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“Empowering Participatory Budgeting in the Baltic Sea Region”  
EmPaci

# **Guidelines of Communication and Dissemination Plan (CDP Guidelines)**

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## INTRODUCTORY NOTE

Effective engagement of community members in participatory budgeting that is a months-long decision-making process requires detailed preparation and staffing, including setting of communication and dissemination towards community, development of partnership and volunteer recruitment, facilitation and training, administrative and budgeting support and many other tasks. However, how to engage the local citizens in participatory budgeting could be one of the core questions for municipalities.

Based on existing empirical practice, deeper understanding of motives, interests and needs of local citizens' as well as various groups which they represent, is important to understand and respectively decide on the tools and techniques that will be used for engagement of local citizens in participatory budgeting. Insights about the motives of populations' social accountability is an important step towards development of adaptable communication and dissemination guidelines and recommendations.

The need for adaptable guidelines was determined by the fact that municipalities differ in many aspects, for example, number of population and density, education level of population, the diversity of local potential strategic partners which could help municipalities to provide direct access to a specific target group, the human and financial resources available to each municipality and many others differences. These differences restrict the possibility to develop universal guidelines, rather each municipality should employ a customized and adaptable approach, meaning that the current document serves only as guiding practice, while each municipality is responsible for the creation of the final document, namely – individual plan.

This document contains recommendations on how to plan and organize communication and dissemination activities in order to make the citizens' information and engagement process as efficient as possible. The guidelines aim to strengthen the capacity of municipal employees and their respective institutions in planning, designing and implementing participative budgeting process, as well as support other parties in reaching similar objectives by providing communication and dissemination guidance. The document presents the recommendations for municipalities on how to develop their own Communication and Dissemination Plan (CDP), and are focused on three different target groups – youth, elderly and unemployed citizens. The specific target groups are selected due to being recognized as the least active in the civic process, hence, their opinion is often missing when planning and executing activities targeted at municipal citizens. These guidelines will also serve as an example for planning communication and dissemination activities to reach, inform and engage other target groups. Municipality representatives are encouraged to modify and adapt guidelines based on needs of specific audiences for local dissemination, communication and engagement.

## Engagement versus Involvement in the participatory budgeting process

Assessing interaction between two main stakeholder groups - municipalities and citizens - within participatory budgeting, the difference between *engagement* and *involvement* has to be understood and concepts applied accordingly.

The difference between **engagement** and **involvement** lays in the semantic meaning of both words. **Engagement** is the fact of being involved with something, the process of encouraging people to be interested in the work of an organization while *involvement* is the act or process of taking part in something.<sup>1</sup> How does the distinction of terms relate to the participatory budgeting process? In these guidelines, in the context of participatory budgeting, both terms are used.

Participatory budgeting aims to *involve* citizens in deciding how a defined portion of public resources will be allocated. *Engagement* refers to one's degree of participation in decision making and it is commonly used to refer to one's participation in the activities. It is important to understand that in the context of participatory governance, **engagement does not happen without involvement**.

As a governance approach, community engagement is based on the rights of all community members to be informed, involved and empowered. In democratic states, community engagement empowers collective decision making and provides citizens with the opportunity to co-create their vision of the future. Citizen engagement reflects development of a shared ambition among community members and encourages individuals to act together to achieve common goals. Creating the right environment, in which everyone is able and confident to contribute effectively to the shared team goal, is essential for effective community engagement.<sup>2</sup> This, in turn, shapes the need for community involvement by the public bodies – in order to inform, involve and empower, as stated previously.

Engagement and involvement are usually assessed at the municipal level, where the definition of the indicators of involvement and engagement at the respective stages of participatory budgeting is established. The difference between the two is clearly seen during development of Key Performance Indicators (KPIs) and goals are set in a planning stage. When setting the evaluation framework for *involvement*, one-side communication is assessed: how many messages or invitations to public discussion or voting will be sent, how many billboards or articles will be published, how many events organised, how many people will be reached via social media, etc. *Engagement* KPIs will rather assess the result of engagement activities: how many people have responded to the invitation, how many initiatives and advice were provided, how many people voted etc. When analysing the process and results for reaching KPIs, it is often more difficult to reach citizen engagement targets and they are often more quantified and always dependent on results of involvement KPIs.

Table 1. Engagement vs. Involvement

Engagement	Involvement
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<sup>1</sup> Cambridge Dictionary, source: <https://dictionary.cambridge.org/dictionary/english/engagement>

<sup>2</sup> Community engagement, Center for Economic and Community Development, source: <https://aese.psu.edu/research/centers/cecd/engagement-toolbox/engagement/what-is-community-engagement>

Countable	Often not countable
More efforts to reach citizens	Less efforts to reach citizens
Can't be part of involvement process	Can be a part of engagement process
No engagement without involvement	Not always engagement is the aim
Engagement KPIs depend on Involvement KPIs	Involvement KPIs depend on participatory budgeting planning and audience preferences

Source: developed by authors

As engagement requires involvement, both KPI groups have to be defined and quantified where possible in CDP.

## Communication and dissemination within participatory budgeting

Traditional participatory budgeting models are based on concepts and approaches used in process design. Each municipality adapts participatory budgeting model to its specific needs. Several steps of participatory budgeting exist depending on a type of participatory budgeting, and at least four phases can be distinguished:

1. Information phase (incl. stakeholder identification, their needs analysis, adjusting participatory budgeting objectives etc.);
2. Proposal phase (incl. application procedures development based on previous assessment and implementation of application procedures);
3. Voting phase (incl. organisation of the voting);
4. Feedback phase (incl. implementation and impact measurement).

Each of these steps is accompanied by communication and dissemination activities as an integral part and requires reaching and involving local citizens' groups in each of these basic participatory budgeting steps. However, each of the steps also depends on legal prerequisites of the respective municipality implementing participatory budgeting.

Communication and dissemination are essential parts of the participatory budgeting process and should be strategically planned ahead. In the context of participatory budgeting, the term communication means effectively disseminating targeted information for local audiences and acquiring the feedback. In this context, *effectiveness* means the use of awareness and interest in raising information content when targeting local citizens. *Dissemination*, in turn, means broadcasting key messages to the identified target groups without expecting the feedback. Prepared by the organizer, information on particular participatory budgeting steps is sent out to and received by the target group for their awareness raising. Dissemination plays a crucial role in the participatory budgeting transparency, for instance, when society is informed on the results of supported projects or the details of next participatory budgeting steps.

The processes are established by municipality organisations to design and support participatory budgeting processes and to empower citizens to decide how to spend or collect public budget. First of all, communication includes a proper message about phases of participatory budgeting. The message of communication has to lead:

- 1) to the action of the target group taking part in the participatory budgeting, and

- 2) provide process organizers with a feedback on participatory budgeting process quality.

This way key communication messages stimulate more citizens to respond to the local issues (the objects of participatory budgeting), evaluate them and provide feedback (opinion or vote). Feedback allows to support improvement of the following participatory budgeting initiatives and involve even more citizens with higher effectiveness.

*Communication* and *dissemination* have to be distinguished by the purpose. The main idea of communication is to show **how society can benefit from participatory budgeting**, starting from promotion of potential benefits to the multiple audiences and exchanging the information with engaged citizens throughout the cycle of participatory budgeting. *Dissemination* usually covers project results only informing on **how society has distributed the available budget share and what are the impacts of participatory decision making**. Dissemination also encourages society groups to use developed solutions.

Whether one is speaking informally to a colleague, addressing a conference or meeting, writing a newsletter article or formal report, the basic principles should apply. Those communication principles can be adapted from others or created from scratch according to the needs of the organizer of participatory budgeting, its local situation within the institution and local society. Some examples of the basic communication principles are<sup>3</sup>:

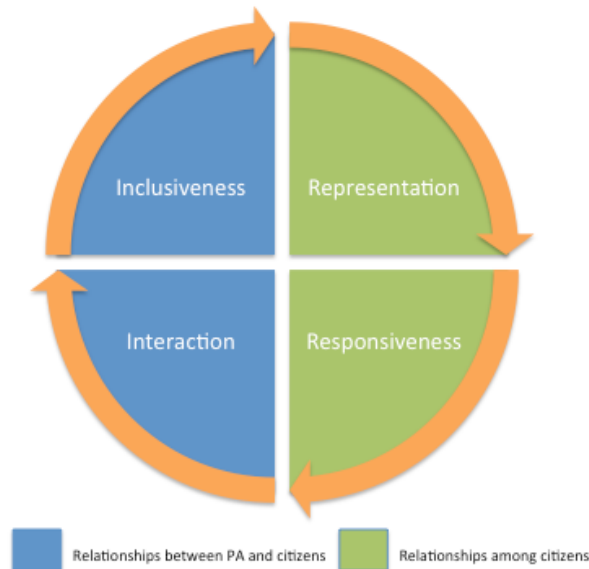
- Know your audience – *Who are the people you want to target and what are their needs?*
- Know your purpose – *Why you want to communicate with the audience? What are the main messages you want to forward to the audience?*
- Know your topic – *Did you dig deep in the current participatory budgeting topic? Is it based on facts?*
- Anticipate objections – *Did you assess all the pros and cons for a particular participatory budgeting process?*
- Present a rounded picture – *Are there all the aspects that might be interesting for a participatory budgeting target group included?*
- Achieve credibility with your audience – *Is the communication transparent on the participatory budgeting process?*
- Follow through on what you say – *Are there any inconsistencies in the communication on facts about the participatory budgeting process or results among different participatory budgeting project staff?*
- Communicate a little at a time – *Do you plan the key messages smoothly according to the timeline of the participatory budgeting project? Are the key messages short and precise?*
- Present information in several ways – *Do you plan to use different communication channels and tools?*
- Develop a practical, useful way to get feedback – *How do you plan to get feedback on particular participatory budgeting issues communicated? Will your feedback data collection approach be easy in gathering and analysis?*

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<sup>3</sup> Principles of effective communication, source:  
<https://ethandaviesq.weebly.com/principles-of-effective-communication.html>

The *Double R and Double I model of participatory budgeting* suggests that successful implementation of participatory budgeting depends on four central factors: responsiveness, representation, interaction, and inclusiveness (see Figure 1). These are important elements to be taken into account when planning communication and dissemination.

Figure 1. Double R and Double I model of participatory budgeting<sup>4</sup>



In accordance with “Double R and Double I model of participatory budgeting”<sup>5</sup>:

- ❖ **Representation** refers to the extent to which interests, needs, and views have a voice in the process. The wider range of local citizens is involved in representation (including a wide range of representatives from diverse social groups), the more targeted participatory budgeting is implemented. It is necessary to take into account that each participant have own expectations from participation in this process and often expectations of all cannot be met at once;
- ❖ **Responsiveness** concerns continuous attention to citizen’s needs and the capacity to use the participatory budgeting process to identify and respond to the needs of distinct citizen's groups. A better understanding of specific needs can be reached through effective two-way communication, including gathering, analysing, and integrating feedback;
- ❖ **Interaction** refers to establishing a continuous two-way communication between

<sup>4</sup> The Chartered Institute of Public Finance and Accountancy, Participatory budgeting: what do citizens want?, source: <https://www.cipfa.org/cipfa-thinks/cipfa-thinks-articles/participatory-budgeting-what-do-citizens-want>

<sup>5</sup> Barbera, C., Sicilia, M., Steccolini, I. (2016) What Mr. Rossi Wants in Participatory Budgeting: Two R’s (Responsiveness and Representation) and Two I’s (Inclusiveness and Interaction), *International Journal of Public Administration*, 39:13, 1088-1100, DOI: 10.1080/01900692.2016.1177839



public administrations (PA) (e.g., municipalities) and citizens that is improved over time. Interaction includes systematic discussions on the issues of citizens' concerns and adjusting the tools, methods and engaged stakeholders to reach participation process results in effective manner;

- ❖ **Inclusiveness** is needed for achieving democracy and for guaranteeing more equal allocation of resources. The municipality is responsible for removing the barriers to citizens' participation by making the process open, transparent at each stage and ensuring broader access.

The framework presented above ensures efficient communication and dissemination only when both municipality representatives and citizens participate as equal actors. In participatory budgeting, municipalities are responsible for ensuring inclusiveness of communication and dissemination activities and maintaining the interaction which follows after appropriate steps are taken towards encouraging citizens to form representative and responsive engagement.

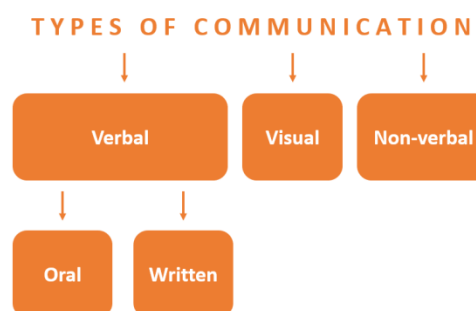
### Types of communication in participatory budgeting

It is widely known that different individuals perceive the information in different ways, therefore several types of communication are necessary to be integrated into participatory budgeting communication. Different typologies exist, but generally 4 types of communication are distinguished: *verbal (oral)*, *written*, *visual* and *non-verbal communication*. Sometimes visual communication is recognized as a subcategory of verbal and written communication, due to employment of written (printed) symbols.<sup>6</sup>

In *verbal and written communication* words are used in delivering intended messages in oral or written form. These two differ by form, as oral communication is used during presentations, video conferences, phone calls, meetings and private conversations, but written form - in paper and e-documents, e-mails, chats etc. It is widely applied in both physical and digital environments, allowing participatory budgeting process leaders to communicate with citizens during municipality meetings and online webinars to talk about any stage of participatory budgeting. Written communication provides a record of information for reference and is shared through pamphlets, blogs, letters, memos, posters and more, combining it with visual content.

As citizens have different learning styles, *visual communication* might be more helpful

Figure 2. Main types of communication



<sup>6</sup> Bright Hub Project Management Three Different Types of Communication: Verbal, Nonverbal & Visual, 2010, source: <https://www.brighthubpm.com/methods-strategies/79297-comparing-various-forms-of-communication/>



for some to consume ideas and information. Visual communication is seen as a valuable source for citizen engagement, as in dynamic information exchange, visual communication supports verbal and often helps to memorize, turn attention to something or highlight the attitudes towards topics, especially if integrated into written verbal communication. This type of information includes signs, sketches, charts, graphs, multimedia, maps, colour etc. and is of special importance for people who better perceive visual content (compared to long structured texts or orally communicated messages).

Another type of communication is *non-verbal*, that constitutes the use of body language, gestures and facial expressions to convey information to others. It can be used both intentionally and unintentionally. Non-verbal communication helps to understand others' thoughts and feelings, therefore oral verbal communication used together with non-verbal should always focus on matching both for maximizing the effect. For example, if "closed" body language (crossed arms or hunched shoulders) is demonstrated by the speaker, the most engaging and positive oral message can fail in delivery, if a speaker is obviously feeling anxious, angry or nervous. If citizens as recipients are displaying "closed" body language, the message should be adapted to the citizens' needs for security or peace. When speaking to the citizens who look positive and open to new information, certain levels of specific details can be provided instead of justifying the topic, and vice versa.

When planning communication strategy, it is suggested to use all of the proposed communication types combined and integrated into diverse activities. As previously stated, some may better perceive visual information, some turn specific attention to non-verbal communication, some appreciate structured written information that can be reused again. To reach a maximum of target groups, especially those less active in terms of participatory budgeting, communication should include all types, both in physical and online environments.

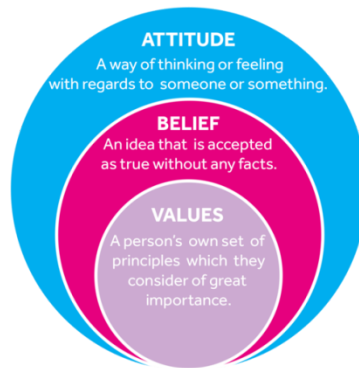
### Adjusting participatory budgeting to the citizen groups

Communication and dissemination activities will reach the target groups more efficiently if delivered messages match with their *values*, *beliefs* and *attitudes*. Although all three affect decision making of individual citizens, they differ. Values are the core principles set in a childhood and carried through the lifetime, which form the basis for an individual's beliefs and attitudes. Accepted as a truth, beliefs are the background for various attitudes that constitute the manners of thinking, feeling or behaving towards something.

*Figure 3. Definitions of values, belief and attitude* <sup>7</sup>

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<sup>7</sup> University of Reading, Values, beliefs and attitudes, source:  
<https://www.futurelearn.com/courses/supporting-learning-secondary/0/steps/58621>



When analysing social behaviour with a purpose to activate certain citizen actions, various crucial elements have to be taken into account (see Table 2).

*Table 2. Influence on attitudes and values*

Ethnicity	What cultural or national group (if any) do you have a sense of belonging to?
Religion	What beliefs and practices do you have in relation to faith, worship and spirituality?
Culture	Are there customs, arts, traditions, achievements or institutions of any particular social or ethnic group that are an important part of your life?
Employment status	How do you view being employed, self-employed, a salary or wage earner, unemployed or a beneficiary?
Age	How do you view being old, young or middle-aged? What do you consider being old, young or middle-aged to be?
Political perspectives	What beliefs do you have about government, power, the way the country should be run and your rights?
Sexual orientation	What are your beliefs and views of citizens being attracted to others of the opposite, same or both sexes?
Gender	What are your beliefs and views about the roles men and women play in society?
Family/Friends circumstances	What does family/friends mean to you? What do you think is the role of family/friends?
Education	What do you think education is? How important is education? How should it be done?

