

TOOLKIT

Monitoring and Assessment of Participatory Processes and Their Outcomes

Revision 2.0, updated and supplemented

2024

Authors

This toolkit has been developed by the **Council of Europe Project “Strengthening democratic resilience through civic participation during the war and in the post-war context”**, which is implemented in pursuance of the Action Plan for Ukraine “Resilience, Recovery and Reconstruction” 2023–2026, **in cooperation with Oleksii Kovalenko**, an expert of the Council of Europe project (NGO “Civil Society Development Forum”).

The views set out in this toolkit are those of the author and do not necessarily reflect the position of the Council of Europe.

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Council of Europe Project
“Strengthening democratic resilience
through civic participation
during the war and in the post-war context”
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ABOUT THE AUTHORS

This toolkit has been developed in pursuance of the Council of Europe Project “Strengthening democratic resilience through civic participation during the war and in the post-war context” in order to enable representatives of public authorities of different level and the civil society to enhance trust owing to new interactive tools and formats of work that allow adequate organisation of participatory processes and involvement of public entities into development of quality, efficient and coordinated participatory solutions, and following assessment of their outcomes — development of joint actions on the way to their improvement and successful implementation for recovery and development of the Ukrainian communities in the context of uncertainty during the war and in the post-war context.

The purpose of the Council of Europe Project “Strengthening democratic resilience through civic participation during the war and in the post-war context” is to create conditions for strengthening civic participation, mutual trust, respect and recognition between representatives of SCOs and public officials for further cooperation and development of the sustainable inclusive dialogue in decision-making. It consistently helps the pilot communities and public authorities of different levels to introduce efficient procedures and regular practices of civic engagement into community management and development, decision-making at the local, regional and national levels. It offers support in introduction of innovation civic participation mechanisms and facilitates development of the civil society, namely at the local level. Principal project components: provision of legal expertise and technical support in the area of civic participation, the creation of the enabling environment for civil society development, and the promotion of voluntarism and voluntary activities; capacity building in the area of civic participation, and voluntarism for public officials, CSOs, volunteer initiatives and citizens; provision of technical expert support in the design and implementation of participatory processes.

Oleksii Kovalenko — Master of Public Governance and Administration, digital participatory democracy development expert, national expert of the Council of Europe Project “Strengthening democratic resilience through civic participation during the war and in the post-war context”, member of the coordination council “Open Government Partnership Initiative”, author and designer of CivicLab (2019), UChange (2020), R2DA methodology (2022), rating of online training platforms methodology, the tool of introducing the school participatory budget according to the model of the Council of Europe (2020), head of the non-governmental organisation “Civil Society Development Forum”, and leader and founder of the Kyiv Civil Platform of Civil Society Organisations (analytical group of developers of civic participation innovation method).

Section 1

INTRODUCTION INTO THE METHODOLOGY

Purpose

To ensure higher quality of the participatory process of development, making and implementation of public decisions of public authorities of different level, in accordance with the civic participation standards and democratic principles of the Council of Europe.

Tasks and expectations

The principal task is — to provide the **key actors** authorised to organise participation and engagement processes, to develop and implement public decisions, to carry out independent monitoring and civic control of participatory development and implementation of public decisions (expert NGOs, analytical centres etc.) with the applied methodology and package of digital tools for research to ensure:

- monitoring, assessment and objective analysis of pertinence of the organisation, and participatory process of acceptance and achievement of results of implementation of public decisions;
- use of assessment results to develop recommendations on improving (1) organisation and process of participatory processes, and (2) the quality of decisions by enhancing the participatory process of making them applicable and adapting them to the existing implementation context.

The methodology and digital tools **are expected** to enable:

- the public authorities: to improve the processes and practices of participation and engagement of all the interested parties, to apply respective methods and mechanisms to enhance connections between public decisions and expectations and needs of the stakeholders for whose benefit such decisions are developed and implemented, to improve their quality, suitability and impact of the policy, decisions and services;
- non-governmental organisations: to enhance their capacity for supervising activities of public authorities of different level, their participation in determination of the agenda of reforms, development, implementation and monitoring as well as assessment thereof in the context of uncertainty, especially in the war and post-war context.

Practical implementation of the applied methodology and digital tools of participatory process monitoring as well as objective assessment of quality of public decisions **is expected to indirectly** facilitate transparency, openness, accountability and publicity of activities of public authorities; decisions themselves will be more relevant for the public demand, efficient and strategic while their deliverables will provide for recovery and sustainable level of the Ukrainian communities.

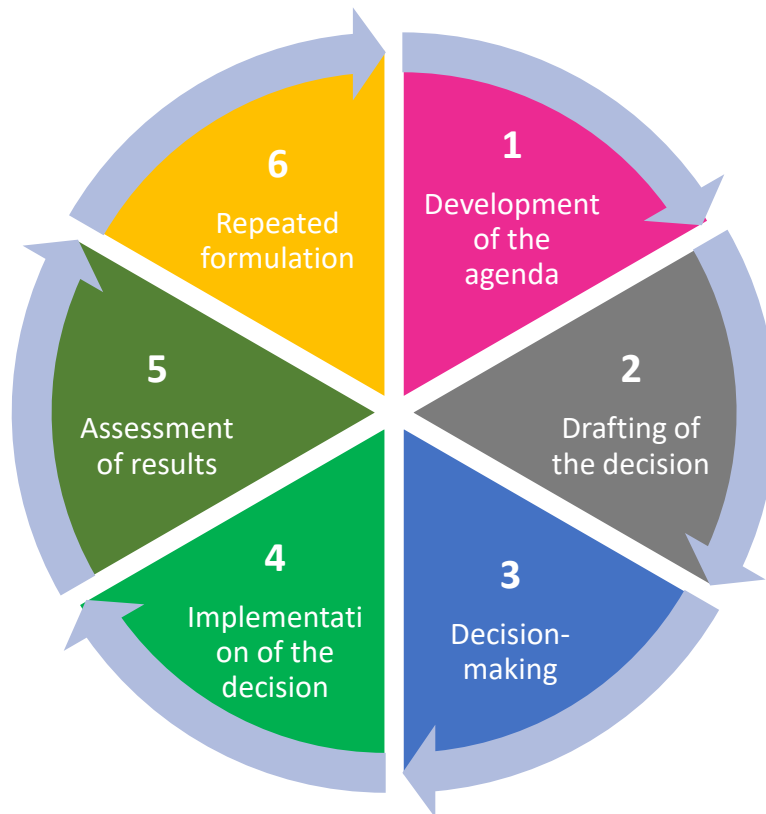
Target and subject of the research pursuant to the methodology standards

According to the Council of Europe Guidelines¹ for civil participation in political decision-making, the general decision-making process is presented as a cycle (hereinafter the “decision cycle”).

The methodology and digital toolkit for monitoring and assessment of participatory processes and results thereof are used in the research.

The target of the research is the participatory process of development (stages 1 and 2), implementation (stage 4) and assessment of efficiency and impact (stage 5) of the public decision by the public authority of respective level.

¹ 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>.



The subject of the research is a public decision in the context of its key elements:

- adequacy of the participatory process of development (stages 1 and 2) and implementation (stage 4) of the decision cycle;
- success in achievement of targets (result of stage 4 of the cycle);
- level of impact of results upon satisfaction of needs of target groups it is associated with (stage 5 of the cycle);
- recommendations on repeated formulation/modification of the decision following the assessment and analysis of results thereof conducted based on this methodology.

The methodology provides for studying the following participatory processes and decisions:

A) of local self-government bodies,² local³ and central⁴ executive authorities that are documented as subordinate local regulations, including without limitation:

1. by the form: charters, strategies, regulations, programmes;
2. by law-making entities:
 - 2.1. decisions of the council;
 - 2.2. decisions of the executive committee of the local (village, urban-type settlement, city, city district) council;
 - 2.3. ordinances and orders of the local administration (for instance, regional or city one);
3. by the period of effect: permanent (with indefinite effect) and temporary (in effect for a certain period);
4. by the territory of effect:
 - 4.1. decisions that cover the entire territory of powers of the respective local authority (entire region, city, urban-type settlement, consolidated territorial community etc.);
 - 4.2. decisions with limited territory effect (covering the designated settlement or a part thereof);
5. by the scope:
 - 5.1. in the field of socio-economic and cultural development, planning and accounting;
 - 5.2. regarding management of municipal property;

² Articles 10–12, 26–38 of the Law of Ukraine “On Local Self-Governance in Ukraine”.

³ Articles 6, 13 of the Law of Ukraine “On Local State Administrations”.

⁴ Article 23 of the Law of Ukraine “On Central Executive Authorities”.

- 5.3. in the field of housing and communal services, household, trade services, public catering, transport and communication;
- 5.4. in the construction field;
- 5.5. in the field of education, healthcare, culture, physical education and sports;
- 5.6. in the field of regulation of land regulations and environmental protection;
- 5.7. in the field of social protection of the population;
- 5.8. in the field of foreign economic activities;
- 5.9. in the field of law and order, protection of the rights, freedoms and legitimate interests of citizens;
- 5.10. in the field of free primary legal aid.

B) of non-governmental organisations on institutional development, their project (including advocacy) activities and results of such activities of the organisation in general.

In the context of stages of the decision cycle, the methodology provides for monitoring and assessment.

- **Stage 1 (development of the agenda) and stage 2 (drafting) of the cycle** study participatory processes and decisions in accordance with the procedure for public consultation processes developed by The Consultation Institute and adapted by the civil society organisation “Civil Society Development Forum” to the Ukrainian context: see Infographics 2.
- **Stages 4 and 5 of the cycle** study participatory implementation and impact of results of the decision.

