

## TEN STEPS OF THE COMMUNITY PLANNING PROCESS

### **Methodological guideline for the evaluation of community planning processes**



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## **PROGRAMME TEAM OF THE EQUAL 0076 PROJECT**

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## Evaluation of periodic processes involving public participation and its application in community planning

### Part 1 – General Principles

Evaluation is a management tool with a long-standing tradition in the USA, which was later spread within OECD and to the countries of the original EU - 15. Since the 1990's, it has been obligatorily used in the implementing structures of EU development programmes, designed also for new and acceding countries. Unlike internal audit, which looks for deficiencies in partial activities inside of the system, in individuals and individual activities, evaluation is a source of feedback for the improvement of the management system as a whole. Evaluations in general have different objectives and purposes and can be systemised in different ways. According to the content (subject) of evaluation, there are evaluation of objectives, evaluation of a process or evaluation of impact. From the point of view of the time when the evaluation is performed, there are planning evaluation (ex-ante), interim (formative) and subsequent (summative, ex-post) evaluations. Most often evaluation is used as a continuous project management tool, focusing on the efficiency and economy of the use of funds, and it gained importance especially in relation with the implementation of development assistance programmes. As a potential definition of evaluation in this sense, the following formulation, contained in principal manuals of OECD, can be used<sup>1</sup>: “An evaluation is an assessment, as systematic and objective as possible, of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, developmental efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors”. In the case of processes implemented by territorial self-governing units with the participation of the public, such as community planning of social services, evaluation is quite a

complex task. It has to evaluate common management requirements concerning the efficiency of the use of (public) funds and the effectiveness of the management, as well as the quality of public participation, i.e. the participation of a number of participants which is not known in advance, and especially evaluate the mutual relations between these “hard” and “soft” criteria. It is quite obvious that the process would often be more effective without the participation of the public, in terms of economy, speed, and ease of attainment of results, and maybe also in terms of their immediate applicability. Nevertheless, it is also clear that the participation of the public cannot be omitted in certain types of planning processes, either due to a legal obligation or for political reasons. In addition to that, successful active public participation in the planning process can significantly affect the subsequent acceptance and sustainability of the resulting outputs. This raises a pressing methodological question of how to perform evaluation of such participative processes efficiently.

In the following part, we have formulated the principal requirements pertaining to the evaluation methodology of periodic (cyclic) planning processes with public participation, and suggestions of how to satisfy them. As an example of a cyclic participative process we will, if necessary, use the aforementioned community planning of social services, however, the proposed procedures can be applied to any planning processes with public participation.

1. TO PERCEIVE A PARTICIPATIVE PLANNING PROCESS AS A PROJECT AND ALSO MANAGE IT AS SUCH. Although it is a periodic process, which is in general time unlimited, planning always consists of closed cycles and its activities lead to the achievement of specifically defined outputs, goals and objectives. It is therefore necessary to apply project management methods, unlike in the case of an institution. Just like for any project, also for the community planning process a PCM (Project Cycle Management) logical framework can be developed. It is well known to all applicants for assistance from the Phare programme and Structural Funds.<sup>2</sup>
2. NOT TO EXAGGERATE INNOVATION, TO EVALUATE IN A WAY SO AS TO CLEARLY SHOW IMMEDIATE BENEFITS. If possible, procedures that are generally well known and more or less well-established should be used for evaluation, so that the users, who have enough worries with the methodology of the process itself, do not have to deal with a new scheme of its evaluation. Evaluation should attain its principal purpose, i.e. it must result in feasible recommendations of how to rectify the identified shortcomings still during the process, prevent imminent failures and generally improve what can be improved. Czech local governments, if acquainted with evaluation at all, are most often acquainted with the interim evaluation methodology, applied by the European Commission for the evaluation of projects supported by EU financial programmes.<sup>3</sup> The evaluation process of the EU, evaluating the course of a project on the basis of criteria of relevance, effectiveness, efficiency, impact and sustainability, also has a link to the PCM logframe and is suitable as a basic model.
3. TO FIND A WAY OF EVALUATING THE RELATION BETWEEN HARD PARAMETERS PERTAINING TO MANAGEMENT AND SOFT PARAMETERS PERTAINING TO THE QUALITY OF A PARTICIPATIVE PROCESS. Under normal circumstances, the evaluation of standard project cycle management focuses primarily on the evaluation of the efficiency of the use of funds, the viability of the planned outputs and their impact on the achievement of the defined objectives. It, however, does not deal as much with the formal aspects of the process of using the funds – it only examines formal compliance with the prescribed procedures and in the case of non-compliance sanctions may be imposed. Whereas standard project management has a fixed structure of participants, in our case the group of process participants is open. Not only do their activities result in project outputs, which are then implemented in the form of implementation measures that again have an impact on these open groups of participants, but also their participation itself, if purposeful, leads to the attainment of other, more general objectives. Complete identification of such objectives (if possible), the definition of the extent and way of public involvement in the process and qualitative parameters of the organisational aspects of such participation

are some of the most important tasks of participative project management and must be subject to evaluation. The PCM logframe should, besides objectives and indicators of the planning content, clearly define also the immediate goals and long-term objectives of the participative process itself and their indicators of achievement, applicable to a certain extent regardless of the factual content of the planning project. The logframe thus must include clearly separated content and process components.

4. TO EVALUATE THE RELATION BETWEEN THE CONTENT AND PROCESS COMPONENTS OF PARTICIPATIVE PLANNING. In our case, open participation of target groups in the process is generally prescribed, however, on principle it cannot be formalized by law (and sanctions for non-compliance with this principle are only illusory). Therefore, if standard project evaluation were applied, the evaluation would be limited only to identifying whether or not the target groups were involved and to what extent, without any further implications and outputs other than formal statements. In different types of activities of the planning process project management, the efficiency of the participation of open target groups can vary and in some cases it can even be counterproductive. This is why during our evaluation we must pay special attention to the analysis of the relation between meeting this specific process criterion and the outcome of the process, i.e. the impact on the target groups. Correct assessment of the relation between the content and process of planning is crucial for the success of its evaluation.
5. TO USE THE DIVISION OF THE PROCESS INTO PHASES FOR THE RIGHT TIMING OF EVALUATION OUTPUTS. Interim evaluation of a continuously managed project is usually performed on a certain planned date, sometimes even randomly, and is actually an evaluation of what has been done and an estimate of what will happen in the future as a result of the past developments. If a project is divided into clearly defined phases, its interim (formative) evaluation can be designed more precisely as a combination of partial ex-post evaluations (partial summative evaluation) and ex-ante evaluations (partial planning evaluation). In other words, interim evaluation of a process divided into phases can always be successfully performed upon the conclusion of the particular phase. As for individual evaluation criteria - relevance, effectiveness and efficiency would be evaluated ex-post, and impact and sustainability ex-ante. Outputs, i.e. primarily recommendations formulated on the basis of one phase, can then be used as preconditions for the implementation of the following phase in the PCM logframe.
6. TO TAKE CARE OF THE ORGANISATIONAL ASPECTS OF EVALUATION AND ITS SUPPORTING PROCESSES – MONITORING, REVIEW – IN TIME. Evaluation must be taken into consideration from the very beginning and its organisation should be one of the first steps when deciding about the launch of a planning cycle. Independence is one of the crucial attributes of evaluation; i.e. ideally, there should be an external evaluator who is not paid by any participant of the project subject to evaluation. A viable model would, for example, be a model where evaluation would be performed by a different department of the authority (e.g. the Mayor's office) than the one responsible for the implementation of the project (e.g. the Social Department). As we have already mentioned in the previous section, evaluation starts only at the end of the project phase and its performance will be time-stressed. It is therefore necessary that the project owner monitor the course of the project regularly and evaluate the effectiveness of project activities in terms of the use of funds and respect of the time schedule. Monitoring reports are some of the most important documents for evaluation but they can also serve the project owner for partial changes of the process if rectifiable deficiencies are identified. If the project lasts for quite a long time and has several successive outputs, it is advisable to perform a wider evaluation of the course of the project so far after several monitoring inputs, which would also identify the efficiency of the achievement of expected outputs – this is called review in professional literature. Monitoring should be performed by the project owner himself (the community plan developer) while an independent evaluator should be present and observe. Reviews should be performed in cooperation with the evaluator who also has an advisory role. An independent evaluation will then evaluate the effectiveness

and efficiency from a general point of view of the project phase subject to evaluation and its recommendations will focus on the improvement of the procedures and processes so as to achieve the ideal impact and sustainability of the outputs of the ending phase for the next phase.

