

**Developed by
Elections and Civil Society Division**
within the framework of the project "Promoting civil participation in democratic decision-making in Ukraine"

CivicLab

**TOOLKIT FOR DEVELOPMENT, ANALYSIS AND FORECASTING OF
DECISION OPTIONS IN DECISION-MAKING**



Civil Participation Be the Change

The Council of Europe Project
Promoting Civil Participation in Democratic Decision-Making in Ukraine



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Authors

The document was developed by
Elections and Civil Society Division
(Directorate General of Democracy)

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within the framework of the Council of Europe project
"Promoting Civil Participation in Democratic
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Contents

ABOUT AUTHORS	5
ELECTIONS AND CIVIL SOCIETY DIVISION (DG DEMOCRACY)	6
TOOLKIT OVERVIEW	7
INTRODUCTION	8
RATIONALE AND OBJECTIVES OF THIS TOOLKIT	8
WHAT DO WE MEAN BY PARTICIPATING IN THE DEVELOPMENT AND ADOPTION OF QUALITY AND EFFECTIVE DECISIONS?	8
THE URSO PARADIGM OF THE COUNCIL OF EUROPE	10
CIVICLAB METHODOLOGY	11
PURPOSE, TASKS AND GENERAL DESCRIPTION OF THE METHODOLOGY	11
INNOVATIVENESS OF THE METHODOLOGY USING THE DIGITAL COMPONENT	13
THE STRUCTURE OF THE GENERAL AND DIGITAL COMPONENTS AS PARTS OF THE CIVICLAB METHODOLOGY	16
TERMS OF USE OF THE METHODOLOGY	17
PRINCIPLES OF DIGITISATION	19
INTRODUCTION	19
PRINCIPLES OF ACTIVITY DIGITISATION USING THE DIGITAL COMPONENT	19
"HOW DOES IT ACTUALLY WORK?"	20
OPTIONS FOR USE	21
INTRODUCTION	21
ACTORS IN THE CONSULTATION PROCESS WHO CAN USE THE METHODOLOGY	21
NATIONAL LEVEL	21
REGIONAL LEVEL	22
LOCAL LEVEL	22
REGULATORY DOCUMENTS, PROPOSALS FOR WHICH CAN BE DEVELOPED THANKS TO THE METHODOLOGY	23
METHODOLOGY STANDARDS	24
INTRODUCTION	24
EVENT PREPARATION STANDARD	26
STANDARD FOR DEVELOPING PROPOSALS (HOLDING EVENTS)	29
STANDARD OF WORK FOR THE SUPPORT TEAM	33
STANDARD FOR WORKING WITH THE DIGITAL MATRIX	35
STANDARD OF REPORT PREPARATION	39
STANDARD FOR TECHNICAL SUPPORT	41
TABLES OF CIVICLAB METHODOLOGY STANDARDS	43
COMPLIANCE WITH STANDARDS FOR THE CIVICLAB METHODOLOGY	48
EVALUATION INDICATORS AND DIAGNOSTIC TOOLS FOR THE SUCCESS OF USING THE CIVICLAB METHODOLOGY	48
BEST PRACTICE	51
BIBLIOGRAPHY	57
USEFUL TERMS	60

About authors

This toolkit was developed by Volodymyr Kebalo and Oleksii Kovalenko to enable the representatives of authorities and civil society to build trust through new tools for joint development of quality decisions that have real prospects of being implemented.

Oleksii Kovalenko is an expert in participatory democracy, national expert of the Council of Europe Office in Ukraine, methodologist, innovator and practitioner of civil participation with 22 years experience. He is engaged in the development and implementation of innovative formats and methods of civil participation in quality decision-making, improvement of existing, and the implementation of new tools of civil participation, the organisation and conduct of public consultations (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, developer of the online platform for public consultations and communications, author and developer of CivicLab methodology and toolkit on School Participatory Budgeting (2019), chairman of the Organising Committee of the Participatory Budgeting Information Campaign (2017-2020), which won two national awards of Ukraine for effective communication campaigns, nominee for the IOPD Award, head of the Forum for Civil Society Development, leader and founder of the Association of NGOs "Kyiv Civic Platform", a coalition of analysts and innovators in the development of innovative mechanisms in civil participation.

This toolkit was commissioned by the Elections and Civil Society Division within the Council of Europe project "Promoting Civil Participation in Democratic Decision-Making in Ukraine" (Directorate General of Democracy).

Elections and Civil Society Division (DG Democracy)

The Elections and Civil Society Division provides advice and technical assistance to the member States on various aspects of elections, such as the capacity-building of electoral stakeholders and the raising of voter awareness.

One of the key objectives of the Division is to promote the active role of civil society in political decision-making through creating a favourable environment, including improvement of legal and regulatory frameworks for NGOs; developing sustainable mechanisms and platforms for dialogue, consultation and cooperation between civil society and government in member states, innovative tools and methodologies to increase the effectiveness and efficiency of decision-making processes and civil participation within it.

Toolkit overview

Section 1 contains an introduction to the toolkit, explains the issues of participation in the development and adoption of quality and effective decisions, and helps directly combine the toolkit and methodology with the URSO paradigm. This section 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.

Section 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. Explains the conditions for its application.

Section 3 outlines the principles of digitisation of activities using the digital component of analysis and forecasting. Explains in an accessible way how the methodology, the digital component and the matrix actually work. 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.

Section 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.

Section 5 provides a series of thematic activities held using the CivicLab methodology as inspired practices that demonstrate the results of the developed proposals, a list of possible digital matrices and the operation of the digital component.

Section 6 includes key links and a glossary of useful terms.

Section 1

Introduction

Rationale and objectives of this toolkit

This toolkit is developed for the Elections and Civil Society Division of the Council of Europe (Directorate General of Democracy) to strengthen its role in providing advice and technical assistance to member states on various aspects of promoting civil participation in the democratic process of quality and effective decision-making.

The toolkit, built on the URSO paradigm of the Council of Europe, will be a useful tool for central and local authorities and non-governmental organisations to promote civil participation in decision-making at both local and regional, as well as at national levels.

It offers an innovative methodology for assessing the needs and selecting participants for the activity by criteria, a digital component (including a set of matrices) of development, analysis and forecasting of decision options that can be used in both offline and online formats and adapted to the needs of specific audiences and to the relevant topic of the activity. The toolkit contains the Council of Europe standards for civil participation in decision-making and demonstrates their implementation through successful examples of the use of the methodology in the development of national development strategies, proposals for action plans, regulations, local programs, draft laws, etc. as well as examples of good practice of civil participation, in particular among young people and vulnerable and marginalised groups of citizens in decision-making.

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

Civil 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.

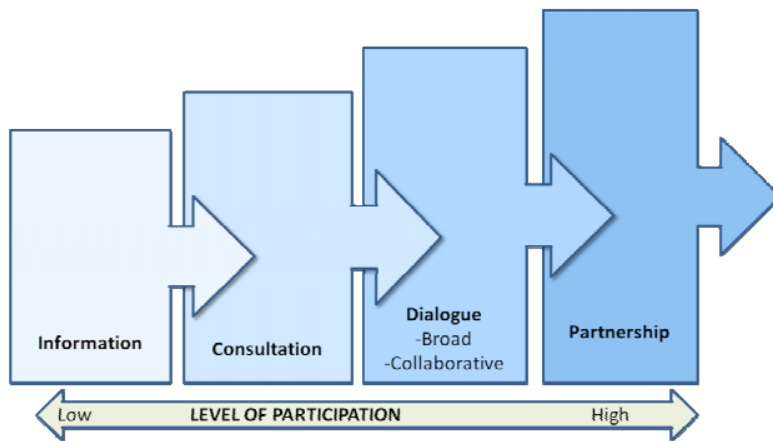
Local self-government is the level closest to the citizens, and such proximity necessarily presupposes or should presuppose an increase in the level of citizen participation in local affairs. In practice, Ukrainian legislation often provides for complex and inflexible methods and procedures that discourage 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 non-governmental organisations (NGOs) participate in the management of public affairs. In order to assist member states ensure the participation of citizens and non-governmental organisations (NGOs) in political decision-making, in 2017 the Committee of Ministers adopted Guidelines for civil participation in political decision making and in 2018 — Recommendations [CM/Rec\(2018\)11](#) on the need to strengthen the protection and promotion of civil society space in Europe and [CM/Rec\(2018\)4](#) on the participation of citizens in local public life.