Infographics 2. Stages of the public consultation process



The methodology introduces two new definitions: a successful decision and a quality decision.

- **A successful decision** means the public decision that has allowed achieving expected results within the established time frames and satisfying needs of the specific interested parties successfully.
- **A quality participatory decision** means the decision that takes into consideration proposals of interested parties, is successfully implemented, and its results have a positive impact upon satisfaction of needs of the groups affected by the decision.

Therefore, based on the aggregate of attributes, the research based on this methodology provides for using the digital toolkit to monitor, assess and analyse results of development and implementation of the quality participatory decision.

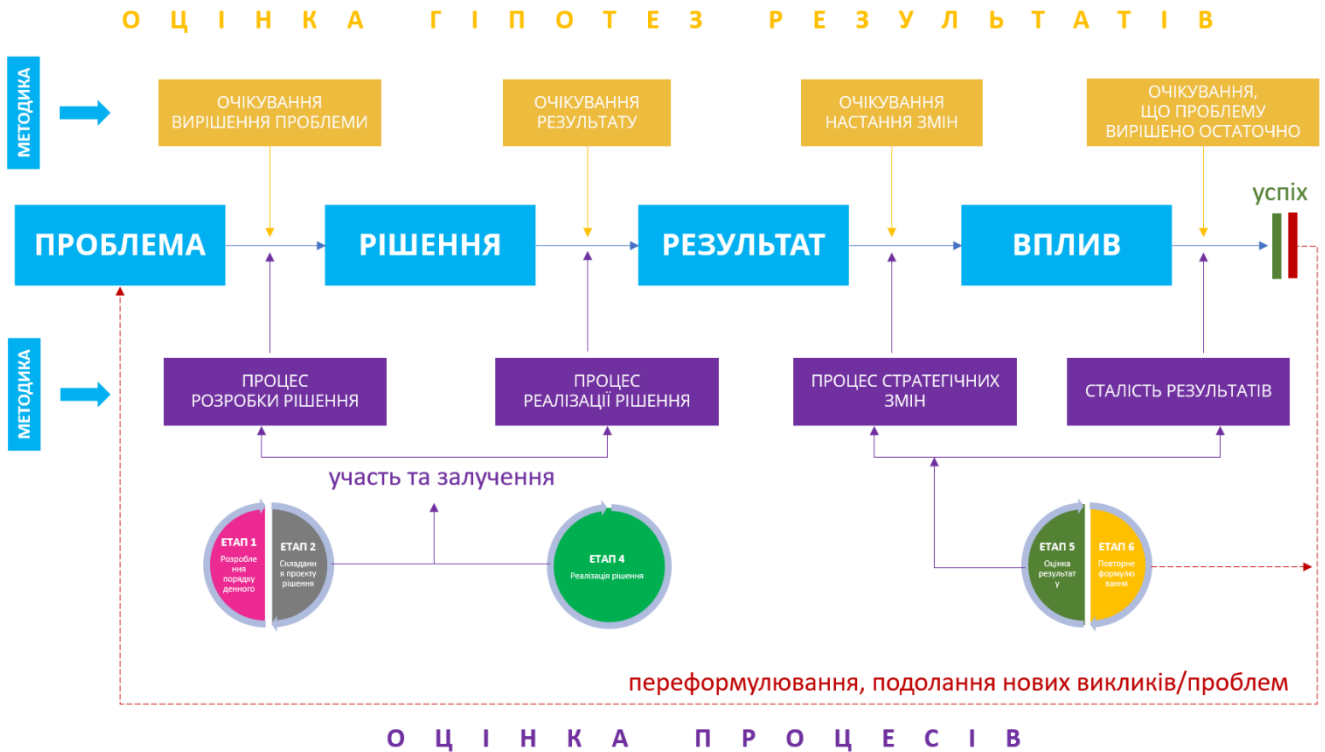
NB! The methodology does not provide for analysis and assessment of decisions:

- **to check adherence to the law-making requirements** and quality of the legal or regulatory act;
- related to financial, economic activities, assessment of environmental impact, regulatory acts, individual acts and other **laws and regulations covered by the separate procedures and methodology for analysing and assessing results and procedures.**

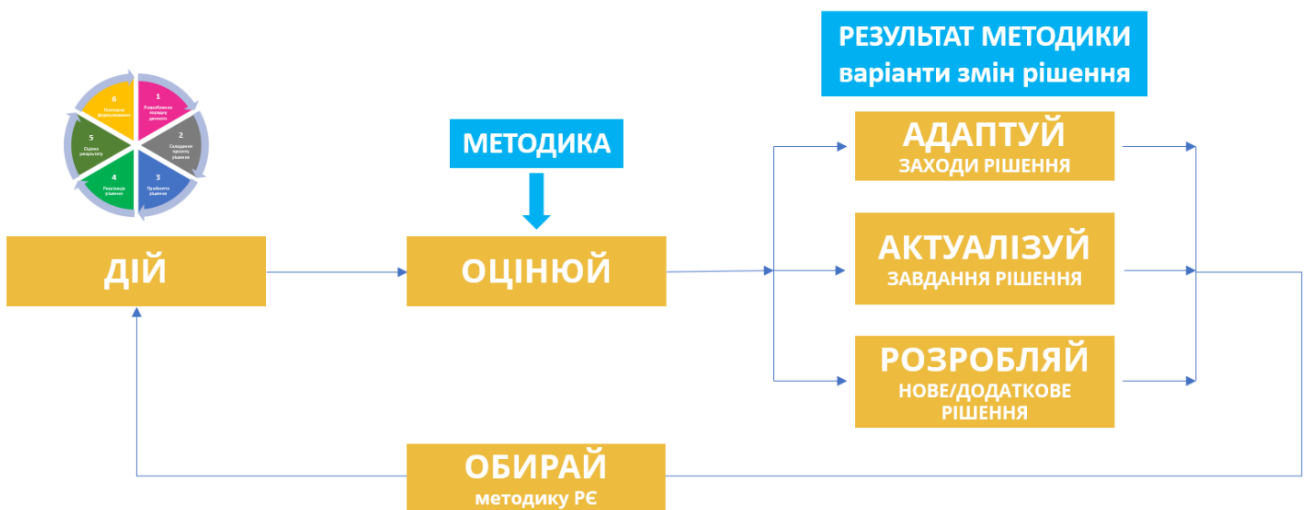
Model and introduction of results of the methodology

The model of the methodology for monitoring and assessing participatory processes and results thereof (quality participatory decisions) is based on the concept of assessment of assumed results of resolution of the issue/matter/challenge and/or implementation of the idea/proposal. The research model based on the methodology is shown in Infographics 3 while Infographics 4 demonstrates the model of practical application of research results based on the methodology.

Infographics 3. Model of applying the methodology to the decision-making and implementation process



Infographics 4. Model of applying the research results in practice based on the methodology



Research methods based on the methodology

The methodology provides for using three groups of methods to study quality of the participatory decision.

- 1. The first group of methods** is used to **collect data**, both on results of the implemented decision and the process of development and implementation thereof by means of the following mechanisms⁵: **open data collection, inquiries, requests, observation, participation in work meetings (groups), interviews, focus groups, surveys etc.**
- 2. The second group of methods** is used to **process and analyse** (see Table 1) **the data obtained (actual data)** and provides for **expert analysis based on the system of indicators** (see Section 2. System of Indicators).
- 3. The third group of methods** ensures **assessment of quality of the participatory decision and the process of development and implementation thereof based on the system of points** by comparing actual indicators, estimated targets and indicators determined via expert analysis. In its turn, it enables interpreting results of the research, making conclusions, and **giving recommendations**. The methodology sets clear quality criteria for the participatory decision set out in Table 2.

Table 1. List of the key elements of the subject of the research to be analysed

Key elements	Options to be analysed in accordance with the methodology standards
Processes associated with the decision	determining and engaging stakeholders, participatory development and participatory implementation of the decision
Parameters of the decision	strategic, inclusive, adaptable
Results of the decisions	actual outputs, long-term outcomes, impact
Roles of the key factors that influence development and implementation of the decision	list of target groups and stakeholders

Table 2. Decision quality criteria

DECISION QUALITY CRITERIA STUDIED AND ASSESSED			
STRATEGIC	INCLUSIVE	ADAPTABLE	EFFICIENT
Implemented successfully, within the established time frames, within the powers and resources allocated	Stakeholders' proposals considered Interested parties' needs considered Gender-balanced decision Implemented with partners' participation	Context of the existing implementation conditions and implementation options considered	Actual outputs consistent with the expected ones Positive impact of the decision results upon target groups Sustainable results

NB! The research only provides for expert analysis of the existing materials associated with the decision and processes of development and implementation thereof. An expert does not have to create materials and/or documents (which were not created, formed or were absent as of the dates of the research) or form new information unavailable as of the dates of the research into the decision and the processes of development/making and/or implementation thereof. In other words, an expert does not have to make analytical reports based on implementation of the decision, create indicators of successful implementation of the decision and monitoring values of these indicators etc. Therefore, an expert merely records the data from the materials available as of the dates of the research.

⁵ It is recommended to use the integral R2DA methodology "Research into public demand and objective assessment of public decisions of local self-government bodies in connection with the Ukrainian communities overcoming effects of hostilities", 2022, NGO "Civil Society Development Forum".

Section 2

METHODOLOGY STANDARDS

Key matters studied

Key questions to be answered by the research:

- was the decision a quality and efficient one, and was the process of making and implementation thereof participatory?
- what actions (adaptation, update (improvement), making of the additional and /or new decision(s)) need to be taken by the key actors that are responsible for and influence the process of decision development and implementation, in order to succeed in achieving expected results?

