74 reasons of their development. At the second stage, the participants developed 44 proposals to tackle the identified problems in four strategic areas, whereas 20 of them were categorised as urgent. After that, according to the CivicLab methodology, the representatives of regional authorities assessed whether the ranked proposals were realistic and 13 from 20 proposals were identified as realistic ones.

Despite the time of Covid-19 constraints, the CivicLab workshop helped to develop a balanced action plan that corresponded to the principles of the national strategy, based on efficient collaboration of civil society and public authorities for the sake of quality development of the region. Based on the results workshop, the Council of Europe experts developed the analytical report and recommendations that were implemented by the Lviv Regional State Administration in the Action Plan for the Implementation of the National Strategy for Civil Society Development for the Lviv region.

Results of this workshop

Grouping the work of participants of all four groups, proposals are divided into two groups:

- ▶ group 1: rated by participants as urgent and pre-defined by the Lviv *Oblast* State Administration as realistic;
- ▶ group 2: not rated by participants as urgent, but pre-defined by the Lviv *Oblast* State Administration as quite realistic.

Consolidated data for these groups are shown in Tables 9 and 10.

Consolidated Table 10 contains proposals deemed realistic and rated for implementation that may be included in the 2020 Action Plan for the Implementation of the National Strategy for Civil Society Development in Lviv *Oblast*.

Table 10.

No.	Code ¹ of strategic direction	Proposal	Rating of proposal	Rating of realism
1.	Participation of CSOs in the social and economic development of Ukraine	Implementation of a number of educational communication activities	2	1
2.	Participation of CSOs in the social and economic development of Ukraine	Focus on other tools of public participation	5	2
3.	1. Institutional development of CSOs	Active involvement of national and international experts in the development of regulations that will improve existing tools and activities	1	1
4.	2. Public participation	Intensify the work of Co-ordination Councils	3	2
5.	1. Institutional development of CSOs	Develop and lay down quantitative and qualitative criteria for the implementation of annual action plans	2	3
6.	2. Public participation	Dissemination of the practice of establishing public hubs, spaces for exchanging experiences and conducting educational events	4	5
7.	1. Institutional development of CSOs	Update of educational programmes that will help increase competence (by areas)	3	2
8.	Participation of CSOs in the social and economic development of Ukraine	Consultation with CSOs on amendments to the legislation	4	1

No.	Code ¹ of strategic direction	Proposal	Rating of proposal	Rating of realism
9.	2. Public participation	Establishment of a system of communication between NGOs and authorities, the involvement of a wider range of stakeholders, creation of unified information and educational policy	2	3
10.	1. Institutional development of CSOs	Development and implementation of mechanisms for involving NGOs for systemic partnership with local self-government bodies	1	5
11.	1. Institutional development of CSOs	Training programme for management of NGOs	1	1
12.	2. Public participation	Conducting information campaigns "Civil society is me"/"Change is you"/"Participate"	5	2
13.	4. Cross-sectoral co-operation	2. Holding an open day (every Friday/once a month) to discuss important issues	4	3

Consolidated Table 11 contains unrated proposals of participants identified as realistic for implementation that may be included in the 2020 Action Plan for the Implementation of the National Strategy for Civil Society Development in Lviv *Oblast*.

Table 11.

No.	Code ¹ of strategic direction	Proposal
1	2. Public participation	Launch of the All-Ukrainian Public Budget competition in Lviv <i>Oblast</i>
2	4. Cross-sectoral co-operation	Conducting joint training between CSOs and government officials in order to establish communication
3	2. Public participation	Conducting a seminar/series of seminars in order to strengthen the partnership and networking of CSOs in Lviv region
4	4. Cross-sectoral co-operation	Conducting consultations and development of new regulations on the activities of the Public Council at the Lviv <i>Oblast</i> State Administration
5	1. Institutional development of CSOs	Conducting thematic competitions for financing CSO projects
6	4. Cross-sectoral co-operation	Holding round tables in all <i>Raions</i> of the <i>Oblast</i> on business and CSI co-operation

Coding of strategic directions.

1. Institutional development of CSOs: creation of favourable conditions for the formation and institutional development of civil society organisations.
2. Public participation: ensuring effective procedures for public participation in the formation and implementation of state and regional policy, addressing issues of local importance.
3. CSO participation in the socio-economic development of Ukraine: stimulating the participation of civil society organisations in the socio-economic development of Ukraine.
4. Cross-sectoral co-operation: creating favourable conditions for cross-sectoral co-operation.

Thus, the total number of proposals that could potentially be included in the action plan, taking into account the feasibility of their implementation and these criteria, is 19.