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 meet 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 civil participation defined by the CoE¹), effective participation requires a clear understanding of the context in which each stakeholder can be involved. In addition,

¹ Council of Europe, text of the draft edited by the Secretariat taking into account the proposals of the CDDG expressed at its meeting 14-15



Infographics 1

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.

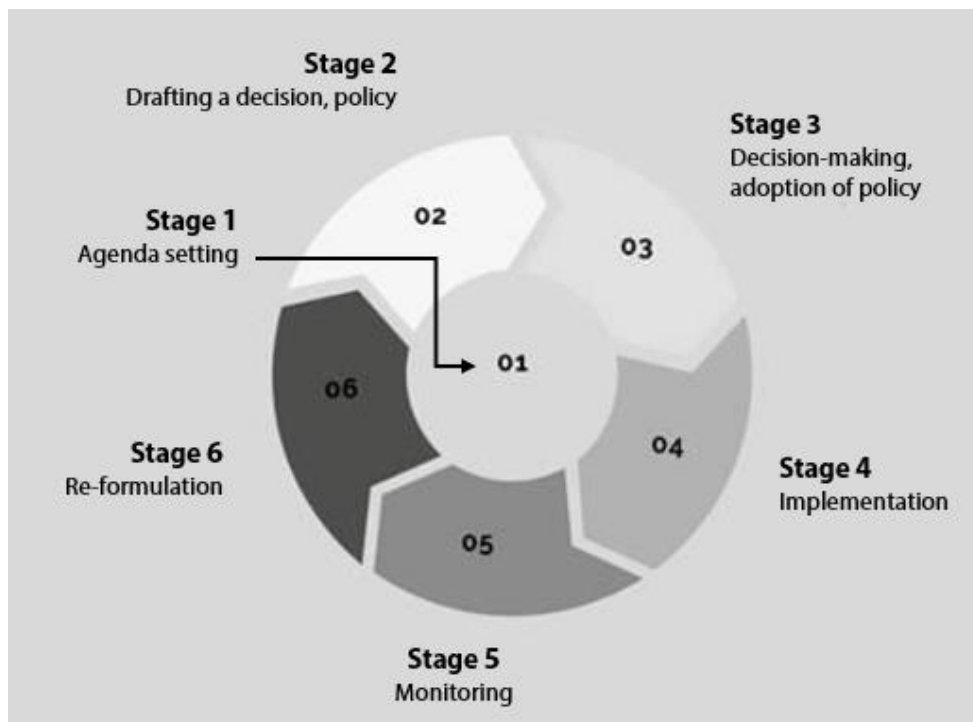
In this sense, participation should be based on a diligent identification of stakeholders' positions so as to assess the level of the possible involvement of each of them in accordance with the purpose of the decision-making process under consideration, its subject matter, resources and the interests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

In the context of this toolkit, 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, partnership². After all, it is then that the public has the opportunity, through proposals, constructively to 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.

Thus, the **CivicLab methodology provides a practical implementation of:**

- all **principles of civil participation**: clarity of procedure, simplicity, convenience for citizen participation, sufficient time, publicity, openness, relevant resources, accountability, responsibility;
- **the legitimacy of decisions by** authorities;
- adherence to 12 principles **of good governance**.

Implementing the principles of civil participation in practice, this toolkit allows you to collect proposals in a proper way, which increases their quality and the chances of their being taken into account when developing and making quality and effective decisions.



² CONF/PLE(2009)CODE1. [Code of good practice for civil participation in decision-making processes.](#)

The URSO paradigm of the Council of Europe

The URSO 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. The paradigm aims at developing a democratic environment by providing practical tools and practitioner-oriented guidelines that are USEFUL, RELEVANT and SUSTAINABLE and which ensure OWNERSHIP by the public authorities and practitioners who may wish to implement the paradigm.

The key elements of URSO are described in the figure below:

<p>USEFUL</p> <p>It provides concrete tools for public authorities for high-quality public involvement in the effective decision-making process.</p>	<p>RELEVANT</p> <p>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.</p>
<p>SUSTAINABLE</p> <p>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 toolkit to the changing needs of stakeholders.</p>	<p>OWNED</p> <p>It guides users step-by-step in the implementation of methodology and tools, allowing adapting them to national and local contexts, which ultimately gives them the opportunity to use it independently and within specific practices and procedures.</p>

Figure 1

Following this paradigm, the toolkit provides a methodology and step-by-step algorithms that allow all who use it to adapt the toolkit to the needs of stakeholders in the decision-making process according to their national context. In particular, Section 3 will guide the reader through all stages: from the formation of the list of stakeholders, the selection of participants in the process of developing quality proposals and to the stage of forming and preparing reports based on the topics of consultations and the format of events.

Section 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, etc. Given the need to develop strategic decisions adapted to today's challenges (globalisation, quarantine restrictions related to COVID-19, digitisation, distance working and learning, etc.), there is a need for tools that will allow citizens to participate and the authorities to involve them in effective decision-making according to the stage of the political decision-making cycle³ 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 citizens⁴ (of all ages and genders, people with disabilities, socially disadvantaged, vulnerable and marginalised groups, etc.) 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 CivicLab methodology, general and digital components are:

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 in order 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 (classic, remote) and way (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 civil participation and the 12 principles of good democratic governance.

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 non-governmental organisations with tools to strengthen civil participation in effective modern decision-making, both at the local, regional and national levels, under quarantine restrictions for Covid-19.

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 the national, regional and local levels for the sustainable development of the self-governing community, especially in the context of quarantine restrictions for Covid-19.

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.

³ CONF/PLE(2009)CODE1. Code of good practice for civil participation in decision-making processes. <https://rm.coe.int/16802eeddb>.

⁴ 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>



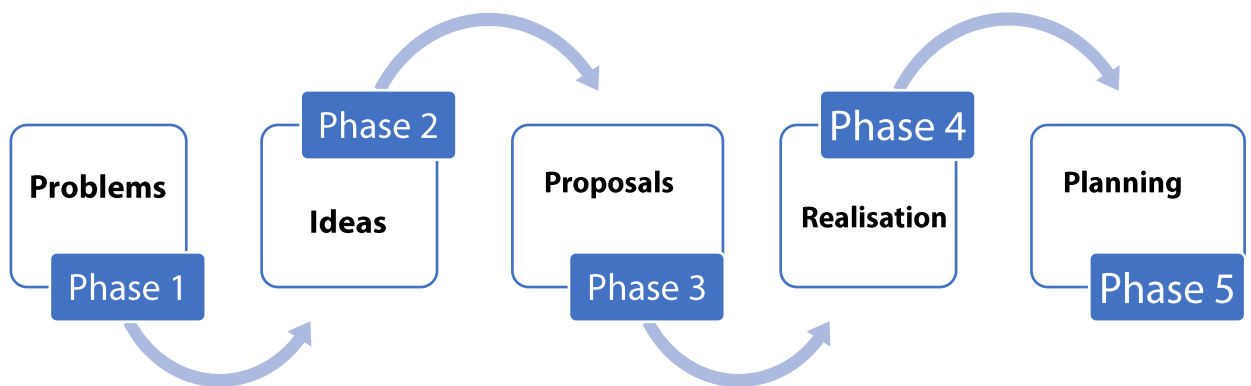
Infographics 3. CivicLab model

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 governance⁵.

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.