Follow-up questions to find answers to the key questions of the research:

- To what extent are all the stakeholders associated with the decision engaged?
- Was the process of participation and engagement of interested parties duly organised and conducted?
- Was the process of participation and engagement transparent and open?
- Was the process inclusive and gender-balanced to consider interests of socially unprotected, marginalised and vulnerable groups of residents, including persons with disabilities?
- Was the quantity of proposals made during consultations in connection with the decision sufficient?
- To what extent does the final decision consider the proposals made during consultations?
- Has implementation of the tasks and activities under the decision managed to achieve the expected results with account of the existing conditions and factors?
- How and to what extent have the results of the decision influenced satisfaction of needs of the target groups affected by the decision, and entailed actual changes in the community?
- What and to what extent has influenced the quality of the decision, successful implementation thereof and achievement of results?
- How should assessment results be used to strengthen the process of participatory decision-making and improvement of its quality and efficiency?

Methodology use options

Pursuant to the stage of the decision cycle: development/making/implementation (see Infographics 1), the methodology can be used in four ways:

01 **Option No. 1. The decision has been developed.** The methodology use options is recommended to all the actors that are responsible for participatory development of the decision, carry out advocacy aimed at participatory development and making of participatory and develop project initiatives.

02 **Option No. 2. The decision has been made** The option is recommended to public authorities to forecast successful implementation of the participatory decisions (strategy, charter, regulations, project) and to develop their own recommendations on improvement thereof, to develop the step-by-step plan for the participatory activities aimed at successful implementation of this decision as well as development of the system for monitoring and assessment of indicators of successful implementation. In particular, this option is suitable for the decisions made by NGOs within their activities (organisational and/or project ones).

03 **Option No. 3. Implementation of the decision is in progress.** This option is recommended to public authorities and NGOs to monitor and assess participatory processes and current results of implementation of decisions: implementation of strategies, analysis of successful practical application of charters and regulations, implementation of local targeted programmes⁶, implementation of projects, in particular, decisions on institutional development of NGOs and assessment of their activities in general.

⁶ Without financial and economic assessment of budget use.

04 Option No. 4. The decision has been implemented. This option is recommended to the actors that consistently interact within partnering initiatives of public entities (public authorities, civil society and businesses) in connection with development and implementation of strategies, charters, regulations, project decisions and policy change decisions. In the first place, when it is necessary to continue implementation of, to update the decision and/or to develop the new one. Therefore, results of the research conducted based on this methodology option are associated with basic rationale of stage No. 6 “Repeated formulation of the question” of Council of Europe decision-making cycle (see Infographics 1).

The most appropriate option of practical use of the methodology can be selected via Table 3.

Table 3. Determining the way to use the methodology pursuant to completion of the stage of the decision-making cycle

Code	Decision status	Is the stage ⁷ of the decision cycle completed?			
		STAGE 2	STAGE 3	STAGE 4	STAGE 5
1.1.	Developed	YES	YES	YES	YES
1.2.	Made	-	YES	YES	YES
1.3.	Implemented	-	-	IN PROGRESS	YES
2.0.	Methodology elements	Methodology use options			
		O1. The decision has been developed.	O2. The decision has been made.	O3. The implementation is in progress.	O4. The decision has been implemented.
2.1.	Key matters studied	Does the decision need additional participatory modification?	How successful is implementation of the decision forecast to be?	How successful is implementation of the decision, and what results have been achieved?	How quality is the decision, how successful is its implementation, and how have the results influenced changes?
2.2.	Scope of analysis ⁸	Adequacy of the participatory process of development of the decision	Adequacy of the participatory process of development of the decision and the plan for implementation thereof	Adequacy of the participatory process of development and implementation of the decision, actual results of the decision	Quality of the decision: process of development, implementation, and results achieved (actual outputs, long-term outcomes and impact)
2.3.	Which decision quality criteria are assessed? ⁹	Strategic, inclusive, adaptable	Strategic, inclusive, adaptable	strategic, inclusive, adaptable, efficient (only actual efficiency)	Strategic, inclusive, adaptable, efficient
2.4.	Key assessment indicators	Participatory process of decision-making, decision parameters	Participatory process of decision-making, decision parameters, implementation planning	Participatory process of decision-making, decision parameters, implementation planning, efficiency of the decision (for O3 — only actual one)	
2.5.	possible recommendations following the assessment	Recommendations on improving the decision development process by strengthening/ using engagement/ participation mechanisms	Recommendations on the plan for implementing and using the decision quality monitoring and assessment system	Recommendations on adapting the decision and adjusting the implementation plan with accounting of the existing conditions and results	Recommendations on updating (improving) the decision by strengthening/using engagement/participation mechanisms and/or the need to develop new/additional decisions
3.0.	Characteristics of expert and methodological support of the research options				
3.1.	Level of complexity of the research process	minimal		medium	maximal

⁷ See Infographics 1

⁸ See Table 1 List of the key elements of the subject of the research to be analysed.

⁹ See Table 2 Decision quality criteria.

3.2.	Time frames necessary for Stage 2 (implementation) of the research ¹⁰	5 days	10 days	14 days	21 days
3.3.	Usability by actors	representatives of public authorities and experts		designated professionals of public authorities and experts within the activities of NGOs	
3.4.	Inputs necessary ¹¹ (information/documents/materials)	Draft decision and attachments thereto (as well as related materials), consultation plan, records and reports on the consultations conducted, record of considering the proposals made	Data of O1 + Record(s) and report(s) following development of the calendar plan for decision implementation	Data of O1 + O2 + Report(s) on current results and progress of the decision (specific tasks, activities and/or within programmes etc.)	Data of O1+ O2+ O3 + Reports on implementation of the decision (financial, monitoring ones), data of independent ratings, social surveys, evaluation studies
3.5.	Proposed mechanisms to obtain data for Clause 3.4	Open data collection, inquiries, requests, observation/participation in work meetings and meetings of the workgroup		Open data collection, inquiries, observation, requests, surveys	Open data collection, inquiries, requests, dialogue consultations, interviews, focus groups, surveys
3.6.	Expert analysis option	Basic expert analysis	Expert analysis and forecast	Complex analysis based on monitoring data	In-depth expert data analysis
3.7.	Analytical report made following the research	Detailed analytical report that contains description of the methodology, research results, conclusions and recommendations on improving the decision and enhancing participatory processes of making and implementation thereof			

NB! It should be noted that in case a decision is at the development or implementation stage, monitoring (collection of data — values of indicators) of adequate of the participatory process of development or implementation of the decision is carried out. In case the decision has already been implemented, the participatory processes of development and implementation of the decision and results thereof (actual outputs, long-term outcomes, and impact) are analysed and assessed.

¹⁰ Hereinafter referred to as the “expert days”.

¹¹ The final list of inputs depends on the scope of the research and is specified in Clauses 3.2, 3.7, 3.12 of the Research Datasheet.

System of indicators of participatory processes and quality of the decision

The system of indicators of the methodology is based on the elements (Table 1) and quality criteria (Table 2) of the participatory decision with account of the model of applying the methodology to the decision-making and implementation process (cycle) defined by the Council of Europe Guidelines for civil participation in political decision-making¹².

The methodology provides for using three key (Table 4), fifty basic indicative targets (Table 5) consolidated into eleven groups (pursuant to the methodology elements). Each indicator is assessed with the system of points from 0 to 2 (Table 6).

The proposed approach expands applied use of the methodology and ensures assessment of all four options of possible practical use thereof.

Table 4. General system of indicators for assessment in points

Groups of key indicators	Key indicators	Groups of basic indicators	Possibility of applying indicators ¹³ subject to the methodology use option			
			O1	O2	O3	O4
Methodology use options			O1	O2	O3	O4
Adequacy of participatory processes	1. Participatory process of decision-making¹⁴	1.1. Process of determining and engaging stakeholders	YES	YES	YES	YES
		1.2. Process of drafting the decision	YES	YES	YES	YES
Quality of the decision	2. Parameters of the decision	2.1. Strategic	YES	YES	YES	YES
		2.2. Inclusive	YES	YES	YES	YES
		2.3. Adaptable	YES	YES	YES	YES
	3. Planning participatory implementation	3.1. Implementation plan	-	YES	YES	YES
		3.2. Partners	-	YES	YES	YES
		3.3. Indicators of the result	-	YES	YES	YES
	4. Efficiency of the decision	4.1. Actual output	-	-	YES	YES
		4.2. Long-term outcome	-	-	-	YES
4.3. Impact					YES	

Table 5. System of indicators and their benchmarks

No.	Question characterising the basic indicator	Basic indicator (name)	Benchmark ¹⁵
1	2	3	4
1. PARTICIPATORY PROCESS of decision-making (development of the agenda, drafting)¹⁶			
1.1. Process of determining and engaging stakeholders			
1.1.1.	Was the list of the specific stakeholders engaged into development of the development sufficient (from the following groups: interested parties; targets; representatives; supporters; allies)?	Number of stakeholders	Yes, at least three groups were represented

¹² 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>.

¹³ See Table 3. Determining the way to use the methodology pursuant to completion of the stage of the decision-making cycle.

¹⁴ Adequacy of adherence to the standards of the participatory process of decision-making.

¹⁵ A benchmark is an indicator the values of which are consistent with the civil participation principles, codes and standards in political decision-making of the Council of Europe, in particular, the ones set out in the additional toolkits and methodologies developed without limitation as a part of the Project "Strengthening civic participation in democratic decision-making processes in Ukraine". All the basic indicators are described in detail in the Section "Basic Indicator Assessment System and Algorithm".

