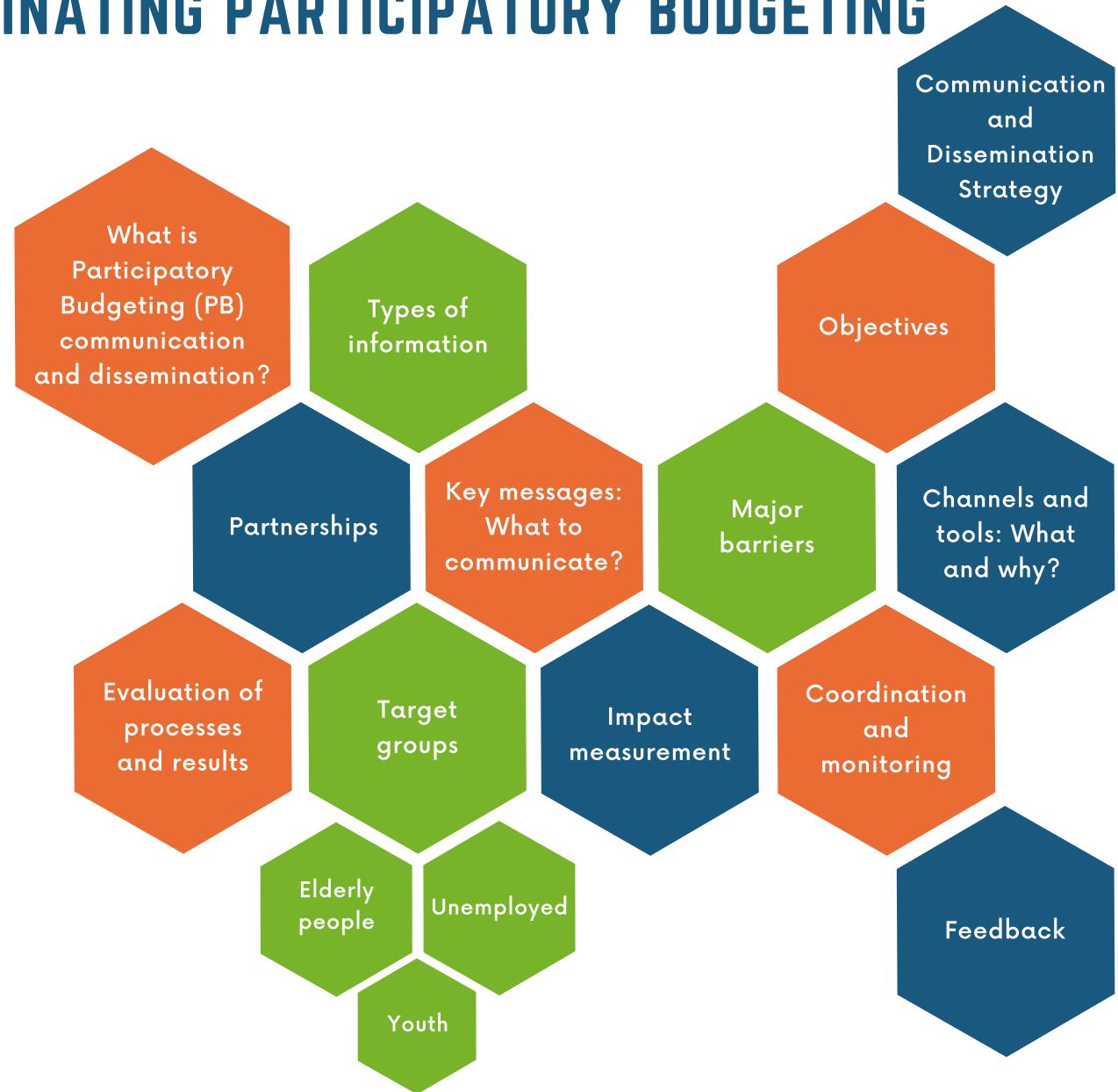


COMMUNICATING AND DISSEMINATING PARTICIPATORY BUDGETING

Guidelines for municipality representatives and communication specialists working with municipalities to help in the preparation of a comprehensive Participatory Budgeting process



Full Communication and Dissemination Plan Guidelines can be found on empaci.eu.