The general structure of the system of logframes for a participative planning cycle is to be found in Figure 1.

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## Evaluation of periodic processes involving public participation and its application in community planning. Part 2 – Practical Steps

In the previous section, we formulated the principles that can, with the use of generally known project management methods, be applied to the evaluation of periodic self-governing processes with public participation, with regard to the requirement to perform evaluation of community planning of social care. In the following section, we shall focus on practical recommendations and examples of how to apply these general principles.

7. TO CORRECTLY SET OBJECTIVES AND QUALITY PARAMETERS OF THE PROCESS (PARTICIPATIVE) COMPONENT OF EACH PLANNING PHASE. A precondition for success of any project management is the correct formulation of objectives, which by itself is not always easy even for the content component of a project. In our case, when we are preparing for the evaluation of process quality, to start with it will be necessary to separately define process objectives and outputs, describe their relation to the content framework and identify indicators of these relations. From the content point of view, organisational and economic goals and outputs are important for evaluation and from the process point of view, motivation objectives play a crucial role, in a psychological and political sense. Only the general objective of each planning phase is identical for its content and process components, i.e. to ensure successful implementation of the following phases.
8. TO CORRECTLY SET INDICATORS OF ACHIEVEMENT. The evaluation of a project is based (not only) on indicators defined at the beginning of the project for each goal. These indicators must be specific, attainable in the given period and verifiable (SMART indicators - Specific, Measurable, Achievable, Realistic and Timely). It is a combination of quantitative and qualitative, direct and indirect indicators. The definition of the smallest possible number of appropriate indicators that will reliably prove the achievement of the goals and objectives is an important project management task. Their correct formulation is the more difficult the “softer“ the parameter that it pertains to. A lot of attention is currently being paid to the formulation of quality criteria for community planning. This may be important in the case of the incorporation of quality standards of planned social services into monitored content indicators. As for the quality of the participative process, we believe that it is not necessary to discover something that has been discovered already. Some general standards have already been formulated and are commonly used – e.g. among horizontal criteria applied to the assessment of development assistance applications. These are principles of good governance formulated with slight changes by all international donor programmes, starting with the World Bank and ending with the Financial Mechanism of EEA/Norway, and they are commonly taught at law schools.<sup>4</sup> The principles of good governance have been formulated with slight modifications and they usually include the following elements: **transparency and openness; representation and participation; equality and democracy; qualifications and competence; ability to react to human needs; and rule of law and responsibility.** If, to these qualitative indicators, we add subjective values such as **active approach and commitment and ownership**, we see a substantial set of qualitative indicators of all participative process activities, leading to the required outputs and the attainment of the set goals and objectives. In professional literature, we will probably find definitions of quantitatively graded parameters of achieved quality for individual indicators and if not, we can try to formulate them ourselves. As an inspiring example we can state a scale developed for participation as early as in 1969<sup>5</sup> (see table

in Fig. 2). As for the effectiveness of evaluation, it is advisable to realize that not all activities must necessarily have all the attributes of the principles of good governance and that some activities might require only a reasonable application of the principles, i.e. we should not always expect the highest level of the proposed indicators. For example the collection of data and development of information systems do not have to be assessed from the point of view of democracy, and complete openness would lead to unbearable delays. When drafting a project budget, qualifications and responsibility are much more important than other criteria etc.

9. TO CORRECTLY FORMULATE OTHER EVALUATION QUESTIONS. The evaluation of indicators of achievement by itself is, to a considerable extent, part of monitoring and review activities. In order to perform a meaningful evaluation, it is necessary to answer also other questions, concerning the functioning of the system as a whole and, in our specific case, also special questions focusing on the relation between the content and process components of the planning cycle. This is particularly important in situations when it is revealed that one of the indicators has not achieved the level determined at the beginning. At times, the mutual interdependence of the process and component deficiencies is obvious but at other times it can only be an indication showing that e.g. the failure to achieve a certain process indicator will result in the failure to achieve the content indicator only in one of the following phases. We can, of course, also not rule out situations when the failure to achieve one of the indicators will not influence the achievement of the general objective at all – this means that we have probably set the indicator in question incorrectly or unnecessarily strictly and we should use it as a lesson for the next planning cycle.

#### Notes:

<sup>1</sup> OECD. Principles of effective aid: Development Assistance Manual., Paris 1992; 132:

<sup>2</sup> see e.g. the Development Centre of the Institute of International Relations: Project Cycle Manual for Czech Republic's International Development Cooperation, 2006 (<http://rozvojovestredisko.cz>)

<sup>3</sup> EC: Strengthening Evaluation of Commission Activities, SEC (2000) 1051, 26.07.00. &

EuropeAid: Guide to the Evaluation Procedures and Structures currently operational in the Commission Programmes". EuropeAid Cooperation Office, březem 2001.

<sup>4</sup> see e.g.

- Commission of the European Community: European Governance, a White Paper. Brusel 25.7.2001, COM(2001) 428 fin.

- OECD: Participatory Development and Good Governance. OECD Paris 1995.

- UNDP: Governance for Sustainable Human Development, a UNDP policy paper; 1997

- EEA Grants: Good Governance and Anti-corruption policy and guide. The EEA Financial Mechanism & The Norwegian Financial Mechanism 2004-2009; 01 Dec. 2005;

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- Hendrych, D. a kol: Správní právo, obecná část, 5. rozšířené vydání (Administrative Law, general part, 5th supplemented edition), C. H. Beck, Prague 2003.

<sup>5</sup> Arnstein, Sherry R. "A Ladder of Citizen Participation," JAIP, Vol. 35, No. 4, July 1969

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## Evaluation of periodic processes involving public participation and its application in community planning

### Part 3. – Evaluation Criteria

General definition:

***What is a process:***

**A set of activities, commenced by a decision, aiming at the implementation of such a decision and at the compilation of materials required for the following decision.**

This definition applies to the entire project (to a certain extent, it describes the overall process of the development of a community plan), it, however, at the same time occurs repeatedly in its individual phases. It basically contains the following processes/activities (in the logframe of the process component of the planning project defined as "inputs").

- a) discussions of the organisation and course of action (breakdown of the initial decision)
- b) management of processes and activities
- c) obtaining of expert inputs, data, analyses, syntheses
- d) discussions of expert inputs
- e) formulation of preliminary proposals
- f) commenting on the proposals
- g) assessment of the comments, formulation and presentation of final proposals
- h) decision-making

We do not want to have philosophical discussions of the different options of the general organisation of public administration. None of the items of the proposed definition exceeds the legislative framework. The final decision-making, as defined in item h), always falls under the authority of public administration bodies, whose power and related obligations are stipulated by law. Besides that, there is also the decision-making of various, more or less formal, bodies concerning partial processes and procedures throughout the cycle, where qualitatively different approaches can be applied. These are then subject to monitoring and evaluation. These decisions should adequately reflect

***Process criteria derived from good governance principles***

- **A. Ability and willingness to react to the needs of target groups.** This is about to what extent the process really aims at the satisfaction of the needs of the target groups and not only at the formal implementation of political declarations or the covert satisfaction of the needs of other target groups. Important particularly for items a), c) and h).