Source: Developed by the authors

When it is almost impossible to generalize large social groups based only on the answers of above mentioned questions, it is possible to analyse social trends in regard to the political and economic situation. When communication and dissemination messages focus on some specific gender, ethnicity, promotion of its culture or certain type of education, one must consider possible reactions based on local context and previous experience. The ideas and forms of expressions being too contrasting with the values of majority may negatively influence the interest and trust in municipality government. Participatory budgeting communication should comfort diversity without promoting the values that can raise the confrontation.

## COMMUNICATION AND DISSEMINATION STRATEGY

*Communication and Dissemination Strategy* constitutes a framework for achieving specific goals of participatory budgeting, depending on the needs of local societies. The strategy defines the focus areas of necessary intervention (according to priorities of municipality), target communities, which need to be supported, main principles and objectives of participatory budgeting. Based on that, detailed operational CDP is developed to reach the objectives of *Communication and Dissemination Strategy*.

Since the strategy and CDP are two distinctive elements, the main features are summarised in Table 3.

Table 3. Difference between communication and dissemination strategy and plan

Strategy	Plan
Big picture	Pieces of puzzle to get the picture
Goal-setting	Goal-achieving
Where do you want to be?	How will you get where you want to be?
Made before the plan	Started once strategy is made
Supports participatory budgeting objectives	Supports communication and dissemination objectives
Contain directions/general ideas	Contain specific actions, measures, approaches
General	Details
Long-term	Short-term
What?	How?

Source: developed by the authors

While the Communication and Dissemination Strategy describes the big picture of participatory budgeting and defines what is necessary and why, CDP supports the strategy by defining concrete measures and targets to be reached for participatory budgeting communication and dissemination success. As a goal-achieving plan, CDP is based on the objectives and set up within the strategy.

### Major steps of planning communication and dissemination

After defining the need for participatory budgeting and citizen engagement, the following steps for working out consistent a Communication and Dissemination Strategy are to be taken by municipalities regardless of the region, size, industrial specialisation and other specifics (see Table 4):

- **Setting up communication objectives** allow to establish directions and define expected results and impacts.

- **Identification and selection of local target groups** is necessary to efficiently match participatory budgeting activities with citizens potentially interested in the results, especially those less active in civic participation.

- **Establishing a strategic partnership** with local organizations, businesses and individuals directly and indirectly involved in work with citizen target groups to mobilize resources and support.

- **Identification of major barriers** – necessary for envisioning potential challenges and properly preparing to overcome them.

- **Design of the key messages** has to be carefully managed to ensure clarity, continuity and diversity of delivered information.

- **Selection of communication and dissemination channels and tools** – necessary to deliver prepared information to the target groups, taking into account their habits and ways of acquiring information.

- **Coordination of communication and dissemination activities** means employment of planned information exchange via tools, methods, channels and human resources to reach set objectives.

- **Monitoring and evaluation of communication and dissemination activities** – necessary to assess the quality and relevance of implemented communication and dissemination activities to evaluate effectiveness and short-term impact of participatory budgeting.

- **Feedback communication** is significant to demonstrate the respect and appreciation towards participants' contributions and demonstrate positive impacts of their participation.

- **Impact measurement** needs to be managed to evaluate success and failure experiences to improve further steps or cycles of participatory budgeting.

*Table 4. Main steps of planning and implementing communication and dissemination activities*

✓	<i>Setting up communication objectives</i>
✓	<i>Identification and selection of local target groups</i>
✓	<i>Establishing a strategic partnership</i>
✓	<i>Identification of major barriers</i>
✓	<i>Design of the key messages</i>
✓	<i>Selection of communication and dissemination channels and tools</i>
✓	<i>Coordination of communication and dissemination activities</i>
✓	<i>Monitoring and evaluation of communication and dissemination activities</i>
✓	<i>Feedback communication</i>
✓	<i>Impact measurement</i>

The following sections of the document provide insights into each of the defined steps.

## Setting up communication objectives

*Communication objectives* constitute the main purpose of targeting and engaging social groups in participatory budgeting. In any participatory budgeting process, the communication objectives must always be formulated whenever it is the long-term or short-term participatory budgeting process. Setting objectives allows later on to evaluate if communication has been successful. The four main objectives of communication are:

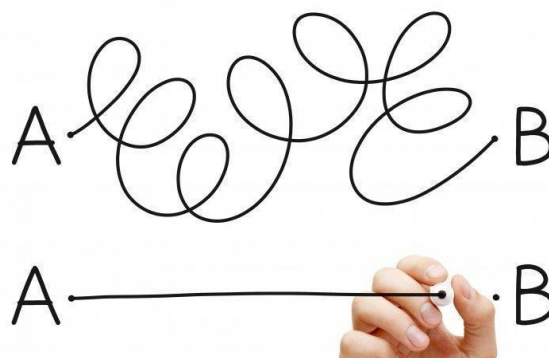
- to provide the information;
- to build the awareness;
- to create the interest;
- to build relationships.<sup>8</sup>

Known from the theory, setting objectives need to take into account S.M.A.R.T. philosophy, which expects objectives to be:

- *Specific* – answers "what exactly is to be done?";
- *Measurable* – answers "how will you know it meets expectations?";
- *Achievable* – answers "can it be done?";
- *Relevant* – answers "should it be done?";
- *Time-oriented* – answers to "when will it be done?".<sup>9</sup>

At the same time, being specific, measurable and achievable for a defined period of time and relevant context puts forward the need to be as *short* and *precise* as possible, making the objectives and purposes of communication comprehensible for all internal and external stakeholders.

Figure 4. Different approaches to the communication<sup>10</sup>



<sup>8</sup> InteMarketing, Communication Objectives, source: <https://www.intemarketing.org/marketing-information/marketing-mix/communication-objectives>

<sup>9</sup> Wayne State University, S.M.A.R.T. Objectives, source: <https://hr.wayne.edu/leads/phase1/smart-objectives>

<sup>10</sup> <https://robbeditorial.com/2019/04/03/get-to-the-point/>

## Identification and selection of local target groups

To adjust Communication and Dissemination Strategy to the local citizen groups needs analysis has to be conducted, stating who exactly has to be targeted? Is communication going to be targeted on all citizens or specific groups? What are their motivations and how to boost their engagement?

Each of the identified target groups can be segmented into more specific subgroups. The goal of segmentation is to reduce the risk of inefficiencies in the choice of key messages and information channels, find appropriate key messages and communication channels for each group. On the other hand, targeting does not exclude other potential participants of participatory budgeting, rather puts emphasis on involvement of direct beneficiaries.

Organizers of the participatory budgeting process should define very clearly the target group, that is expected to benefit from participatory budgeting (meaning having positive impact) without confronting with target groups, that may be negatively influenced by the decision made (negative impact).

Table 5. Target groups of positive and negative impacts

Target group of positive impact	Target group of negative impact
As direct target group or main target group, it is expected to be involved at various stages of participatory budgeting. The process expects positive influence of participatory budgeting on the wellbeing of the group. They should be presented in KPIs and their engagement monitored to avoid the gap between the desired and reached level of engagement of a target group.	The negative target group can appear at any stage as far the particular interests of some citizens are offended by the interests of other citizens. In those cases usually, the organizers of the participatory budgeting “jump” into the crises communication to serve all the target groups with the appropriate and on-time communication.

Source: developed by the authors

It may happen that the negative influences on certain target groups are neglected by focusing on positive benefits and impacts for target groups only. However, attention and assessment of all aspects are crucial for sustainable communication maintenance between municipality and citizens, as well as among the citizens. While negative attitudes happen on a constant basis, discrimination of whole society groups has to be avoided. The target group of negative impact can try to break morale and the whole image of participatory budgeting process, decreasing the level of trust and engagement of society groups.

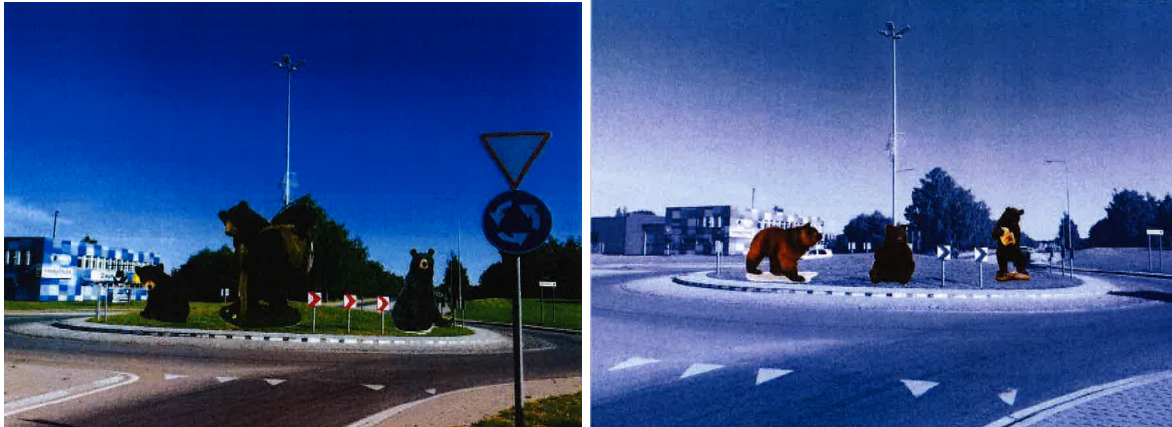
### Example 1

*Some citizens have the green gardens in a particular area of the municipality. Participatory budgeting process is to transform this particular area. In this case, the gardens tenants become the target group, whose interest may be negatively affected. It is more than clear that attention should be put to this target group at first to minimize the negative effect to all the participatory budgeting process. Or, at the stage of project submission for voting, some mechanisms are ensured to minimize possibility of negative impact and comfort the target group of potential interests.*

## Example 2

*Large citizens' group supports the project idea of decorating the streets by placing some sculptures on the roundabouts. The involvement of as diverse citizen groups as possible is necessary to evaluate all risks and points of view, for instance, to ensure good visibility on the roads and safety of car drivers. Also, depending on a procedure of proposals and voting, it is important to form a competent evaluation team of the submitted project ideas, from as diverse specialists as possible.*

Figure 5. Modelling decorations on the streets<sup>11</sup>



## Citizens' needs assessment

To make sure communication and dissemination strategy of participatory budgeting meets citizen interests, *needs* assessment have to be done prior to setting up communication and dissemination strategy. The most efficient way to prepare for participatory budgeting communication is a survey, which is conducted offline and online to reach various citizen groups. Survey should ask citizens to define preferred areas of improvement when setting the strategy for participatory budgeting. The survey should:

- constitute the list of questions to be answered;
- have a pre-determined sample size and types of citizens to answer these questions chosen in advance;
- be conducted as personal or phone interviews, or digitally in written form;
- be summarized and disseminated, and integrated into participatory budgeting strategy.<sup>12</sup>

Generally, the needs that are rated as the most important are the ones that get addressed and are responded to by the citizens. In result, higher citizen engagement will demonstrate the relevance of priorities, supported projects and larger impact on local society.

<sup>11</sup> Telšial district municipality archive

<sup>12</sup> Community ToolBox

<https://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/conducting-needs-assessment-surveys/main>



While carrying out the survey of citizens, all target groups of interest need to be presented, taking into account age and gender balance. It is usually more difficult to reach men than women by the surveys, therefore special attention should be paid to the gender gap risk. Also, usually, paper surveys are more resource-consuming to collect than online surveys, as do not require printing, putting into envelopes, sending, transferring answers back to the digital format etc., however online surveys can leave specific target groups without attention – those, who have limited or no access to information and communications technology (ICT), for instance, elderly citizens.

### Example of citizen needs analysis – experience of EmPaci

Within EmPaci project, citizen needs survey was conducted in the autumn 2019 to:

- 1) Identify the interests of citizens in politics and civic engagement;
- 2) Assessment of citizen satisfaction with living in particular area;
- 3) Assess the attitudes towards participatory budgeting.

According to the purpose of the needs assessment survey, the questions were divided into 3 parts and supplemented with *Demographics* part for deeper understanding of stakeholders (see Annex 1).

The questions evaluating *satisfaction* and needs of citizens regarding the place of living were focused on overall assessment of environment and evaluation of importance of specific attributes, as:

- urbanity and diversity (cultural activities, shopping, services availability, tolerance, atmosphere etc.);
- nature and recreation (public green areas, environment quality, cleanness, outdoor activities, open spaces, tranquility etc);
- job opportunities (wages, promotion opportunities, economic growth etc.);
- cost efficiency (housing, general price level etc.).

Improvement that were necessary and significant for surveyed citizens, as well as the processes of participatory budgeting preferred by them are reflected in Citizen Needs Analysis document.

### Telšiai district municipality in Lithuania findings

- During the population survey, 45.8% of residents answered that they do not participate in the activities of any public organizations, therefore project ideas could be submitted by any resident, regardless of whether they are a member of a public organization.
- Residents indicated that a wide range of outdoor activities is important to them. Voting phase has verified the interest when residents mostly voted for the project, which will provide an outdoor leisure area (beach, sports ground, children's playground).
- During the survey of residents, the residents of Degaičiai eldership had a negative opinion about PB, however further communication activities enhanced residents of this eldership to

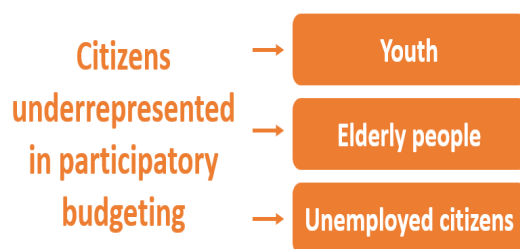
submit the idea of the project. In result, it was a winning proposal, which won and launched the implementation phase. The opinion about participatory budgeting has gradually changed. The area elder worked actively with the community, disseminating information and encouraging citizens to be active.

- Additionally, residents voted to receive a separate report on the results of the PB - the results are published on the website of Telšiai district municipality and information on where to find the report is published on social networks.

## The target groups of special attention

These guidelines specifically focus on the least active society groups, which are often underrepresented in democratic decision making: *youth, elderly and unemployed people* (see Figure 6). These groups are viewed as high focus target groups, whose interests are the priority for participatory budgeting organisers. Depending on a local context, three above mentioned groups can be segmented more specifically based on their characteristics.

Figure 6. Underrepresented citizen groups



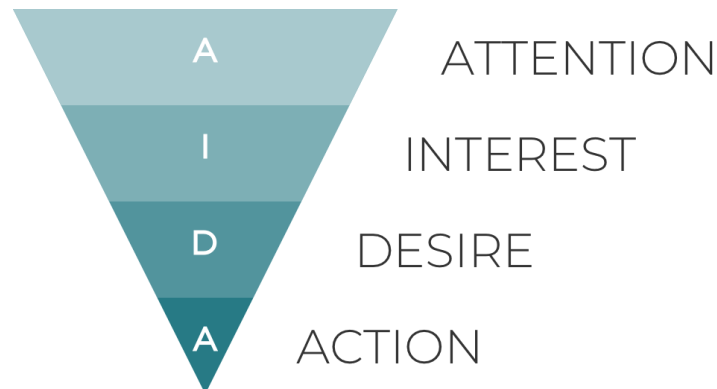
Source: developed by the authors

The opinions of youth, elderly and unemployed citizens are often missing while planning and executing activities by municipalities, therefore community needs are not identified to the full extent. In result, citizens, that are somehow marginalized or don't have enough motivation for civic engagement, can become even more disadvantaged in terms of power and resource distribution. Communication and dissemination aim to raise the interest in participatory budgeting, using relevant and attractive content and appropriate information channels.

The models of raising the interest to elaborate and act according to the interests has been introduced by E. St. Elmo Lewis as a theory of marketing, called AIDA model. It helps to understand the behaviour of the citizens before performing activities. AIDA is one of a class of models known as the *hierarchy of effects* or *hierarchical models*, all of which imply that citizens move through a series of steps or stages when they make decisions. This model is linear, a sequential model built on an assumption that citizens move through a series of cognitive

(thinking) and affective (feeling) stages culminating in a behavioural stage (doing) stage.<sup>13</sup>

Figure 7. AIDA model<sup>14</sup>



The steps proposed by the AIDA model and adapted to the participatory budgeting are the following:

- *Attention* – citizens become aware of the participatory budgeting;
- *Interest* – citizens become interested in learning about the participatory budgeting more and how this process fits with their lifestyle;
- *Desire* – citizens develop a favourable disposition towards the participatory budgeting and want to engage;
- *Action* – citizens engage into activities.

According to the AIDA model, when establishing communication, the first step towards citizen engagement is catching their attention with condensed, attractive information delivered through the channels preferred by each specific target group of interest. The content of the message should make it worth to learn more and to become interested in the topic. If the message matches the values and attitudes of citizens in a way they see participatory budgeting as an opportunity to improve their wellbeing, they are willing to participate and motivated enough for proposing or voting.