COMMUNICATION AND DISSEMINATION

Communication and dissemination are essential parts of the PB process and should be strategically planned ahead.

Communication means effectively disseminating targeted information for local audiences and acquiring the feedback.

Communication demonstrates **how society can benefit from PB.**

Key communication messages stimulate citizens to:

- ✓ respond to the local issues;
- ✓ evaluate them;
- ✓ provide feedback
- ✓ (opinion or vote)



Municipality organisations design and support PB processes and empower citizens to decide how to spend or collect public budget.

Dissemination means broadcasting key messages to the identified target groups without expecting the feedback.

Dissemination informs on **how society has distributed the available budget share and what the impacts of participatory decision making are.**

Key dissemination message:

- ✓ Raises awareness about the PB phases and topics;
- ✓ ensures transparency;
- ✓ encourages citizens to use developed solutions.

THE BASIC PRINCIPLES OF COMMUNICATION:

- **Know your audience** – Who are the people you want to target and what are their needs?
- **Know your purpose** – Why do you want to communicate with the audience? What are the key messages you want to deliver to the audience?
- **Know your topic** – Did you dig deep in the current PB topic? Is it based on facts?
- **Anticipate objections** – Did you assess all the pros and cons for a particular PB process?
- **Present a rounded picture** – Are there all the aspects that might be interesting for a PB target group included?
- **Achieve credibility with your audience** – Is the communication on the PB process transparent?

- **Follow through on what you say** – Are there any inconsistencies in the communication on facts about the PB process or results among different PB project staff?
- **Communicate only a little at a time** – Did you plan the key messages smoothly according to the timeline of the PB project? Are the key messages short and precise?
- **Present information in several ways** – Did 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 PB issues communicated? Will your feedback data collection approach be easy in gathering and analysis?

Different individuals perceive the information in different ways. Therefore several types of communication are necessary to be integrated into PB communication:



Presentations, video conferences, phone calls, meetings and private conversations



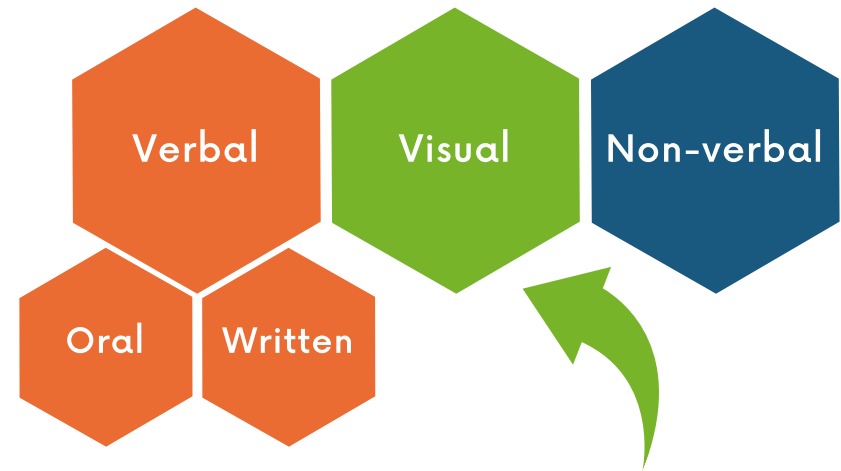
Paper and e-documents, e-mails, chats



Signs, sketches, charts, graphs, multimedia, maps, colour.



Body language, gestures and facial expressions to convey information to others (used intentionally and unintentionally).



"Visual communication is seen as a valuable source for citizen engagement as it supports verbal communication and helps to memorise, turn attention to something or highlight the attitudes towards topics."