Scale:

1.	The process is implemented, however, target groups have not been identified and the problems from which their needs arise have not been defined. The process management does not deal with these issues.
2.	The process is implemented, some target groups have been identified and some problems have been defined. At the same time <ul style="list-style-type: none"> <li>- some generally known target groups and problems have obviously been neglected and/or</li> <li>- the problems and target groups are not always relevant, and/or</li> <li>- there are obviously other target groups and other needs that could be satisfied by the process, however, these needs are not relevant to the content component of the process and involvement of these target groups in the process is problematic.</li> </ul>

	No procedure of how to identify and eliminate such deficiencies in the process has been defined.
3.	The principal target groups and relevant problems have partly been identified and the negligence of other target groups and problems, or the involvement of target groups and problems that are completely beyond the content framework of the process are minor. Some of the problems are, however, not the principal problems of the identified target groups, i.e. they do not reflect the most important needs.  No procedure of how to identify and eliminate deficiencies in the process has been defined.
4.	The same as in items 2. and 3., but  procedures of how to identify and eliminate deficiencies in the process have been defined.
5.	All the target groups and relevant problems have been identified but <ul style="list-style-type: none"> <li>- some of the problems are not the principal problems of the target groups and do not reflect their most important needs, and/or</li> <li>- there is an obvious occasional "parasiting" tendency of some of the non-relevant target groups on the process.</li> </ul> Or all relevant problems have been described but the target groups have been defined incompletely.  The process includes procedures of how to identify and eliminate deficiencies.
6.	All the target groups and relevant problems have been identified. The problems are the principal problems of the target groups and they reflect their most important needs.  The procedures, however, do not contain controls that would check whether the composition of the target groups or their needs have changed.
7.	All the target groups and relevant problems have been identified. The problems are the principal problems of the target groups and they reflect their most important needs.  The procedures contain controls that check whether the composition of the target groups or their needs have changed.

- **B. Transparency, accountability:** This is about to what extent it is clearly defined throughout the entire process who does what and who is responsible for what, whether it is publicly known and whether controls are in place. Important particularly for items b), c), e), g) and h).

Scale:

1.	Only an individual or small executive collective body non-publicly decide about the course of action or perform activities ad hoc, the decisions are unpredictable, they are not documented, and those immediately affected by the implications (activities, tasks, responsibilities) learn about the decisions only by chance. If the actions are then not implemented according to the decision, it is difficult to determine whose responsibility it is and draw rightful consequences.
2.	Only an individual or small executive collective body non-publicly decide about the course of action or perform activities according to a system whose general features are known and the people affected by a decision can be identified within the system on the basis of internal customary or formalised

	rules. The decisions and activities are, however, not documented systematically and the immediately affected entities can only guess their implications (activities, tasks, responsibilities). External entities are not informed of the decisions, activities and people/entities involved at all or only randomly. If the actions are then not implemented according to the decision, the identification of deficiencies, determination of whose responsibility it is and drawing of consequences are random and uncontrollable.
3.	Only an individual or small executive collective body non-publicly decide about the course of action or perform activities according to a system whose general features are known and the people affected by a decision can be identified within the system on the basis of internal customary or formalised rules. Decisions and activities are documented and the immediately affected entities are informed of their implications (activities, tasks, responsibilities) on the basis of a procedure that is defined in advance or is part of the decision. External entities are not informed of the decisions, activities and people/entities involved at all or only randomly. If the actions are then not implemented according to the decision, the identification of deficiencies, determination of whose responsibility it is and drawing of consequences are done individually, on the basis of an internal assessment of the body that has made the decision.
4.	Only an individual or small executive collective body non-publicly decide about the course of action or perform activities according to a system that is known and the people affected by a decision can be identified within the system on the basis of internal formal rules. The decisions/activities are documented and formalized and the directly affected entities are informed of their implications (activities, tasks, responsibilities) on the basis of a procedure that is defined in advance or is part of the decision. External entities are informed of the decisions, activities and people/entities involved if they express interest. If the actions are then not implemented according to the decision, there is an internal control mechanism that will identify this. There are internal rules for the determination of responsibility, drawing of consequences and rectification of the situation. The results of these control activities and corrective actions are not publicly known.
5.	A small executive body publicly decides about the course of action and performs activities according to predefined and generally known formalized rules or the decisions are made (mostly also publicly) by a large body of the representative type on the basis of internally produced materials. The documentation concerning the decisions is publicly available. System internal rules are set for the check of the implementation, rectification and determination of responsibility. The obligation to react to individual external inputs is also part of the rules. The public is informed of the results of the control activities and corrective actions if it expresses active interest.
6.	The decision-making, activities, documentation and control activities are the same as in item 5. but the decision-making and activities are implemented on the basis of materials that are publicly known in advance. Control and corrective measures are also publicly documented.
7.	Procedures are the same as in item 6. but the checks of the implementation are performed outside of the system, by the public as such or by specialized services open to the public. The decision-making body is obliged to react to the control (audit) findings.

- **C. Competences and qualifications:** This is about to what extent an expert framework and expert support are provided for the content (knowledge of the area in question) and process (management skills) project components. Important particularly for items a), b), c), e) and g).

Scale:

1.	Activities are performed by people whose qualifications are not related to the subject of the activities and whose competences are not verified. If the outcome of an activity is a decision, the body that makes the decision does not have to take the outcomes of the activities into account and can decide
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	radically differently than proposed, using its own discretion.
2.	Activities are performed by people whose qualifications are not related to the subject of the activities and whose competences are only assumed due to their previous experience with a similar activity. If the outcome of an activity is a decision, the body that makes the decision does not have to take the outcomes of the activities into account and can decide radically differently than proposed, using its own discretion.
3.	Activities are performed by people (employees or externally hired people) who have them as part of their job description and who were assigned a certain position on the basis of basic proved competences. These people are not selected for the activity in question from a larger group of potentially competent people. If the outcome of an activity is a decision, the body that makes the decision does not have to take the outcomes of the activities into account and can decide radically differently than proposed, using its own discretion.
4.	Activities are performed by people (employees or externally hired people) who have been selected for the activity in question from a larger group of potentially competent people. If the outcome of an activity is a decision, the body that makes the decision does not have to take the outcomes of the activities into account and can decide radically differently than proposed, using its own discretion.
5.	Activities are performed like in item 3. but the body that makes the decision on the basis of the outcomes of the activities cannot radically change the proposed decision without other supporting expert data.
6.	Activities are performed like in item 5. but the body that makes the decision always gathers materials opposing the proposed decision either randomly or when the proposed solution is questionable.
7.	Activities are performed and decisions made like in item 6. but the body that makes the decision always gathers complete expert data opposing the proposed decision.

- **D. Participation, openness:** This is about to what extent all those that are affected by the outcomes of the decisions can participate in the activities preceding the decisions – target groups whose needs should be satisfied and other entities that will participate in such satisfaction. Important particularly for items d) and f).

*Scale:*

1.	Regardless of the fact whether the target groups and other affected entities are known, their participation in the activities preceding a concrete decision is not expected and they are informed of the outcome only by the commencement of the implementation of the decision.
2.	The target groups and other entities are not involved in the activities but are informed of them continuously with the aim to ensure their acceptance of the outcomes.
3.	The target groups and other entities are continuously informed and occasionally feedback is collected to allow corrections in the preparations of the documents serving as a basis for the decision-making.
4.	The target groups are systematically informed with the aim to obtain feedback continuously and tools have been created for the collection of feedback.
5.	The target groups and other entities participate in the activities as advisors without active participation in the production of the documents serving as a basis for the decision-making.
6.	The target groups and other entities participate in the activities and the decision-making. They are part of the structure as equal partners of the decision-making bodies.
7.	The target groups and other entities decide about the process steps and the contents of the documents serving as a basis for the decision-making

themselves.
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- **E. Representativeness, equal opportunities:** This is about to what extent equal and balanced representation of all stakeholders can be ensured and to what extent it can be guaranteed that none of the groups will be preferred. Important particularly for items d) and f).

Scale:

1.	The system is open to participation but the management of the process is passive and it does not consider the content of the participative structures. The representation of the target groups and other entities is random and insufficient for the principal functions of group discussions.
2.	The system is open to participation and the process management is, as regards participation, active but the target groups and other entities are not addressed individually. The representation of the target groups and other entities is random and incomplete, or still insufficient.
3.	The system is open to participation and the process management is, as regards participation, active. The target groups and other entities are addressed individually but the necessary response has not been achieved. The representation of the target groups and other entities is random and incomplete.
4.	The system is open to participation and the target groups and other entities are addressed efficiently. The representation of the target groups and other entities is complete but unbalanced. Some groups predominate or are divided into fractions, others are represented only formally and not competently. The management of the process is difficult, discussions do not yield the expected outcomes and there is a high fluctuation of people etc.
5.	The representation of the target groups and other entities is balanced, the discussions are manageable and yield specific outcomes. It is, however, not ensured that the participating representatives of the target groups and other entities are able/willing to support representative opinions and that they do not support only narrow particular interests. It is necessary to set up further procedures to verify the correctness of the results.
6.	The representation is balanced, the participating representatives obviously try to represent the common interests of the target groups and the outcomes are more or less applicable without concurrent verification. This is primarily based on the personal characteristics of the representatives and their "enlightened attitudes".
7.	The participating representatives of the target groups and other entities have a "mandate" to express opinions; individual groups are adequately organisationally structured and have their own mechanisms for a responsible preparation for their inputs in the participative process.