Individual and collective *motivations* depend on various factors. According to D. Biggs, there are four major motivators of civic engagement (see Table 6):

<sup>13</sup> Demetrios Vakratsas and Tim Ambler, "How Advertising Works: What Do We Really Know?" *Journal of Marketing* Vol. 63, No. 1, 1999, pp. 26-43 DOI: 10.2307/1251999 URL: <https://www.jstor.org/stable/1251999>

<sup>14</sup> Master the AIDA-model for improved business results, source: <https://neurofied.com/aida-model-improved-business-results/>

Table 6. Major motivators of civic engagement<sup>15</sup>

Fear	Herd mentality	Sense of power & influence	Helping (altruism)
The most motivating force. When it comes to community planning, citizens become fearful when they perceive threats to their life-style or financial security, or if the feeling of uncertainty overwhelms. It motivates citizens for action.	The need of belonging to a group makes citizens to engage when significant other persons or role models they trust and respect do similarly. The ideas about the “others” need to be shared within networks and sustainable partnerships with local opinion leaders established to engage more citizens.	Understanding of tangible outcomes, the results of citizen inputs, motivates to take part in collective decision making. When communicating, citizens need to be convinced about their power to control or shape their future.	Whether it is protecting the environment or caring for the needs of the disadvantaged, tapping into the empathy, altruism and desire to protect the commons can be a powerful motivator. The will to help is based on the values of individuals and has the power to attract broader community.

The abovementioned factors can be additionally stimulated by the presence of opinion leaders (influencers), that represent the values and attitudes of diverse groups and can positively encourage them to take part in decision making. The messages should reflect the images and interests of the leader who advocates it. If the youth needs to be motivated to take part in participatory budgeting, the attention should be put to the issues and people sharing the needs of youth, for instance, ideas of accessible education or paid internships. If elderly people are targeted, accessible environment or culture advocates could act as opinion leaders.

## Youth

In these guidelines, the term *youth* or *young people* is used in reference to citizens aged between 15 and 30. However, the period of a lifetime, when a person is considered to be young varies by the EU member states and can definitely be defined by the local municipalities, depending on planned activities and legal restrictions.

Based on identified needs of the local communities, youth as a large non-homogenous social group can be segmented into smaller groups (e.g. unemployed youth, youth NEET, young adults above 25 etc.). Based on their profile, youth targeting should engage local stakeholders that have direct access to young people, meaning educational institutions, NGOs providing non-formal education, youth centres etc. Engagement of the young people does not rely solely on their abilities, but is also highly impacted by the social environment.

Young people are distinguished by their habits and interests in relation to digital technologies, therefore specific communication channels should be applied when reaching them. It is necessary to acknowledge that preferred channels depend on the geographical

<sup>15</sup> Biggs, D., What Motivates Civic Engagement?, 2015, <https://metroquest.com/what-motivates-civic-engagement/>

region and are changing rapidly, as new trends and technologies come into the market. However, choosing the right channels do not guarantee the engagement of young people, as:

- they might show low interest in the particular information on participatory budgeting or they simply are not aware of the participatory budgeting concept itself;
- information on participatory budget may be presented inappropriately;
- they don't see the appropriate opinion leader promoting their interests;
- there might be no trust towards the communicator of the message etc.

When addressing and encouraging young people to become involved in participatory budgeting, the way how the information is presented is key for successful communication and dissemination. To make sure it is content-wise and visually attractive, testing on piloting groups of young people can be practiced or - even better - content development delegated to youth itself. Youth can be the great partners to the organizers of the participatory budgeting, especially in setting up dissemination and being the opinion leaders to encourage other young people to take the action in participatory budgeting processes. It is important to look at the local youth as a resource as they know the local youth, their values, attitudes and needs the best.

### Elderly citizens

Similar as for the other age groups, age range and classifications of elderly people is not commonly defined. WHO and UN considers elderly as people aged above 60. Eurostat Europe in its report *Ageing Europe. Looking at the lives of older people in the EU* (2019) considers elderly people being aged 65+. It states that in 2018 almost one fifth (19.7%) of the total population across 28 member states were aged above 65. Due to advancing public health and improved living conditions, life expectancy in future will increase in the EU and the share of elderly people will reach 28.5% in 2050.<sup>16</sup> However, the structure differ by countries, age groups and even gender.

Elderly population of is not homogenous, too, as it can be divided into various groups: employed, retraining, retired, looking after their grandchildren, partners or friends, living in elderly care centres etc. Also, elderly people can be divided into those familiar with ICT tools and those who have no access to digital content. For the latter, one of the major barriers in taking part in participatory budgeting is, that information is often disseminated digitally. Differences among elderly people in any of the regions are determined by social and cultural diversity, ethnicity, education level, health, well-being, lifestyle etc.

When communicating with the elderly, language specific terms should be noted, as often *elderly* is somehow perceived with negative connotations (e.g. *incapable*, *feeble* or similar) and can be viewed as discriminative. In this context the term *senior* is more accepted. The term *older adult* is another alternative.

The other recommendations for setting up and maintaining successful communication includes special attention to the style of communication: it should be highly respectful, clear, thoughtful.

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<sup>16</sup> Eurostat, Ageing Europe — looking at the lives of older people in the EU, <https://ec.europa.eu/eurostat/documents/3217494/10166544/KS-02-19%E2%80%91EN-N.pdf/c701972f-6b4e-b432-57d2-91898ca94893?t=1571047376000>

Messages should be delivered in plain language and sometimes even simplified to the maximum when some innovations are introduced to the older generations.

When planning participatory budgeting communication, the municipality can define what elderly groups need to be specifically involved based on the local demographic situation, policy and legal issues. For example, in municipalities with a low percentage of citizens aged 60+, *elderly* can be defined as of age 55, and vice versa. On the other hand, attention should be paid to justify the need of calling adults as *elderly* to avoid misunderstandings, therefore it is recommended to use the right terms within the communication.

## Unemployed citizens

As defined by OECD, *unemployed* are people of working age (usually 15-65, depending on the retirement age), who are without work, are available for work and have taken specific steps to find work.<sup>17</sup> Unemployment occurs when a person who is actively searching for employment is unable to find work. Short- and long-term unemployment are distinguished depending on the period of unemployment – whether the person is in a job shift process or due to some reason is unemployed for more than 12 months.

The causes of unemployment may be different: seasonal unemployment, health issues, low motivation, high local unemployment rates etc. When setting up participatory budgeting communication, unemployed people as a social group can be segmented as short/long-term unemployed, unemployed mothers with children, unemployed early school leavers, unemployed of pre-retirement age, unemployed youth etc. Although without work, results of reaching unemployed target groups can be low, as unemployed may be engaged in other activities (e.g. housewife, caring after relatives, volunteering) or simply may be unmotivated. It is scientifically proven that unemployment level correlates with citizen engagement, meaning that communities with low participation rate suffer from unemployment more.<sup>18</sup> As both are interrelated, special attention should be paid for participatory budgeting communication and dissemination to unemployed, whether in young or elderly age, to boost their attention, interest, desire and the following action.

## Stakeholder analysis

There are various stakeholders within the participatory budgeting process. *Stakeholder* is a person or organisation, who is involved with an organization, society etc. and therefore has responsibilities towards it and an interest in its success.<sup>19</sup> Stakeholders of participatory budgeting are: governing bodies (municipalities and affiliated entities, government), local citizens, industry representatives, educational institutions, NGOs, individuals of municipality,

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<sup>17</sup> OECD, <https://data.oecd.org/unemp/unemployment-rate-by-age-group.htm>

<sup>18</sup> AEI, <https://www.aei.org/articles/youth-civic-engagement-and-unemployment-what-cause-and-what-effect/>

<sup>19</sup> Cambridge Dictionary, source: <https://dictionary.cambridge.org/dictionary/english/stakeholder>

as well as external organisations that have particular interest in implementation of participatory budgeting. Each particular participatory budgeting process requires stakeholder analysis, that includes three sequenced steps:

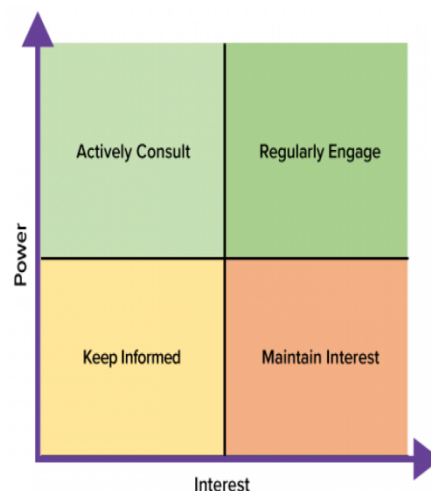
**1. Identification and naming of all possible stakeholders** to engage. These are target groups (formal or non-formal) and individuals and organisations, who has the power to influence, encourage or stimulate particular target groups (opinion leaders), as local NGOs, business entities, public institutions (municipalities universities, schools, public services etc.), non-formal groups of citizens, individuals and others.

**2. Analysis of all identified stakeholders.** Target groups of involvement depend on local needs (priorities), objectives of participatory budgeting, network groups and available resources. Specific criteria for selection of major stakeholders have to be applied while stakeholder running analysis. Two stakeholder mapping techniques are introduced as follows:

### The Power-Interest Matrix

The Power-Interest Matrix introduces stakeholder mapping technique based on their decision-making power and interest, which allows to categorise them (see Figure 8). Stakeholders with high power and high interest require to be engaged regularly, whereas stakeholders with low power and low interest do not require regular and detailed communication, however should also not be neglected (as the least motivated groups: youth, elderly, unemployed).

Figure 8. Power-Interest Matrix



Within participatory budgeting, stakeholders with low interest and recognized low decision-making power should be kept informed to raise their interest and willingness to impact decision making.<sup>20</sup>

<sup>20</sup> Improvement Service, The Power-Interest Grid,  
<https://www.improvementservice.org.uk/business-analysis-framework/consider-perspectives/powerinterest-grid>

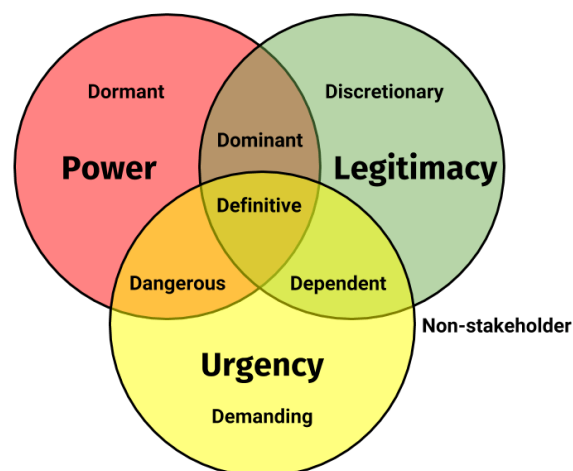


Another classification is presented by the Saliency Model, which introduces three dimensions of stakeholder assessment.

### The Saliency Model

Three dimensions of legitimacy, power and urgency are used in the Saliency model to identify eight specific types of stakeholders (see Figure 9). Three latent types (*dormant*, *discretionary*, *demanding*) are the stakeholders, who possess only one of three attributes mentioned previously. They are recognized as the least interested ones, having a “passive” stance to the process and need to be monitored over time. *Discretionary* stakeholders are the least requiring in terms of attention, as they do not really have a power nor demanding need, for instance, schools, hospitals or charity organisations that receive necessary support. *Demanding* stakeholders that may create a “noise” and be irritants, but the lack of power and legitimacy (moral, legal authority or the like) will not make them “*dangerous*” for the process. *Dormant* stakeholders do not require active engagement, however need to be recognized, as may become “*dangerous*” if their needs are not met. *Dangerous* means readiness to sabotage or make trouble and negatively influence the image of participatory budgeting, therefore *dangerous* stakeholders should be the objects of special attention and risk mitigation strategies. *Dependent* stakeholders lack the power, but have legitimacy and urgency, meaning they rely on more “powerful” stakeholders (e.g. NGOs, associations etc.) and can be easily influenced by those. *Dominant* stakeholders are those, who are powerful and legitimate, called as “the stakeholders that matter”, and need to be actively engaged and managed, for instance, municipal entities, associations of municipalities and policy makers. *Definitive* stakeholders are powerful, legitimate and have an urgent need, demanding the utmost attention in a timely manner. Not managed properly, these stakeholders can become “*dangerous*”. The last type of stakeholders constitutes those recognized as non-stakeholders, that don’t need to be involved.

Figure 9. The Saliency Model



Applying Power-Interest strategies, the most attention-requiring stakeholders within participatory budgeting are those *definitive* (have to be managed closely), *dominant* and

*dangerous* (have to be kept satisfied). Dependent stakeholders have to be kept informed, *dormant, discretionary* and *demanding* ones – monitored on a constant basis to ensure effectiveness of participatory budgeting<sup>21</sup>.

Different strategies should be applied when communicating and disseminating information to distinct profile stakeholders.

**3) Find the common needs and interests among the different stakeholders.** To make communication and dissemination as efficient as possible, the common needs and interests of mapped stakeholder groups need to be identified and strategic partnerships developed, if relevant. To identify the needs and merge target groups, that have common interests, needs assessment is recommended to be conducted within each particular municipality.

### Establishing a strategic partnership

*Strategic partnership* is an arrangement between two organizations to help each other or work together to make it easier for each of them to achieve their goals.<sup>22</sup> If more than two organisations are involved in participatory budgeting (e.g municipality and different NGOs), strategic partnership is of high importance. Strategic partners support municipalities in arranging and distributing information on participatory budgeting activities across their networks, helping to reach those less interested in policy and citizen participation. Strategic partnership (incl. partnerships on an inter-institutional level) can bring a great value to communication and dissemination activities when properly planned and managed.

There are a few practical steps with examples for creating new strategic partnership:

- 1. Identify potential partners** - organizations, institutions, business entities and individuals - directly and indirectly involved in work with targeted citizen groups for the implementation of your Communication and Dissemination Plan. To establish sustainable partnerships, a database of potential local strategic partners should be developed and their possible roles identified, taking into account their audience, resources and networks. Information of possible networks of partners should be assessed, including asking potential partners for recommendations on planned activities and other stakeholders to involve.
- 2. Identify common interests of identified stakeholders** (win-win points) to ensure their commitment and active support will be driven by their motivations and the partnership will bring real benefits to the target groups they represent. Each of partner-organisations should be contacted in advance, explaining their expected involvement and benefits from supporting communication and dissemination processes.
- 3. Document the arrangement of the partnership** in written form (e.g. detailed

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<sup>21</sup> Harwinder, S., The Saliency Model for Stakeholder Classification, 2019, source: <https://www.deepfriedbrainproject.com/2017/09/saliency-model-for-stakeholder-classification.html>

<sup>22</sup> Cambridge Dictionary, source: <https://dictionary.cambridge.org/dictionary/english/strategic-partnership>

agreement, declarative memorandum) to oblige involved partners to engage according to agreed terms and participatory budgeting stages.

4. **Set common and individual communication and dissemination tasks and expected results.** Individual goals and responsibilities will depend on what targeted groups are represented by the partners and what are their resources. Some may agree to share the information in own social media, some may be directly involved in design of promotional materials (as seen on Figure 10).

*Figure 10. Representatives of several municipal organisations as influencers during participatory budgeting campaign in Gdynia, 2018<sup>23</sup>*



5. **Improve Communication and Dissemination Plan.** Engage partners in the discussion and improvement of Communication and Dissemination Plan, as they know their represented target groups best. The final plan can serve as a basic guide for planning and managing your partnership.
6. **Quantify goals.** To quantify goals the performance indicators should be used and adapted for local needs.
7. **Provide publicity to this collaboration.** Use every opportunity to make information on participatory budgeting significant and visible.

Additionally, successful partnership can serve the quality improvement goals, not limiting to communication and dissemination only. Academic partners can be attracted to improve the capacity of participatory budgeting implementation team. Municipality representatives receive valuable data-based information on participatory budgeting, while researchers from universities and research institutes gain the direct access to respondents and data.

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<sup>23</sup> Budżet Obywatelski i Przyjazna Dzielnica - głosuj mobilnie, source: <https://www.gdynia.pl/spoleczenstwo,7580/projekty-budzetu-obywatelskiego-i-przyjaznej-dzielnicy-czekaja-na-glosy,524302>

## Telšiai district municipality, Lithuania

In Telšiai, academic partners from Klaipeda university have delivered presentation to municipality staff and residents (incl. young people) on participatory budgeting implementation. Later internal training was delivered specifically for municipality staff. The information was provided in a solid and convincing way, resulting in bigger confidence about the necessity of participatory budgeting among politicians and municipal administration leaders.

*Figure 11. Presentation on participatory budgeting delivered for administration and residents of Telšiai district municipality<sup>24</sup>*



When organising this and other events on participatory budgeting, it was crucial for Telšiai district municipality to send personalized emails and have private phone conversations with local active people of their own networks of municipality staff. It was proven that municipal staff (elders of rural elderships, staff of the social support department, organizers of youth work) can be very useful in disseminating information. Applied together with webpage information, posters and social media posts, it helped to invite local residents and engage into participatory budgeting activities more effectively.

### Identification of major barriers

The most common communication and dissemination barriers and risks experienced by citizens in the civic engagement process, need to be acknowledged to reach out to those less engaged citizens, minimize the thresholds and make it easy to participate. The municipality is responsible for removing the barriers to citizens' participation by making the process more open, facilitating the collection of information from the various stakeholders (e.g. associations, educational institutions, specific interest groups, citizens), increasing the transparency of the process at each stage and ensuring broader access in terms of *linguistic, time, trust, technological and psychological* aspects.