COMMUNICATION AND DISSEMINATION ACTIVITIES WILL REACH THE TARGET GROUPS MORE EFFICIENTLY IF DELIVERED MESSAGES MATCH WITH THEIR **VALUES, BELIEFS AND ATTITUDES**. CERTAIN CITIZEN GROUPS CAN BE ACTIVATED CONSIDERING THEIR VIEWS ON:

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 old, young or middle-aged to be?

SEXUAL ORIENTATION

What are your beliefs and views of citizens being attracted to others of the opposite, same or both genders?

FAMILY/FRIENDS CIRCUMSTANCES

What do family/friends mean to you? What do you think is the role of family/ friends?

POLITICAL PERSPECTIVES

What beliefs do you have about government, power, the way the country should be run and your rights?

GENDER

What are your beliefs and views about the roles men and women play in society?

EDUCATION

What do you think education is? How important is education? How should it be provided?

COMMUNICATION AND DISSEMINATION STRATEGY

COMMUNICATION AND DISSEMINATION STRATEGY CONSTITUTES A FRAMEWORK FOR ACHIEVING SPECIFIC GOALS OF PB, 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 PB.

Based on that, detailed operational Communication and Dissemination Plan is developed to reach the objectives of Communication and Dissemination Strategy.



The following aspects should be considered when planning communication and dissemination:

- Setting up communication objectives
- Identification of local target groups and their needs
- Establishing a strategic partnership
- Identification of major barriers
- Design of key messages
- Selection of communication and dissemination channels and tools
- Coordination of communication and dissemination activities
- Monitoring and evaluation of communication and dissemination activities
- Feedback communication
- Impact measurement

See brief explanations on each of the aspects in further pages.

SETTING UP COMMUNICATION OBJECTIVES

Communication objectives constitute the main purpose of targeting and engaging social groups in PB. In any PB process, the communication objectives must always be formulated whenever it is the longterm or short-term PB process.

The four main objectives of communication are:

- ✓ Providing information;
- ✓ Building awareness;
- ✓ Creating interest;
- ✓ Building relationships.

Setting objectives allows you later on to evaluate if communication has been successful.



IDENTIFICATION OF LOCAL TARGET GROUPS AND THEIR NEEDS

Organisers of the PB process should define very clearly the target groups that are expected to benefit from PB (meaning having positive impact) without confronting with target groups that may be negatively influenced by the decision made (negative impact).

TARGET GROUP OF POSITIVE IMPACT

As the direct target group or main target group, it is expected to be involved at various stages of PB. The process expects positive influence of PB 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 the target group.

TARGET GROUP OF NEGATIVE IMPACT

The negative target group can appear at any stage as far as the particular interests of some citizens are offended by the interests of other citizens. In those cases usually, the organisers of PB “jump” into the crises communication to serve all the target groups with the appropriate and on-time communication.

It may happen that the negative influences on certain target groups are neglected by focusing on positive benefits and impacts for target groups only. Attention and assessment of all aspects are crucial for sustainable communication maintenance between municipality and citizens, as well as among the citizens.



The following major steps need to be taken to construct appropriate communication and dissemination strategy:

1 Segmentation or dividing citizens into target sub-groups allows to find appropriate key messages and communication channels for each group and reduce the risk of inefficiencies.

TARGET GROUPS OF SPECIAL ATTENTION:

- ✓ **Youth:** active ICT users, accessed through educational institutions, youth centres, NGOs providing non-formal education.
- ✓ **Elderly:** might not have access to ICT at all, appropriate style of communication should be considered, at risk of exclusion.
- ✓ **Unemployed:** usually aged 15-65, short-term or long-term, seasonal unemployment, searching for a job, can have low motivation to participate.

2 Needs analysis allows to determine the interests and improvement priorities of different segments/target groups of citizens.

3 Finding common needs and interests among the different stakeholders to make PB communication and dissemination as efficient and effective as possible. The ideas on potential partners' engagement can be developed at this stage to attract bigger attention and interest in PB.