- **F. Legality (rule of law), democracy:** This is about to what extent the decision-making activities (about both individual matters and the process steps) follow the rules laid down by the legal system (both external and internal), or rules defined in advance, and whether such rules allow to deal with minority opinions. Important particularly for items c) and h).

Scale:

1.	Decisions are made authoritatively ad hoc without being backed by rules and without the formal essentials. There is no guarantee that the decision was made by a body/person that is authorised to do so.
2.	Decisions are made by an authorised body/person ad hoc, with all the formal essentials, but authoritatively, without taking into account potential

	objections and doubts.
3.	Decisions are made by an authorised body on the basis of standardised procedures and general rules by force (authoritatively or based on the majority rule), potential different opinions are ignored and their existence is concealed.
4.	Decisions are made by an authorised body in accordance with the rules and different opinions are documented.
5.	Decisions are made by an authorised body in accordance with the rules and the reasons for rejecting different opinions are documented.
6.	Decisions are made by an authorised body in accordance with the rules that include the procedures for special discussions of different opinions, seeking compromise solutions and their inclusion in the final decision if such solutions are identified.
7.	Decisions are always made on the basis of a consensus and standardised procedures include mechanisms to reach consensus and do not allow non-consensual decisions.

**Specific criterion for participative processes:**

- **G. "Ownership, commitment of the participants":** This criterion is closely related to criterion a). It is about whether the process participants believe that the aim is to satisfy the needs of the target groups and to what extent they become motivated to actively participate in the process. This is important for all activities but from the point of view of evaluation techniques, this cannot be subject to monitoring, as opposed to the criteria described above. In this case, evaluation requires active communication with individual participants and will be based on a more subjective assessment of an independent evaluator. It will thus be applied only at the level of outcomes, not for the evaluation of activities.

*Scale:*

1.	The participants perceive the process as a formal pointless activity, performed on the basis of a pointless legal obligation or political caprice, they are not motivated and they participate only because they are disciplined and used to performing purposeless administrative duties.
2.	The participants perceive the process as a pointless activity and they participate only due to their motivation to be at the source of information.
3.	The participants perceive the process as a pointless activity and they participate because, within the process, they have the opportunity to meet with other participants and discuss and deal with issues that do not relate to the process directly but generally fall under the area in question
4.	The participants do not believe much in the meaningfulness of the process and they participate only formally with the aim to establish a closer contact with public administration bodies and to establish personal contacts with influential people to advance their particular interests.
5.	The participants are not sure about the purposefulness of the process and they participate moderately while waiting "what will come out of it".
6.	The participants are not sure about the purposefulness of the process, they perceive the possibility of participating as a welcome opportunity to try to influence system changes as they feel that they are necessary.
7.	The participants welcome the process as the right tool for the implementation of system changes required for their existence and they are motivated to participate by their belief in the purposefulness of participation in order to achieve positive changes.

For a good community planning process, this criterion should reach at least level 5 in the initial phase and 6 in the following phase.

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**Evaluation of periodic processes involving public participation and its application in community planning**  
**Part 4. – general logframe for a testing evaluation of community planning of social services in selected towns.**

The following tables show a general logframe developed as a basis for the testing of the evaluation of the methodology of participative processes on examples of the development of community plans of the development of social services in selected Czech towns.

Fig. 1A: Logframe for the content component of a participative project, with links to interim evaluation

						<b>(Phase 3. – content....)</b>		
Previous evaluation	Plan, start					(Relevance)	Preconditions and risks + implementation of recommendations from evaluation of phase 2	
		<b>Phase 2.</b>	<b>Content logframe:</b>					
Type of evaluation	Management level	Goals and objectives	Verifiable indicators	Sources of verification	Evaluation questions (E.g.)	<b>Evaluation recommendations</b> <i>In the next phase, how to rectify existing deficiencies jeopardising its implementation? How to prevent the recurrence of identified deficiencies?</i>		
Interim evaluation	General objective	<i>What do we expect from it for the future?</i>	<i>E.g. evaluation conclusions</i>	<i>E.g. evaluation report</i>	Sustainability <i>Will the implementation of the plan lead to an improvement of the situation in the planned area?</i>	Relations --> <i>Will potential process deficiencies influence the achievement of the general content objective?</i>		
	Immediate goal (purpose)	<i>Why do we want to achieve this?</i>	1..... 2..... 3.....	A..... B..... C.....	Impact <i>Will the achievement of goals enable the implementation of the following project phases?</i>	Relations --> <i>How does the potential failure to fulfil the purpose relate to potential deficiencies in the participative process?</i>		
Review	Outputs	<i>What do we want to achieve through the activities?</i>	1..... 2..... 3.....	A..... B..... C.....	Efficiency <i>Do the outputs lead to the fulfilment of the expected purpose?</i>	Relations --> <i>How do potential deficiencies in the quality of the outputs relate to potential deficiencies in the participative process?</i>		
Monitoring	Activities	<i>How do we want to achieve this?</i>	(INPUTS)	<i>Financial and human resources</i>	Effectiveness <i>Were the activities performed functionally and economically?</i>	Relations --> <i>How did process conditions affect the performance of activities?</i>		
Previous evaluation	Plan, start					(Relevance)	Preconditions and risks + implementation of recommendations from evaluation of phase 1	
		<b>Phase 1.</b>	<b>Content logframe:</b>					



□ Fig. 1B: Logframe for the process component of a participative project, with links to interim evaluation

<b>(Phase 3. – process...)</b>									
Preconditions and risks + implementation of recommendations from evaluation of phase 2				(Relevance)		Plan, start	Previous evaluation		
				<b>Process logframe: Phase 2.</b>		<b>Phase 2.</b>			
<b>Evaluation recommendations</b> <i>In the next phase, how to rectify existing deficiencies jeopardising its implementation? How to prevent the recurrence of identified deficiencies?</i>				<b>Evaluation questions (E.g.)</b>	<b>Sources of verification</b>	<b>Verifiable indicators</b>	<b>Goals and objectives</b>	<b>Management level</b>	<b>Type of evaluation</b>
<b>&lt;--Relations</b> <i>Will potential management failures affect the achievement of the general process objective?</i>				Sustainability <i>Did the principles of good governance become applicable principles for the following activities?</i>	<i>E.g. evaluation report</i>	<i>E.g. evaluation conclusions</i>	<i>What will improve in the processes in the future?</i>	<b>General objective</b>	<b>Interim evaluation</b>
<b>&lt;--Relations</b> <i>How does a potential failure to fulfil the process purpose relate to potential deficiencies in project management?</i>				Impact <i>Are the participants motivated to participate in the following project phase?</i>	A..... B..... C.....	1..... 2..... 3.....	<i>Why are we proceeding this way?</i>	<b>Immediate goal (purpose)</b>	
<b>&lt;--Relations</b> <i>How do potential deficiencies in the quality of process outputs relate to potential deficiencies in project management?</i>				Efficiency <i>Was the application of principles of good governance accepted by the participants?</i>	A..... B..... C.....	1..... 2..... 3.....	<i>What do we want to achieve by this?</i>	<b>Outputs</b>	<b>Review</b>
<b>&lt;--Relations</b> <i>How did project management affect the performance of participative activities?</i>				Effectiveness <i>Were the process quality indicators adequate?</i>	<i>Criteria of principles of good governance</i>	<i>Principles of good governance</i>	<i>What activities, what procedures?</i>	<b>Activities</b>	<b>Monitoring</b>
Preconditions and risks + implementation of recommendations from evaluation of phase 1				(Relevance)				Plan, start	Previous evaluation
				<i>Have the preconditions been met?</i>					