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<sup>24</sup> Telšiai district municipality archive

## **Language barrier**

Often happens that communication and dissemination organisers use language full of concepts, terms, expressions and meanings that are weak and not relevant for targeted citizen groups. Language differences make it difficult to process the content presented and to be attracted by it. When using text-heavy context, recipients often get lost and don't catch the idea of the purpose and meaning of the message. Naturally, "*What do they want from me?*" questions arise. To avoid this language barrier, the content and key messages should be more clearly defined to be comprehensible for an audience, allowing them to receive the content in *their language*.

## **Slow response from organizers**

Time is a crucial factor in the scope of communication, where fast-paced interaction with targeted groups is important in ensuring sufficient engagement of targeted citizens. Social media users as target group members are accustomed to and expect real-time communication (24/7 availability), which could be problematic for many organizations and their implemented communication and dissemination activities from a resource perspective. If a municipality expects citizens to be active, its communication and reaction should be relevant: quick and responsive. Gained *attention* should be maintained to develop interest, desire and action, otherwise the moment is lost.

## **Disbelief and lack of trust**

Disbelief and the lack of trust towards governing institutions are extremely common barriers for citizen engagement. The conviction that their participation will not make any real impact or previous negative experience in communication with the municipality and feelings of powerlessness, constitute a barrier for engagement and contributing to participatory budgeting. To reduce disbelief and mistrust to the municipality from citizens takes time, however, participatory budgeting itself is a tool for improving the image of governing bodies and perceptions of them, if communication and dissemination (meaning, showing the real results and impacts) is run effectively.

## **Technological barriers**

When the participatory budgeting process requires the usage of technological solutions, it turns out that certain target groups can have a limited access to technology and are unable to take part in communication. Requests to use ICT tools within the participatory budgeting process without providing the access and knowledge can result in frustration and refusal, followed by substantial decrease of potential participants. On the one hand, technology maximises the efficiency of communication for ICT users, on the other hand, it can be a threat if it is not properly explained and served. If the opinions of citizens are collected via special apps in the physical venue, support in explaining how the system/device works should be provided beforehand or during the process of collection. If the opinions of citizens are collected via

social media, organizers should make sure the majority of the target group has the accounts in specific media and alternatives have to be provided, without limiting communication to only one social media.

## **Psychological Barriers**

The psychological state of the target group will influence how the message is interpreted. For example, personal worries and stress can affect receptivity and proper interpretation of the message. Local contexts of targeted communities should be analysed to use proper key-words within communicated messages. For example, if the focus area has been affected by fire, it's way wrong to use the messages which include the word "fire" or if youth in the orphanage institutions is approached, the targeted messages should be careful about using terms associated with family. Extreme attention should be paid to the messages to disadvantaged social groups to avoid inappropriate messages.

## **Design of the key messages**

Taking into consideration particular needs of citizen groups (acknowledged during needs analysis) and risks that may occur in relation to each of target groups, customized communication and dissemination messages should be developed. It involves adopting several communication types, paying attention to the content, form and visual identity, online and offline.

There are basic steps for developing key communication messages that raise awareness and interest in participatory budgeting:

1. Conceptualizing an idea about participatory budgeting;
2. Identifying challenges that participatory budgeting will be trying to solve at the local level;
3. Conceptualizing impact of these challenges for local citizens;
4. Providing feedback as part of two-way communication.

The communication content must be relevant. The messages must explain what will change from the implementation of participatory budgeting and what solutions and benefits (e.g., economic, environmental, social) participatory budgeting is offering for local citizens. These messages must be properly adjusted to meet specific needs and characteristics of each specified target group. Messages must be positive (to make positive attitude), persuasive, clear, simple, focused, relevant for the target groups and must be expressed in a form that raises awareness and interest depending on the type of audience to which it is addressed. The languages addressing distinct groups may differ, as youth prefers less formal communication while elderly people would require a more formal tone. Also, if participatory budgeting aims to reach different linguistic groups (e.g. ethnic minorities, refugees), relevant translations should be used accordingly.

Also, the messages should be appropriate to the particular stages of participatory budgeting. Citizens need to be informed about particular stages and the ways they can contribute at the beginning of participatory budgeting, stating the timeframe, processes and rules. There is no need to focus particularly on the criteria of the projects to be submitted by



the citizens before citizen needs analysis is carried out. The procedures of voting should also be explained just before the voting phase starts, not at the beginning of the campaign. This avoids overwhelming citizens with unnecessary and confusing information and allows to focus on specific tasks (e.g. submitting applications, analysing proposed projects, voting etc.).

*Table 7. The questions to answer during the communication and dissemination*

Stage of the participatory budgeting implementation	Communication Focus
Launching participatory budgeting campaign (especially, when done for the first time)	<ul style="list-style-type: none"> <li>• What is participatory budgeting?</li> <li>• How participatory budgeting is done in other municipalities?</li> <li>• Why is it important to participate for each of the target groups?</li> <li>• What benefits participatory budgeting provides?</li> <li>• How participatory budgeting creates an impact?</li> <li>• How participatory budget is compiled?</li> </ul>
Citizen needs assessment	<p>According to results of citizen needs assessment,</p> <ul style="list-style-type: none"> <li>• What are the interests of citizens?</li> <li>• What is citizen satisfaction with the place of living?</li> <li>• What are the areas of improvement (priorities)?</li> </ul>
Application of project proposals	<ul style="list-style-type: none"> <li>• What are the selected priorities (topics) of specific participatory budgeting announced?</li> <li>• How to submit project application and when?</li> <li>• What are other eligibility criteria for submitting project application (who can submit, what document and information to submit)?</li> <li>• Where to find all information related to submitting?</li> </ul>
Voting on project proposals	<ul style="list-style-type: none"> <li>• Who can vote and what is necessary to participate in voting?</li> <li>• Where to vote (online/offline) and how (instructions)?</li> <li>• When the voting will take place?</li> <li>• What are the quality criteria for selected project implementation?</li> <li>• What are the projects to vote for?</li> <li>• Who are the organisations submitting the proposals?</li> <li>• What are the costs of the projects and how the money will be distributed?</li> <li>• What are expected results of participatory budgeting/specific projects, if selected?</li> <li>• What areas/citizen groups will benefit from proposed projects?</li> </ul>
Implementation of selected ideas	<ul style="list-style-type: none"> <li>• What projects have been selected?</li> <li>• What areas/citizen groups will benefit from selected projects?</li> <li>• What will be the results and impact of selected projects?</li> <li>• In what stage are the projects currently?</li> </ul>



- How is the implementation going?

While creating the key messages (whether on a webpage, poster or social media), the main point is to *be creative, short and precise*.

Figure 12. Online poster of Participatory Budgeting in Kraków, Poland<sup>25</sup>



The messages should be easily understandable: why citizens should participate, where they can do it, what benefits are offered, what participatory budgeting is about etc., and include visual identity to be “catchy” (see other examples in Annex 2).

### Visual identity

Visual identity is a crucial element of participatory budgeting communication and dissemination, as it allows participatory budgeting to be recognized and trusted each time civic participation is required. The very basics of each participatory budgeting (similarly to any project or initiative that requires participation of large audience) are: colours, fonts, logos, slogans, graphic elements, photographs and other visual attributes that make information stand out and attract.

Each municipality is recommended to have unique visual identity of participatory budgeting, similarly to how identities of each municipality websites differ (see Figure 13). The usage of the same visual identity for years will attract more citizens and demonstrate sustainability of democratic participatory processes and increase trust of citizens.

<sup>25</sup> Zagłosuj, by zmienić Mistrzejowice i Kraków – Budżet Obywatelski 2019, source: <http://www.mistrzejowice24.pl/2019/09/25/zaglosuj-by-zmienic-mistrzejowice-i-krakow-budzet-obywatelski-2019/>

Figure 13. Logos of participatory budgeting in several cities of Poland



Source: webpages of respective municipalities (Poznan, Warsaw, Mazowsza, Gliwicki, Krakow)

Visual identity should not limit to the logo only. It should be present on all materials communicated and disseminated internally (within organisations or partnership) and externally. Even simple lines or ornaments of specific colours can make presentation templates, banners, samples, letter forms, specific disclaimers and other information forms distinctive and memorable.

Figures 13. Visual identity of Bielsko-Biala municipality, Poland<sup>26</sup>

**Harmonogram Budżetu Obywatelskiego 2021**

Etap I	Etap II	Etap III	Etap IV	Etap V
Od 1 marca 2020	Od 23.08 do 24.04.2020	Od 15.09.2020	Od 21.09 do 05.10.2020	Do 20.10.2020
Akcja edukacyjno-informacyjna	Szkolenia formacyjne z programem budżetowym i ogólnomiejskimi	Weryfikacja i kwalifikowanie wybranych projektów do głosowania	Głosowanie mieszkańców na projekty	Głosowanie komisji zweryfikującej projekty do realizacji w 2023 roku

Więcej informacji znajdziesz na specjalnej stronie poświęconej budżetowi obywatelskiemu: [www.obywatelskibb.pl](http://www.obywatelskibb.pl)

Bielsko-Biala

**10 do wydania MLN**

- 8,4 mln na projekty osiedlowe (po 280 tys. zł dla każdego osiedla)
- 1,6 mln na projekty ogólnomiejskie

W dotychczasowych edycjach Budżetu Obywatelskiego w Bielsku-Białej przekazano do realizacji ponad 180 zwycięskich projektów. Łącznie przeznaczono na nie kwotę ponad 28 mln zł. W tym roku podejmijmy decyzję o kolejnych.

**Kontakt dla mieszkańców**

Punkty konsultacyjne czynne są od 23 marca 24 kwietnia 2020 r. tj. na czas składania projektów:

**Punkt konsultacyjny w Burze Rady Miejskiej**  
Bielsko-Biala, Plac Ratuszowy 1, I piętro, pok. 44 i 54  
czynny jest w poniedziałki w godz. od 9:00 do 11:00 oraz środy w godz. od 12:00 do 14:00  
email: kontakt@obywatelskibb.pl  
tel. (33) 497 14 09

**Punkt konsultacyjny w Centrum Organizacji Pozarządowych (Wydział Spraw Obywatelskich i Przedsiębiorczości UM)**  
Bielsko-Biala, Plac Opatrzności Bożej 18  
czynny jest we wtorki w godz. od 8:00 do 10:00 oraz czwartki w godz. od 16:00 do 19:00  
tel. (33) 497 07 90

Więcej informacji znajdziesz na specjalnej stronie poświęconej budżetowi obywatelskiemu: [www.obywatelskibb.pl](http://www.obywatelskibb.pl)  
email: kontakt@obywatelskibb.pl  
tel. (33) 497 14 09

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Budżet obywatelski, nazywany też budżetem partycypacyjnym, to wydzielone części budżetu miasta, o które wydzielone zostały bezpośredni mieszkańcy poprzez głosowanie. W ten sposób zwiększa się bezpośredni wpływ mieszkańców na rozwój i wygląd ich miasta. Władza samorządowa, która konsultacyjnie wyraża w wyborach powołanych, zachęca w ten sposób do wieloletniego zaangażowania mieszkańców w sprawy miasta.

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- 8,4 mln na projekty osiedlowe (po 280 tys. zł dla każdego osiedla)
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W trakcie głosowania elektronicznego konieczne jest posiadanie lub skorzystanie z telefonu komórkowego w dowolnej sieci.  
Mieszkańcie Bielsku-Białej może wyrazić swoje poparcie poprzez zagłosowanie na jeden projekt ogólnomiejski i jeden projekt osiedlowy w osiedlu, w którym mieszka.  
Więcej informacji na [www.obywatelskibb.pl](http://www.obywatelskibb.pl)

Bielsko-Biala



<sup>26</sup> Bielsko-Biala municipality archive

More advanced visual identity strategies include design of the storylines, for instance, making sets of photographs or graphics, involving stakeholders into promotion of specific participatory budgeting initiative or its idea in general (see an example of Facebook promotion campaign in Figure 14).

Figure 14. The Participatory Budgeting Project campaign on Facebook<sup>27</sup>



Figure 15 Lahti municipality's #OmaLahti campaign materials for the use in Twitter, Instagram and Facebook,<sup>28</sup>



<sup>27</sup> The participatory Budgeting Project, source: [https://www.facebook.com/ParticipatoryBudgetingProject/photos/?ref=page\\_internal](https://www.facebook.com/ParticipatoryBudgetingProject/photos/?ref=page_internal)

<sup>28</sup> Lahti municipality archive





## Selection of communication and dissemination channels and tools

Communication and dissemination channels and tools in the civic engagement practices are changing fast due to new trends in ICT usage. Social media is seen as a powerful and promising tool for communication and dissemination. However, selected target groups can also include those less familiar with digital social media and ICT in general, therefore participatory budgeting information should never be communicated through digital channels only.

### Channels

The objective of the use of appropriate information channels are to reach as large audience of target groups representatives as possible. Recommended *online* and *offline* communication and dissemination channels are presented in Table 8 and in each particular participatory budgeting initiative is strongly dependent on the target group preferences and habits. Local or national surveys often gather the information on ICT usage and should be checked prior setting the communication and dissemination strategy.

Table 8. Communication and dissemination channels and tools<sup>29</sup>

<i><b>Online channels</b></i>	<i><b>Offline channels</b></i>
<ul style="list-style-type: none"> <li>• Webinars and other online events</li> </ul>	<ul style="list-style-type: none"> <li>• Conferences</li> </ul>
<ul style="list-style-type: none"> <li>• Online broadcast media (radio, TV, YouTube)</li> </ul>	<ul style="list-style-type: none"> <li>• Offline broadcast media (radio, TV)</li> </ul>
<ul style="list-style-type: none"> <li>• E-mails (incl. mailed Newsletters)</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops, seminars, hackathons</li> </ul>
<ul style="list-style-type: none"> <li>• Phone calls</li> </ul>	<ul style="list-style-type: none"> <li>• Open (public) spaces</li> </ul>
<ul style="list-style-type: none"> <li>• Social media (incl. pages, closed groups, personal accounts)</li> </ul>	<ul style="list-style-type: none"> <li>• Post/mail, newspapers</li> <li>• Thematic meetings (round-table discussions)</li> </ul>
<ul style="list-style-type: none"> <li>• Webpages of municipality, partners, networks and other webpages</li> </ul>	<ul style="list-style-type: none"> <li>• Personal visits</li> <li>• Festivals / thematic events</li> </ul>

<sup>29</sup> Adjusted by authors from the following source:  
<https://ctb.ku.edu/en/table-of-contents/participation/promoting-interest/communication-plan/main>

<ul style="list-style-type: none"> <li>• Blogs and vlogs of the opinion leaders (influencers)</li> <li>• Online forums</li> </ul>	<ul style="list-style-type: none"> <li>• Agents (volunteers-recruiters, project's staff members, ambassadors; considered as <i>word-of-mouth</i> communication)</li> </ul>
<ul style="list-style-type: none"> <li>• Online platforms (designed for civic engagement purposes)</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic partners (educational institutions, NGO's, business entities etc.)</li> </ul>
	<ul style="list-style-type: none"> <li>• Press releases, press conferences</li> </ul>

The advantages of *online channels* include opportunity to reach huge number of citizens with less effort and costs (as costs are easily adjustable to the situation), as well as involve participants themselves in communicating and disseminating information to others (e.g. peers, colleagues, clients, friends), as social media networks allow local citizens to share the information with own networks not always reachable by municipality. Social media targeting can help a lot in reaching specific citizen groups (e.g. young people, elderly people, ethnic minorities etc.), as specific parameters of each promoted publication can be set and information disseminated with relatively low costs. Variety of tools are provided to monitor the data on reached citizens and dynamics.

### **Bielsko-Biala municipality, Poland**

As part of the voting for participatory budgeting in Bielsko-Biala, a promotional campaign was conducted in social media, incl. Facebook and Instagram, encouraging the residents of Bielsko-Biala to take part in the vote. The advertisement was addressed to the residents of Bielsko-Biala living in area of 6 miles radius from the city center, aged 18 to 65, of both genders and speaking Polish. In addition, a group of non-standard recipients has been created with local users involved. Remarketing campaigns were conducted, incl. those based on a group of so-called "lookalikes", i.e. people similar to specific users of the municipality Facebook page. The results of the campaign are presented in the table and graphs below.