[Read more on target groups and needs analysis in CDP Guidelines , p.18-24.](#)

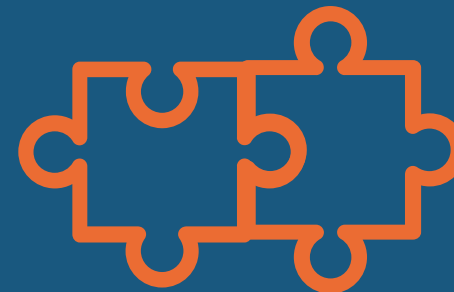
ESTABLISHING A STRATEGIC PARTNERSHIP

STRATEGIC PARTNERS SUPPORT MUNICIPALITIES IN ARRANGING AND DISTRIBUTING INFORMATION ON PB ACTIVITIES ACROSS THEIR NETWORKS, HELPING TO REACH THOSE LESS INTERESTED IN POLICY AND CITIZEN PARTICIPATION.

STEPS OF CREATING NEW STRATEGIC PARTNERSHIP:

- 1 Identify potential partners** - organisations, institutions, business entities and individuals - directly and indirectly involved in work with targeted citizen groups for the implementation of your Communication and Dissemination Plan.
- 2 Specify common interests of identified stakeholders** (win-win points) to ensure their commitment and active support is driven by their motivations and the partnership brings real benefits to the target groups they represent.

- 3 Document the arrangement of partnership** in written form (e.g. detailed agreement, declarative memorandum) to oblige involved partners to engage according to agreed terms and PB stages.
- 4 Set common and individual communication and dissemination goals and expected results** - based on what targeted groups are represented by the partners and what are their resources.
- 5 Improve the Communication and Dissemination Plan** by engaging partners in the discussions and planning.
- 6 Quantify goals** - set specific KPIs.
- 7 Provide publicity to this collaboration.** Use every opportunity to make information on PB significant and visible.



DESIGN OF KEY MESSAGES

CUSTOMISED COMMUNICATION AND DISSEMINATION INVOLVES ADOPTING SEVERAL COMMUNICATION TYPES, PAYING ATTENTION TO THE **CONTENT, FORM** AND **VISUAL IDENTITY**, BOTH ONLINE AND OFFLINE.

Content. The messages must explain what will change from the implementation of PB and what solutions and benefits (e.g., economic, environmental, social) PB is offering for local citizens.

The sequence of messages is important not to overwhelm citizens with unnecessary and confusing information. 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 be explained just before the voting phase starts, not at the beginning of the campaign.

Form. 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. The languages addressing distinct groups may differ, as youth prefer less formal communication while elderly people would require a more formal tone.

Visual identity is a crucial element of PB communication and dissemination, as it allows PB to be recognised and trusted each time the civic participation is required. The very basics of each PB (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 to stand out and attract.



PARTICIPATORY BUDGETING: WHAT TO COMMUNICATE?

LAUNCHING PB CAMPAIGN (ESPECIALLY, WHEN DONE FOR THE FIRST TIME)

- What is PB?
- How PB is done in other municipalities?
- Why is it important to participate for each of the target groups?
- What benefits does PB provide?
- How does PB create an impact?
- How is participatory budget compiled?

CITIZEN NEEDS ASSESSMENT

- According to results of citizen needs assessment,
- What are the interests of citizens?
 - What is citizen satisfaction with the place of living?
 - What are the areas of improvement (priorities)?

APPLICATION OF PROJECT PROPOSALS

- What are the selected priorities (topics) of specific PB announced?
- How to submit project application and when?
- What are other eligibility criteria for submitting project application (who can submit it, what document and information to submit)?
- Where to find all information related to submitting?

PARTICIPATORY BUDGETING: WHAT TO COMMUNICATE?

VOTING ON PROJECT PROPOSALS

- Who can vote and what is necessary to participate in voting?
- Where to vote (online/offline) and how (instructions)?
- When will the voting take place?
- What are the quality criteria for selected project implementation?
- What are the projects to vote for?
- Who are the organisations submitting the proposals?
- What are the costs of the projects and how will money be distributed?
- What are expected results of PB/specific projects, if selected?
- What areas/citizen groups will benefit from proposed projects?