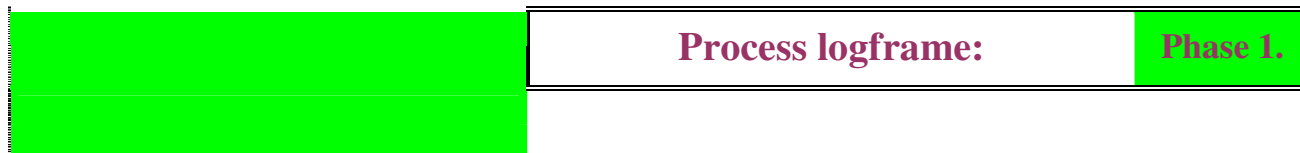
Fig. 1A: Logframe for the content component of a participative project, with links to interim evaluation

Previous evaluation		Plan, start				(Relevance)		Preconditions and risks + implementation of recommendations from evaluation of phase 2	
Type of evaluation		Management level		Objectives	Verifiable indicators	Sources of verification	Evaluation questions (among others)	Evaluation recommendations	
<b>Interim evaluation</b>		<b>General objective</b>		<i>What do we expect in the future?</i>	<i>e.g. evaluation conclusions</i>	<i>e.g. evaluation report</i>	<b>Sustainability</b> <i>Will the implementation of the plan result in an improvement of the situation in the planned area?</i>	<b>Relations --&gt;</b> <i>Will potential procedural errors affect the achievement of the general objective?</i>	
<b>Interim evaluation</b>		<b>Immediate goal (purpose)</b>		<i>Why do we want to achieve this?</i>	1..... 2..... 3.....	A..... B..... C.....	<b>Impact</b> <i>Will the achievement of goals enable the implementation of the following project phases?</i>	<b>Relations --&gt;</b> <i>How is the potential failure to achieve the goal with potential mistakes in the participative process?</i>	
<b>Review</b>		<b>Outputs</b>		<i>What do we want to achieve by this activities?</i>	1..... 2..... 3.....	A..... B..... C.....	<b>Efficiency</b> <i>Are the outputs directed at the achievement of the planned goal?</i>	<b>Relations --&gt;</b> <i>How are potential defficiencies in the quality of outputs related to potential mistakes in the participative process?</i>	
<b>Monitoring</b>		<b>Activities</b>		<i>How do we want to achieve this?</i>	(INPUTS)	<i>Financial and HR resources</i>	<b>Efectiveness</b> <i>Were the activities performed efficiently and economically?</i>	<b>Relations --&gt;</b> <i>How did process conditions affect the implementation of the activities?</i>	
Previous evaluation		Plan, start				(Relevance)		Preconditions and risks + implementation of recommendations from evaluation of phase 1	
						Were the preconditions met?			



□ Fig. 1B: Logframe for the content component of a participative project, with links to interim evaluation

<b>(Phase 3. – process...)</b>						
Preconditions and risks + implementation of recommendations from evaluation of phase 2	(Relevance)				Plan, start	Previous evaluation
	<b>Process logframe: Phase 2.</b>			<b>Phase 2.</b>		
<b>Evaluation recommendations</b> <i>How to rectify current deficiencies jeopardizing the implementation of the following phase? How to prevent recurring of identified deficiencies?</i>	<b>Evaluation questions (e.g.)</b>	<b>Sources of verification</b>	<b>Verifiable indicators</b>	<b>Objectives</b>	<b>Management level</b>	<b>Type of evaluation</b>
<--Relations <i>Will potential management mistakes affect the achievement if the general process objective?</i>	<b>Sustainability</b> <i>Did good governance principles become the principles for further activities?</i>	<i>e.g. evaluation report</i>	<i>e.g. evaluation report</i>	<i>What will improve in the future processes?</i>	<b>General objective</b>	<b>Interim evaluation</b>
<--Relations <i>How is potential failure to achieve the process goal related to potential mistakes in project management?</i>	<b>Impact</b> <i>Are the participants motivated to participate in the next process phase?</i>	<i>A..... B..... C.....</i>	<i>1..... 2..... 3.....</i>	<i>Why are we proceeding this way?</i>	<b>Immediate goal (purpose)</b>	
<--Relations <i>How are potential deficiencies in the quality of process outputs related to potential mistakes in project management?</i>	<b>Efficiency</b> <i>Was the observation of good governance accepted by the participants?</i>	<i>A..... B..... C.....</i>	<i>1..... 2..... 3.....</i>	<i>What do we want to achieve by this?</i>	<b>Outputs</b>	<b>Review</b>
<--Relations <i>How did project management affect the implementation of participative activities?</i>	<b>Effectiveness</b> <i>Were the process quality indicators adequate?</i>	<i>Criteria of good governance principles</i>	<i>Good governance principles</i>	<i>What activities how?</i>	<b>Activities</b>	<b>Monitoring</b>
Preconditions and risks + implementation of recommendations from evaluation of phase 1	(Relevance) <i>Were the preconditions met?</i>				Plan, start	Previous evaluation



**Ad Part 2:**

**Participation scale (Arnstein, 1969)**

8.	Citizen control	Citizen power (real participation)	Citizens handle the entire job of planning, policy making and managing a programme, e.g. neighbourhood corporation without intermediaries between them and the source of funds
7.	Delegated power		Citizens holding a clear majority of seats on committees with delegated powers to make decisions. Public now has the power to assure accountability of the programme to them.
6.	Partnership		Power is in fact redistributed through negotiation between citizens and power holders. Planning and decision-making responsibilities are shared e.g. through joint committees.
5.	Placation	Tokenism	For example, co-option of hand-picked 'worthies' onto committees. It allows citizens to advise or plan ad infinitum but retains for power holders the right to judge the legitimacy or feasibility of the advice.
4.	Consultation		Again a legitimate step attitude surveys, neighbourhood meetings and public enquiries.
3.	Informing		A most important first step to legitimate participation. But too frequently the emphasis is on a one way flow of information and there is no channel for feedback.
2.	Therapy	Nonparticipation	Both are non participative. The aim is to cure or educate the participants. The proposed plan is best and the job of participation is to achieve public support by public relations.
1.	Manipulation		

### Ad Part 3: Principal evaluation criteria for individual process phases

activity		criterion		Level (possible interval)
a)	discussions of the organisation and course of action (breakdown of the initial decision)	A.	Ability and willingness to react to needs	4 – 7
		C.	Competences and qualifications	5 – 7
b)	obtaining expert inputs, data, analyses, syntheses	B.	Transparency, accountability	4 – 7
		C.	Competences and qualifications	5 – 7
c)	management of processes and activities	A.	Ability and willingness to react to needs	4 – 7
		B.	Transparency, accountability	3 – 7
		C.	Competences and qualifications	5 – 7
		F.	Legality, democracy	4 – 6
d)	discussions of expert inputs	D.	Participation, openness	3 – 6
		E.	Representativeness, equal opportunities	5 – 7
e)	formulation of preliminary proposals	B.	Transparency, accountability	4 – 6
		C.	Competences and qualifications	5 – 7
f)	commenting on the proposals	D.	Participation, openness	4 – 6
		E.	Representativeness, equal opportunities	5 – 7
g)	assessment of the comments, formulation and presentation of final proposals	B.	Transparency, accountability	4 – 7
		C.	Competences and qualifications	5 – 7
h)	decision-making	A.	Ability and willingness to react to needs	5 – 7
		B.	Transparency, accountability	4 – 6
		F.	Legality, democracy	4 – 7