¹⁶ Stages 1 and 2 of the decision-making cycle.

1.1.2.	Did the stakeholders include the interested parties who are directly affected by the decision being developed?	Share of interested parties, %	Yes, at least 30% of all the participants
1.1.3.	Were the public authorities, representative and counselling and advisory bodies (civil society institutions, specialised expert organisations, business associations etc.) adequately engaged into consultations?	Share of institutional involvement, %	Yes, at least one (25%) from public authorities, two (50%) from the civil society, and at least one (25%) from businesses
1.1.4.	Was the format of engaging representative and counselling and advisory bodies into consultation established at the regulatory level?	Regulatory format of involvement	Yes, in accordance with the regulation on the involvement/participation mechanism
1.1.5.	Was the term for notification of the stakeholders of consultations adequate (did it enable all the interested parties to participate in consultations)?	Notification term	Yes, the term was consistent with Resolution 996 of the CMU and rules/clauses of the Charter (on consultations)
1.1.6.	Were all the channels duly engaged to communicate with and inform the interested parties of consultations (website, social media, e-mail, messenger etc.)?	Communication channels	Yes, the channel conforms to the stakeholders selected; at least two communication channels are used
1.1.7.	Was the proper percentage of engaging public entities respected?	Target groups	Yes, it is consistent with the specified percentage
	Representatives of public authorities, percent		20–30%
	Representatives of the civil society, percent		30–60%
	Representatives of businesses, percent		20–30%
1.1.8.	Is the process of engagement/participation of participants at different stages of consultations consistent with the conditions of gender equality and non-discrimination?	Non-discrimination and gender balance	Yes, consistent with all of them
	By age and gender		each share of at least 40%
	By social status: IDP participants		participated
	By social status: participants with disabilities		participated
	By organisational element (creating adequate participation conditions: schedule, logistics etc.)		respected
	by the participant's special status (economic and financial capacity, religious beliefs)		respected

1.2. Process of drafting the decision			
1.2.1.	Was the quantity of the methods selected to collect proposals from the specific stakeholders sufficient for adequate consultations (the indicator shall consider at least use of one mechanism from each group)?	Consultations method	Yes, at least two mechanisms were used (at least one from each group)
	Group 1 (collection of alternative proposals)		X
	Public consultations (for instance, by means of CivicLab/UChange methodologies)		1
	Survey		1
	Group 2 (in-depth study)		X
	Interview		1
	Focus groups		1
1.2.2.	Was the selected format of collecting proposals from the specific stakeholders relevant for adequate consultations? Formats - Personal (offline) - Remote (online)	Format of consultations	Yes, both formats were used
1.2.3.	Was the number of the participants who took part in the consultations sufficient (the indicator shall equal or exceed the total of values of the list of the selected methods)?	Number of the persons engaged	Yes, it exceeded* 68 respondents
	Group 1 (collection of alternative proposals)		
	Public consultations (for instance, by means of CivicLab/UChange methodologies)		more than 60*
	Survey		more than 150
	Group 2 (in-depth study)		
	Interview		8*
	Focus groups	16	
1.2.4.	Was the quantity of the proposals made by the participants sufficient, depending on the selected mechanism and format (the indicator shall equal or exceed the total of values of the list of the selected methods)?	Quantity of the proposals made	Yes, it exceeded* 132 proposals
	Group 1 (collection of alternative proposals)	Quantity of the responses given	X
	Public consultations (by means of CivicLab/UChange methodologies), responses		more than 90*
	Surveys, responses		more than 150
	Group 2 (in-depth study)		
	Interviews, responses		more than 42*
Focus groups, responses	more than 112		
1.2.5.	Were alternative decisions formulated during consultations?	Alternative decisions	Yes, at least two
1.2.6.	Were alternative options discussed to form the recommended (final to be made) decision?	Discussion of alternative options	Yes, at least one consultation
1.2.7.	Was a substantiated recommended (final to be made) alternative decision proposed during the decision-making (in addition to alternative ones)?	Recommended decision	Yes, the recommended option with substantiation was proposed

1.2.8.	Were public consultations conducted (based on the procedure) to make proposals on the recommended (final to be made) decision?	Discussion of the recommended alternative decision	Yes, at least one consultation
2. PARAMETERS OF THE DECISION			
2.1. Strategic			
2.2.1.	Is the decision aimed at resolving the key issue to be resolved?	Correlation to the problem	Yes
2.2.2.	Is the proposed decision consistent with the public demand in connection with resolution of the key issue of the community?	Relevance of the decision	Yes
2.2.3.	Does the decision specify the expected result achievement of which will make the decision successful?	Specific expected result	Yes
2.2.4.	Is the expected result set out in the decision the same as the result expected by interested parties?	Actual expectations	Yes
2.2.5.	Is the decision consistent with strategic and operational goals and tasks in the specific area?	Consistent with strategic goals and tasks	At least partially
2.2.6.	Is the decision aimed at implementing the specific list of priority strategic and operational goals and tasks in the specific area?	Timely decision	Yes
2.2.7.	Are the time frames (terms) for implementation of the decision set?	Terms	Yes
2.2.8.	Does the decision specify the structural unit responsible for implementation?	Responsible unit	Yes
2.2.9.	Does the structural unit responsible for implementation of the decision have respective powers?	Powers	Yes
2.2.10.	Are the resources available consistent with the scope of the tasks planned to implement the decision?	Resources available	Consistent
2.2. Inclusive			
2.2.1.	Does the decision take needs of the interested parties (IPs) into consideration?	Consideration of needs of IPs	Yes
2.2.2.	Does the decision take needs of socially unprotected (SU) and vulnerable social groups, including IDPs and persons with disabilities, into consideration?	Consideration of the SU	Yes
2.2.3.	Share of applicable and realistic proposals made by the participants following the consultations which are taken into consideration in the recommendation (final to be made) decision	Participants' proposals considered, %	more than 30%
2.2.4.	Share of applicable and realistic proposals made by the experts following the consultations which are taken into consideration in the recommendation (final to be made) decision	Expert proposals considered, %	more than 80%
2.2.5.	Share of responses about reasons for partial consideration and/or rejection of the proposals made by the consultations participants and experts	Feedback, %	100%
2.3. Adaptable			
2.3.1.	Does the decision consider peculiarities of life in the community (internal factors that can influence implementation of the decision)?	Internal adaptability	Yes

2.3.2.	Does the decision consider the context of current conditions of its implementation (external factors that can influence implementation of the decision)?	External adaptability	Yes
2.3.3.	Does the decision contain additional options of implementation thereof in case the existing conditions that are capable of influencing the result change?	Flexibility of the decision	Yes
3. PLANNING IMPLEMENTATION OF THE DECISION			
3.1. Implementation plan			
3.1.1.	Is there a decision implementation action plan, and has it been adopted?	Implementation plan	Yes, there is, and it has.
3.1.2.	Does the action plan cover the entire decision implementation period?	Period of implementation of the plan	Yes
3.1.3.	How detailed is the action plan (one action, a number of actions, no actions)?	Detailed plan	A number of actions
3.2. Partners			
3.2.1.	Does the decision specify the partners that are going to be involved into joint implementation of the decision (plan)?	Involvement of partners	Yes
3.3. Indicators of the result			
3.3.1.	Does the decision specify indicators of achievement of results?	Indicators of implementation	Yes
4. EFFICIENCY OF THE DECISION			
4.1. Actual output			
4.1.1.	What is the level of partners' participation based on results of current implementation of the decision?	Partners' participation, %	more than 80%, consistent with the plan
4.1.2.	Progress of the decision implementation plan (general scope of implementation)	Progress of the implementation plan, %	Consistent with the plan
4.1.3.	Is/was the system for monitoring and assessing achievement of results of the decision used in implementation?	Use of the M&A system	Yes
4.1.4.	Assess the results of the decision as of now based on qualitative and quantitative indicators. If no indicators are specified in the decision, the progress of the actions to be taken to implement the decision is assessed (only based on the reports and materials furnished by public authorities; where there are no data, the indicator is not assessed).	Current results	Available, determined via the value of the forecast indicator
4.1.5.	Percentage of progress of the decision against the expected results (based on the reports and materials furnished by public authorities), with account of the terms for implementation of the decision and the implementation plan	Progress, %	Consistent with the plan
4.1.6.	Degree of resolution of the problem/implementation of the idea owing to the decision made	Progress of resolution of the problem, %	Consistent with the plan
4.1.7.	Has the expected result been achieved (is the actual output consistent with the expected one)?	Result	Yes
4.2. Long-term outcome			
4.2.1.	Has the targeted audience/policy been positively influenced by implementation of the decision?	Level of changes, %	Yes, the percentage is determined via the value of the forecast indicator

4.2.2.	Has the expected long-term result been achieved (is the actual outcome consistent with the expected one)?	Long-term outcome	Yes
4.3. Impact¹⁷			
4.3.1.	Share of operational impact: how has the long-term outcome influenced achievement of the operational goal (within the adopted strategy, programme etc. in the area)?	Operational impact, %	⁻¹⁸ Consistent % of progress of the task following implementation of the decision
4.3.2.	Share of strategic impact: how has the long-term outcome influenced achievement of the strategic goal (within the adopted strategy, programme etc. in the area)?	Strategic impact, %	⁻¹⁹ Consistent % of achievement of the operational goal following implementation of the decision

¹⁷ This group of basic indicators can only be assessed if the tree of goals has been developed and approved, and the strategy, programmes etc. in the area or policy have been approved.