*Figure 16. Social media statistics: number of clicks and spendings<sup>30</sup>*

<sup>30</sup> Bielsko-Biala municipality participatory budgeting campaign data, 2020

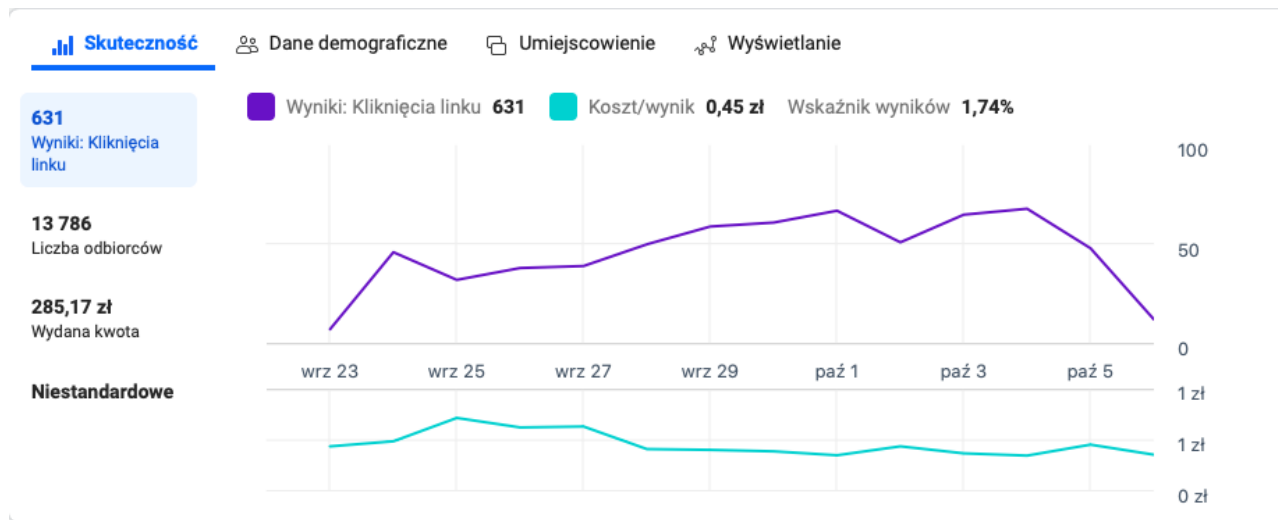


Figure 17. Social media statistics: campaign reach by gender and age

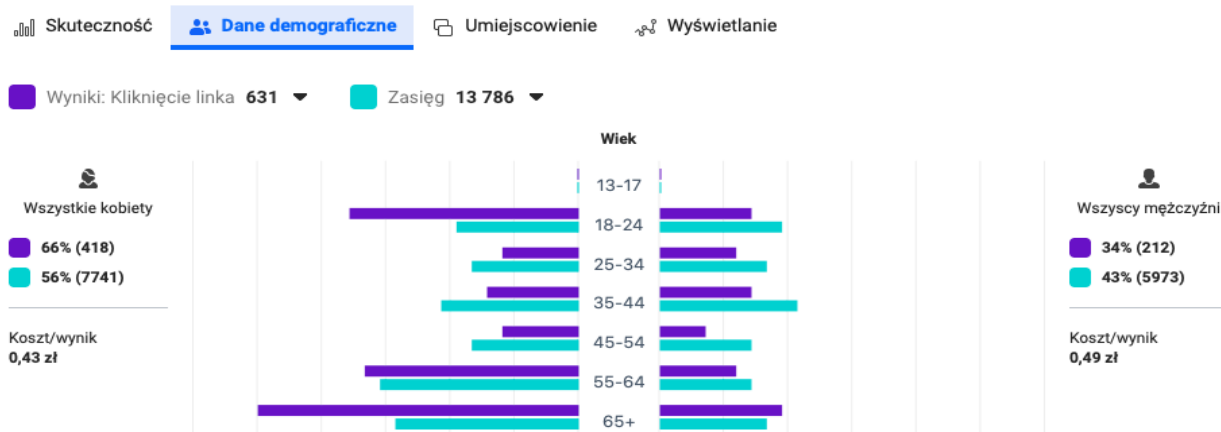
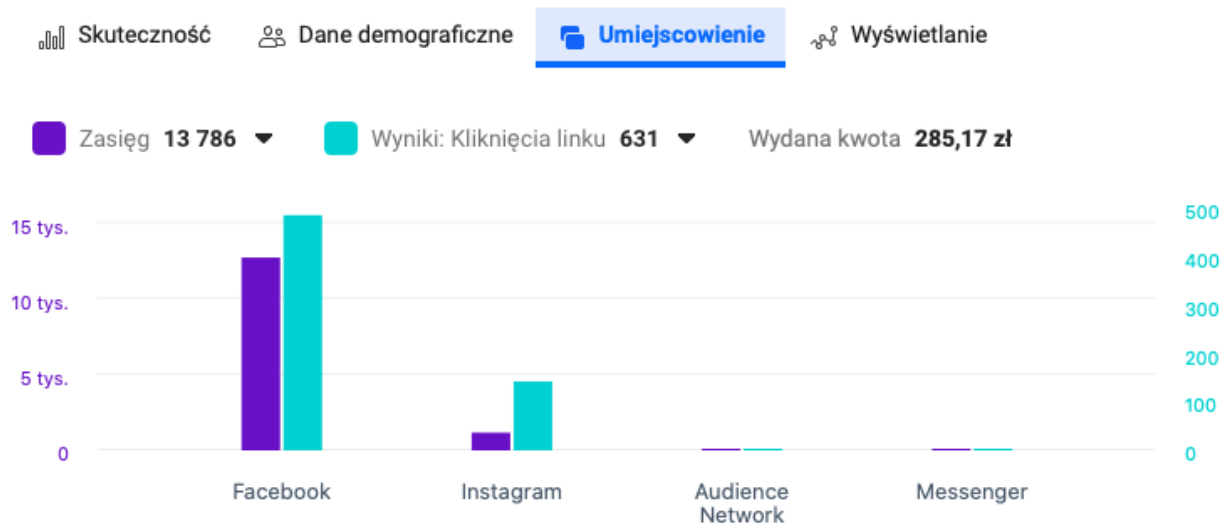


Figure 18. Social media statistics: number of clicks by channel



## Vidzeme Planning Region, Latvia

A webinar on participatory budgeting was organised by the Vidzeme Planning Region representatives as a part of Vidzeme Innovation Week 2021. Participatory budgeting and its role in democratic societies was presented and discussed with local organisations and civic groups: public sector representatives, NGOs and specifically - cultural organisations, as Vidzeme Planning Region was in the middle of participatory budgeting piloting in cultural sector. Due to pandemic, webinar took place online and several digital tools were applied, such as Zoom, Miro.com and Menti.com.

The event was structured in 2 parts. As a first, webinar about public participation as a mechanism for good governance and innovation was held. The webinar discussed the ways of involving and activating society groups, reviewed forms of participation, methods of encouraging like-minded people to represent common interests, etc. The second part of the training event was dedicated to practical work in four workshop groups, where the co-creation process took place and concept for innovative cultural project initiatives were developed using creative thinking methods. Special emphasis in the workshops was on issues and solutions on how to better involve society in co-development and influence cultural processes in the region.

Figure 19. Public Webinar on Participatory Budgeting, Vidzeme Planning Region<sup>31</sup>



It is extremely important to address the target group with the right information – relevant and adjusted to the level of knowledge of the audience. Therefore, the audience should be carefully selected and gathered. The importance of complementing academic knowledge with relevant examples of participatory budgeting shouldn't be undervalued. For instance, if the audience of participatory budgeting is professionally interested in cultural project development (as in case of Vidzeme Planning Region participatory budgeting 2021), then creative and culture-oriented good practices of participatory budgeting should be offered. Also, the ICT tools should be simple in use and adjusted to the audience, taking into account the age and possible habits of the target groups.

In turn, *offline channels* (also called *traditional channels*) have to be applied in order to

<sup>31</sup> <http://innovation.vidzeme.lv/lv/pasakumi/2021-02-26/sabiedribas-lidzdaliba-vietu-izaugsmei.html>



reach those participatory budgeting target groups, that does not use ICT actively, create bigger trust to participatory budgeting. Also, the use of offline channels is justified by the resistant nature of individuals, that do not accept sudden changes easily. It takes time to get used to the new tools, therefore the transition forwards e-participation (or vice versa) should also be gradual.

### **Bielsko-Biala municipality, Poland**

During the piloting of participatory budgeting in Bielsko-Biala, a consultation point was established to reach people who do not use online channels. The consultation point was a place where the inhabitants of the commune could get advice on preparing and submitting the project for participatory budgeting. As part of the information, educational and promotional campaign, information meetings for residents were conducted, during which they explained how the civic budget works, provided advice during the project submission stage and answered questions. Special seminars (workshops) were designed for inhabitants to help prepare project proposals.

*Figure 20. Poster for citizen engagement and support in project preparation phase*



### **Bützow Municipality, Germany**

The results of municipalities organising participatory budgeting with the use of varied communication channels, stress the necessity to use both online and offline channels. The participatory budgeting voting in Bützow municipality (2020) has counted 399 voters (with 1921 valid votes), and 24% of them has voted offline. As expected, the average age of the online voters was lower - 49 years for online and 60 years for average offline voters. However, for both of the audiences the minimum age of the voter was similar, 12-13 years<sup>32</sup>, which indicates the variety of voting preferences. Therefore, it is extremely important to differentiate the communication channels and tools of participatory budgeting, as there is a risk of losing significant part of voters if, for instance, moved to online voting exclusively. The Bützow municipality has opted for the usage of variety of offline tools, such as banners, posters, local press announcements, as well as special cards delivered to each household. However, the channels and tools have to be adjusted to each individual municipality based on citizen preferences.

Taking into account special attention to three identified target groups least involved in

<sup>32</sup> Data presented by Bützow Municipality Administration, the EmPaci Partnership Meeting, March 18th 2021

participatory budgeting, Table 9 proposes several ideas on reaching youth, elderly and unemployed citizens.

Table 9. Communication and dissemination channels for youth, elderly and unemployed citizens

Youth	Elderly people	Unemployed
Young people are best to reach through educational institutions and organizations offering non-formal or informal learning activities for youth out of school settings. Through detailed segmenting of young people, one might find out the group of youth in NEET, therefore it is recommended to consider local companies of municipality, events, organisers and family service providers as possible channels in reaching youth. Social media and other online channels are a must when communicating and disseminating to young audience.	Elderly people are far not that active in using ICT tools as citizens of other age groups. Traditional communication channels as post/mail, printed media materials, broadcast media or communication over the phone would be more appropriate than online channels. Also, offline events (e.g. conferences, seminars, focus groups and workshops are efficient for retired elderly people, who have more spare time. Face-to-face engagement is appropriate, however requires a lot of investment, therefore peer-lead communication, which includes local influencers/ambassadors is more resource-efficient. Elderly associations might be targeted as well.	Unemployed people are best to reach through employment agencies, educational institutions, that implement training and retraining programmes for unemployed, social insurance agencies and other social services' representatives. Social media (especially LinkedIn) and job-seeking webpages are some of recommended channels, as it is assumed that unemployed persons would be interested in searching for jobs there. However, communication should not limit to the online solely.

## Tools

After the channels have been selected, the tools for communicating and disseminating the key messages have to be carefully thought of. Similar to classification of the channels, the tools can also be grouped as *printed tools* and *online tools*. *Printed tools* are tangible and include posters, leaflets, articles/publications in the newspaper, brochures, official letters, banners, thematic exhibitions, while *online tools* include mutual tools (discussions, storytelling, interviews, surveys), presentation slides, videos, e-mail letters, press releases, articles/publications on web pages, social media posts, photo galleries, souvenirs etc. (see Table 10). There are plenty of tools, that can be applied to both environments (e.g. posters, letters) depending on the preferences of the audience. Some of the tools can be produced at low costs (for instance, social media content), while some of them require large investments.

Table 10. Characteristics of the communication and dissemination tools

Tool	Short characteristic
Posters	Small amount of text, attractive photo or picture. Appropriate for the announcements of the meetings, launching the voting process, call for actions etc. Information on the poster should be concrete and precise. The larger amount of posters is printed, the higher is cost-efficiency of this tool.
Leaflets, brochures	Contain larger amount of text comparing to the posters, photos or pictures, therefore is more explicit. Often used to explain the process of the participatory budgeting in detail.

	Leaflets usually of 1-page size, while brochures can contain more pages and come in different sizes. Visual identity is of special importance in leaflet and brochure design.
Articles/ Publications	Very detailed information can be provided. Usually used, when there is a need to announce new participatory budgeting cycle, explain/introduce the opposite opinions, explain the idea and engagement processes of participatory budgeting, promote case studies of other municipalities, introduce the projects for voting etc.
Letters	The letters are usually seen as a personal approach is communicating with the citizens. However, printing and mailing costs should be taken into account, as delivery of information is expensive. E-mailed (digital) letters are cheaper as a tool, however also requires extensive preparation (creation and managing the database of email addresses). With possibility to add the attachments to the email letters, the amount of the added information should be critically evaluated, as information still should be as short as possible.
Banners	Small amount of text, attractive photo or picture. Oversize information always attracts, however banners can be extremely expensive depending on their location and size. Great for the publicity during the offline meetings, however for an outdoor use proper construction of the banners have to be considered. There is a huge diversity of formats of the banners and constructions: roll-up banners are pretty suitable to use indoors, large banners – outside.
Exhibitions	Interactive or static, explicit visual information. Usually takes a lot of time to prepare and is costly, but very effective especially for presenting of results.
Conversations	No matter the type of the conversation (discussions, storytelling, interviews, surveys, etc.) this is the tool with the highest risk of communication mistake, as inappropriate tone, position, language or simply style of communication can spoil the message. On the other hand, certain individuals need to have the personal touch – see and hear the people who spread the opinions and information. The conversations can be implemented during face-to-face meetings, consultations and other events.
Presentation slides	Presentations are the way to present the messages in detail avoiding tons of text to be read by the recipients. These are considered as a more attractive form of structured conversation, if delivered appropriately. Each slide should have a very limited amount of information, while the presenter explains the issues in detail. Any visual materials are the added value to any key message and constitutes the attractiveness of information.
Videos	Various formats exist from the very expensive professional videos (short movies) to self-made 1-person video recording with the use of a smartphone. Videos are currently recognized as a powerful tool for citizen engagement at any stage of the communication and dissemination process. Videos can be published online or presented during offline events.
Press releases	It takes the time to develop the media network interested to publish information provided by the organizers of participatory budgeting, but as partnerships with media are established, press releases can be a comfortable tool to use. The maximum of A4 format accompanied by attractive picture(s) is recommended.
Articles/publications on webpages	The form and length of the content is not limited and can be accompanied with pictures, infographics and other materials, especially if published on its own webpage. The advantages of publishing articles/publications on own webpages are freedom to choose the content and form, low costs and easy to share options. Larger audience will be reached if articles and publications will be shared on the webpages of partners and stakeholders as well, but similarly to press releases it requires time and efforts to build collaborative relationships.

Social media posts	Specifics of social media channel should be taken into account as information formats and publishing possibilities are different, for instance, text or video length, sharing options, customized picture formats (e.g. Twitter, Facebook, YouTube, LinkedIn, Instagram etc.). Regular updates are necessary, however not too often, otherwise people will start to ignore the topic.
Photo galleries	Photos from events are necessary to be published to demonstrate real offline activity in the participatory budgeting process, however General Data Protection Regulation (GDPR) has to be taken into account. Ideally few words about each picture should be added, however photo gallery itself is a great follow up tool when disseminating participatory budgeting events. Photos are great visual materials to complement other type of communicated information.
Trainings/workshops	Very specific audience can be addressed through the online trainings, providing very detailed information for both target groups and municipalities, if the event includes some research or service design elements. During events, it is possible to provide different additional materials along the online training course. It takes time to prepare interesting and interactive content, but provides an opportunity to exchange ideas, views and knowledge on different stages of participatory budgeting
Promotional materials	Small representative materials can be distributed for larger visibility of information campaign, incl. items like T-shirts, cups, bags, umbrellas, stickers, USB-memory sticks, pencils, bracelets, pens etc.

Source: developed by the authors

Properly selected dissemination channels and tools help to reach the communication and dissemination objectives during particular participation budgeting stages. The use of channels depends on suitability for the specific target group and context of the municipality. Several principles should be followed when selecting the communication channels and tools:

### **The use of existing channels**

When selecting communication channels, the first step is to conduct evaluation of previous experiences in communication and disseminating the information to the citizens. The existing channels should be the priorities only if they have demonstrated to be effective in reaching and involving the audiences. Existing channels are already known by the citizen groups and they will be more likely to find your information – online or offline. Whether it is a municipal website, municipal newspaper, social media or newsletter, it should be adapted to the target audience.

### **Regularity**

Once the communication and dissemination of participatory budgeting has been launched, it is important to keep citizens informed about what is going on within participatory budgeting on a regular basis. The activities conducted via various channels have to be scheduled in advance, using the calendar (see Table 11). The regular messages will not only help in gaining more engaged citizens/followers, but also reinforce trust which is essential to the success of the participatory budgeting process.

Table 11. Scheduled communication and dissemination activities in relation to the target groups

Communication and dissemination activities	Selected target groups																Schedule	
	YOUTH						ELDERLY					UNEMPLOYED						
	Partners/Responsibility						Partners/Responsibility					Partners/Responsibility						
	Municipality	Individuals/volunteers	Educational institution	NGO	Employers	Other organizations.....	Municipality	Individuals/volunteers	Employers	NGO	Other organizations.....	Municipality	Individuals/volunteers	Employment agencies	Educational institutions implementing training and retraining programs	Other organizations.....		
COMMUNICATION activities																		
Development of communication content	x			x			x				x				x			April
Printed promotional materials																		
Brochures	x						x						x					May, June
Leaflets	x						x						x					
Roll-up baners	x						x						x					
Printed press releases	x						x						x					
Invitation letters (by post)	x						x						x					
Other printed materials ....	x						x						x					
Digital promotional materials																		
Invitation letters	x						x						x					May, June
Articles in social media	x						x						x					
Promotional video	x						x						x					
Promotional interviews	x			x			x			x			x					
Presentations	x						x						x					
Oher digital materials.....	x						x						x					
DISSEMINATION activities																		
Individual letters by E-mail	x	x	x	x	x		x	x	x	x			x	x	x	x		July, August, September
Individual letters by post	x	x		x			x	x		x			x	x	x	x		
Articles in Website	x			x	x				x	x			x		x	x		
Articles in social media	x			x			x			x			x		x	x		
Promotional video (e.g. existing events, local TV shows)	x			x			x			x			x					
Promotional interviews (e.g. into Local TV and radio shows)	x			x			x			x			x		x			
Presentations (e.g. conferences, seminars, workshops, into existing community events)	x	x		x			x	x		x			x	x				
Face-to-face communication or over the phone (e.g. individual meetings, conversation by phone)	x	x	x	x	x		x	x	x	x			x	x	x	x		
Other dissemination activities...(e.g. Feedback)	x	x	x	x	x		x	x	x	x			x	x	x	x		

Source: Author's example on the planning communication and dissemination activities

## Diversity

Using a mix of different on-line and off-line channels helps to increase awareness and make sure all distinct audiences are reached. It ensures larger coverage and engages more stakeholders in promoting participatory budgeting. The more differentiated channels and tools of communication are employed, the more citizens will be reached. However, resource efficiency has to be taken into account, as planning and implementing communication via each of the channels requires time and financial and human resources.