**Ad Part 4:**

**Entire logframe for a testing evaluation of community planning of social services in selected towns.**

original formulation (step/sub-step)				
<b>Overall objective of the cycle</b>	<b>specific objectives</b>	<b>indicators</b>	<b>verification sources</b>	<b>Questions - conditions, risks</b>
	Improvement of the quality and increase in the efficiency of the provision of social services to all target groups	Positive evaluation results	Ex-post evaluation report	Were all relevant materials available for the evaluation? Did the approach of the participants towards evaluation reflect CP values and principles?
		Feasible evaluation recommendations for the content of the development phase		<i>Was a good evaluation team set up?</i>
<b>Preparatory phase --- Preparatory phase --- Preparatory phase --- Preparatory phase --- Preparatory phase --- Preparatory phase --- Preparatory phase --- Preparatory phase --- Preparatory phase</b>				
<b>Overall objective of the phase</b>	<b>specific objectives</b>	<b>indicators</b>	<b>verification sources</b>	<b>Questions - conditions, risks</b>
	To ensure a successful development and implementation of the community plan	Positive evaluation results	Evaluation report	Were all relevant materials available for the evaluation? Did the approach of the participants towards evaluation reflect CP values and principles?
		Feasible evaluation recommendations for the content of the development phase		
<b>Immediate goal of the phase</b>	<b>specific objectives</b>	<b>indicators</b>	<b>verification sources</b>	<b>Questions - conditions, risks</b>
	Organisational and economic preparedness of the participants to have a community plan and participate in its development phase	The decision on having the plan has been made, the decision includes specific tasks, deadlines and approved funding	Decision of the Council and/or the Board of Representatives on the commencement of the development phase, including specific tasks, deadlines, approved funding and its justification	Was the proposal approved in the form it was presented in? Were the changes of the proposal to the benefit of the following phase?

		The previously set tasks have been performed	Minutes of the meetings of the umbrella organisational structure and executive and advisory bodies	Were the indicators set correctly? If not, has the management tried to address them?
		The evaluation of the preparatory phase has been commenced, monitoring has been performed		
<b>Outcomes</b>	<b>specific objectives</b>	<b>indicators</b>	<b>verification sources</b>	<b>Questions - conditions, risks</b>
Preparation of the environment	Environment prepared in compliance with the needs of the CP process	The draft time schedule and budget for the following phase of the development of the CP has been discussed	Agenda of the meeting of the Council/Board of Representatives and materials to be discussed	
		Principles of the development of the CP have been discussed with the commissioners, expert public, users and providers	Minutes of the meetings of executive and advisory bodies of the plan commissioner	
		The proposal of how to organise and fund the evaluation of the CP procedures and process has been discussed	Minutes of the meetings of the umbrella organisational structure	
<b>outputs (activities)</b>	<b>specific objectives</b>	<b>inputs (procedures)</b>	<b>verification sources</b>	<b>Questions - conditions, risks</b>
Establishment of the initiation team	Formulation and discussion of the principles for the development of a draft community plan	responsible representative of the plan commissioner	Properly justified and implemented decision on the plan to commence the planning process	
	Training of the initiation team	Activation of the initiation team	motivated members of the initiation team with appropriate management skills	Agreement among the stakeholders involved in the initialisation, definition of the tasks for individual parties to the agreement
Approval of CP principles and values	Reaching and formally binding confirmation of the consensus concerning the principles and values	responsible representatives of commissioners	Memoranda on cooperation	

Discussion of the assignment in political circles	Elicitation of political demand	responsible executive and advisory bodies of the plan commissioner	Minutes of the meetings of the bodies of the plan commissioner	
Preparation of the expert environment	Preparation of the environment among providers	competent and representative representatives of providers	registration data on providers	
Preparation of the user environment	Preparation of the user environment	competent and representative representatives of users	Preliminary analysis of the user environment	
Preparation of the financial environment	Development of the plan, coverage of financial costs	dealing with economic aspects of preparatory activities	Budget of the plan commissioner, budgets of the stakeholders involved in the initialisation	
Arrangement of consultations with experts	Preparation of the expert environment, arrangement of consultations with experts	identification of the expert public	Evidence proving that the expert public has been contacted	
	Proposal and approval of the process evaluation method	understandable methodological bases for the CP development process and its evaluation	References of the stakeholders involved in the initiation team	
<b>Outcomes</b>	<b>specific objectives</b>	<b>indicators</b>	<b>verification sources</b>	<b>Questions - conditions, risks</b>
Organisational structures	Setting up of a functional organisational structure in compliance with CP process needs	Institutionalisation of the organisational structures in the bodies of the plan commissioner	Resolution of the Council and/or Board of Representatives on the establishment of the organisational structures and its justification	Is the proposal complete, does it really cover all relevant issues?
		Rules of procedure have been defined for the organisational structures	Rules of procedure and minutes of the founding meetings of the organisational structures	Have the organisational structures been established proportionally to cover all relevant issues?
		The management structure and administrative support have been proposed for the organisational structures	Resolution of the Council and/or Board of Representatives on the management structure and administrative support	Are the rules of procedure functional? do they enable a smooth course of the discussions and meetings as well as production of binding outputs?



	To ensure a successful implementation and revision of the community plan	Positive evaluation results	Evaluation report	Were all relevant materials available for the evaluation? Did the approach of the participant towards evaluation reflect CP values and principles?
		Feasible evaluation recommendations for the content of the implementation phase		
<b>Immediate goal of the phase</b>	<b>specific objectives</b>	<b>indicators</b>	<b>verification sources</b>	<b>Questions - conditions, risks</b>
	Successful development of the community plan	The community plan has been developed in compliance with individual steps of community planning	Approval of the final version of the plan by the committees, Council and/or Board of Representatives	Was the plan approved in the form it was presented in?
		Outputs of the individual steps of community planning have been produced in a satisfactory manner	Evaluation report	Were the changes of the proposal to benefit of the following phase?
		The evaluation of the development phase has been commenced		Were the indicators set correctly? If not, has the management tried to adjust them?
<b>Outcomes</b>	<b>specific objectives</b>	<b>indicators</b>	<b>verification sources</b>	<b>Questions - conditions, risks</b>
Information system	Creation of a functional information system for social services	The information system provides adequate data for the needs of CP development	data lists from the information system	Is the data from the information system really used by the target groups?
		The information system has been accepted and used by the target groups	number and level of entries into the information system	Do all the participants in the community planning process have access to the information system?
		The information system has its own supervisor and institutional and administrative support	contracts on the administration and maintenance of the information system	Is the information system administered and maintained economically?
<b>outputs (activities)</b>	<b>specific objectives</b>	<b>inputs (procedures)</b>	<b>verification sources</b>	<b>Questions - conditions, risks</b>

Mapping of the current situation in social services	Implementation of efficient data collection	There is a complete overview of existing service providers and a clear idea of the information that needs to be acquired	list of providers in the IS	Is the data from providers compatible (comparable and commensurable)?
Development and processing of questionnaires	Collection of data on the offer and demand for social services	Data on social services is collected and recorded in the required extent	completed questionnaires for providers	Is the monitored information complete and reliable?
Summarization of processed questionnaires	Mapping of the current situation in social services	The collected data on providers of social services and their offer is processed and summarized in the required extent	catalogue of social services	Is the processed information well-structured and understandable?
Establishment of an information project	Development of the plan for the creation of the information system	The plan for an IS has been clarified, the plan for the funding of the IS has been developed, potential co-financing has been arranged	project documentation, terms of reference for the tendering procedure, funding contract	Has the application of the information system been acquired economically?
Development of the information system	Development of the information system for social services	selection of the supplier of the IS application, development of the IS application and definition of the rules for the use of the IS	report on the tendering procedure for the IS supplier	Have the maximum available external funds been acquired for the funding the IS application?
<b>Outcomes</b>	<b>specific objectives</b>	<b>indicators</b>	<b>verification sources</b>	<b>Questions - conditions, risks</b>
People's needs analysis	To map the situation concerning the needs, offer and demand for social services comprehensively	The analytical outputs truthfully and impartially show the situation in the offer of and demand for social services	minutes of the meetings of the information collection team	Is the data for individual target groups and areas of assistance balanced?
		The needs analyses reflect the opinions of service users and providers as well as the general public	minutes of the meetings of the coordination groups and the management team	Has emphasis been placed on the "from the need to service" approach?
		The analytical outputs are complete and sufficient for the development of a high quality community plan		Are all the analytical outputs really used for the development of the community plan?