Infographics 4. Stages of proposal development

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

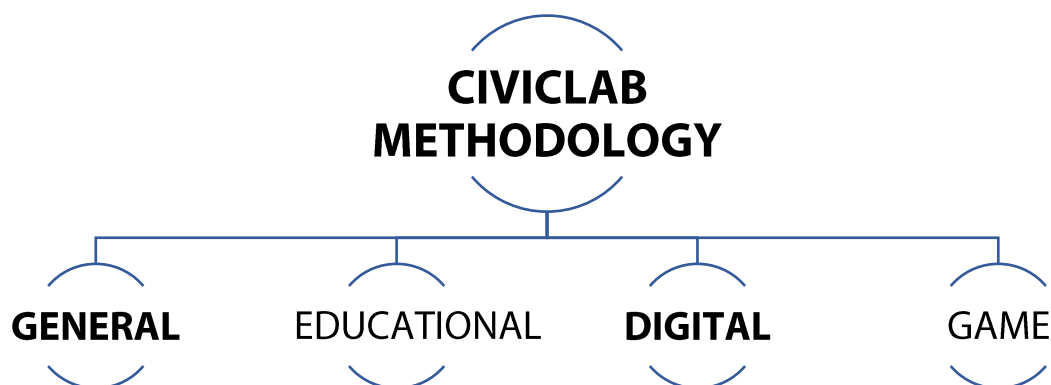
- 1) **digital component** – a tool for developing quality proposals, analysis and forecasting the results of decisions during consultations;
- 2) **educational component** – a new methodological approach to education through the use of the "learning through action" principle, by which participants master the theory with real examples of best practices and consolidate it with practical exercises.
- 3) **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.
- 4) **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 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.

The CivicLab methodology allows 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 civil participation within it. This allows 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

⁵ http://www.slg-coe.org.ua/wp-content/uploads/2018/11/Book_BenchmarkingDV-2_148x210_web.pdf

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.



Infographic 5. Components of CivicLab methodology

This toolkit directly describes the work of the general component and the digital component of the development of proposals, the analysis and forecasting of results of decisions (hereinafter — digital component). This combination provides a comprehensive solution that allows:

- involving target groups in the decision-making process in accordance with agreed criteria;
- ensuring online digitisation, visualisation, 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 toolkit.

Innovativeness of the methodology using the digital component

The toolkit 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 civil participation in decision-making, the Recommendation CM/Rec(2018)11 on the need to strengthen the protection and promotion of civil society space in Europe. And section III. "Steps and measures to encourage the participation of citizens in local decision-making and in the management of local affairs" of the 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)⁶ directly states:

2. "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";
3. "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");

⁶ 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

- 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, namely:

- 1) **100% remotely.** The process of consultations and development of proposals takes place 100% remotely and 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.** 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, etc.
- 3) **Speed equals quality.** Reduction in 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 visualisation of the results of participants in a particular group and in all groups as a whole.
- 4) **Prompt, effective decisions are real.** 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 focusing on the decision as a method of achieving the purpose — that is, the result.
- 5) **Consider opposing opinions.** 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 work for the community.** The decisions made are based on adequate data and specific proposals from the public. Due to para. 3-5, 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.** All developments, proposals and analytical information are available to the consultee online immediately after the consultation. At any stage, he/she can check whether his/her opinion has been submitted and whether the proposal has been taken into account, and if not, why not.
- 8) **Minimal environmental impact.** 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 para. 1-2 and 5 of goal No. 12 of UN Sustainable Development Goals 2016-2030⁷.
- 9) **Reducing the cost of consultations.** 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.** In accordance with Article 14 "Prohibition of Discrimination" of the Convention for the Protection of Human Rights and Fundamental Freedoms⁸ and Section IV. "Specific steps and measures to encourage categories of citizens who, for various reasons, have

⁷ UN Sustainable Development Goals in Ukraine <http://www.un.org.ua/ua/tsili-rozvytku-tysiacholittia/tsili-staloho-rozvytku>

⁸ Convention for the Protection of Human Rights and Fundamental Freedoms https://zakon.rada.gov.ua/laws/show/995_004#Text

greater difficulty in participating"⁹, 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.** Due to the introduction of a remote form of consultation, 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.** You 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 1. Advantages of the CivicLab methodology over the classic format of proposal development*

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 recommendations with		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

* one-day event (workshop) with the involvement of 40 people is compared

** 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.

⁹ 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

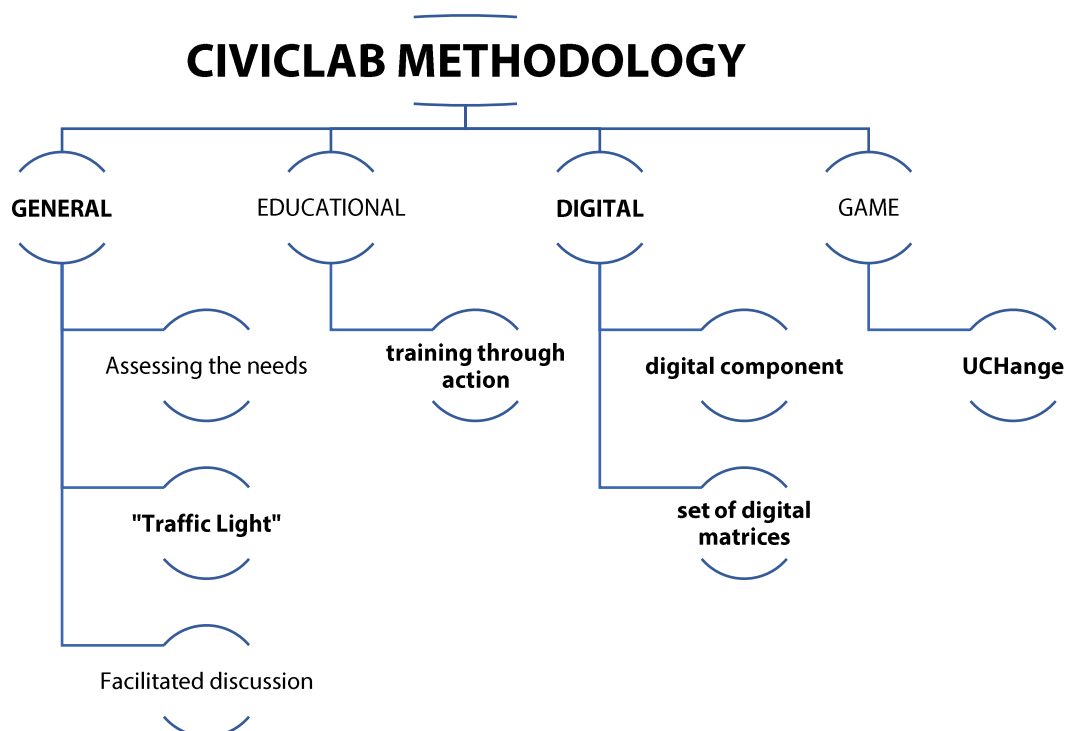
The **general component** is a mandatory component of the CivicLab methodology and is used to increase the efficiency of the consultation process and obtain a reliable result through a high-quality targeted selection of participants, and includes the following elements:

- 1) the method for assessing the needs, expectations and the selection of applicants for participation in consultations, in accordance with the criteria (3-4 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 is 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 etc.;
 - 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**.



Infographics 5. The structure of the general and digital components as parts of the CivicLab methodology

Terms of use of the methodology

The following information and visual elements should be deployed on documents and texts, regardless of their form, where the CivicLab methodology is referenced:

- 1) Logos of developers: the Council of Europe, the NGO "Civil Society Development Forum" and the public association "Kyiv Public Platform of Non-Governmental Organisations";
- 2) Text information with active references (hyperlinks, links) to web resources on the Internet:
 - a. The Council of Europe Project "Promoting civil participation in democratic decision-making in Ukraine": <https://www.facebook.com/CivilParticipationPlatform/>
 - b. NGO "Civil Society Development Forum" <https://www.facebook.com/csdf.ua/>, the public association "Kyiv Public Platform of Non-Governmental Organisations" <https://www.facebook.com/kppngo/>
 - c. Data of the authors and the developer of the methodology
 - i. Volodymyr Kebalo, +380979141889, Volodymyr.KEBALO@coe.int
 - ii. Oleksii Kovalenko, +380919887528? akconua@gmail.com

Section 3

Principles of digitisation

Introduction

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. It states: *"For the first time in Ukraine, the experts of the Council of Europe project "Promoting civil participation in democratic decision-making in Ukraine" together with the specialists of "Kyiv Public Platform" 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."* The first event, the practical part of which was digitised, was the Lviv Academy of Civil Participation ["How to take into account the interests of all in the decision-making process"](#) arranged on November 18-20, 2019 by the Council of Europe.

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, or 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. 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 assessing the 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.