For better processing of proposals, in order to ensure maximum implementation of the 2020 Action Plan for the Implementation of the National Strategy for Civil Society Development in Lviv *Oblast*, it is proposed to:

1. formulate more clearly the title of each proposal and outline the format;

2. develop an indicative plan for their implementation, taking into account the criteria of practicality and achievability of results;
3. form arguments for inclusion or non-inclusion of proposals in the final list of those that may be included in the action plan of the strategy;
4. after the implementation of paragraphs 1 to 3, send the participants of the event an analytical report, and the approved action plan, by order of the chairman of Lviv *Oblast* State Administration.

CivicLab online: development of the proposals for the implementation of the Ukraine Open Government Partnership Initiative Action Plan for 2021-022, 15 September 2020

CivicLab methodology for the development of official documents at the central level



The Council of Europe project in co-operation with the Department of Information and Public Relations of the Secretariat of the Cabinet of Ministers held an online event, “Open Government Partnership Initiative: New Tools for Civil Participation” aimed at connecting representative public deliberation to the executive power on the central level. During two hours of intensive work, 44 representatives of civil society and public authorities worked together in five facilitated groups and in a short period of time identified 35 problems, found out 31 reasons for the problems, elaborated 32 ideas and proposals, and developed three real projects. According to the evaluation, 12% of ideas were ready for implementation, 60% of ideas were 70% ready for implementation and needed only some refinements.

The Open Government Partnership Initiative has been implemented in Ukraine for more than 10 years and has significantly influenced the development of the mechanisms of civil participation, access to information, transparency and accountability of public authorities. Thanks to this initiative the new standards of co-operation between the Cabinet of Ministers of Ukraine and civil society institutions that are based on partnership during planning, implementing, monitoring and evaluating the activities aimed at civil participation in decision making were established.

As a result of the CivicLab deliberative event, by working directly together, representatives of the central authorities valued the competence and insight of civil society representatives, and civic leaders developed greater empathy for the difficulties in taking public decisions that require trade-offs. The CivicLab methodology allowed the online development of proposals for the action plan, their analysis, and a prediction of their results: all this in a short time and during quarantine restrictions. Following the results of the workshop, the Cabinet of Ministers of Ukraine issued an order “On approval of the Ukraine Open Government Partnership Initiative Action Plan for 2021-022”, which included the proposals developed during the CivicLab workshop.

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Useful terms

Centralisation of management – 1) a concentration of management in one centre, in one pair of hands, in one place; 2) the creation of a hierarchical management structure, which is dominated by vertical links, where the upper echelons have decisive powers in decision making, which are binding on subordinate levels.

Civil society – a set of non-political relations, a sphere of spontaneous expression of interests and will of free individuals and their associations in the form of activities not regulated by the state power.

Competence (Latin: *competens* – appropriate) – a set of powers that bodies and individuals have or should have in accordance with laws, regulations, provisions.

Democratic state – a type of state in which the people are the source of power, and socio-political institutions provide an organic combination of people's participation in solving national affairs with broad civil rights and freedoms.

Documents of state forecasting and strategic planning – forecasts, strategies, programmes, plans and other documents that are developed and approved in accordance with applicable law.

Efficiency – the ratio between the achieved result and the resources that led to its achievement.

Evaluation – the process of comparing and determining the degree of achievement of the intended goal, effectiveness or efficiency of a particular process; in public administration – the process of determining the consequences of the implementation of management functions.

Executive branch – one of the three branches of state power that organises and guides the internal and external activities of the state, ensures the implementation of the will of society embodied in the law, and protects human rights and freedoms.

Forecast – a document that contains scenario-planning assumptions and characteristics of socio-economic development of the state, individual sectors of the economy (areas of activity), individual administrative divisions in the forecast period, and is used to justify and make specific management decisions by public authorities and local self-government bodies.

Goal – a specific end result that a management entity has planned to achieve; formulated in the process of planning, elaboration of management strategy.

Indicative planning – non-directive, advisory, guidance planning at the state level; planning that operates with indicators. Indicative planning is used to guide entities to develop their own plans based on future desired outcomes, as described by government and research institutions.

Innovation – the process of creating and implementing a new practical tool (innovation) to meet human needs, as well as related changes in the socio-economic environment.

Law – a regulatory legal act adopted on key issues of public life that enjoys the highest legal force.

Legal state – a type of state, the main features of which are the rule of law, separation of powers, legal protection of the individual, legal equality between citizen and state.