¹⁸ The benchmark is not determined, and assessment is only based on data of the forecast indicator

¹⁹ The benchmark is not determined, and assessment is only based on data of the forecast indicator

System for assessing indicators of participatory processes and quality of the decision in points

The methodology provides for assessment of two types of indicators (basic and key ones) in points. **Basic indicators (I) are assessed in the first place; the key ones (II) follow.**

I. BASIC INDICATOR ASSESSMENT SYSTEM AND ALGORITHM

The system of indicators provides for using four targets for each basic indicator:

1. Benchmark
2. Forecast (expert) value
3. Estimated (expected) value
4. Actual value

1. Benchmark — values of this indicator are consistent with the civil participation standards in political decision-making of the Council of Europe and are specified in column 4 of Table 5.

2. Forecast (expert) value — values of this indicator are determined by the researcher on his or her own via expert analysis of the problem/issue/challenge/idea to be resolved with the decision. In fact, this indicator contains the data that are treated by the expert as the ones that had to be reflected in the decision or must be considered in organisation of the participatory processes of development and/or implementation of the decision. **It is prescribed by the methodology that the forecast (expert) value may not be lower than the benchmark, and the research must respect this key rule.**

3. Estimated (expected) value — values of this indicator are calculated via expert analysis of plans, information cards of notices, statements etc. from participatory process organisations or directly from the documents that contain text of the decision or plans for its participatory implementation, as set out in Clause 3.4 of Table 3.

4. Actual value — it contains data of results on the completed processes of development, making and/or implementation of the decision and actual performance thereof; they must be obtained by the researcher directly from the materials/reports (set out in Clause 3.4 of Table 3) prepared based on the results of these processes.

As for assessment of values of the basic indicators, the methodology provides for the **mandatory condition that allows objective comparative analysis**: values of the forecast, estimated and actual indicators shall coincide/be consistent with the benchmark.

Therefore, **assessment of values of basic indicators** of quality of the decision and participatory process of making/implementation thereof is carried out via the system of points (0 to 2), which are calculated following the **comparative analysis of three indicators**: actual one and estimated one, estimate one and forecast one, forecast one and benchmark.

Table 6. Scoring system following the comparative analysis of basic indicator values

Result of comparison of basic indicator values	Result abbreviation	Score
Values of indicators do not coincide, or value of the indicator is not assessed	No Not assessed	0
Values of indicators partially coincide	Partially	1
Values of indicators coincide	Yes	2

Basic indicator values are assessed via the following step-by-step algorithm

1. Assessing the actual value
 - 1.1. Find out the extent to which the actual value meets the estimated value.
 - 1.2. Use Table 6 and calculate the score for the actual value.
2. Assessing the target
 - 2.1. Find out the extent to which the estimated value meets the forecast value.
 - 2.2. Use Table 6 and calculate the score for the estimated value.

An example of applying the algorithm of model assessment following comparative analysis of basic indicator values in points can be found in Table 7.

Table 7. Examples of assessing indicator values with the scoring system

Example No.	Description	Basic indicator values				Assessment of the basic indicator (total score)
		Benchmark	Forecast (expert) value ²⁰	Estimated (expected) value	Actual value	
	Mechanism for obtaining/source of data	The value of the indicator is taken from Table 5.	It is determined by the researcher by analysing the problem/issue/challenge/idea.	It is specified directly in the decision or in inputs of the processes of decision-making and implementation.	It is established following the analysis of the process of decision-making and results of implementation of the decision.	
1	2	3	4	5	6	7
1	Comparative analysis result	analysis not conducted	consistent, or exceeding the benchmark	fully consistent with the forecast one	fully consistent with the estimated one	X
	Score	0	2	2	2	6
2	Comparative analysis result	analysis not conducted	consistent, or exceeding the benchmark	fully consistent with the forecast one	partially consistent with the estimated one	X
	Score	0	2	2	1	5
3	Comparative analysis result	analysis not conducted	consistent, or exceeding the benchmark	partially consistent with the forecast one	partially consistent with the estimated one	X
	Score	0	2	1	1	4
4	Comparative analysis result	analysis not conducted	consistent, or exceeding the benchmark	partially consistent with the forecast one	inconsistent with the estimated one	X
	Score	0	2	1	0	3
5	Comparative analysis result	analysis not conducted	consistent, or exceeding the benchmark	inconsistent with the forecast one	inconsistent with the estimated one	X
	Score	0	2	0	0	2
6	Comparative analysis result	analysis not conducted	No assessment involved	No assessment involved	No assessment involved	X
	Score	0	0	0	0	0

²⁰It is prescribed by the methodology that the forecast (expert) value may not be lower than the benchmark, and the research must respect this key rule.

The scoring system proposed in Table 6 allows carrying out comparative analysis and establishing results of analysis of values of each basic indicator (Table 8). **The data result from results of the research conducted by means of the methodology, and are used at Step 5 “Interpreting results of the research for recommendations to be given”.**

Table 8. Determining results of assessment of basic indicators

Score (sum of points)	Result of assessment of basic indicators (applied in all the methodology use options)
6	Adequate performance (AP)
4–5	Partial performance/achievement (PP)
2–3	Inadequate organisation/lack of sufficient results (IA)
0	Assessment of values of the indicator is not provided for by the research parameters

II KEY INDICATOR ASSESSMENT SYSTEM AND ALGORITHM

The system of indicators provides for using one consolidated indicator for each out of four key indicators (see Table 4). The consolidated value of each key indicator is calculated as the total score of values in the respective group of basic indicators (see Table 4).

Algorithm for assessing values of consolidated values of key indicators.

1. Let’s calculate the value of the key indicator “Participatory process of decision-making”.
 - 1.1. Sum up all the points given to the basic indicators in Group 1. Participatory process of decision-making.
 - 1.2. The value of the key indicator “Participatory process of decision-making” will be equal to the total score.
2. Let’s calculate the value of the key indicator “Parameters of the decision”.
 - 2.1. Sum up all the points given to the basic indicators in Group 2. Parameters of the decision.
 - 2.2. The value of the key indicator “Parameters of the decision” will be equal to the total score.
3. Let’s calculate the value of the key indicator “Planning and implementation”.
 - 3.1. Sum up all the points given to the basic indicators in Group 3. Planning and implementation.
 - 3.2. The value of the key indicator “Planning and implementation” will be equal to the total score.
4. Let’s calculate the value of the key indicator “Efficiency of the decision”.
 - 4.1. Sum up all the points given to the basic indicators in Group 4. Efficiency of the decision.
 - 4.2. The value of the key indicator “Efficiency of the decision” will be equal to the total score.

The scoring system proposed in carrying out analysis and establishing results of assessment of each key indicator (Table 9). **The data result from results of the research and are used at Step 5 “Interpreting results of the research for recommendations to be given”.**

Table 9. Determining results of assessment of key indicators subject to the methodology use option

Methodology use option		O1			O2			O3 and/or O4		
Result of assessment of key indicators*		AP	PP	IA	AP	PP	IA	AP	PP	IA
Key indicators	1. Participatory process of decision-making	81–96	49–80	<49	81–96	49–80	<49	81–96	49–80	<49
	2. Parameters of the decision	91–108	55–90	<55	91–108	55–90	<55	91–108	55–90	<55
	3. Planning of implementation	-	-	-	26–30	16–25	<16	26–30	16–25	<16
	4. Efficiency of the decision	-	-	-	-	-	-	56–66	34–55	<34

* Explanation of abbreviation of the result of key indicators assessment: AP — adequate performance/achievement, PP — partial performance/achievement, IA — inadequate performance/achievement

Section 3

GUIDELINES ON USE

Key stages and tasks of practical use of the methodology

The research based on the standards of the participatory process and result monitoring and assessment methodology is conducted in three stages by performing six tasks.

NB! We recommend using the digital toolkit of the methodology, i.e. the matrix to analyse values of indicators, which is a full-scale equivalent to its hard copy. The digital toolkit automates all the elements of the methodology: it determines the option, calculates the score and interprets results; it also gives recommendations. The digital toolkit is available as an electronic Google table and can be freely copied and used at <https://cutt.ly/lwMBK27Y>

STAGE 1. Preparing for the research

TASK 1. Fill in the research datasheet and determine the methodology use option

1.1. Select the decision the quality and process of making and implementation of which you are going to study. Use the list of the decisions available for the research as set out in the Section “Subject of the research”.

1.2. Fill in the research datasheet — use the template table with the explanations given in Annexe 1 (or the Datasheet tab in the digital toolkit).

1.3. Decide on the methodology use option — use Table 3.

The research datasheet is the principal document that contains information used to form the context of all the stages of the research. It is made of five sections. Use the standard template of the datasheet with explanations as set out in Annexe 1, Table 10, in accordance with the methodology.

TASK 2. Develop the calendar plan of the research. Use the standard template table for the calendar plan with estimated results in Annexe 2, as prescribed by the methodology (it can also be the Calendar Plan tab in the digital toolkit).

STAGE 2. Conducting the research

TASK 3. Adapt the template matrix (Annexe 3, or Monitoring tab in the digital) of collection and analysis of indicator values to the parameters of the research set out in the research datasheet. Determine the full list of the indicators (key and basic ones) to be assessed.

TASK 4. Obtain the exhaustive list of materials (data) necessary for the research. Check whether there are open data. As for the data that are not in public domain, form requests and inquiries in accordance with Clause 3.12 of the Research Datasheet to the structural unit of public authorities or the NGO responsible for developing/implementing the decision, pursuant to the data of Clauses 3.3. to 3.5., to obtain the necessary list of information/documents/materials for quality research of the decision and participatory processes of making and implementation thereof. Table 3, Clause 3.4., contains the recommended minimum necessary list of inputs while Clause 3.5. proposes mechanisms for obtaining them.