## Uniqueness

Sometimes it is worth the money and time to develop and implement some special events/initiatives no-one has seen before in a particular municipality. Something unique can help to shake the minds of the citizens, even if the citizens are very much conservative.

## **Lahti municipality, Finland**

### **Project Guardians**

A group of four city officials from different fields of the organization. They helped run the participatory budgeting internally and made sure the preliminary checking of ideas given by the inhabitants was conducted in time and according to the rules.

### **Participatory Budgeting Coached**

12 ordinary citizens took part in running and promoting the participatory budgeting externally. Each had their own area where they distributed information to other citizens. No set limits or rules, but individual styles. Some relied heavily on social media, others their own networks and neighbourhoods (by distributing flyers and other materials).

### **Lahti Participatory Budgeting Lackathon**

To bring an element of co-creation into the pilot (where Covid-19 had made most live meetings impossible), the the implementation team of participatory budgeting in municipality held a live event in August 2020 at a Service Point located in a shopping center at the heart of Lahti. At the event city officials, citizens and NGOs – everyone was welcome – worked together on 14 ideas to improve them before they went into voting phase.

Figure 21. Lackathon implementation in Lahti municipality<sup>33</sup>



## **The use of existing networks**

Engaging with the local communities and connecting with existing events helps to reach communities which are not connected on-line or exist in different *information spaces*. In this way students can be efficiently reached through educational institutions, employees through internal communication of municipal organisations or largest companies operating in the area, elderly people through specific municipal services, youth through youth centres, etc. If personal relationships exist to members of any of the important target groups, communication

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<sup>33</sup> Lahti municipality archive

activities like e-mails, phone calls and visits are preferred in establishing the partnerships.

### **Rietavas Municipality, Lithuania**

To promote civic participation among youth, Rietavas municipality has initiated participatory budgeting simulation for Rietavas L. Ivinski Gymnasium students and teachers. The idea of simulation included students developing ideas and larger society of Rietavas voting for the best ideas to implement in municipality. The process of idea development included learners researching, developing proposals for their projects and establishing local partnerships with public institutions - culture centre, library etc. In result of cooperation between municipality administration and a school, 17 proposals were submitted, 2430 persons voted and 5 best ideas were selected to take part in the second round of voting on municipal level. The applicants had to be 15-18 years old, but the voting phase had no age limitations.

From organizational side, 8 teachers and several high school students of were trained on participatory budgeting implementation prior project development. Online webinars were organized to clarify the Participatory budgeting and the procedures of submitting project ideas. Following the training, the group called “Ideas for Rietavas” was formed in Microsoft Teams platform to promote participatory budgeting across the gymnasium classes and wider communities (e.g. parents, other schools, friends etc.). Students were informed about the participatory budgeting principles and motivated to apply with own ideas.

Figure 22. Participatory Budgeting Simulation – Ideas Development<sup>34</sup>



Two teachers of History and Civil Education served the simulation as coaches for the ideas' applicants. Apart from the simulation organisers, the IT specialist of Rietavas Municipality Administration and Rietavas Tourism and Business Information Centre were attracted to support participatory budgeting simulation. Also, the principal of Gymnasium and Heads of the Municipality Administration were engaged in promotion of the simulation.

Mentioned ways of communication can also be aimed at target audiences where no personal relationships exist, but whose participation is necessary for a successful implementation of the participatory budgeting (see “Establishing a strategic partnership”).

<sup>34</sup> Rietavas Municipality archive



## Coordination of Communication and Dissemination activities

Implementation of communication and dissemination activities within participatory budgeting is a resource-intensive process. It requires setting up and training of a team of implementers, meaning that one person might be overloaded and implementation required at least several responsible persons, including the main coordinator of implementation. When the objectives, main target groups, stakeholders, communication messages, channels and tools are identified, implementation requires technicians and communication specialists with extensive knowledge in social media, events organisation, copywriting, online publishing, knowledge of local media market and project management skills. Also, human resource and leadership skills might be of special importance when engaging local interest groups and volunteers in helping with distribution of information. Apart from external communication with the citizens as end-recipients, there are three additional kinds of communication applied for coordination of Communication and Dissemination Plan: *internal*, *external*, and *inter-institutional communication*.

Table 12. Internal, External and Inter-institutional communication

Communication aspect	Internal	External	Inter-institutional
<b>Recipients</b>	Employees of implementing organisation	Sub-contractors, influencers (ambassadors)	Strategic partners
<b>Communication style</b>	Can be informal, depending on relationships within the team	Formal communication	Formal communication
<b>Communication channels and tools</b>	Defined by the internal procedures and ICT applied internally.	Depends on the tasks and specific ICT requirements, but usually communication is done via e-mail, phone and during offline meetings	Defined by internal standards and formal relation between particular institutions or set in a partnership agreement
<b>Follow-up</b>	At least once per week	Upon necessity – depends on tasks	Regular updates at least once per month
<b>Involvement</b>	The team of CDP implementers trained to carry out specific tasks. Other employees of department and whole organisation – regularly updated on events, campaigns and stages (via internal newsletters, emails etc.) of participatory budgeting, to be able to respond to citizen inquiries	Specific persons or a team engaged into delivery of specific tasks – need to be monitored according to the timeline and quality criteria. Need to be timely informed about the required intervention.	Need to be updated on each of the stage and timely equipped with necessary information and materials to be communicated and disseminated.
<b>Relationship</b>	Employment agreement or	Subcontracting or	Declarative memorandum,

<b>agreement</b>	subcontracting agreement with confidentiality disclosure, if external specialists need to be attracted (written)	partnership agreement (written)	Partnership agreement (written or oral)
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Source: developed by the authors

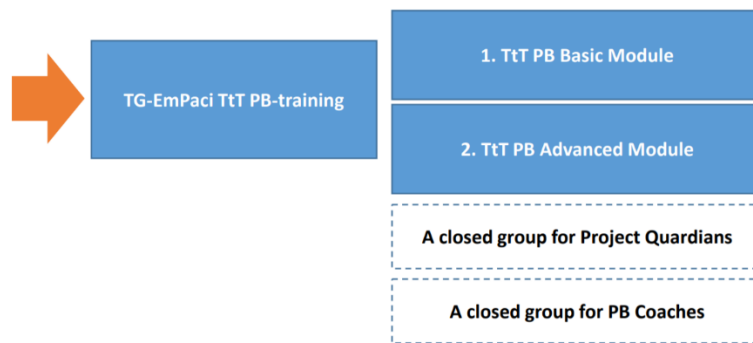
To have the common ground and understanding of communication and dissemination activities of participatory budgeting, the training on related topics has to take place before starting the action. Extensive few-days training or few smaller and more targeted training sessions for specific stakeholders (implementation team, possibly engaging strategic partners) as a training-activity depends on the scale of participatory budgeting, implementers' background and variety of key target groups. There are no particular rules in setting up the training activity, the most important is to discuss Communication and Dissemination Plan with involved stakeholders in detail, distributing responsibilities for specific tasks.

### **Lahti and Riihimäki municipalities, Finland**

*Train the Trainer (TtT)* concept was used in Finland to help the municipalities of Lahti and Riihimäki to prepare for participatory budgeting pilots. In Lahti, training was provided for city officials and Participatory Budgeting Coaches (municipality staff), as well as Project Guardians – citizens who took part in running the pilot. The aims of the mostly online events was to bring all stakeholders together for establishing a good working relationship, provide them knowledge on participatory budgeting, promote participation within their communities and promote awareness of the EmPaci project. During the COVID-19 pandemic, training sessions were held online using Microsoft Teams platform, that could be accessed from any place using computer, tablet or smartphone.

As a part of the EmPaci project, TtT consisted of several modules. Basic module included basic information of participatory budgeting idea and case studies (with special focus on Finland), local experiences of citizen needs assessment and survey results in Lahti. Advanced module included topics as participation in municipalities, resourcing for participatory budgeting, case studies and overview of participatory budgeting within international settings. Special online spaces were created for participants (Project guardians, Participatory Budgeting Coaches) to discuss internal matters, exchange ideas and share knowledge (see Figure 23). For ease of use, the Finnish EmPaci Team provided further study materials, such as documents, videos, links and presentations for the groups on the platform.

*Figure 23. Train the Trainer course structure in Lahti*



Most training sessions were held online using Microsoft Teams platform, that could be accessed from any place using computer, tablet or smartphone. Additionally, supporting online events were arranged to give an overview of the topics and promote communication between all involved. A follow up event was held for Project Guardians in autumn 2020 as the piloting was coming to an end.

Before starting the implementation and partnership activities, all involved parties should be fully aware of communication principles and timings. The guidelines on cooperation should be presented, including preferred channels of communication to avoid miscommunication, over-communication, inappropriate timings and channels of information delivery. Agreement on responsibilities on particular duties might be signed and be a part of CDP.

## MONITORING AND EVALUATION OF COMMUNICATION AND DISSEMINATION ACTIVITIES

The quality control is of special importance when implementing communication and dissemination activities and reaching desired results. Monitoring and evaluation are two functions that enable tracking the progress and reacting to the areas of necessary intervention to adjust to circumstances, whether positive or negative. Although the purpose of monitoring and evaluation may seem similar, the focuses of both differ. Monitoring is the regular collection of information about all project inputs and outputs, such as activities, reporting, documentation, finances, budgets, supplies, equipment. Incorporated as a daily activity, it shows whether things are going according to the plan and helps project staff and their partners to keep track of their work, identify and solve problems quickly.

An evaluation in turn, keeps track of key outcomes and impacts related to the different project components, assessing whether the objectives are achieved. To make it work, baseline research should be carried out at the beginning of an intervention to be able to evaluate the result comparatively. Compared to the monitoring, evaluation can be also performed by external bodies (agencies) or other stakeholders, however involvement of the project staff and partners cannot be avoided as it builds team's capacity and provides a sense of ownership of the results.<sup>35</sup>

<sup>35</sup> WHO, [https://www.who.int/hiv/topics/vct/sw\\_toolkit/monitoring\\_and\\_evaluation/en/](https://www.who.int/hiv/topics/vct/sw_toolkit/monitoring_and_evaluation/en/)

Both approaches are equally important, therefore a combination of the two should be applied to each participatory budgeting.

## Monitoring

As stated previously, monitoring is the systematic and routine collection of data during the participatory budgeting implementation for the purpose of establishing whether an intervention is moving towards the set objectives.<sup>36</sup> The data collection tools are integrated into processes of participatory budgeting to ensure fluency of the processes. When planning monitoring activities, the data is considered as a relevant and reliable measure of achievements, performance and progress indicators.

The main person responsible for implementation of the plan and monitoring of processes and results (e.g. Communication Officer, Coordinator or any other) have to overlook all processes (incl. media monitoring) to react to possible unexpected issues and deviation from the plan, managing overall strategy in communicating with the citizens, strategic partners and even internal communication specialists. Monitoring of communication and dissemination processes need to be done according to the plan and budget, and reports available upon request of the stakeholders. The relevant managing person(s) should have strong leadership and project management skills, being equipped with the relevant knowledge, however can also be responsible for separate functions within specific phases of participatory budgeting, for instance, preparation of press releases, presenting the content during events with citizens, development of visual identity etc. – depending on the function within municipal organisation. Being an expert in both strategic management and technical implementation ensures the coordinator taking adequate measures in response to the monitoring results.

There are several types of monitoring and they include:

1) **process monitoring** measures inputs, processes and outputs to establish whether the project tasks and activities are leading towards expected results;

2) **technical monitoring** in participatory budgeting communication and dissemination context relates to specific tasks or communication and dissemination activities. It may include the monitoring of citizen activity and feedback, monitoring of the number and quality of events and publications etc. If there is low activity of the citizens, the communication and dissemination strategy should be adjusted.

3) **assumption monitoring** means assessing the external factors that determine participatory budgeting success or failure. The failure might not always be justified with the wrong strategy for implementation, but may also be associated with the political scandals, technical and legal restrictions of using selected communication channels, meaning the external factors that could not be envisioned.

4) **financial monitoring** measures the expenditures and compares them with the planned budget. It allows to avoid or timely react to excesses or wastages and prepare for financial reporting.

5) **impact monitoring** assesses the impact of implemented activities to the target citizens in a longer term to demonstrate if the wellbeing (or certain challenged situation) is

<sup>36</sup>

Types of monitoring

<https://impact-evaluation.net/2013/07/02/types-of-monitoring-in-monitoring-and-evaluation-me/>

improving.<sup>37</sup> Although it is the most complex type of monitoring and can be seen rather as evaluation, the impact indicators should be set and gains demonstrated to the citizens, as they are rather interested in the impact, nor process or technical monitoring of communication and dissemination.

The focus of each monitoring process is the data. Its gathering may require specific tools to make data available for analysis and applicable to processes improvement.

### **Monitoring tools**

Offline and online monitoring tools exist to help to follow the progress and assess the results. Digital tools are becoming more popular recently, as they help teams to be more organized and efficient.

### **Process monitoring**

In terms of *process monitoring*, the teams still need to be gathered for offline meetings on a regular basis to make sure that all tasks are understood right and will be delivered on time, however delivery of specific tasks heavily depends on reminders, calendars, status reports, emailing, checklists, digital collaboration tools and other monitoring tools, for instance, Weekdone, Asana, Freedcamp, Trello and many others.

### **Technical monitoring**

In terms of communication and dissemination online, social media technical monitoring tools are available for gaining analytics on published posts, activity dynamics, size of reached audiences, their characteristics etc. Large variety of specialised online softwares are available for social media monitoring mainly for business marketing purposes, however can still be successfully applied to any field of action. The tools as Sprout Social, Hootsuite, Mediatoolkit, Social Pilot are popular and applied for both planning of social media entries and monitoring of interactions. These and similar tools ensure the collection, analysis and storage of both internal and external data, incl. citizen feedback and opinions.

### **Assumption monitoring**

Broader strategies and events monitoring have to be implemented based on main external data sources, such as newspapers, popular websites of locality, social media and other sources, where locally and nationally important updates are being published for the citizens. Even global events (as Covid-19 pandemic) can largely impact the processes and results of participatory budgeting. Therefore, large context analysis needs to be critically carried out throughout the participatory budgeting process for proper risk management and quick reaction to the changing environments.

### **Financial monitoring**

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<sup>37</sup> Ibidem

A large variety of financial monitoring tools exist. Each municipality has established its own system of accountancy and usually it is difficult and resource intensive to implement new tools into existing framework, however digital financial monitoring tools are helpful in tracking working hours and converting them into expenses, accounting, invoicing, inventory and checking the overall status of the budget and financial status for each specific task. The right tools have to be carefully selected based on the needs. Some of examples are: Zoho Finance Plus, Xero, Oracle Financial Cloud. The budget, security issues and access have to be taken into account when deciding on the tool to avoid sensitive information going rounds.

## Impact monitoring

Impact assessment tools differ from other types of monitoring, as impact measurement lasts for much longer period than just participatory budgeting cycle, focus of results and complex methodology has to be designed for impact monitoring. Detailed information can be found in the “Impact measurement” section.

## Evaluation

Evaluation aims at determining the relevance, impact, effectiveness, efficiency and sustainability of interventions and the contributions of the intervention to the results achieved. Evaluation focuses on expected and achieved accomplishments, examining the results chain (inputs, outputs, outcomes, impacts), processes, contextual factors and causality, in order to understand achievements or the lack of them. Basic terms related to evaluation of participatory budgeting elements (see Table 13) need to be acknowledged and distinguished to apply the methods of evaluation correctly.

Table 13. Key terms of evaluation<sup>38</sup>

Evaluation term	Definition (applied to participatory budgeting evaluation)
Inputs	Human, physical or financial resources used to undertake a participatory budgeting such as costs to the participants or costs to the organisers.
Outputs	Measures of what an activity has resulted in, e.g. workshops, interviews, meetings conducted, the number of participants attending the event etc. Outputs are not the benefits or changes achieved for your participants, rather interventions made to bring about those achievements (outcomes).
Outcomes	The changes, benefits, learning or other effects that result from what the participatory budgeting offers or provides. Outcomes are the results produced within the participatory budgeting process, facilities or products. Outcomes can be beneficial for individuals, families or whole communities.
Impacts	Broader or longer-term effects of participatory budgeting inputs, outputs and outcomes (see section “Impact measurement”).