Management – a conscious, purposeful influence of entities and governing bodies on people and economic objects in order to direct their activities to obtain the desired result.

Method (Greek: *methodos* – research) – a method of research, approach and study of phenomena, the path of scientific knowledge and the establishment of truth.

Methodology – the doctrine of scientific methods of cognition and transformation of the world, their philosophical, theoretical basis.

Mission (Latin: *missio* – assignment) – purpose, calling, the highest purpose of existence.

Municipality (Latin: *municipium* – self-governing community) – 1) city or village self-government; 2) a body of self-government in cities or villages of some countries.

National interests – an integral expression of the interests of all members of society, which are implemented through the political system of the respective state as a compromise in the combination of the demands of each person and society as a whole.

Plan – 1) description of future actions, state of an object, calculation of indicators and necessary resources; 2) a document in which such descriptions are articulated.

Planning – a management function that consists of the development and practical implementation of plans that determine the desired state of the object of management, ways, methods and resources necessary to achieve it.

Power – 1) the ability, right and opportunity to dispose of someone or something, as well as to exert a decisive influence on the fate, behaviour and activities of people through various means (law, authority, will, coercion, and so on); 2) political domination of the people; 3) the system of state bodies; 4) persons, bodies endowed with state and administrative powers.

Prediction – a scientifically sound hypothesis about the probable future state of the object of management and indicators that characterise this state. Forecasting is widely used in public administration as a basis for drawing up plans, programmes and budgets.

Priority (Latin: *proor* – first, senior) – the predominant main position; the most important one.

Purpose of management – an ideal image of the desired, possible and necessary state of the managed system, and management is aimed at achieving this state.

Quality – a set of properties, characteristics of products, services, works, which determine their ability to meet the needs and demands of people, to meet their purpose and requirements for them. In public administration, the quality of services provided by the authorities is determined by the extent to which they meet the requirements of standards, agreements, contracts, and expectations of consumers of these services.

Social state – a state that seeks to provide every citizen with decent living conditions, social security, participation in governance, equal opportunities for self-realisation.

State – a form of society organisation, a bearer of public power, a set of interconnected institutions and organisations that manage society on behalf of the people.

State forecasting – a function of public administration aimed at determining the forecast indicators of state development, individual sectors of the economy (areas of activity) and individual administrative divisions for the long, medium and short term.

State power – the highest form of political power based on a special administrative power apparatus and having a monopoly on the issuance of laws, other orders and acts binding on the entire population.

State strategic planning – a function of public administration to select priorities, determine goals and directions of development, taking into account the available resources, to develop and implement interrelated tasks and measures for socio-economic development.

Strategic management – the process of constant influence on the object of management, which is conducted on an adequate assessment of its condition, taking into account changes in the environment and forecast of their future dynamics in order to achieve development goals, that is, predict the need to achieve a qualitatively new state of an object. Strategic management is the basis of the paradigm of sustainable development of society.

Strategic planning – the process of creating and maintaining compliance between the objectives of the object of planning and its potential possibilities; in public administration – a constant process of development and implementation of activities aimed at ensuring the socio-economic development of the country in the long run, based on adequate economic conditions and taking into account changes in the environment.

Strategy – a document that defines the priorities, strategic goals and directions of development of the state, individual sectors of the economy (areas of activity) or individual administrative divisions.

Strategy (Greek: *stratos* – army and *ago* – lead, waging war) – long term, the most fundamental, important principles, the intentions of the government, the administration of a region to implement socio-economic policy.

Value – the social attitude of an individual, who transfers their needs and interests to material and spiritual phenomena, gives them outstanding social features.

Value orientations – social values that guide human activity and social behaviour.

Participatory decision-making processes are increasingly relevant in the local context. They strengthen citizens' trust in politics and elected representatives, and increase their acceptance of decisions, as these are decided jointly.

The Council of Europe plays a major role, and is a creative force, in the field of civil participation. It promotes European standards and provides guidance on how to implement effective and sustainable participatory mechanisms.

The CivicLab tool provides technical guidance and methodology on how to engage public authorities and citizens in an open dialogue, leading to joint decision making that benefits stakeholders involved in the process.

In the CivicLab manual, the readers will find examples of successfully implemented CivicLab methodology, for example when developing national strategies, proposals for action plans, regulations and local programmes on very diverse topics.

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The Council of Europe is the continent's leading human rights organisation. It comprises 46 member states, including all members of the European Union. All Council of Europe member states have signed up to the European Convention on Human Rights, a treaty designed to protect human rights, democracy and the rule of law. The European Court of Human Rights oversees the implementation of the Convention in the member states.