TASK 5. Carry out expert analysis and assess data based on the system of indicators and points

1. Study materials of the decision in detail.
2. Examine the Section “Basic Indicator Assessment System and Algorithm”.
3. Carry out expert analysis of available materials and fill in the matrix of collection and analysis of indicator values set out in Annexe 3 (or the Monitoring tab in the digital toolkit), namely:

- 1) following the analysis of the text of the decision, propose **the expert opinion on the Forecast values of basic indicators** and record the values in column 5 (the table in Annexe 3);
 - 2) study materials of the decision and reports on results of decision-making carefully; based on the data available, specify values of the **Estimated values of basic indicators** in column 6 (the table in Annexe 3);
 - 3) study reports on results of implementation of the decision, processes of making and implementation of the decision carefully; based on the data available, specify values of the **Actual values of basic indicators** in column 7 (the table in Annexe 3).
4. Assess values of the basic and key indicators in accordance with the **Section “System for assessing indicators of quality of the decision and its making process in points”**: use **two** proposed algorithms to assess values of the basic (1) and key indicators (2) and specify the **points** in column 8 (the table in Annexe 3).

NB! In case the digital toolkit is used, Clause 4 is performed automatically.

STAGE 3. Interpreting results, making conclusions and giving recommendations

TASK 6. Interpret results of the analysis, make conclusions and give recommendations.

Adequate assessment based on the scoring system for each basic and key indicator allows interpreting results of the re and assessing: overall adequacy of organisation of participatory processes, sufficient level of engagement/participation of stakeholders, and overall achievement of results of the decision. In its turn, it enables giving recommendations on how to enhance participatory processes and/or improve the existing and/or develop the new additional decision(s) by using the menu of proposed methodologies and tools. The methodology allows interpreting the score (points) of the basic (Table 8) and key (Table 9) indicators.

Table 14 contains the data that enable interpreting results of the research and selecting necessary methodologies and tools from the proposed menu (Table 15). Infographics 4 demonstrates the model of applying the research results in practice based on the methodology.

Table 14. Interpreting results of the re

Indicator assessment result	Process	Decision	Engagement/participation of stakeholders	General recommendation ²¹	Option of interpretation
1	2	3	4	5	6
Adequate performance (AP)	Duly organised	Results achieved	All the parties engaged/participated	No recommendations necessary	OI-1
Partial performance/achievement (PP)	Needs to be improved	Certain results achieved	Not all the parties engaged/participated	Requires adaptation of the decision and/or enhancement of (additional) participatory processes	OI-2
Inadequate organisation/lack of sufficient results (IA)	Inconsistent with the standards	Inefficient	Limited engagement/participation	Requires update of the decision and/or development of a new/additional decision	OI-3

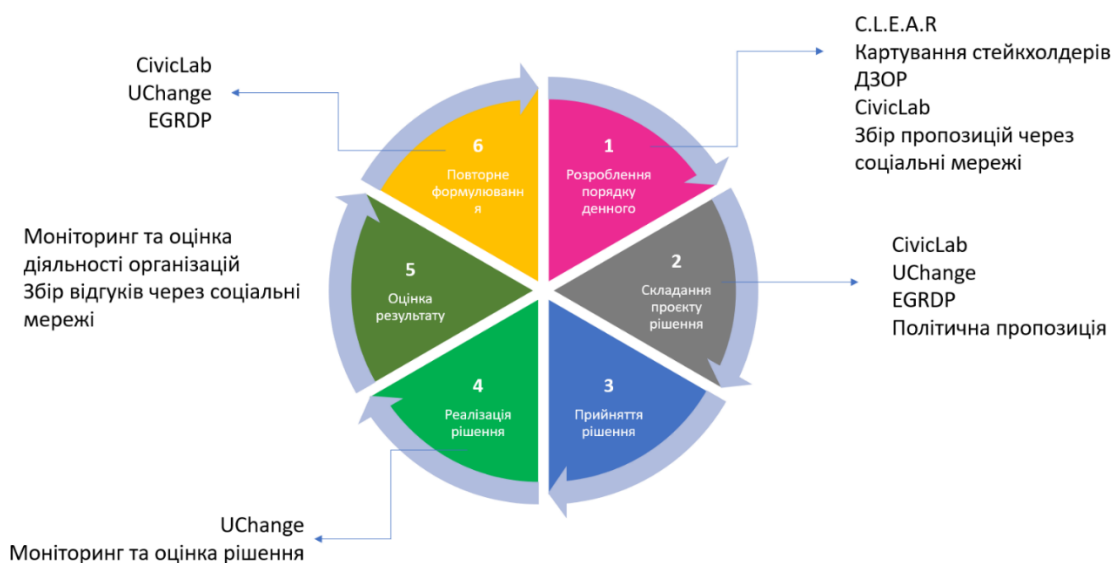
²¹ See Infographics 5. Model of applying the research results in practice based on the methodology.

Menu of the recommended methodologies and tools that enhance the participatory processes of making and implementation of public decisions

Table 15. Menu of methodologies and tools

No.	Methodology title	Summary of the methodology	Link
1	2	3	4
1.	C.L.E.A.R.	Tool to assess capacity of the community for starting the dialogue	https://cutt.ly/t2xP4bY
2.	Stakeholder mapping	The tool and step-by-step guide allow stakeholder mapping, development of communication channels and selection of relevant data collection mechanisms.	https://cutt.ly/c2xPxIX
3.	Guidelines on the representative deliberative process (EGRDP)	Methodology for assessing participatory deliberative processes	https://cutt.ly/j2xPI3C
4.	R2DA	Methodology for assessing the public demand and establishing key issues in the community (based on proposal trends)	https://cutt.ly/j2xPhp3
5.	CivicLab	Deliberative methodology for forming alternative decisions and forecasting results	https://rm.coe.int/coe-toolkit-civiclab-ukr/1680a0a747
6.	UChange	UChange toolkit to train on fundamentals of civic participation as a game	https://rm.coe.int/coe-toolkit-uchange-ukr/1680a12674
7.	Monitoring and assessment of organisations	Guidelines, template and digital toolkit to develop the system for monitoring and assessing values of indicators of decisions and activities of local self-government bodies and NGOs	https://cutt.ly/z2xAtcB
8.	Collection of proposals via social media	Methodology for collecting and assessing proposals of the public on social media	https://cutt.ly/y2xAiT
9.	Political proposal	Guidelines on forming the political proposal	https://cutt.ly/K2xAQqc

Infographics 5. Methodologies recommended to be used at stages of the decision-making cycle



3.1. Interpret the assessment results based on the proposed algorithm.

Interpretation of results of the research and development of recommendations on using the methodologies and tools to enhance the participatory processes of making and implementation of public decisions, and/or to improve the decision itself is carried out based on the following algorithm:

1. Obtain the result of assessment of the key indicator value:
 - 1.1. use Table 9 to obtain the result of assessment of value of each key indicator;
 - 1.2. in case detailed recommendations are necessary, use Table 8 and obtain the result of assessment of value of each basic indicator.
2. Get the option (OI1-3) of interpretation of results:
 - 2.1. in column 1 of Table 14, find the indicator assessment result determined in Clause 1 of the algorithm;
 - 2.2. column 6 will specify the necessary option of interpretation of the result: OI-1, OI-2 or OI-3.
3. Subject to the option of interpretation, select the action:
 - 3.1. if the option of interpretation is OI-1 — no recommendations are necessary; go on to the next indicator and continue Clause 1 of the algorithm;
 - 3.2. if the option of interpretation is OI-2 or OI-3 — go on to Clause 4 of the algorithm.
4. Use Table 16 to select the recommended methodologies and tools:
 - 4.1. to obtain recommendations on the key elements (column 1), select the specific option of interpretation (column 2 or 3) — the number of the methodology and tools recommended for use will be specified at the intersection in the field.
5. Move on to the next indicator and continue Clause 1 of the algorithm.

NB! In case the digital toolkit is used, the algorithm is performed automatically, and results and recommendations are shown in the respective tabs of the matrix “Results” and “Recommendations”.

Table 16. Methodologies and tools recommended for use following the results (version.1)

Key elements	Methodologies and tools recommended for use	
	OI-2 partial performance and achievement of results	OI-3 inadequate organisation and insufficient results
1	2	3
Processes	3	1, 3, 4, 5
Parameters of the decision	5, 7	5, 7, 9
Results of the decisions	7	6, 7, 8
Roles (engagement/ participation of stakeholders)	2, 5	1, 2

3.2. Make conclusions and give recommendations

Results of the research and recommendations are documented as a detailed analytical report. The following structure of the analytical report is recommended.

Section 1. Description of the research methodology

Section 2. Research inputs in form of datasheet and calendar plan of the research

Section 3. Results of the results

a) they contain the completed matrix of collection and analysis of indicator values and results of assessment of the basic and key indicators in points

Section 4. Conclusions

a) this section interprets results of analysis of assessment of indicator values based on their total score, b) and gives answers to the main questions of the research listed in Clause 5.1.

Section 5. Recommendations

a) based on the conclusions and interpretation of results of the analysis, this section gives practical recommendations on improving the decision and enhancing participatory processes of making and implementation thereof by means of the methodologies and tools of the Council of Europe.