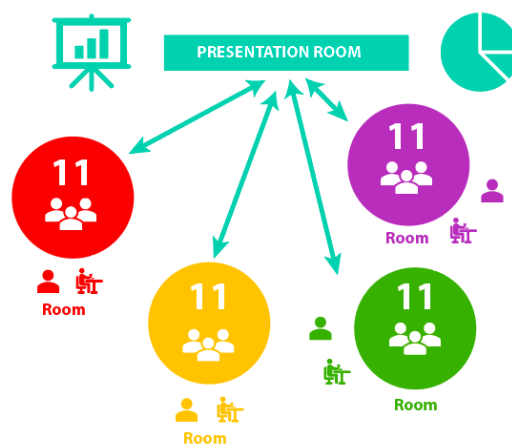
"HOW DOES IT ACTUALLY WORK?"

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, etc.). 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, visualisation, **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.



Infographics 6. Work of groups

Performing tasks in groups % Displays the task performance process		Performing tasks in groups % Displays the task performance process																									
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<p>Infographics 7. Analytics of group work results</p>		<p>Infographics 8. Visualisation of group work results</p>																									

Options for use

Introduction

The CivicLab methodology can be used by the actors in the consultation process to develop proposals and develop options for decisions in many policies, both at the 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 Section 5](#).

Actors in the consultation process who can use the methodology

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 civil participation¹⁰, which provide an opportunity to **develop proposals for solving pressing problems of the community**. Among such instruments, in particular, are public hearings, participatory 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. Non-governmental organisations can use the CivicLab methodology to **develop proposals for institutional development strategies, develop project proposals, develop concepts for advocacy and communication campaigns**. As an example of the use of the CivicLab matrix by non-governmental organisations, 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 civil participation in the formation and implementation of public policy." During such consultations, **proposals for regulatory legal acts, annual consultation plans, etc. 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, democratic governance and decision-making in the sphere of public life¹¹.

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. 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, is characterised by a predictable, open and knowledge-based process of policy formation and implementation; 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 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.

¹⁰ Best practices in regulating civil participation tools at the local level: <https://rm.coe.int/best-practices-civil-participation-pdf/168097ed3e>

¹¹ "Public Policy", National Academy for Public Administration. Kyiv, 2014

http://academy.gov.ua/NMKD/library_nadu/Pidruchnyuk_NADU/9fa81bc0-991f-47e7-817d-a853b8627f97.pdf

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 the Resolution of the Cabinet of Ministers of Ukraine "Some issues of civil participation in the formation and implementation of public policy" No. 1378 dated 15 October 2004. The principles of openness and transparency in public policymaking are in line with fundamental approaches to democracy and require publicity, i.e. citizens should be able to observe public policy-making through a complex process of public discussion involving government officials and representatives of non-governmental organisations. Also Recommendation CM/Rec(2018)11 of the Committee of Ministers of the Council of Europe¹² 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 toolkit recommends using the CivicLab methodology when **developing proposals for strategies, concepts, programs, 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 developing 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, 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", etc., 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, etc. 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 Participatory Budgeting](#), 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. They recognise the European Convention on Human Rights and Fundamental Freedoms, 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

¹² CM/Rec(2018)11 <https://rm.coe.int/recommendation-cmrec-2018-11-civic-space-ukr/168097ed38>

for concepts, development strategies, sectoral strategies, development priorities, budget proposals, regulations, activities of city target programs, 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 draft participatory budgeting regulation.

Regulatory documents, proposals for which can be developed thanks to 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. Indicative list of documents that can be developed using the digital component: concept, strategy, policy proposal, draft regulation, draft law, action plan for the strategy, or city programs, city and NGO statutes, communication campaign, advocacy campaign, development of a project proposal to address a specific problem. 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 School Participatory Budgeting", the assessment of the need to develop a draft law "On School Participatory Budgeting"**.

Section 3

Methodology standards

Introduction

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 developing 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 life¹³, Guidelines for civil participation in political decision making¹⁴, best practices, and the revised Code of Good Practice for Civil Participation in the Decision-Making Process¹⁵ and standards for meaningful civil participation and best practices in Council of Europe member states¹⁶.

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 four consecutive stages.

STAGE No. 1 PREPARATION FOR THE CONSULTATION PROCESS

STAGE No. 2 DEVELOPMENT OF PROPOSALS ON THE TOPIC FOR CONSULTATION

STAGE No. 3 FINDINGS FROM THE EVENT

STAGE No. 4 PREPARATION AND PUBLICATION OF ANALYTICAL REPORT

Each stage has additional steps and phases (see Structure of stages). The sequence of 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 EVENT/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 toolkit "Involving citizens in the decision-making process."¹⁷

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;
- 2) select participants for consultations from among the applicants, according to the criteria (3-4 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

¹³2018 Recommendation on the participation of citizens in local public life https://search.coe.int/cm/Pages/result_details.aspx?ObjectId=09000016807954c3

¹⁴ Guidelines for civil participation in political decision making <https://rm.coe.int/0900001680786ab4>

¹⁵ Revised Code of Good Practice for Civil Participation in the Decision-Making Process <http://rm.coe.int/code-of-good-practice-civil-participation-revised-301019-en/168098b0e2>

¹⁶ Standards for meaningful civil participation and best practices in Council of Europe member states <http://rm.coe.int/civil-participation-in-decision-making-processes-an-overview-of-standa/1680701801>

¹⁷ <https://rm.coe.int/civil-participation-in-decision-making-toolkit-/168075c1a5>

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 (work individually or in groups) in the usual format (workshop, strategic session, etc.). 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 several 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 visualisation 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, visualisation 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.

The standards have their own characteristics depending on the formats (classic or remote) of events / consultations. 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 [Section 5](#).

Event preparation standard

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

Evaluation indicator: ICL-11, 12, 13.

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. Describes the structure of the analytical reference "Map of the target audience", which reflects the description of the selected participants for the event. Describes 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. 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 3-5.

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 his/her digital profile, which is reflected in his/her 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. is a party to the consultation and is included in the stakeholder map;
2. relates to one of the target audiences: government, community, business (foundations, international organisations);
3. level of mastery in the topic of the event; has a proven level of knowledge and professionalism;
4. has practical experience of a particular topic;
5. has submitted proposals on the topic of the event;

6. expectations for the event coincide with the remit of the event;
7. the outputs of the event meets the needs of the applicant
8. no more than two representatives 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, etc. All additional information can also be added by the participant through the electronic application form.

If it is necessary to select a specific target group of participants, we recommend using **negative evaluation criteria**: -1, -2, -3 points. Such criteria reduce the number of overall points of the participant and allow transparent selection of participants in accordance with the theme and focus of the event. Such criteria can be applied if residents of a certain territory or a certain level and direction of expertise, etc. are invited to the event. Instead, this approach of applying negative criteria indirectly allows to identify the relevance of the topic for a wider audience than provided by the topic and conditions of the consultation, and the organizer gets the opportunity to make informed decisions about additional consultations for the target audience.

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.

The electronic registration form is prepared on the basis of three categories of selection criteria (basic, additional and negative) and should consist of several sections, for example: a section with fields for entering general information about the consultation participant (name, phone, e-mail, social network page etc.), a section with fields for entering information about the participant's affiliation to a specific target audience (gender, age, social status, belonging to a public entity, etc.), a section with fields for the information about motivation, competencies, results of the participant, and also, if necessary, a separate section can add fields to enter information about the organization to which the participant belongs. The generated criteria should not be directly displayed as fields. We recommend that the criteria be taken into account in the form of answers offered to the participant for selection, or can be evaluated by the information entered by the participant in the relevant fields.

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 3, 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.