IMPLEMENTATION OF SELECTED IDEAS

- What projects have been selected?
- What areas/citizen groups will benefit from selected projects?
- What will be the results and impact of selected projects?
- In what stage are the projects currently?
- How is the implementation going?



IDENTIFICATION OF MAJOR BARRIERS

Language barrier. It 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 a text-heavy context, recipients often get lost and don't catch the idea of the purpose and meaning of the message. Naturally, the "What do they want from me?" question arises.



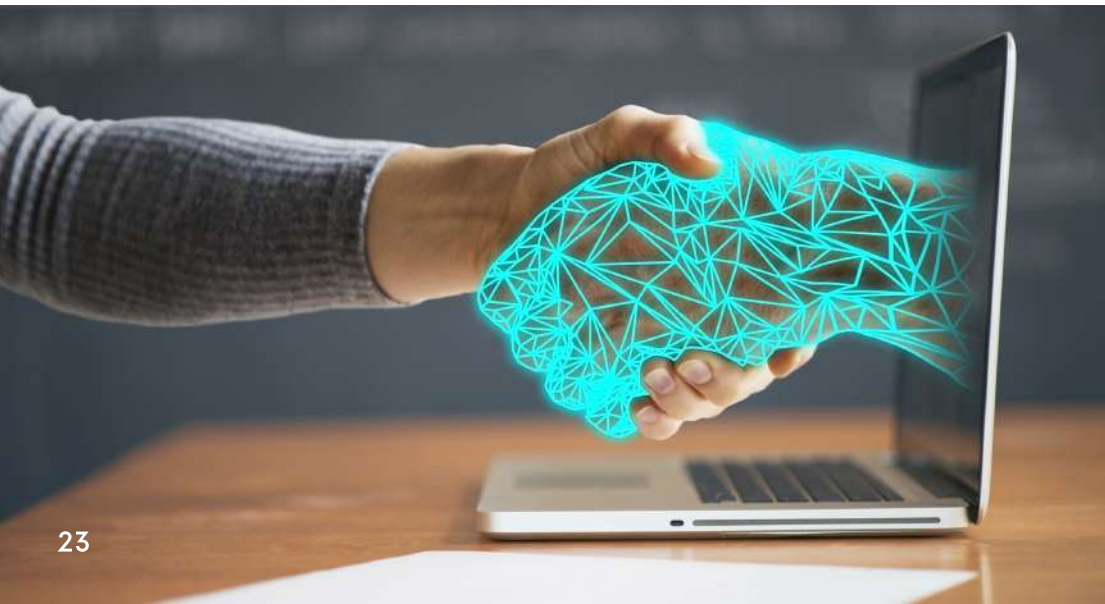
Slow response from organisers. Social media users as target group members are accustomed to and expect real-time communication (24/7 availability), which could be problematic for many organisations and their implemented communication and dissemination activities from a resource perspective. If a municipality 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. The conviction that citizen participation does not make any real impact or previous negative experience in communication with the municipality, as well as feelings of powerlessness may constitute a barrier for engagement and contributing to PB. To reduce disbelief and mistrust to the municipality from citizens takes time, however, PB itself is a tool for improving the image of governing bodies and perceptions thereof, if communication and dissemination (meaning, showing the real results and impacts) is run effectively.

Technological barriers. Where the PB 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 PB 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.



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 is way wrong to use the messages which include the word "fire" or if youth in the orphanage institutions are approached, the targeted messages should be careful about using terms associated with family.



SELECTION OF COMMUNICATION AND DISSEMINATION CHANNELS AND TOOLS

BOTH ONLINE AND OFFLINE COMMUNICATION AND DISSEMINATION ARE NECESSARY TO ORGANIZE PB EFFECTIVELY AND REACH EVEN THE LEAST ACTIVE CITIZEN GROUPS.

Young people are best to reach through educational institutions and organisations 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.