ANNEXES

Annexe 1. Research Datasheet Based on the Methodology Standards (Template Table with Explanations)

No.	Research parameters	Data (to be filled in by the researcher), with prompts in italics
1	2	3
1. Information on the researching organisation		
1.1.	Name of the organisation or structural unit of public authorities that conducts the research	
1.2.	Contact details of the person responsible for organising and conducting the research	
1.3.	Link to the official website or social media page of the organisation	
1.4.	Scope/Area of activity of the organisation	
2. Research parameters		
2.1.	Main theme of the research	
2.2.	Entity ordering the research	
2.3.	Purpose of the research	
2.4.	Tasks of the research	
2.5.	Target of the research <i>What is considered?</i>	<i>Specify the stage(s) of the decision-making cycle to be studied</i>
2.6.	Subject matter of the research <i>What is going to be assessed?</i>	<i>Specify the decision to be studied</i>
2.7.	Feasibility of the research <i>Up to two paragraphs — key statements</i>	
2.8.	Methodology use option	<i>With account of Clauses 2.5. and 2.6., use Table 3 to select one of four methodology use options</i>
2.9.	Research time frames	<i>Specify the quantity of expert days planned for the research</i>
2.10.	Composition of the expert group <i>Specify the members: their full names and roles to be performed</i>	
2.11.	Resources <i>Specify the resources necessary/planned for quality research</i>	
3. Information on the decision		
3.1.	Level of the decision studied	<i>International; national, regional, local, project, organisational</i>
3.2.	Name, number, date and reference to the council decision, project card with annexes, or the regulatory document implementing the decisions (where there is no direct link to the website, documents can be made available online, with the link given)	<i>Specify the exact title of the decisions as set out in the regulatory documents</i>
3.3.	Local self-government body and/or NGO that is making/has implemented the decision	
3.4.	Structural unit of the local self-government body/NGO responsible for developing/implementing the decision	

No.	Research parameters	Data (to be filled in by the researcher), with prompts in italics
1	2	3
3.5.	Full name and contact details of the person responsible for making/implementing/controlling	
3.6.	Link to the page with the published decision(s) to be studied	
3.7.	List of additional documents and materials available and necessary for quality research into the decision and participatory processes of making and implementation thereof	<i>Furnish the exhaustive list of the documents you have (and links thereto) in connection with the decision to be studied — it is necessary to understand the scope of information to be collected at step 1.3 of the research</i>
3.8.	Decision/project performance status Implemented/in progress/made	<i>Use the data from Clause 2.8 and Table 3 to obtain additional information</i>
3.9.	Main problem to be addressed with the decision or project	<i>Read and analyse the description/rationale/explanation on the decision</i>
3.10.	Expected result in case of successful implementation of the decision/project studied	<i>Read and analyse the description/rationale/explanation on the decision</i>
3.11.	Does the decision studied contain the system of indicators to assess achievement of the result?	<i>List the indicators in the decision</i>
3.12.	List of documents and materials to be additionally obtained for quality research into the decision and participatory processes of making and implementation thereof	<i>Furnish the exhaustive list of the documents and materials necessary for the research in connection with the decision to be studied — it is necessary to understand the scope of information to be collected at step 1.3 of the research</i>
4. Information on the community (to be filled only if the decision is associated with the specific territory)		
4.1.	Name of the territorial community where the decision is made/implemented	
4.2.	Link to the official website of the local self-government body (showing the structure of the local self-government body, namely the council and the executive committee)	
4.3.	Reference to the charter of the community	
4.4.	Reference to the community development strategy	
5. Information on the analytical report and implementation of research results		
5.1.	Key questions/assumptions, arguments to be addressed by the research (monitoring)	<i>Word up to five questions consistent with the Section “Key matters studied”</i>
5.2.	Expected results of the research	<i>Specify how the results of the research are planned/recommended to be studied</i>

Annexe 2. Template Table of the Calendar Plan of the Research

No.	Task within the research	Expected result of the task	Responsible person ²²	Terms ²³	
				Date of commencement of the task	Date of completion of the task
1	2	3	4	5	6
Stage 1. Preparing for the research					
1.	To develop the datasheet and calendar plan of the research	Two documents are developed: the datasheet and the calendar plan of the monitoring programme.			
2.	To have the research datasheet and the calendar plan approved by the ordering entity/the head	The monitoring programme datasheet and the calendar plan of the research are approved by the ordering entity/the head.			
3. ²⁴	To form the expert group for the research and to approve its composition by the decision of the ordering entity/by the order of the head	The composition of the expert group is approved by the decision of the ordering entity/by the order of the head.			
4.	To determine the exhaustive list of the documents to be obtained to study the decision	The exhaustive list of the documents to be obtained to study the decision is made.			
5.	To determine the list of the basic and key indicators to be analysed, and their scoring system ²⁵ ,	The list of the basic and key indicators to be assessed is made.			
6.	To adapt the standard matrix ²⁶ of collection and analysis of indicator values	The standard matrix of collection and analysis of indicator values is adapted to the research parameters.			
7.	To form and send inquiries for necessary information/documents/materials (lacking ²⁷ for the research into the decision)	There are all the documents/materials necessary for quality research into the decision and participatory processes of making and implementation thereof.			
STAGE 2. Conducting the research					
8.	To conduct expert analysis of the decision and to fill in the adapted matrix of collection and analysis of indicator values	Expert analysis of the decision is conducted, and data are recorded in the adapted matrix of collection and analysis of indicator values.			
9.	To analyse data obtained as a result of the analysis, to assess values of indicators based on the scoring system	The values of indicators are analysed and scored.			

²² Data from the research datasheet, Clause 2.10.

²³ Data within the limits of Clause 2.9. of the research datasheet

²⁴ The task is performed where applicable.

²⁵ Pursuant to the selection methodology use option set out in Clause 2.8. of the research datasheet and Tables 4 and 5, 8 and 9.

²⁶ See Step 3 of the research.

²⁷ See Clause 3.9. of the research datasheet.

No.	Task within the research	Expected result of the task	Responsible person ²²	Terms ²³	
				Date of commencement of the task	Date of completion of the task
1	2	3	4	5	6
10.	To prepare an analytical report with conclusions and recommendations and a summary presentation	The document "Analytical report on the research" and presentation of research results and recommendations have been developed.			
STAGE 4. Implementing the recommendations					
11.	To present the analytical report with conclusions and recommendations to the ordering entity	The ordering entity is presented the research results.			
12.	To prepare the work plan for implementing the recommendations	The work plan for implementing the recommendations is prepared and provided to the ordering entity.			

Annexe 3. Template Table Matrix of Collection and Analysis of Indicator Values

No.	Question characterising the basic indicator	Basic indicator, name	Benchmark ²⁸	Forecast (expert) value ²⁹	Estimated (expected) value	Actual value	Assessment of the indicator (total score)
1	2	3	4	5	6	7	8
1. Participatory process of decision-making (development of the agenda, drafting ³⁰)							
1.1. Process of determining and engaging stakeholders							
1.1.1.	Was the list of the specific stakeholders engaged into development of the development sufficient (from the following groups: interested parties; targets; representatives; supporters; allies)?	Number of stakeholders	Yes, at least three groups were represented				
1.1.2.	Did the stakeholders include the interested parties who are directly affected by the decision being developed?	Share of interested parties, %	Yes, at least 30% of all the participants				
1.1.3.	Were the public authorities, representative and counselling and advisory bodies (civil society institutions, specialised expert organisations, business associations etc.) adequately engaged into consultations?	Share of institutional involvement, %	Yes, at least one (25%) from public authorities, two (50%) from the civil society, and at least one (25%) from businesses				
1.1.4.	Was the format of engaging representative and counselling and advisory bodies into consultation established at the regulatory level?	Regulatory format of involvement	Yes, in accordance with the regulation on the involvement/participation mechanism				

²⁸ A benchmark is an indicator the values of which are consistent with the civil participation principles, codes and standards in political decision-making of the Council of Europe, in particular, the ones set out in the additional toolkits and methodologies developed without limitation as a part of the Project “Strengthening civic participation in democratic decision-making processes in Ukraine”. All the basic indicators are described in detail in the Section “Basic Indicator Assessment System and Algorithm”.

²⁹It is prescribed by the methodology that the forecast (expert) value may not be lower than the benchmark, and the research must respect this key rule.

³⁰ Stages 1 and 2 of the decision-making cycle.

No.	Question characterising the basic indicator	Basic indicator, name	Benchmark ²⁸	Forecast (expert) value ²⁹	Estimated (expected) value	Actual value	Assessment of the indicator (total score)
1	2	3	4	5	6	7	8
1.1.5.	Was the term for notification of the stakeholders of consultations adequate (did it enable all the interested parties to participate in consultations)?	Notification term	Yes, the term was consistent with Resolution 996 of the CMU and rules/clauses of the Charter (on consultations)				
1.1.6.	Were all the channels duly engaged to communicate with and inform the interested parties of consultations (website, social media, e-mail, messenger etc.)?	Communication channels	Yes, the channel conforms to the stakeholders selected; at least two communication channels are used				
1.1.7.	Was the proper percentage of engaging public entities respected?	Target groups	Yes, it is consistent with the specified percentage				
	Representatives of public authorities, percent		20–30%				
	Representatives of the civil society, percent		30–60%				
	Representatives of businesses, percent		20–30%				
1.1.8.	Is the process of engagement/participation of participants at different stages of consultations consistent with the conditions of gender equality and non-discrimination?	Non-discrimination and gender balance	Yes, consistent with all of them				
	By age and gender		each share of at least 40%				
	By social status: IDP participants		participated				
	By social status: participants with disabilities		participated				