outputs (activities)	specific objectives	inputs (procedures)	verification sources	Questions - conditions, risks
Processing and analysis of statistical data	Processing and analysis of statistical data	Relevant and complete statistical data	statistical materials	Have external analyses been acquired economically?
Commissioning of quantitative and qualitative sociological research	Processing and analysis of statistical data	Relevant sociological research	sociological research	Is there a duplicate collection of identical data for different analyses?
Mapping of the current offer of social and community services and production of a catalogue of services + conducting of questionnaire surveys among providers + providers making qualified estimates of the priorities in the development of services in view of user needs	Collection of data on the current offer of social services (if not done in step 3) and production of the catalogue of social and community services	Data on providers of social services and their offer is collected and processed in the required extent, a catalogue of services, based on this data, has been produced	completed questionnaires for providers, catalogue of social services	Is the data collected on providers up-to-date?
Conducting of questionnaire surveys by users	Collection of data on the demand for social services among users	Data on the demand for social services is relevant and representative	minutes of meetings with users	Has sufficient protection of the privacy of respondents been provided?
Performance of SWOT analyses in individual target groups	Performance of SWOT analyses for defined target groups (areas of assistance)	Outputs of representative SWOT analyses for individual target groups	SWOT analyses outputs	Were all SWOT analyses performed according to the same methodology and rules?
Drafting of a map of social services – from the need to services	Drafting of the map of the social network for individual target groups	Complete maps of the social network for each target group (area of assistance)	social network maps	Were all the network maps drafted according to the same methodology and rules?
Involvement of the public Introduction of care management according to individual user needs	Collection of data on the potential needs in the area of social services from the general public	Meaningful information on the needs in social services, acquired from the general public	insights from the public, outcomes of surveys	Has the collection of data from the public produced really relevant and usable information?
Outcomes	specific objectives	indicators	verification sources	Questions - conditions, risks
First draft plan	To develop a draft community plan for the commenting process, in compliance with CP principles	The draft plan is complete, it contains all the required information for each area of assistance in accordance with the defined structure	draft plan ready for the commenting process	Is the draft plan sufficiently ambitious and "sexy"?

		The draft plan has been widely accepted by the stakeholders that participated in its development	minutes of the meetings of the coordination groups and the management team	
		The draft plan is well-structured and understandable for the expected participants in the commenting process		
<b>outputs (activities)</b>	<b>specific objectives</b>	<b>inputs (procedures)</b>	<b>verification sources</b>	<b>Questions - conditions, risks</b>
development of the draft plan structure	Development of the community plan structure	The community plan structure has been accepted for all the areas of assistance	minutes of the meetings of the coordination groups and the management team on the discussions of the plan structure	Is the plan structure based on modern project approaches? Does it use a template from another region as an example?
Setting of the objectives of the plan	Setting of the objectives of the plan for individual areas of assistance	Widely accepted objectives of the plan have been set for each area of assistance	documentation from the setting of the plan's objectives	Have the objectives and measures for individual areas been written in a common language?
Formulation of the measures of the plan	Formulation of the measures for the objectives of the plan for individual areas of assistance	Widely accepted measures for the plan's objectives have been formulated for each area of assistance	documentation from the formulation of the measures for the plan's objectives	Are the number of objectives and the measure-objective ratio for individual areas balanced?
Formulation of the priorities of the plan	Prioritisation of the objectives and measures of the plan for individual areas of assistance	Widely accepted priorities have been set for the plan's objectives and measures for each area of assistance	documentation from the prioritisation of objectives and measures	Is the number of priorities for individual areas balanced? Has their prioritisation also been performed?
Formulation of the economic aspects of the plan	SMARTification of the previously set objectives and measures of the plan for individual areas of assistance	All the plan's objectives and measures are SMART	documentation on the modification of objectives and measures	Was an independent expert used for SMARTification (common language)?
Formulation of partial aspects of each measure of the plan	Formulation of partial aspects of each measure of the plan	All the measures for the plan's objectives have been broken down into partial steps in a common structure	tables showing the breakdown of each measure	Are the partial aspects of the measures balanced and commensurable for all the measures?
<b>Outcomes</b>	<b>specific objectives</b>	<b>indicators</b>	<b>verification sources</b>	<b>Questions - conditions, risks</b>

Consultation process for the plan	Implementation of the commenting process concerning the draft community plan in compliance with CP needs	A sufficient number of commissioners, members of the expert and general public, service users and providers have participated in the commenting process	collected comments	Were the efforts put into the obtaining of the comments proportionate to the number and benefits for the quality of the plan?
		The collected comments are relevant and useful for the final version of the plan	categorization of the collected comments	
		Informing of all the target groups of the possibility of participating in the commenting process (availability) was sufficient	used information and communication channels	
<b>outputs (activities)</b>	<b>specific objectives</b>	<b>inputs (procedures)</b>	<b>verification sources</b>	<b>Questions - conditions, risks</b>
Preparation of the consultation process + Determination of the logistics of the commenting process + Determination of the tools and methods for the consultation process	Setting of the rules, methods and procedures for the commenting process	The competences and procedures for the commenting process have been defined, there is organisational and administrative support of the commenting process	implementing material for the consultation process, commenting questionnaire, minutes of the meeting where the commenting process was approved by the Municipal Council	Was the methodological material for the procedures of the commenting process followed? If not, was it to its benefit?
Development of the time schedule for the consultation process	Development of the communication plan for the communication with the target groups during the consultation process	plan of communication with all the relevant groups (including the time schedule)	communication plan	Has the communication plan been developed in cooperation with external PR and communication experts?
Determination of the commenting places	Determination of the commenting places	Easily accessible commenting places	list of commenting places	Is there an overview of the use of individual commenting places and communication channels?
Implementation of the consultation process	Implementation of the consultation process	Comments obtained from the commissioners, the expert and general public, users, providers and employers	meeting minutes, attendance sheets from public commenting meetings, completed questionnaires	Are there any areas where no or only minimum comments have been gathered?
<b>Outcomes</b>	<b>specific objectives</b>	<b>indicators</b>	<b>verification sources</b>	<b>Questions - conditions, risks</b>

Final version of the plan	Community plan approved and published in compliance with CP principles	From the content point of view, the community plan is ready for implementation	Approved final version of the plan	
		Target groups have been acquainted with the final community plan	acknowledgement of receipt by target groups	
<b>outputs (activities)</b>	<b>specific objectives</b>	<b>inputs (procedures)</b>	<b>verification sources</b>	<b>Questions - conditions, risks</b>
Incorporation of comments in the plan	Dealing with comments arising from the consultation process	incorporated as well as unincorporated comments	overview of incorporated and unincorporated comments	Did the incorporated comments significantly affect the content of the objectives and measures in any of the areas of assistance? If so, were these changes positive?
Development of the final version of the plan	Development of the final version of the plan	Competently finalized version of the plan to be approved and published	final version of the plan	Is the final version of the plan complete, well-structured and understandable?
Approval of the plan by the committees, the Municipal Council and the Board of Representatives	Approval of the community plan by relevant bodies of the plan commissioner	Community plan approved by the relevant bodies	Resolution on the approval of the final version of the plan by the committees, Council and/or Board of Representatives	Was the plan approved in the form it was presented in? If not, were the changes positive?
Distribution of the plan to the target groups	Distribution of the plan to the target groups	The community plan has been distributed to the required target groups through appropriate communication channels	used information and communication channels, survey conducted among the target groups	Were the used communication channels efficient?
<b>Implementation phase --- Implementation phase --- Implementation phase --- Implementation phase --- Implementation phase --- Implementation phase --- Implementation phase</b>				
<b>Overall objective of the phase</b>	<b>specific objectives</b>	<b>indicators</b>	<b>verification sources</b>	<b>Questions - conditions, risks</b>
	Improvement of the system of social service provision	Positive evaluation results, feasible evaluation recommendations for the following planning cycle	Evaluation report	

		Changes in the structure of social service provision, changes in financial flows, achieved savings	Information system	
<b>Immediate goal of the phase</b>	<b>specific objectives</b>	<b>indicators</b>	<b>verification sources</b>	<b>conditions</b>
	Successful and efficient implementation of the community plan	The objectives and measures set by the plan are implemented	Evaluation report	
		The plan is the key tool for the management of social services		
		Evaluation of the implementation phase is under way		
<b>Outcomes</b>	<b>specific objectives</b>	<b>indicators</b>	<b>verification sources</b>	<b>Questions - conditions, risks</b>
Implementation of the plan	Properly implemented and revised community plan	The implementation of partial implementation projects contributes to the achievement of the objectives and implementation of the measures of the plan	annual evaluation report (monitoring)	
		the organisational structures of the CP process are maintained and their support is provided	minutes of meetings of all the structures	
<b>outputs (activities)</b>	<b>specific objectives</b>	<b>inputs (procedures)</b>	<b>verification sources</b>	<b>Questions - conditions, risks</b>
	continuous implementation of partial implementation projects	the funding of partial projects has been secured, the projects have been implemented in the pre-defined extent, quality and time	information on implemented projects	Are the outputs of implementation projects significantly different from original plans? If so, are the changes positive?
	annual reviews of the plan's objectives and measures for individual areas of assistance	the plan's objectives and measures are reviewed and updated on the basis of the changing needs and external influences	reports on reviewed objectives and measures	Are the changes of the plan's objectives and measures significant? If so, are changes positive?