SEVERAL PRINCIPLES SHOULD BE FOLLOWED WHEN SELECTING THE COMMUNICATION CHANNELS AND TOOLS:

THE USE OF EXISTING CHANNELS

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

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 PB process. The activities conducted via various channels have to be scheduled in advance, using the calendar.



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 PB. However, resource efficiency has to be taken into account.

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.

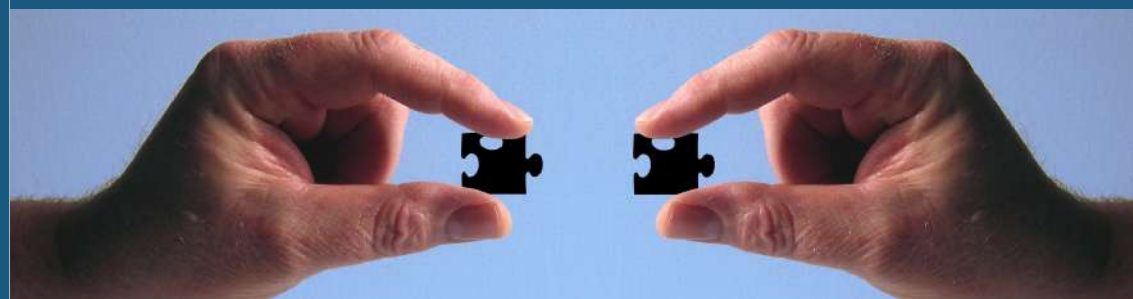


Online channels and tools provide an opportunity to reach huge number of citizens with less effort and costs. Social media targeting can help a lot in reaching specific citizen groups (e.g. young people, elderly people, ethnic minorities etc.), as specific parameters of each promoted publication can be set and information disseminated with relatively low costs.

Social media involve participants themselves in communicating and disseminating information to others, as social media networks allow citizens to easily share the information with own networks not always reachable by municipality.

Offline channels and tools should be used to reach those PB target groups that do not use ICT actively.

[Read more on communication and dissemination channels and tools in CDP Guidelines, p.34-46.](#)



ONLINE CHANNELS	OFFLINE CHANNELS
Webinars and other online events	Conferences
Online broadcast media (radio, TV, YouTube)	Offline broadcast media (radio, TV)
E-mails (incl. mailed Newsletters)	Workshops, seminars, hackathons
Phone calls	Open (public) spaces
Social media (incl. pages, closed groups, personal accounts)	Post/mail, newspapers Thematic meetings (round-table discussions)
Webpages of municipality, partners, networks and other webpages	Personal visits Festivals / thematic events
Blogs and vlogs of the opinion leaders (influencers) Online forums	Agents (volunteers-recruiters, project's staff members, ambassadors; considered as word-of-mouth communication)

COORDINATION OF COMMUNICATION AND DISSEMINATION ACTIVITIES

IMPLEMENTATION OF COMMUNICATION AND DISSEMINATION ACTIVITIES WITHIN PB IS A RESOURCE-INTENSIVE PROCESS. IT REQUIRES **SETTING UP** AND **TRAINING** OF A TEAM OF IMPLEMENTERS.

TEAM SET-UP

When the objectives, main target groups, stakeholders, communication messages, channels and tools are identified, implementation requires technicians and communication professionals 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.



TRAINING

The training on related topics has to take place before starting the action to have the common ground and understanding of communication and dissemination activities of PB.

The training-activity depends on the scale of PB, implementers' background and variety of key target groups. It might be an extensive few-days training or few smaller and more targeted training sessions for specific stakeholders (implementation team, possibly engaging strategic partners).