A comprehensive and methodical approach to evaluate participation can improve understanding of where, when, why and how public participation works or does not work. Evaluation helps stakeholders and practitioners to understand what type of participation

<sup>38</sup> McGrow, G., Greenaway, L., Evaluating Participation A guide and toolkit for health and social care practitioners (2013) source: [https://www.betterevaluation.org/sites/default/files/SHC13\\_evaluation\\_toolkit\\_Sep13.pdf](https://www.betterevaluation.org/sites/default/files/SHC13_evaluation_toolkit_Sep13.pdf)

creates specific results.

There are two approaches to evaluation (see Table 14):

Table 14. Evaluation approaches<sup>39</sup>

Formative evaluation	Summative evaluation
Usually undertaken from the beginning of the participatory budgeting and is integrated into the development of activities. Formative evaluation allows ongoing learning and adaptation in response to interim findings, rather than having to wait until the end of the participatory budgeting process to discover something should have been done differently. It examines the progress of participation against the participatory budgeting objectives and identifies unexpected barriers or outcomes as part of a continuous improvement cycle. The benefits of formative evaluation would include improving the participation process as the project progresses as well as receiving feedback from participants while it is fresh in their minds. It is also easier to collect data, so long as this is planned for. A potential downside is that sometimes a clear picture does not emerge on what is working well and what is not because the project is not completed, yet.	Usually undertaken at the end of the participatory budgeting process and provides an overview of the entire process. Focused on how successful an activity was and whether it meets its objectives in terms of both process and outcomes. The advantages of summative evaluation is that it can stop people from repeating initiatives, which have not been successful, and it can uncover information, which supports people build on the successful participatory budgeting processes. A potential downside to summative evaluation is that too much time may have elapsed between the participation activities and the evaluation. This can make it difficult to contact participants for their views or those that are contacted may not recollect everything you need to know.

Independent of whether formative or summative evaluation is chosen, it essentially involves answering the questions. There are three major groups of questions to answer during the evaluation:

What did we do? (inputs)	How well did we do it? (process)	What impact did it have? (outcomes)
<ul style="list-style-type: none"> <li>- What were the objectives?</li> <li>- What methods were used?</li> <li>- How many people did we reach and how diverse the target groups are?</li> </ul>	<ul style="list-style-type: none"> <li>- Were the objectives met?</li> <li>- What worked well and not so well?</li> <li>- Were the methods and techniques appropriate?</li> <li>- What could be improved?</li> </ul>	<ul style="list-style-type: none"> <li>- Did it achieve intended outcomes?</li> <li>- What was the impact on people, communities or municipality's staff?</li> </ul>

Appropriate methods for data collection and answering those questions should be selected and thought of. There are plenty of *evaluation methods* to be used for data collection and analysis: surveys, interviews, focus groups, document reviews, experiments, observations, needs analysis, etc. (see table 15).

<sup>39</sup> Ibidem



Table 15. Basic evaluation methods<sup>40</sup>

Method	Description
Surveys	A way of collecting information directly from the people involved in a systematic, standardized way: all respondents are asked the same questions in relation to the inputs, processes, outcomes and impacts. Several forms of collecting surveys exist: hand-outs, mail, telephone, face-to-face and electronic surveys. All of them (except face-to face) are filled in by the respondents themselves. Can be applied internally to a smaller respondent sample or externally to evaluate the opinions and ratings of large respondent groups. Regular surveying is recommended to assess the changes over time.
Interviews	There are structured, semi-structured and unstructured interviews, depending on the questions and expected answers – if the questions are “close-ended” (with pre-set answers), “open-ended” with possibilities of adjustment to each interviewee and context or there is informal conversation conducted with the focus on rather themes than standard questions. Interviews can be distinguished based on the form of delivery – telephone, computer-assisted, elite interviews, life histories, household surveys and key informant interviews. Mainly used in evaluations when extended answers need to be gathered for an in-depth analysis purposes. <sup>41</sup>
Focus groups	A focus group is defined as a group of interacting individuals having some common interest or characteristics, brought together by a moderator to collect some data. As group depth interviews they usually gather 7-10 respondents (unfamiliar with each other) to gather information on a group level, however are too small to be representative. No individual progress can be assessed during focus group interviews, rather the perceptions, attitudes and ideas collected for further analysis. A good method for designing and improving projects, initiatives or programmes.
World cafe	The world café means hosting group dialogue which emphasize the power of simple conversation in considering relevant question and themes. Compared to focus groups, world café is less formal and the respondent group can consist of any number of participants. During the session, participants rotate between tables, where 4-5 participants seat and discuss the answers to specific questions. Rotation allows to develop ideas and conversations moving from one topic to another. This method is specifically designed for addressing decision-making and effective planning issues. <sup>42</sup>
Document review	A way of collecting background data by reviewing existing documents: reports, strategies, activity log-frames, performance ratings, funding proposals, meetings minutes, newsletters, marketing materials etc. It includes revealing a difference between formal statements, activity plans and actual implementation. Document review is relatively inexpensive and good source of information, which can be internally or externally, depending on the ownership of the documents reviewed.
Experiments	Experiments are specially dedicated activities to put particular people in a particular artificial situation to receive the feedback on some issue. The experiment must be repeatable. It means that any other investigator should obtain the same or very similar result under the same conditions.
Observations	A flexible approach to quantitative and qualitative data collection, assessing a process or

<sup>40</sup> Adapted by authors from Watanabe, Y., Sinicrope, C. (2008) Overview of Common Evaluation Methods, source: [http://www.nflrc.hawaii.edu/evaluation/files/Watana be&Sinicrope\\_Eval%20Methods\\_resources.pdf](http://www.nflrc.hawaii.edu/evaluation/files/Watana%20be&Sinicrope_Eval%20Methods_resources.pdf)

<sup>41</sup> Interviews, source: <https://www.betterevaluation.org/en/evaluation-options/interviews>

<sup>42</sup> World Cafe, source: <https://www.betterevaluation.org/en/evaluation-options/worldcafe#:~:text=The%20World%20Caf%C3%A9%20is%20a,considering%20relevant%20questions%20and%20themes>

	situation and documenting evidence of what is seen and heard. Allows to notice the actions and behaviours in a natural context to provide with insights on some event, follow-up session or other activity. Can be applied in addition to other methods – as focus groups, interviews. <sup>43</sup>
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Selection of the right evaluation methods is important for the time- and cost-efficiency of the evaluation process. The **questions to be answered** (according to communication and dissemination objectives) and the size of **target groups** are determining aspects when selecting the methods of evaluation, and - further - tools of evaluation. For instance, semi-structured interviews might be too expensive and time-consuming if the large number of people should be asked for feedback. Analysis of such large data set might seem to be unbelievably difficult. Therefore, more standardized surveys with some open-ended questions might be the most appropriate evaluation method, for instance, to assess to what extent the objectives were met, what could be improved and what are the overall satisfaction with activities implemented. Also, focus groups might be a more efficient method than qualitative interviews, if in-depth analysis of more opinions should be provided. Observations, for instance, is less informative and is not recommended as a basic method of evaluation.

The challenges associated with evaluation process are described by the lack of time, human and financial resources or the lack of appropriate expertise to conduct the evaluation. It is often accompanied by the lack of commitment from senior management. The lack of experience and knowledge about evaluation, which can result in an inappropriate choice of evaluation timeframe and methods, are also obstacles that need to be taken into account. Other challenges are related with responsiveness of the stakeholders (incl. both citizen audience and partners) – it is often difficult to collect the feedback from events' participants after the communication and dissemination activities have been implemented. Stakeholders and participants of participatory budgeting process have to be informed in advance about the follow-up evaluation activities, however this does not guarantee their active participation in evaluation.

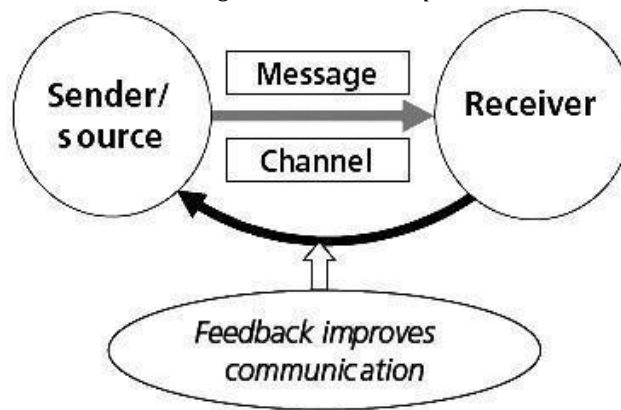
## Feedback communication

The target groups of participatory budgeting and the stakeholder engaged directly or indirectly are a significant part of participatory budgeting evaluation. They should be updated about the stages of participatory budgeting and results reached to feel significant part of the process and be motivated to provide the feedback for evaluation purposes. Feedback is the target audience's reaction after perceiving or understanding the message. As an essential two-way communication, which allows to evaluate the effectiveness of communication and dissemination activities – whether the target audience was reached and to what extent the communication objective was reached (see Figure 24). Without the feedback, two-way communication is either ineffective or incomplete.

<sup>43</sup> Observation: a guide for use in evaluation, source:

<https://education.nsw.gov.au/teaching-and-learning/professional-learning/evaluation-resource-hub/collecting-data/observation#:~:text=Observation%20provides%20the%20opportunity%20to,activity%20or%20situation%20being%20evaluated.>

Figure 24. Feedback provision as a result of two-way communication<sup>44</sup>



The feedback from the target audience actually indicates if communication and dissemination activities have reached the target audience and if delivered information have been appropriate, being a measurement criterion for communication and dissemination effectiveness. If the target group members express a desire to become involved in participatory budgeting or express an interest in taking part in participatory budgeting, it means that the key messages and chosen communication and dissemination channels were appropriate. The improper key message or channels cannot positively engage the target groups and provision of the feedback fails.

Three distinct types of feedback exist based on the objective and phase of implementation:

- 1) **Feedback during the communication process**, when citizens are asked to respond to the invitation to take part in participatory governance (budgeting) and their responses are carefully monitored, analysed and integrated into decision making. In this case feedback is collected for citizen engagement and improvement of their participatory budgeting experience.
- 2) **Feedback about dissemination quality**, when citizens are asked to evaluate the quality of dissemination activities. Dissemination quality is assessed to assure participatory budgeting is disseminated at the right time, to the right audience and the messages are appropriate. Implementation of so-called 'feedback loop' (see Figure 25) can contribute greatly to the proper feedback collection. When citizens provide input, they must be confident that it will be applied. Let them know when they can expect a reaction or when their input will be analysed.
- 3) **Feedback on reached results is associated with the long-term evaluation, which assesses** how selected initiatives are implemented, what are the exact outcomes of the initiatives etc. The situation may arise that participatory budgeting ends within the 6 months and the next 6 months the feedback on the achieved results is organized.

<sup>44</sup> Adapted by authors from: <http://mmrcse.blogspot.com/2018/11/communication-is-two-way-process-of.html>

Figure 25. Feedback loop<sup>45</sup>



Asking and listening to the feedback is not only the good manner of communication, which expresses the appreciation of their engagement and contribution within civic participation and motivates citizens for future participation. It is also a valuable data collection resource, that helps measure performance and establish key performance indicators.

### Key Performance Indicators in use

A *Key Performance Indicator* (KPI) within participatory budgeting measures the values that demonstrate how effective communication and dissemination activities are in achieving key objectives. KPIs can only be set when the goals are clearly set up. As mentioned previously the aim and expected impact from communication and dissemination process is to engage representatives from different local citizens groups in meaningful participatory budgeting: to provide information, create interest, build awareness or relationships.

As offered Guidelines for Communication and Dissemination Strategy focus mainly on three target groups – young people, elderly and unemployed citizens – the following *quantitative and qualitative* KPIs are significant in evaluating the efficiency of communication and dissemination (see Table 16).

Table 16. Quantitative and qualitative KPIs

Quantitative KPIs	Qualitative KPIs
<p>The number of (1) young people, (2) elderly people and (3) unemployed people <b>engaged</b> in participatory budgeting - should be applied for each of events and engaging actions organized during the participatory budgeting process, which demonstrates the activity of target group:</p> <ul style="list-style-type: none"> <li>• participants of opening event;</li> <li>• participants of public voting;</li> <li>• participants of closing event;</li> </ul>	<p>The level of <b>knowledge/skill improvement</b> among targeted citizens in results of engagement in particular participatory budgeting activities – can be assessed through the surveys and interviews:</p> <ul style="list-style-type: none"> <li>• self-assessed level of knowledge improvement (e.g. insignificantly/significantly improved knowledge on civic participation, participatory budgeting, etc.);</li> </ul>

<sup>45</sup> Rashell, R., Get Better Faster With A Tight Feedback Loop, Source: <http://www.golfwrx.com/175284/get-better-faster-with-a-tight-feedback-loop/>

<ul style="list-style-type: none"> <li>• participants commenting and directly contacting participatory budgeting organizers, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• self-assessed level skill improvement (e.g. insignificantly/significantly improved skills of online voting procedures, etc.).</li> </ul>
<p>The number of (1) young people, (2) elderly people and (3) unemployed people <b>reached</b> during informative communication and dissemination activities, but not necessarily engaged into action:</p> <ul style="list-style-type: none"> <li>• the number of materials (e.g. brochures, flyers) distributed offline;</li> <li>• the number of press releases and social media posts published online in the sources relevant for each specific target group;</li> <li>• the number of people reached through social media (online) publications (data analytics), etc.</li> </ul>	<p>Satisfaction with <b>results</b> of participatory budgeting:</p> <ul style="list-style-type: none"> <li>• the level of satisfaction with environmental projects (revitalized areas, greener neighbourhoods etc.);</li> <li>• the level of satisfaction with improvement of cultural life;</li> <li>• the level of satisfaction with the quality of any provided services/events/activities as results of participatory budgeting etc.;</li> <li>• the level of satisfaction with the change of political and economic priorities of municipality;</li> <li>• increased quality of society-oriented projects (evaluated internally), etc.</li> </ul>
<p>The number of <b>partners</b> (local organizations, institutions and individuals) directly involved for communication and dissemination support:</p> <ul style="list-style-type: none"> <li>• the number partner of ambassadors representing and targeting youth;</li> <li>• the number of partners ambassadors representing and targeting elderly;</li> <li>• the number of partners ambassadors representing and targeting unemployed;</li> <li>• the number of (1) online (publications, sharing posts etc.) and (2) offline (events, materials distributed etc.) activities provided by partners etc.</li> </ul>	<p><b>Satisfaction with and improved interest in participatory governance (participatory budgeting) among citizens:</b></p> <ul style="list-style-type: none"> <li>• the level of interest among citizens to take part in participatory budgeting and governance;</li> <li>• the level of satisfaction with participatory budgeting implementation ,</li> <li>• the level of readiness to participate in other civic participation initiatives expresses during or after successful participatory budgeting implementation, etc.</li> </ul>
<p>The number of the projects submitted during application phase:</p> <ul style="list-style-type: none"> <li>• the number of submitted projects;</li> <li>• the number of the projects that met administrative criteria;</li> <li>• the number of the projects that gained at least a defined minimal score during project evaluation.</li> </ul>	<p><b>Improved trust in and satisfaction with governing bodies of municipality:</b></p> <ul style="list-style-type: none"> <li>• the level of satisfaction with governing organisations' operations and decisions;</li> <li>• innovativeness of ideas on how to deliver public services more efficiently submitted by the citizens (evaluated internally or externally);</li> <li>• general awareness of political affairs in local municipality improved (assessed internally), etc.</li> </ul>

Source: developed by the authors

Addressing the objectives of participatory budgeting, KPIs for evaluation should be set timely when developing particular participatory budgeting communication and dissemination activities. Proper evaluation framework should not only define the indicators, but also the methodology of measurement, time and regularity of delivery and responsible person(s) in charge (see Table 17).

*Table 17. Monitoring and Evaluation Framework - selected proposals*

<b>N #</b>	<b>KPIs</b>	<b>Applied methodology</b>	<b>Data source</b>	<b>Deadline</b>	<b>Person in charge</b>
1	At least 30 young people aged 18-25 at the participatory budgeting opening event/discussion	The sum of participants	Registration sheet with the age column	Participatory budgeting opening event/discussion	Event coordinator
2	At least 1,000 people taking part in the voting process	The sum of participants	Voting system analytics	Last day of the announced voting	Voting system administrator
3	The average self-assessment rate of the knowledge/skills gained during the participatory budgeting workshop is not lower than “good” (or “satisfied”, or “6 out of 10”, depending the question and proposed scale of self-assessment)	Answer the question: “How do you rate the knowledge gained during the workshop?”, the scale of answers is proposed. When analysing, the scale is converted into numbers and the average rate out of maximum is identified.	Follow-up online survey or offline written evaluation done at the end of event	After the implementation of workshop	Project coordinator
...	...	...	...	...	...

Source: developed by the authors

The separate plan with respective methodology for evaluation should be developed prior the start of participatory budgeting activities. To make it as informative and efficient as possible, contribution of participatory budgeting team members and strategic partners is necessary. It will ensure that the data are delivered in the right quality and can be processed accordingly. The positive results of evaluation for some socially-significant indicators (e.g. improved participation rate, increased involvement of marginalized groups) should be delivered to the audience to demonstrate the positive impact of the initiative.