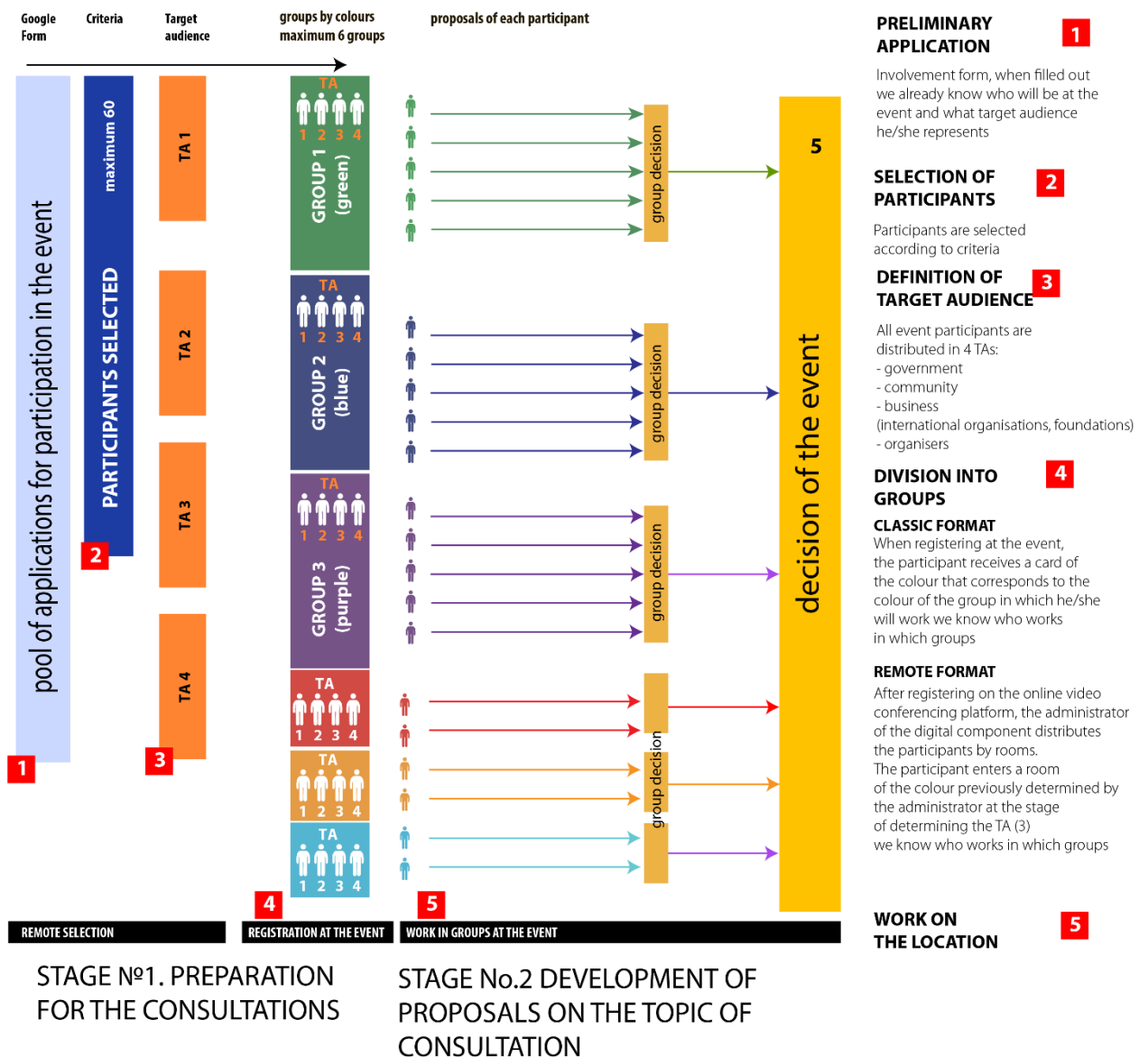
The method involves following a clear algorithm of sequential actions, which will quickly distribute all selected participants into groups. The algorithm for dividing participants into groups depends on the format of the event where the proposals are developed.

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, 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) 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 he/she will work. So the participant who received a green mark works in a group named "green", etc.

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



Infographics 9. The "Traffic Light" method

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 him/her 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 item 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 the event audience, expectations,

needs, level of expertise of each participant.

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 visualisation. 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: the 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, etc.

- 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 civil participation¹⁸.

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, the disabled 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 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

¹⁸ Guidelines for civil participation in political decision-making <https://rm.coe.int/guidelines-on-civil-participation-in-political-decision-making/168076e135>

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 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 rating points from 1 (higher priority) to 5 (lower 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 timescale has been developed.

Thus, each of the lists 1-3 of each group is guaranteed to secure five proposals, and in the list 4 – one proposal. Thus, 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 are considered, 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) and Phase 4 (realisation), Phase 5 (plans).

The standard takes into account 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: Phase 1 (problems), Phase 3 (proposals) and Phase 4 (realisation). Phases 2 (ideas) and Phase 5 (plans) are optional, i.e. 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, etc.) 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 (problems) 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 (ideas).

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 (development of ideas), 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 next phase 3. 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 1-3, 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. So, the main question that needs to be answered during the discussion in phase 4: "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 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 groups¹⁹, 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 timescales for the implementation of proposals

Purpose: plan in what timescale it is 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. A typical agenda of the event according to the CivicLab methodology is given in the link in [Section 5](#).

¹⁹ Target groups — representatives: authorities, community, business (non-governmental foundations and international organisations)

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.

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 3.

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 groups/tables (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 coordinated by the digital component administrator. He/she explains the methodology, monitors compliance with standards, is responsible for the work of the digital component, monitors the work of groups, the results of tasks, both in individual groups and of all participants, summarises 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. everyone must express an opinion;
 - f. respect the opinion of others;
 - g. one participant speaks at a time;
 - h. 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 he/she has time to write everything down correctly
 - f. If **questions arise about the topic of the event**, the facilitator should contact the organiser of the event
 - g. If **questions arise about the operation of the digital component**, the facilitator should contact the administrator of the digital component.
5. **Strictly follow the sequence of phases: 1-5.** 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 your group.

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

1. **Head of the table** — facilitator;
2. **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 he/she 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: 1-5. 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, etc... 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 his/her 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. data from the digital matrix should be exported to a pdf file; visualisation of the results of group work, analytics and a list of developed proposals should be exported in tabular format;
 - d. transfer files with visualisations and the developed proposals to the initiator of the consultation
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, he/she 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. He/she 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, etc.
6. Conduct monitoring of the state of task performance on the basis of visualisation 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, etc.

Standard for working with the digital matrix

This standard regulates phases 1-5 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 (issue). Each group has its own reference colour (red, yellow, green, blue, purple, turquoise). 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.

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 (problems), Phase 2 (ideas), Phase 3 (proposals) and Phase 4 (realisation), Phase 5 (plans). The standard datasheet for work and service tabs is below.



Figure 2

The data is entered by the note-taker into the digital matrix according to the current phase. First, 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 of 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

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 (problem) to phase 5 (planning). 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 is 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 becomes 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 his/her 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-discrimination²⁰ 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.

Table 2. 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, etc. 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

²⁰ III.ii Principles for Civil Participation CONF/PLE(2009)CODE1. Code of good practice for civil participation in decision-making processes. <https://rm.coe.int/16802eeddb>.

DIGITAL MATRIX WORKING TAB

The number of proposals that should be entered through the digital matrix during each phase

Option 1. (linear)

It 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, etc.).

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)

It 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, etc.).

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 5 ideas for each problem	It is possible to make 2 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					FINDINGS
CRITERIA					
TIME	POWERS	LEGAL ²¹	MATERIAL	LABOUR	

²¹ Availability of organisational and legal resources

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	12

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	Unsystematic 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	

Infographics 10. Example of a Red Group worksheet

An example of a digital matrix of ideas and suggestions is available at the link: <http://mcle.kpp-ngo.org/>



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 (hereinafter – 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 visualisation, 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, 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 (problems) 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 the Problems section.

Section 2 (proposals) 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 the Proposals section.

Section 3 - General assessment and general conclusion of the group's work by the facilitator.

This section contains a 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 example (see [the link in Section 5](#)): based on the results of the work of groups contained in the digital matrix, visualisation 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.** It describes the method used to develop proposals, criteria for selecting participants, provides a portrait of the audience at the event and describes the principles of dividing participants into groups;
2. **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, etc. 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 visualisation formed by the digital component, to find similar or diametrically opposed proposals.
3. **Conclusions and recommendations.** It is necessary to group all the developments of participants in all groups in 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 making decisions.