COORDINATION OF COMMUNICATION

- ✓ **Internal communication.** Addresses employees of organisation implementing PB and is defined by the internal procedures and ICT applied internally. Can be informal, depending on relationships within the team
- ✓ **External communication.** Formal communication focused on sub-contractors, influencers (ambassadors) and other parties engaged in implementation work. Depends on the tasks and specific ICT requirements, but usually communication is done via e-mail, phone and during offline meetings
- ✓ **Trans-institutional communication.** Formal communication addresses strategic partners and is defined by internal standards and formal relation between particular institutions or set in a partnership agreement

[Read more on internal, external and trans-institutional communication in CDP Guidelines, p.48.](#)

MONITORING OF COMMUNICATION AND DISSEMINATION ACTIVITIES

MONITORING IS THE SYSTEMATIC AND ROUTINE COLLECTION OF DATA DURING PB IMPLEMENTATION FOR THE PURPOSE OF ESTABLISHING WHETHER THE INTERVENTION IS MOVING TOWARDS THE SET OBJECTIVES.

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 PB 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 PB 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 you to avoid or timely respond 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 improving. 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. The data collection tools are integrated into processes of PB to ensure fluency of the processes.

[Read more on monitoring tools in CDP Guidelines, p.52-53.](#)



EVALUATION OF COMMUNICATION AND DISSEMINATION ACTIVITIES

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, and impacts), processes, contextual factors and causality, in order to understand achievements or the lack thereof.

A comprehensive and methodical approach to evaluate participation can improve understanding of where, when, why and how public participation works or fails to work. Evaluation helps stakeholders and practitioners to understand what type of participation creates specific results.

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 and phone, face-to-face and electronic surveys. Regular surveying is recommended to assess the changes over time.

INTERVIEWS

Interviews can be distinguished based on the form of delivery –phone, computer-assisted, elite interviews, life histories, household surveys and key informant interviews. Mainly used in evaluations when extended answers need to be gathered for in-depth analysis purposes.



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 emphasise the power of simple conversation in considering relevant questions 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 sit 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.



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 done internally or externally, depending on the ownership of the documents reviewed.

EXPERIMENTS

Experiments are specifically 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 situation and documenting evidence of what is seen and heard. It 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.

[Read more on PB evaluation in CDP Guidelines, p.54-57.](#)



FEEDBACK COMMUNICATION

The target groups of PB and stakeholders engaged directly or indirectly are a significant part of PB evaluation.

The feedback from the target audience actually indicates if communication and dissemination activities have reached the target audience and if delivered information has been appropriate, being a measurement criterion for communication and dissemination effectiveness.

If the target group members express a desire to become involved in PB or express an interest in taking part in PB, it means that the key messages and chosen communication and dissemination channels were appropriate.

THERE ARE THREE DISTINCT TYPES OF FEEDBACK BASED ON THE OBJECTIVE AND PHASE OF IMPLEMENTATION:

1 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 PB ends within the 6 months and the next 6 months the feedback on the achieved results is collected.

2 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 PB experience.

3 Feedback about dissemination quality, when citizens are asked to evaluate the quality of dissemination activities. Dissemination quality is assessed to assure that PB 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.

IMPACT MEASUREMENT

Impact measurement is necessary to assess the effect of PB and specific initiatives on local citizens. Impact measurement usually includes the period of at least 3 years and applies a customised methodology, including both quantitative and qualitative indicators, depending on the resources and PB strategy.

Assessment methodology is fully dependent on the topic of PB 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.

The impact measurement framework as a tool should include assessment of citizen perception of PB (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 PB focus.

[Read more on setting KPIs in CDP Guidelines, p.60-62.](#)

Examples of impact measurement framework indicators

BOOSTING CULTURAL LIFE OF CITIZENS

- ✓ The number of citizens engaged in each of cultural events;
- ✓ The number of tourists attending the city/ county;
- ✓ The number of cultural organisations and creative industry start-ups established;
- ✓ The number of cultural events organised;
- ✓ The number of children and young people engaged in artistic activities;
- ✓ Level of satisfaction of citizens with the cultural life of the area, etc.

ENHANCING YOUTH EMPLOYMENT

- ✓ The number of educational and training activities created specifically for youth;
- ✓ The number of young people trained within municipality;
- ✓ The number of youth workers attracted;
- ✓ The number of youth start-ups established;
- ✓ The number of internships done;
- ✓ Quality of youth entrepreneurship infrastructure;
- ✓ Level of satisfaction of young people with education and employment-related activities, etc.