## **Impact measurement**

Impact measurement is necessary to assess the effect of participatory budgeting and specific initiatives on local citizens. Impact measurement usually includes the period of at least 3 years and applies customized methodology, including both quantitative and qualitative

indicators, depending on the resources and participatory budgeting strategy. Impact measurement framework as a tool should include assessment of citizen perception of participatory budgeting (e.g. how satisfied the citizens are with an implemented project) and larger context indicators, that are specifically linked with the topic or area of participatory budgeting focus. For instance, if participatory budgeting in certain area is focused on boosting cultural life of citizens or enhancing youth employment, the following impact assessment indicators can be applied:

*Table 18. Examples of impact measurement framework indicators*

<b>Boosting cultural life of citizens</b>	<b>Enhancing youth employment</b>
<ul style="list-style-type: none"> <li>• The number of citizens engaged in each of cultural events;</li> <li>• the number of tourists attending the city/county;</li> <li>• the number of cultural organisations and creative industry startups established;</li> <li>• the number of cultural events organised;</li> <li>• the number of children and young people engaged in artistic activities;</li> <li>• the level of satisfaction of citizens with the cultural life of the area, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• The number of educational and training activities created specifically for youth;</li> <li>• the number of young people trained within municipality;</li> <li>• the number of youth workers attracted;</li> <li>• the number of youth startups established;</li> <li>• the number of internships done;</li> <li>• the quality of youth entrepreneurship infrastructure;</li> <li>• the level of satisfaction of young people with education and employment-related activities, etc.</li> </ul>

Source: developed by authors

As seen from the example, impact assessment methodology is fully dependent on the topic of participatory budgeting activities and should be measured in dynamics. It is important to assess the impact on a regular basis, as the changes (impacts) are gradual and no single initiative can promise immediate results on a large scale.

### **Example**

After participatory budgeting, the proposal to create an outdoor gym in a particular neighbourhood of the city was implemented. The idea was motivated by the low sporting activity in this neighbourhood. Three years later the survey approves that the indicators of sports activity increased and one of the reason is that people have access to the outdoor gym. Here direct impact on the quality of life can be assessed in the form of availability and also the use of the outdoor gym.



## ANNEXES

### Annex 1. EmPaci Citizen survey questions<sup>46</sup>

Please replace [HOME MUNICIPALITY] and [COUNTRY] accordingly.

#### 1. Interest in politics and civic engagement

1. How strong is your interest in municipal politics?
  - a. Very strong
  - b. Rather strong
  - c. Moderate
  - d. Rather weak
  - e. I am not interested in municipal politics
2. How often do you discuss politics with your family?
  - a. Daily
  - b. Weekly
  - c. Monthly
  - d. Yearly
  - e. Never
3. How often do you discuss politics with your friends?
  - a. Daily
  - b. Weekly
  - c. Monthly
  - d. Yearly
  - e. Never
4. Have you ever sought for contact of a member of the municipal council?
  - a. Yes
  - b. No
5. Did you vote at the last election for the municipal council?
  - a. Yes
  - b. No
  - c. I don't know.
  - d. I am not eligible to vote
  - e. I don't want to answer
6. With which sentence below do you agree most?
  - a. Local politics is represented by men.

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<sup>46</sup> The questionnaire in the six national languages of the EmPaci partners is available here:  
[http://empaci.eu/photo/Files/EmPaci%20GoA%202.2%20Output%201%20Citizen%20survey\\_final.pdf](http://empaci.eu/photo/Files/EmPaci%20GoA%202.2%20Output%201%20Citizen%20survey_final.pdf) This document also includes explanations on how the questionnaire has been compiled.

- b. Local politics is represented by women.
- c. There is approx. equal representation of men and women in local politics.

7. Which of below is more important in municipal politics?

- a. Ability to negotiate hard and win.
- b. Ability to find consensus.
- c. I have no opinion.

8. Have you ever:

	Yes, more than twice	Once or twice	Never
Engaged in persuading others to a social cause?			
Signed a petition?			
Boycotted a brand/product/person because of your beliefs?			
Taken part in charity event?			
Taken part in protest/ a demonstration?			

9. Which form of local engagement seems most appealing to you:

*multiple answers possible*

- a. Supporting local council's projects
- b. Joining an NGO
- c. Volunteering/social work
- d. Neighbors' initiatives
- e. Collaboration with municipal organizations
- f. Protests
- g. Other <TEXTBOX>
- h. None of the above





10. If any, are you affiliated with groups/organizations aiming at solving problems in your community, related to:

*multiple answers possible*

- a. Environmental protection,
- b. Health or social services,
- c. Education,
- d. Work with youth,
- e. Political organizations / parties
- f. Community organizations
- g. Urban planning
- h. Other <TEXTBOX>
- i. None of the above

## 2. Living in [HOME MUNICIPALITY]

11. How satisfied are you overall with your life in [HOME MUNICIPALITY]?

	item	1 „I fully disagree” to 5 „I fully agree”
Overall Satisfaction	All together, I am satisfied with the city I live in	
	In general, I do not like the city I live in*	
	In general, I like living in this city	
	How satisfied are you with the city you live in?**	

12. How long do you live in [HOME MUNICIPALITY]?

- Less than a year
- 1-2 years
- 3-5 years
- 6-10 years
- More than 10 years

13. Are you born and raised in [HOME MUNICIPALITY]

- Yes
- No

14. In my opinion, in my [HOME MUNICIPALITY] it is:

- Very comfortable
- Comfortable
- Rather not comfortable
- Not comfortable at all
- Difficult to say

15. In your opinion, what is your attachment to your [HOME MUNICIPALITY]?

- I am very attached
- I am rather attached
- I am rather not attached
- I am not attached at all
- Difficult to say

16. How long do you plan to live in [HOME MUNICIPALITY]

- Leave within a year
- Stay 1-5 years
- Longer than 5 years
- I don't have plans to leave the municipality
- Difficult to say.

17. Do you live in:

- a. A rented apartment or house
- b. Own apartment or house
- c. Other <TEXTBOX>

18. How important is the following city attribute for your place satisfaction and how satisfied are you with these attributes in [HOME MUNICIPALITY]?

Factor	General item	Importance	Satisfaction
		1 “not at all” ... to ... 5 “fully”	1 “not at all” ... to ... 5 “fully”
Urbanity and diversity	A wide range of cultural activities (theatre, nightlife, etc.)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	A variety of shopping opportunities	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	Many different cultures and subcultures	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	The energy and atmosphere of the city	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	Availability of different services	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	The urban image of the city	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	Openness and tolerance of the city	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Nature and recreation	A lot of nature and public green area	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	Environmental quality (low pollution)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	A number of parks and open spaces	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	A wide range of outdoor-activities	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	Tranquility of the place	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	Cleanness of the city	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	Access to water	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Job opportunities	The general level of wages	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	Good job and promotion opportunities	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	General economic growth of the particular region	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	Professional networks in the city	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Cost-efficiency	Housing market/ cost of hiring	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	The general price level in the city/ costs of living	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>

	Availability of apartments and houses		
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### 3. Participatory Budgeting

19. Have you heard of Participatory Budgeting before?

- a. Yes
- b. No

Participatory budgeting (PB) is a democratic process in which citizens decide how to spend part of a municipal or public budget. Thus, citizens decide how to allocate part of a municipal or public budget.

PB started in Porto Alegre, Brazil, in 1989. Since then PB has spread to over 3,000 cities around the world, and has been used to decide about budgets from states, counties, municipalities, housing authorities, schools, and other institutions.

20. Do you think Participatory Budgeting idea should be implemented in [HOME MUNICIPALITY]?

- a. Yes
- b. No. Why? [textbox] – go to personal data questions No 30 following
- c. It is already implemented (Q28 will be visible for participants who have chosen this answer option.)
- d. Don't know

21. Which areas do you like to influence by Participatory Budgeting?

*multiple answers possible*

- a. How the municipality collects money (e.g. taxes).
- b. How the municipality saves money (e.g. budgets cuts).
- c. How the municipality spends money (e.g. realizing projects).

22. In Participatory Budgeting, I would like to vote about:

- a. The entire budget of [HOME MUNICIPALITY]
- b. Part of the budget with a fixed amount for any topic
- c. Only specific budget areas (e.g. health services)
- d. Only particular and important topics/projects
- e. I have no preference

23. In Participatory Budgeting, I would like to influence and vote about the following budget areas:

*multiple answers possible*

- a. Education
- b. Cultural affairs
- c. Social affairs
- d. Youth affairs
- e. Urban planning
- f. Health services
- g. Sport services
- h. Infrastructure
- i. Environment



- j. Ecology
- k. Tourism
- l. Central administration
- m. Other specific areas, namely: <TEXTBOX>
- n. None of the above

24. In my opinion:

*Select one sentence that is closest to your point of view*

- a. Citizens should submit proposals only, that are further selected by the local council of [HOME MUNICIPLITY].
- b. Citizens should submit proposals, which are further selected in citizen vote. (SHOW question No. 25)
- c. Proposals should be submitted by the local council of [HOME MUNICIPLITY] and these are further selected in citizen vote. (SHOW question No. 25)
- d. Other, namely <TEXTBOX>.
- e. It is hard to say.

25. (only appears if Q24 b or c are selected). Should there be a discussion about the proposals before the submission is made?

- a. Yes.
- b. No.

26. On how many proposals would you like to vote on?

- a. All the proposals that have been suggested by the citizens.
- b. Just proposals that have been preselected by the local council.
- c. A limited number, namely <TEXTBOX>.

27. For Participatory Budgeting I would prefer the following ways of participation:

*multiple answers possible*

- a. Online only
- b. Paper and pencil surveys
- c. Face-to-face
- d. Other, namely <TEXTBOX>
- e. I have no preference

28. At what age should citizens be eligible to vote on Participatory Budgeting?

- a. Over 16
- b. Over 18
- c. Other, namely- <TEXTBOX>

29. What information would you like to receive about the results of the completed

**Participatory Budgeting procedure:**

*multiple answers possible*

- a. No information necessary
- b. Together with the general report of [HOME MUNICIPALITY].
- c. A detailed report about Participatory Budgeting only.
- d. A detailed report about Participatory Budgeting together with a monitoring of implementation
- e. Other, namely <TEXTBOX>
- f. I have no preference

30. Have you attended in Participatory Budgeting before?

- a. Yes (SHOW question No. 32)
- b. No (SHOW question No. 31)
- c. I don't know.

31. If you didn't attend, why? (SHOW this question if Q30 was answered with "No")

- a. I am not interested in politics
- b. I am not interested in societal questions
- c. I was not informed enough to make a decision
- d. It's inconvenient/I don't have time
- e. It's hard to get reliable information
- f. I had other reasons <TEXTBOX>

#### 4. Personal data

32. (if applicable in the partner municipality) In which part of [HOME MUNICIPALITY] do you live?

- a. [MUNICIPALITY PART NAME 1]
- b. [MUNICIPALITY PART NAME 2]
- c. ...
- d. [MUNICIPALITY PART NAME N]
- e. Not living in [HOME MUNICIPALITY]

33. Your gender:

- a. Female
- b. Male
- c. Other

34. (If possible: try to ask for the age in numbers, otherwise use this scale): Your age:

- a. Under 18 years
- b. 19 to 20 years
- c. 21 to 25 years
- d. 26 to 35 years
- e. 36 to 45 years
- f. 46 to 55 years

- g. 56 to 65 years
- h. 66 to 75 years
- i. 76 to 85 years
- k. 86 years or more

35. Your marital status:

- a. Single
- b. Living with Partner
- c. Married (registered partnership, where applicable)
- d. Divorced / Separated
- f. Widowed

36. Your family status:

- a. Independence
- b. Coupling or Marriage
- c. Parenting: babies through adolescents (Show Q 37)
- d. Launching adult children (empty nest) (Show Q 37)
- e. Retirement or senior years.

37. How many children do you have:

- a. 0
- b. 1
- c. 2-3
- d. 4 and more

38. Current activity status:

- a. Employed
- b. Self-employed
- c. Unemployed, between jobs (less than 3 months)
- d. Long-term unemployed
- e. Retired
- f. Studying/Learning (not economically active)
- g. Homemakers
- h. Others <TEXTBOX>

39. Highest Level of education:

- a. No educational level
- b. Primary education
- c. High school level or General Certificate of Secondary Education
- d. A level (General or subject related university entrance)
- e. University degree (Bachelor or Master degree)
- f. Doctoral degree
- g. Other degree

40. The size of your household is:

*number of persons living together with you, including yourself*

- a. 1 person
- b. 2 persons
- c. 3-5 persons
- d. More than 5 persons

41. Country of birth

Place of birth in [MUNICIPALITY'S COUNTRY] [DROPDOWN LIST or TEXTBOX]

42. Country of citizenship

I am a citizen of [MUNICIPALITY'S COUNTRY] [DROPDOWN LIST or TEXTBOX]

## Annex 2. Variety of messages in communicating and disseminating participatory budgeting

### Bützow

Danke für **136 Vorschläge!**  
 54 ZUR WAHL STEHENDE

**Verkehr Wallstraßen**  
**Bäume und Blühstreifen**  
**Rutschen**  
**Umwelttag**  
**Festival**  
 ...

**Abstimmen!!**

Was ist jetzt mit der Taktzanlage?  
 Oder der Hundeschulweise?  
 KASTENRAD FÜR ALLE?  
 Tierschutz?! Bankell!

**BÜTZOWER BÜRGERHAUSHALT**

**Abstimmungsleiter:**  
 Grundsätzlich können alle Bürgerversammlungen und Bützower (mit Hauptwohnsitz in Bützow) ab 12 Jahren nach Befreiung des 12. Lebensjahres über die zur Wahl stehenden Vorschläge abstimmen.

**Online-Wahl:**  
 19.10. - 25.10.2020 (unter [www.abstimmungsleiter.de](https://www.abstimmungsleiter.de))  
 Legitimierung: Bürgerkarte oder Personalausweis

**Offline-Wahl:**  
 26.10. - 30.10.2020 (im Rathaus) sowie am 27.10.2020, 16.00 - 19.00 Uhr (im Bürgerhaus beim Glockenberg)  
 Legitimierung: Personalausweis oder gültige deutsche Identifikationskarte

**Stimmzahl pro Person:**  
 maximal fünf Stimmen

**Stimmverteilung:**  
 Die Stimmen können beliebig auf die abgewählten Vorschläge verteilt werden, aber z. B. kann nur einmal für einen Vorschlag (z.B. mehr als fünf Stimmen) und der Wahlkreis (abwählbar als ungültig bewertet)

**Infoveranstaltungen:**  
 jeweils am 16.10. | 26.10.2020 von 18.00 - 19.30 Uhr  
 im Kulturhaus, Poststraße 5, Bützow  
 (weitere Hinweise unter: [www.abstimmungsleiter.de](https://www.abstimmungsleiter.de))

**Ergebnisbekanntgabe:** 31.10.2020

Details: [www.buetzow.de](https://www.buetzow.de)

interreg  
 BÜTZOW  
 BÜTZOW

### Lahti

**LAHTI**  
**SINUN LAHTESI.**  
**ANNA ÄÄNESI JA**  
**IDEASI**  
**20.4. - 15.5.**  
**verkko-osoitteessa**  
**[lahti.fi/osbu](https://lahti.fi/osbu)**

#OmaLahti  
 Ideoi, Kehitä, Äänestä.

#omalahti  
 #osbu  
 #EmPaci

interreg  
 BÜTZOW  
 BÜTZOW

**Osallistuva budjetointi Lahdessa**  
**IDEOI. KEHITÄ.**  
**ÄÄNESTÄ.**

**Tule kehittämään asukkaiden**  
**ideoista suunnitelmia**  
**Lahti Lackathoniin**  
**to 13.8. klo 14 - 18**  
**Palvelutorille (Trio 2. krs.)**

**Kaupunkilaiset päättävät, kaupunki toteuttaa.**  
**[lahti.fi/osbu](https://lahti.fi/osbu)**

#OmaLahti  
 Ideoi, Kehitä, Äänestä.

LAHTI  
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 BÜTZOW  
 BÜTZOW





## Bielsko-Biała

**BUDŻET OBYWATELSKI BIELSKA BIAŁA 2020**

**Zagłosuj w dniach 21.09 do 05.10.2020:**

na [www.obywatelskibb.pl](http://www.obywatelskibb.pl)  
lub  
tradycyjnie za pośrednictwem  
kart do głosowania

**10** do wydania  
**MLN**

• 6,4 mln na projekty oświatowe  
• 280 tys. zł dla kulturalnych  
• 1,4 mln na projekty ogólnomiejscowe

to już **8.** edycja

W trakcie głosowania elektronicznego konieczne jest posiadanie lub skorzystanie z telefonu komórkowego w dowolnej sieci.

Mieszkańcy Bielska Białej może wyrazić swoje poparcie poprzez zagłosowanie na jeden projekt ogólnomiejscowy i jeden projekt osiedlowy w osiedlu, w którym mieszka.

Więcej informacji na

[www.obywatelskibb.pl](http://www.obywatelskibb.pl)



**Bielsko-Biała**

## Vidzeme planning region

**Interreg Baltic Sea Region**

**EUROPEAN UNION**

**VIDZEME**

**VIDZEMES KULTŪRAS PROGRAMMA 2020**

**balso.vidzeme.lv**

**IZVĒRTĒ**

**IZDARI IZVĒLI**

**BALSO\***

par kultūras projektu  
iniciatīvām Vidzemē!

\*Vari nobalsot par  
**3**  
dažādiem projektiem!