No.	Question characterising the basic indicator	Basic indicator, name	Benchmark ²⁸	Forecast (expert) value ²⁹	Estimated (expected) value	Actual value	Assessment of the indicator (total score)
1	2	3	4	5	6	7	8
	By organisational element (creating adequate participation conditions: schedule, logistics etc.)		respected				
	by the participant's special status (economic and financial capacity, religious beliefs)		respected				
1.2. Process of drafting the decision							
1.2.1.	Was the quantity of the methods selected to collect proposals from the specific stakeholders sufficient for adequate consultations (the indicator shall consider at least use of one mechanism from each group)?	Consultations method	Yes, at least two mechanisms were used (at least one from each group)				
	Group 1 (collection of alternative proposals)		X				
	Public consultations (for instance, by means of CivicLab/UChange methodologies)		1				
	Survey		1				
	Group 2 (in-depth study)		X				
	Interview		1				
	Focus groups		1				
1.2.2.	Was the selected format of collecting proposals from the specific stakeholders relevant for adequate consultations? Formats - Personal (offline) - Remote (online)	Format of consultations	Yes, both formats were used				
1.2.3.	Was the number of the participants who took part in the consultations sufficient (the indicator shall equal or exceed the total of values of the list of the selected methods)?	Number of the persons engaged	Yes, it exceeded* 68 respondents				

No.	Question characterising the basic indicator	Basic indicator, name	Benchmark ²⁸	Forecast (expert) value ²⁹	Estimated (expected) value	Actual value	Assessment of the indicator (total score)
1	2	3	4	5	6	7	8
	Group 1 (collection of alternative proposals)						
	Public consultations (for instance, by means of CivicLab/UChange methodologies)		more than 60*				
	Survey		more than 150				
	Group 2 (in-depth study)						
	Interview		8*				
	Focus groups		16				
1.2.4.	Was the quantity of the proposals made by the participants sufficient, depending on the selected mechanism and format (the indicator shall equal or exceed the total of values of the list of the selected methods)?	Quantity of the proposals made	Yes, it exceeded* 132 proposals				
	Group 1 (collection of alternative proposals)	Quantity of the responses given	X				
	Public consultations (by means of CivicLab/UChange methodologies), responses		more than 90*				
	Surveys, responses		more than 150				
	Group 2 (in-depth study)						
	Interviews, responses		more than 42*				
	Focus groups, responses		more than 112				
1.2.5.	Were alternative decisions formulated during consultations?	Alternative decisions	Yes, at least two				
1.2.6.	Were alternative options discussed to form the recommended (final to be made) decision?	Discussion of alternative options	Yes, at least one consultation				

No.	Question characterising the basic indicator	Basic indicator, name	Benchmark ²⁸	Forecast (expert) value ²⁹	Estimated (expected) value	Actual value	Assessment of the indicator (total score)
1	2	3	4	5	6	7	8
1.2.7.	Was a substantiated recommended (final to be made) alternative decision proposed during the decision-making (in additional to alternative ones)?	Recommended decision	Yes, the recommended option with substantiation was proposed				
1.2.8.	Were public consultations conducted (based on the procedure) to make proposals on the recommended (final to be made) decision?	Discussion of the recommended alternative decision	Yes, at least one consultation				
2. PARAMETERS OF THE DECISION							
2.1. Strategic							
2.2.1.	Is the decision aimed at resolving the key issue to be resolved?	Correlation to the problem	Yes				
2.2.2.	Is the proposed decision consistent with the public demand in connection with resolution of the key issue of the community?	Relevance of the decision	Yes				
2.2.3.	Does the decision specify the expected result achievement of which will make the decision successful?	Specific expected result	Yes				
2.2.4.	Is the expected result set out in the decision the same as the result expected by interested parties?	Actual expectations	Yes				
2.2.5.	Is the decision consistent with strategic and operational goals and tasks in the specific area?	Consistent with strategic goals and tasks	At least partially				
2.2.6.	Is the decision aimed at implementing the specific list of priority strategic and operational goals and tasks in the specific area?	Timely decision	Yes				

No.	Question characterising the basic indicator	Basic indicator, name	Benchmark ²⁸	Forecast (expert) value ²⁹	Estimated (expected) value	Actual value	Assessment of the indicator (total score)
1	2	3	4	5	6	7	8
2.2.7.	Are the time frames (terms) for implementation of the decision set?	Terms	Yes				
2.2.8.	Does the decision specify the structural unit responsible for implementation?	Responsible unit	Yes				
2.2.9.	Does the structural unit responsible for implementation of the decision have respective powers?	Powers	Yes				
2.2.10.	Are the resources available consistent with the scope of the tasks planned to implement the decision?	Resources available	Consistent				
2.2. Inclusive							
2.2.1.	Does the decision take needs of the interested parties (IPs) into consideration?	Consideration of needs of IPs	Yes				
2.2.2.	Does the decision take needs of socially unprotected (SU) and vulnerable social groups, including IDPs and persons with disabilities, into consideration?	Consideration of the SU	Yes				
2.2.3.	Share of applicable and realistic proposals made by the participants following the consultations which are taken into consideration in the recommendation (final to be made) decision	Participants' proposals considered, %	more than 30%				
2.2.4.	Share of applicable and realistic proposals made by the experts following the consultations which are taken into consideration in the recommendation (final to be made) decision	Expert proposals considered, %	more than 80%				

No.	Question characterising the basic indicator	Basic indicator, name	Benchmark ²⁸	Forecast (expert) value ²⁹	Estimated (expected) value	Actual value	Assessment of the indicator (total score)
1	2	3	4	5	6	7	8
2.2.5.	Share of responses about reasons for partial consideration and/or rejection of the proposals made by the consultations participants and experts	Feedback, %	100%				
2.3. Adaptable							
2.3.1.	Does the decision consider peculiarities of life in the community (internal factors that can influence implementation of the decision)?	Internal adaptability	Yes				
2.3.2.	Does the decision consider the context of current conditions of its implementation (external factors that can influence implementation of the decision)?	External adaptability	Yes				
2.3.3.	Does the decision contain additional options of implementation thereof in case the existing conditions that are capable of influencing the result change?	Flexibility of the decision	Yes				
3. PLANNING IMPLEMENTATION OF THE DECISION							
3.1. Implementation plan							
3.1.1.	Is there a decision implementation action plan, and has it been adopted?	Implementation plan	Yes, there is, and it has.				
3.1.2.	Does the action plan cover the entire decision implementation period?	Period of implementation of the plan	Yes				
3.1.3.	How detailed is the action plan (one action, a number of actions, no actions)?	Detailed plan	A number of actions				
3.2. Partners							
3.2.1.	Does the decision specify the partners that are going to be involved into joint implementation of the decision (plan)?	Involvement of partners	Yes				

No.	Question characterising the basic indicator	Basic indicator, name	Benchmark ²⁸	Forecast (expert) value ²⁹	Estimated (expected) value	Actual value	Assessment of the indicator (total score)
1	2	3	4	5	6	7	8
3.3. Indicators of the result							
3.3.1.	Does the decision specify indicators of achievement of results?	Indicators of implementation	Yes				
4. EFFICIENCY OF THE DECISION							
4.1. Actual output							
4.1.1.	What is the level of partners' participation based on results of current implementation of the decision?	Partners' participation, %	more than 80%, consistent with the plan				
4.1.2.	Progress of the decision implementation plan (general scope of implementation)	Progress of the implementation plan, %	Consistent with the plan				
4.1.3.	Is/was the system for monitoring and assessing achievement of results of the decision used in implementation?	Use of the M&A system	Yes				
4.1.4.	Assess the results of the decision as of now based on qualitative and quantitative indicators. If no indicators are specified in the decision, the progress of the actions to be taken to implement the decision is assessed (only based on the reports and materials furnished by public authorities; where there are no data, the indicator is not assessed).	Current results	Available, determined via the value of the forecast indicator				
4.1.5.	Percentage of progress of the decision against the expected results (based on the reports and materials furnished by public authorities), with account of the terms for implementation of the decision and the implementation plan	Progress, %	Consistent with the plan				

No.	Question characterising the basic indicator	Basic indicator, name	Benchmark ²⁸	Forecast (expert) value ²⁹	Estimated (expected) value	Actual value	Assessment of the indicator (total score)
1	2	3	4	5	6	7	8
4.1.6.	Degree of resolution of the problem/implementation of the idea owing to the decision made	Progress of resolution of the problem, %	Consistent with the plan				
4.1.7.	Has the expected result been achieved (is the actual output consistent with the expected one)?	Result	Yes				
4.2. Long-term outcome							
4.2.1.	Has the targeted audience/policy been positively influenced by implementation of the decision?	Level of changes, %	Yes, the percentage is determined via the value of the forecast indicator				
4.2.2.	Has the expected long-term result been achieved (is the actual outcome consistent with the expected one)?	Long-term outcome	Yes				
4.3. Impact³¹							
4.3.1.	Share of operational impact: how has the long-term outcome influenced achievement of the operational goal (within the adopted strategy, programme etc. in the area)?	Operational impact, %	³² Consistent % of progress of the task following implementation of the decision				

³¹ This group of basic indicators can only be assessed if the tree of goals has been developed and approved, and the strategy, programmes etc. in the area or policy have been approved.

³² The benchmark is not determined, and assessment is only based on data of the forecast indicator

No.	Question characterising the basic indicator	Basic indicator, name	Benchmark ²⁸	Forecast (expert) value ²⁹	Estimated (expected) value	Actual value	Assessment of the indicator (total score)
1	2	3	4	5	6	7	8
4.3.2.	Share of strategic impact: how has the long-term outcome influenced achievement of the strategic goal (within the adopted strategy, programme etc. in the area)?	Strategic impact, %	³³ Consistent % of achievement of the operational goal following implementation of the decision				

³³ The benchmark is not determined, and assessment is only based on data of the forecast indicator