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 ([Zoom](#), [Bluejeans](#), [Google meet](#)), 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 and YouTube;
 - k. a set of administrator functions that provide event planning, moderation of participants, functionality management, etc.
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" screen; at least 3.6 GHz processor; at least 8GB RAM; wi-fi adapter; mouse, keyboard, Web-camera with FullHD quality containing a microphone, speakers, wired connection to the Internet channel, a bandwidth of at least 1GB 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 20GB 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).

- by the participant / consultee in the consultation process

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. Basic parameters are at least the following: 15.6" screen; 2.0 - 3.6 GHz processor; 4GB RAM; Wi-fi adapter; mouse, charger, battery should provide 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 are similar to those in paragraph 1. 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;
 1. Three microphones (radio) and one reserve;
 2. A room with a total area that can accommodate up to 100 people and up to 10 round tables;
 3. Folding table (large, 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;
 4. Folding chairs, narrow, the number according with the number of participants, taking into account the number of members of the support team and representatives of the initiator of the consultation;
 5. Tablets on tables of different colours (red, yellow, green, blue, purple, turquoise).

Tables of CivicLab methodology standards

Table 3. 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*
6	Proportionality of distribution of participants into target audiences **	Community – at least 30% Government – up to 30% Business/international organisations/foundations – up to 30% organisers – 10%	

* a certain format of loading at the event may not involve the use of a separate note-taker to enter information into the matrix. His/her responsibilities may be combined by a facilitator.

** recommended indicator of the standard

Table 4. 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. 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 timescale 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

* Depends on the number of groups (into which the participants are divided). Minimum - four groups, maximum - six groups. The actual number of proposals that will be developed and processed by participants at the event may be much higher.

Table 5. Standards for conducting stages, their components and phases depending on the format of the event

N o.	Standard Stage 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	
					Classic	Remote
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 gender 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 will be the participants of the event, 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	
	Step 4. Divide those selected to participate in the event into groups on the principle of proportional	Each participant at the event is assigned to one of the three target groups: <ul style="list-style-type: none"> • Authorities 	According to the "Traffic Light" method, participants are divided into groups in accordance with the principle of proportional participation of target groups in the discussion.	Formed groups proportionally represent: <ul style="list-style-type: none"> • Authorities – 30% • Community – 30% 	1 day	

participation of the target groups in the discussion	<ul style="list-style-type: none"> Community Business/foundations/international organisations 		<ul style="list-style-type: none"> Business/foundations/international organisations – 30% organisers – 10% 		
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	1 day	
STAGE No.2 HOLDING THE EVENT/CONSULTATION <ul style="list-style-type: none"> - discussions and debates are held only at the table and in virtual rooms; - if the event stipulates: introductory lectures, presentations, speeches, reflections of participants, warm-ups, etc. – all these activities are conducted outside the time frame of the main stages and phases of the CivicLab methodology. 					
Explanation of methodology	all participants are present at the event	The digital component administrator acquaint 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 his/her functions and the note taker and his/her functions.	10 minutes	5 minutes
Phase 1. Development of problems	-	In the format of a facilitated discussion, the participants will 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 (more relevant - 1, less relevant - 5)	1	1 hour 10 minutes
Phase 2. Development of ideas	List of rated problems	In the format of a facilitated discussion, participants will discuss ideas for solving problems that were identified in Phase 1. First of all, they will work on the rated problems, secondly – 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 will 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 (more relevant -1, less relevant - 5)	1 hour 30 minutes	1 hour
Phase 4. Evaluation of proposals for realisation**	List of proposals, implementation of which will solve the problem	In the format of a facilitated discussion, participants will discuss the proposals developed in Phase 3 for realistic implementation. First of all, they will work on the rated proposals, secondly – all others.	100% of the rated proposals were evaluated according to the criteria of realistic implementation.	30 minutes	15 minutes

Phase 5. Development of timescales for the implementation of proposals**	List of rated proposals identified as realistic	In the format of a facilitated discussion, participants will develop at least one time-bounded plan for a realistic proposal, which is rated as No.1. If time permits, participants may develop implementation plans for other rated realistic proposals	At least one calendar plan for a rated realistic proposal was developed	30 minutes	15 minutes
STAGE No.3 FINDINGS OF THE EVENT					
Results of work in groups	Analytics, visualisation 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 min	5 min
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 min	10 min
STAGE No. 4 PREPARATION AND PUBLICATION OF ANALYTICAL REPORT					
Preparation of analytical reports on the results of group work	Group development, consolidated analytics and visualisation	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. Visualisation 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

* Step 1. Identify the topic, purpose, tasks and list of stakeholders who should be invited to participate in the event – performed directly by the initiator of the process of developing proposals for a decision, and the data is transmitted to the administrator of the digital component.

** Due to the features and conditions of the event in remote format, the methodology assumes that Phase 4. Evaluation of proposals for realisation will be conducted either by a representative of the initiator of the consultation process, or as part of a separate event. Also, Phase 5 Development of calendar plans for the implementation of proposals 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 the success of 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 6. 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
	ICL-14	Timing	Adherence to the timing for Phase 1-4 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. 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
	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 * 8
	ICL-42	Relevance	Number of rated proposals	pcs.	Number of groups * 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

* rated proposal is the one rated by the participants of the event under the rating of urgency from 1 to 5:

* realistic proposal is one that can be implemented taking into account the available resources (including time, human, financial, organisational, etc.).

Section 5

Best practice



Title: **Academy of civil participation**

City: Lviv

Organisers: Lviv City Council and the Council of Europe project

Result: participants developed three communication strategies

Matrix: communication

Number of groups: 3

Number of people: 30

Format: adaptive

Duration: 1.5 hours

Results: <https://bit.ly/3jztXVy>

Title: **Development of proposals for the action plan of the National Strategy for Civil Society Development**

City: Kyiv

Organisers: Secretariat of the Cabinet of Ministers and the Council of Europe project

Purpose: Proposals for the action plan of the National Strategy for Civil Society Development, which were subsequently taken into account.

Matrix: strategy-making

Number of groups: Three

Number of people: 30

Format: adaptive

Duration: 1.5 hours

Results: <https://bit.ly/2ZS4mPL>



Title: **CivicLab ExpertCamp: School participatory budgeting**

City: Kyiv

Organisers: Council of Europe project

Result: the draft Regulation on School Participatory Budgeting was developed. It was later approved by the city of Ternopil and Krolevets ATC.

Matrix: alternative

Number of groups: Four

Number of people: 48

Format: adaptive

Duration: Five hours

Results: <https://bit.ly/2OV96xL>



Title: **Development of Kyiv Environmental Strategy**

City: Kyiv

Organisers: Department of Ecology of the Kyiv City State Administration, Kyiv City Council

Result: proposals for the environmental strategy in six areas were developed; the proposals were taken into account by experts.

Matrix: strategy-making (option – implementation of goals)

Number of groups: Five

Nine events were held

Number of people: 360 (during all this time)

Format: adaptive



Duration: 2.5 hours/event
Results: <https://bit.ly/3fPawWy>

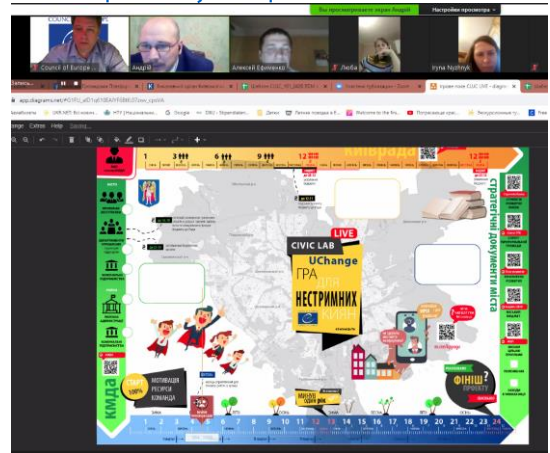


Title: Series of interactive games CivicLab UChange

City: Kyiv
Organisers: Council of Europe project and Public Association "Kyiv Public Platform"
Result: participants mastered practical skills of using tools of civil participation in a game format
Matrix: project
Number of groups: Four
Held: Three events
Number of people: 60 (during all this time)
Format: adaptive
Duration: 2.5 hours/event
Results: <https://bit.ly/2E4q7U6>

Title: Series of interactive games CivicLab UChange LIVE

City: Kyiv
Organisers: Council of Europe project and Public Association "Kyiv Public Platform"
Result: participants mastered practical skills of using tools of civil participation in a game format
Matrix: project
Number of groups:
Held: Five events
Number of people: 60 (during all this time)
Format: remote (online)
Duration: 2.5 hours/event
Results: <https://bit.ly/3eSVZbg>



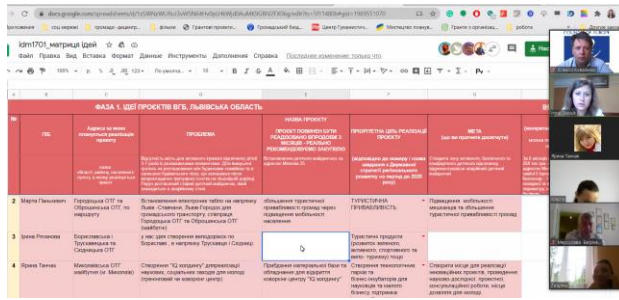
Title: Needs assessment in the law on participatory budgeting

City: Poltava
Organisers: PAUCI Foundation, Public Association "Kyiv Public Platform"
Result: participants developed proposals for the draft law, determined the principle of finance quotas for participatory budgeting projects
Matrix: alternative
Number of groups:
Held: One event
Number of people: 25
Format: adaptive
Duration: 1.20 hours
Results: <https://bit.ly/3jvrNq1>

Title: Ukrainian Philanthropists Forum

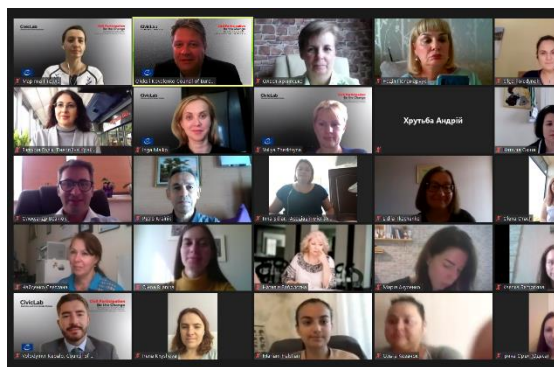
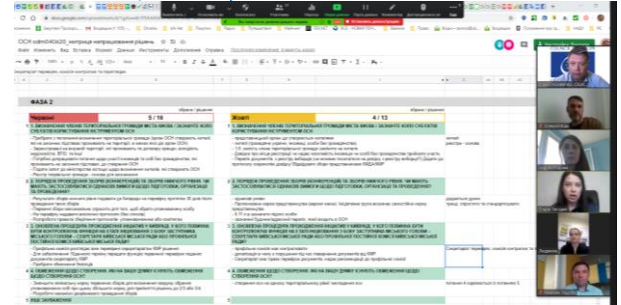
City: Poltava
Organisers: UPF
Result: participants developed proposals for the development strategy of the charitable area
Matrix: strategy-making
Number of groups: Five
Held: One event
Number of people: 50
Format: adaptive
Duration: Eight hours
Results: <https://bit.ly/3jBX1vU>





Title: Development of projects for the competition of the All-Ukrainian participatory budgeting
 City: Kyiv-Lviv
 organisers: UNDP, NGO FRGS, NGO SocialBoost
 Result: participants developed proposals for project applications for the competition
 Matrix: idea
 Number of groups: Three
 Held: One event
 Number of people: 30
 Format: remote
 Duration: Three hours
 Results: <https://bit.ly/32LO21J>

Title: Development of proposals for the Kyiv City Council Regulation on Bodies of self-organisation of citizens in Kyiv
 City: Kyiv
 Organisers: Secretariat of the Kyiv City Council and the Council of Europe project
 Result: proposals for articles of the provision were developed
 Matrix: alternative
 Number of groups: Three
 Held: One event
 Number of people: 30
 Format: remote
 Duration: Two hours
 Results: <https://bit.ly/3eW7oHb>



Title: Open Government Partnership Initiative: New Tools for Civil Participation
 City: Kyiv
 Organizers: Secretariat of the Cabinet of Ministers and the Council of Europe project
 Result: proposals for the 2021 action plan on civil participation that can be implemented within the framework of the Open Government Partnership Initiative have been developed.
 Matrix: ideas
 Number of groups: 5
 Held: 1 event
 Number of people: 60
 Format: remote
 Duration: 2 hours
 Results: <https://bit.ly/3hVOgL4>

Title: School of Budget Advocacy
City: Uzbekistan, Kyrgyzstan, Turkmenistan, Tajikistan, Kyiv
Organizers: Eurasia Foundation, USAID
Result: participants gained practical knowledge of budget advocacy, 12 trainers were trained
Matrix: ideas
Number of groups: 5
Conducted: 2 events
Number of people: 40
Format: remote
Duration: 2 hours
Results: <https://bit.ly/3j1mgqA>

Социальноответственный бизнес									
№	Заполнить	АДВОКАЦИОННЫЙ ПЛАН ПРОЕКТА							
67	1	Обор. данных по конкретным кейсам, доказательная база. Кабинетное исследование	Создание об	Президент					
68	2	Привлечение общественного внимания через медийных личностей, ЛОМов, с использованием социальных сетей	Создание об	Гендиректор					
69	3	Подготовка и запуск (запуск) платины	Создание об	Президент					
70	4	Включить в состав межведомственной комиссии представитель общественности	Создание по	Президент					
71	5	Разработка и презентация видения диалоговой платформы партнерства	Создание по	Президент					
72	6	Решение межведомственной комиссии о создании информационной системы (с созданием рабочей группы по разработке и внедрению информационной системы)	Создание и	Президент					
73	7	Сформулировать тематическое задание для разработчика	Создание и	Социальноответс					
74	8	Проведение программного тестера на разработку системы	Создание и	Социальноответс					
75	9								
76	10								

CivicLab: development of proposals for the action plan for the implementation of the 2020 National Strategy for Civil Society Development in Lviv Oblast

11.00 - 14.00, May 28, 2020 ZOOM online platform

City: Kyiv-Lviv
Organisers: Lviv Oblast Administration and the Council of Europe project
Result: proposals to the action plan for the implementation of the National Strategy for Civil Society Development were developed.
Matrix: strategy-making
Number of groups: Four
Held: One event
Number of people: 40
Format: remote
Duration: Three hours
Agenda: <https://bit.ly/3eSPGV3>
Group results: <https://bit.ly/3eO64FT>
Analytical report: <https://bit.ly/2Bnk8ZT>

№	ПРОБЛЕМА / ПРИЧИНА	ВІСНІВ / СТЕЙКХОЛДЕР	№	ПРОБЛЕМА / ПРИЧИНА	ВІСНІВ / СТЕЙКХОЛДЕР	№	ПРОБЛЕМА / ПРИЧИНА	ВІСНІВ / СТЕЙКХОЛДЕР
1	ВІСНІВІСТЬ ЗАБЕЗПЕЧЕННЯ СВОЇМИ СИЛАМИ ПЛАТФОРМИ ДЛЯ ЕЛЕКТРОННОЇ ДЕМОКРАТІ	Рівні платформи, рівні надання і мена; уніфікація	1	ОБМЕЖЕННЯ МОЖЛИВОСТІ ДЛЯ УПРАВЛІНСЬКОЇ ОСВІТИ	1. Висока вартість освіти; 2. Обмежена кількість професійних інститутів для ГО; 3. Зменшення обсягів освіти в престижних освітніх закладах	1	І ГО СПИВАЮТЬ ЗА МІСЯЦ ПОВНОВАЖЕНЬ СВОЇХ СТАТУТНОЇ ДІЯЛЬНОСТІ	Немає належного контролю І ГО на державному рівні, збільшення витрат на зарплату осіб
2	НЕНАЛЕЖНИЙ ДИАЛОГ І НЕНАЛЕЖНА УЧАСТЬ ГО ТА РОЗВИТОК НОВИХ ІНСТРУМЕНТІВ, КРИМ ГР	Немає про інші інструменти	2	ФІНАНСОВА НЕСПРОМОЖІСТЬ ДЛЯ РОБОТИ ГО	1. Відсутність знань, як шукати фінансування; 2. Відсутність розуміння громади в питаннях фінансування ГО та в ролі; 3. Недостатня інформація про залучення фінансування; 4. Невпевненість генерального директора на розвиток своєї діяльності; 5. Недостатність фінансування І ГО з боку влади	2	ВІСНІВІСТЬ ВІДКРИТІСТІ, ПРОЗОРОСТІ, ДОСТУПНОСТІ ДО ОТРИМАННЯ ПОСЛУГ НАСЕЛЕННЯ	Формальний підхід до надання роз'яснень, технічне забезпечення і кадрові забезпечення
3	ВІСНІВІСТЬ ЧІТКИХ ПРІОРИТЕТІВ КОНКУРСІВ ДЛЯ І ГО ТА ВІСНІВІСТЬ СПІВРАБОТИ ДО ТА ФОРМУВАННЯ	Рівень довіри і не довіри між ГО та органами влади; низький рівень адміністративної спроможності ГО; наявність комунальних "публікацій"	3	ОБМЕЖЕННЯ МЕРЕЖУВАННЯ МІЖ ГО ДЛЯ ВИКОРИСТАННЯ КРАЩИХ ПРАКТИК ТА ІХ ПОШИРЕННЯ	1. територіальне обмеження в обсязі дисципліни; 2. обмеження ресурсів для обміну досвідом	3	НЕВІСНІВІСТЬ УХВАЛЕННЯ РІЧНИХ ПЛАНІВ ЗАХОДІВ ДЛЯ РЕАЛІЗАЦІЇ НАЦІОНАЛЬНОЇ СТРАТЕГІЇ РОЗВИТКУ ГРОМАДСЬКОГО СУСПІЛЬСТВА, ЯК РЕЗУЛЬТАТ НЕВІСНІВІСТЬ ВИКОНАННЯ ЗАХОДІВ	Невпевненість, стропи виконання, зламні упорядку
4	НЕДОСТАТНІ РІВНІСТЬ КОМУНІКАЦІЇ	Замало формалізований підхід до колективної, недостатній рівень довіри, замало каналів комунікації	4	ОБМЕЖЕННЯ КОМУНІКАЦІЇ МІЖ ПРЕДСТАВНИКАМИ І ГО ТА ПРЕДСТАВНИКАМИ ВЛАДИ, НЕДОСТАТНІ СПІВРАБОТА МІЖ ПРЕДСТАВНИКАМИ БІЗНЕСУ ТА ПРЕДСТАВНИКАМИ І ГО	недовіра до влади, стереотипне бачення І ГО та представників влади один до одного	4	ПЕРЕЛІЧУНІ МЕТОДИЧНУ БАЗУ З МОЖЛИВІСТЮ АДАПТАЦІЇ ПІД СУЧАСНІ РЕАЛІ	Недостатня законодавство, копія законодавства
5	НЕМАЄ ІНТЕКСЕКТОРАЛЬНОЇ СПІВРАБОТИ ТА ВІСНІВІСТЬ ВІСНІВІСТЬ КОМУНІКАЦІЇ В МЕЖАХ ОДИНОЇ СТРУКТУРИ	Відсутність пропозицій процедури про співпрацю та комунікацію	5	НЕДОСТАТНІ СПІВРАБОТА МІЖ ПРЕДСТАВНИКАМИ БІЗНЕСУ ТА ПРЕДСТАВНИКАМИ І ГО	1. Недостатній рівень довіри між бізнесом та І ГО; 2. Низька професійність І ГО; 3. Відсутність законодавчого поля в співпраці бізнесу та І ГО	5	НЕДОСТАТНІ ОБСВІДАНІСТЬ ЗНАЙОМОЇ ЧАСТИНИ І ГО ЩОДО ІСНУЮЧИХ МЕХАНІЗМІВ ІХ УЧАСТІ В УПРАВЛІННІ ДЕРЖАВНИМИ СЛУЖБАМИ КОНКУРСІВ ПРОЄКТІВ, НАДАННЯ СОЦІАЛЬНОЇ ГР (ТОШО)	Немає І ГО до достатньої інструментів участі, недостатня інформація та недостатність самих інструментів, відсутність достатнього інформування щодо механізмів, роз'яснень, в такій відсутності поширення кращих практик з боку І ГО

According to the CivicLab methodology, public consultations on the development of proposals for the action plan were held online using the module of the digital component for development and analysis of proposals. Out of 89 people registered for the event, 44 participants were selected from nine cities, according to the criteria (affiliation to one of the four target groups, territorial affiliation, affiliation to the organisation, gender component, motivational message of a participant). The audience at the event was divided into four target groups: representatives of civil society institutions (hereinafter - CSIs) - 27 people, representatives and officials of local self-government bodies (hereinafter - LSGBs) - 11, representatives of international organisations (hereinafter - IOs) - four and business - two.

Participants worked for 2 hours 10 minutes in four groups of 11 people. In each group, a facilitator and a note-

taker (provided the input of information into the digital component) worked with the participants. The work took place in two phases. Phase One: Critique. Participants examined problems related to the formation and implementation of the Strategy, as well as those that arise during the activities and interaction of civil society with the authorities, tested by reasons for their occurrence. In the second phase, planning, participants developed proposals for an action plan taking into account already identified problems and divided them into four sub-themes of the Strategy. A separate task for the participants was to determine the rating (from 1 to 5) of the urgency of problems and proposals. That is, what, in the opinion of the participants at the event, is an urgent problem and what proposals are worthy of priority inclusion in the action plan of the Strategy and Implementation — and, respectively "hinder" and contribute to the development of civil society. All proposals were immediately digitised and grouped according to the rating in each of the groups. During the third phase, submitted proposals were preliminarily assessed by the representatives of the Lviv Oblast Administration for the feasibility of implementation and the possibility of inclusion in the action plan of the Strategy.

Conclusions and recommendations

Grouping the work of participants of all four groups, proposals can be 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 is shown in Tables 3 and 4.

Consolidated Table 3 contains proposals deemed realistic and rated for implementation that may be included in the action plan of the 2020 National Strategy for Civil Society Development in Lviv Oblast.

No .	Code* 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 civil 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. Civil participation	Intensify the work of Coordination 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. Civil 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 programs 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
9.	2. Civil 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 program for management of non-governmental organisations	1	1
12.	2. Civil participation	Conducting information campaigns "Civil society is me"/"Change is you"/"Participate"	5	2
13.	4. Cross-sectoral cooperation	2. Holding an Open Day (every Friday/once a month) to discuss important issues;	4	3

Consolidated Table 4. contains unrated proposals of participants identified as realistic for implementation that may be included in the action plan of the 2020 National Strategy for Civil Society Development in Lviv Oblast.

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

* Coding of strategic directions.

1. Institutional development of CSOs: creation of favourable conditions for the formation and institutional development of civil society organisations.
2. Civil participation: ensuring effective procedures for civil 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 cooperation: creating favourable conditions for cross-sectoral cooperation.

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 action plan of the 2020 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 1-3, send the participants of the event an analytical report, and the approved Action Plan, by order of the chairman of Lviv Oblast State Administration.

Section 6

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Useful Terms

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, etc.); 2) political domination of the people; 3) the system of state bodies; 4) persons, bodies endowed with state and administrative powers.

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.

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.

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.

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.

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.

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.

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 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 a long, medium and short term.

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.

Documents of state forecasting and strategic planning – forecasts, strategies, programs, 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.

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

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.

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

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

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.

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.

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.

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.

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

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, programs and budgets.

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.

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.

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.

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.

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, i.e. 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.

Participants in state forecasting and strategic planning – the Verkhovna Rada of Ukraine, the Cabinet of Ministers of Ukraine, the National Bank of Ukraine, the authorised central executive authority for economic policy, other central executive authorities, the Verkhovna Rada of the Autonomous Republic of Crimea, the Council of Ministers of the Autonomous Republic of Crimea, local state administrations and local self-government bodies. Their powers include the development and approval of documents for state forecasting and strategic planning, ensuring implementation and monitoring their implementation.

Centralisation of management – 1) 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.

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.

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

Value – the social attitude of an individual, which transfers his/her needs and interests to material and spiritual phenomena, gives them outstanding social features.

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.



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