	Motivation and readiness of the stakeholders to have a community plan and participate in its development phase		Support of the local government bodies of the plan commissioner Support of all the important service commissioners Support of a representative number of users All the participants accept the evaluation process	Results of the votes in the bodies of the plan commissioner confirm support beyond the ruling coalition, minutes of the meetings of local government bodies, monitoring of the media, survey of the communications addressed to local government bodies, commissioners and providers have arranged the participation of their representatives in organisational structures and enabled them their active participation, users have appointed their competent representatives to the organisational structures and require active participation from them, all the stakeholders cooperate with the evaluation team	How were the counterproposals discussed? Were the ir... If not, has t... adjust them...
<b>outcomes</b>	<b>specific objectives</b>		<b>indicators</b>	<b>verification sources</b>	<b>Questions</b>
Preparation of the environment Participants have been acquainted with the principles of the CP process and they have accepted them	Environment prepared in compliance with the principles and values of the CP process		All the applied procedures have achieved the expected values of the process criteria, if they do not achieve these values, it is justified and it is justifiably assumed that this will not affect the quality of the following process	Written documents, observations of the evaluators of the meetings and discussions, external journalism	Have there been any... the followi... they have a... effect?

outputs (activities)	specific objectives	inputs (procedures)	criteria of the principles - ideal value	verification sources	Questions
Establishment of the initiation team: (discussion of the original initiators of the preliminary proposal)	Formulation and discussion of the principles for the development of a draft community plan	a)discussions of the organisation and course of action e)formulation of proposals,	A. Ability to react - Transparency - Competences -	Written documents, observations of the evaluators of the discussions,	Were the principles of the management taken into account?
Training of the initiation team: (agreement on the needs, task assignment, training)	Activation of the initiation team:	a)discussions of the organisation and course of action b) obtaining of expert inputs	A. Ability to react - Transparency - Competences -	Written documents, observations of the evaluators of the discussions,	
Approval of CP principles and values: (discussion and approval of the principles that will be applied during the initiation)	Reaching and formally binding confirmation of the consensus concerning the principles and values	formulation of proposals, f)commenting on the proposals, g)presentation of the proposals, h)decision-making	A. Ability to react - Transparency - Competences - Participation - E. Representativeness - F. Legality -	Written documents, observations of the evaluators of the discussions,	
Discussion of the assignment in political circles: (discussion of the initiation team with relevant public administration representatives)	Elicitation of political demand	a)discussions of the organisation and course of action to take	A. Ability to react - Competences -	Written documents, observations of the evaluators of the discussions,	
Preparation of the expert environment: (preliminary discussions of the initiation team and the future plan commissioner with the target group)	Preparation of the environment among providers	a)discussions of the organisation and course of action b)obtaining of expert inputs	A. Ability to react - Transparency - Competences -	Written documents, observations of the evaluators of the discussions,	

Preparation of the user environment: (preliminary discussions of the initiation team and the future plan commissioner with the target group)	Preparation of the user environment	a)discussions of the organisation and course of action b)obtaining of expert inputs	A. Ability to react - Transparency - Competences -	B. C.	Written documents, observations of the evaluators of the discussions,	
Preparation of the financial environment: (cooperation of the initiation team with the future plan commissioner)	Development of the plan, coverage of financial costs	c)management of processes and activities, h)decision-making	B. Transparency - Competences - F. Legality -	C.	Written documents, observations of the evaluators of the discussions,	
Arrangement of consultations with experts: (preliminary discussions of the initiation team and the future plan commissioner with the target group)	Preparation of the expert environment, arrangement of consultations with experts	a)discussions of the organisation and course of action b)obtaining of expert inputs	A. Ability to react - Transparency - Competences - G. Owners	B. C.	Written documents, observations of the evaluators of the discussions,	
Preparation of evaluation: (cooperation of the initiation team with the plan commissioner)	Proposal and approval of the process evaluation method	c)management of processes and activities, h)decision-making	B. Transparency - Competences - F. Legality -	C.	Written documents, observations of the evaluators of the discussions,	
<b>outcomes</b>	<b>specific objectives</b>		<b>indicators</b>		<b>verification sources</b>	<b>Questions</b>
Organisational structures are occupied by participants who have accepted CP process principles and values	Setting up of the organisational structure in compliance with CP process principles and values		All the applied procedures have achieved the expected values of the process criteria, if they do not achieve these values, it is justified and it is justifiably assumed that this will not affect the quality of the following process		Written documents, observations of the evaluators of the discussions, external journalism	Have there outcomes? the following they have a effect?
			The conclusions of the previous evaluation have been taken into account			Were the principles of the management?
			commitment of the participants reaches the level of.....		Interviews with participants	

outputs (activities)	specific objectives	inputs (procedures)	criteria of the principles - ideal value	verification sources	Questions
Establishment of management planning structures: (discussions of commissioners, providers and users initiated by the responsible representative of the plan commissioner)	proposal and approval of an umbrella management structure	a)discussions of the organisation and course of action e)formulation of proposals, h)decision-making	A. Ability to react - Transparency - Competences - F. Legality - B. C.	Written documents, observations of the evaluators of the discussions,	
Involvement of commissioners, providers and users - setting up of coordination groups: (discussions of the commissioners, providers, users and the expert public facilitated by the initiation team)	proposal and approval of coordination groups	a)discussions of the organisation and course of action c) management of processes and activities e)formulation of proposals, f)commenting on the proposals, g)assessment of the comments, h)decision-making	A. Ability to react - Transparency - Competences - Participation - E. Representativeness - F. Legality - B. C. D.	Written documents, observations of the evaluators of the discussions,	
Establishment of the management team: (internal discussions of the plan commissioner)	proposal and approval of the management team and solving administrative issues of the organisational structures	b) obtaining of expert inputs c) management of processes and activities e)formulation of proposals, h)decision-making	A. Ability to react - Transparency - Competences - Legality - B. C. F.	Written documents, observations of the evaluators of the discussions,	
Implementation of the evaluation: (internal discussions of the plan commissioner with the participation of the organisational units responsible for the general operations and control of the local government and not directly participating in the CP process)	proposal and approval of the evaluation team	b) obtaining of expert inputs c) management of processes and activities h) decision	A. Ability to react - Transparency - Competences - F. Legality - B. C.	Written documents, observations of the evaluators of the discussions,	

Development phase - - - Development phase - - - Development phase - - - Development phase - - - Development phase - - - Development phase - - - Development phase - - - Development phase - - - Development phase - - - Devel

Overall objective of the phase	specific objectives		indicators	verification sources	Questions
	To ensure the application of good governance principles during the development of the community plan and to create conditions for the successful application of these principles during the community plan implementation and revision		Positive evaluation results	Evaluation report	Was the cooperation of participants correct? Did they understand the importance of the process? Were the conditions for further work set correctly? Was the management of the process effective?
			Feasible evaluation recommendations for the process of the implementation phase		
Immediate goal	specific objectives		indicators	verification sources	Questions
	Motivation and readiness of the participants to implement the community plan		Support of political representatives, support of most commissioners, support of most providers, support of most users,	Results of the votes in the bodies of the plan commissioner confirm support beyond the ruling coalition, minutes of the meetings of local government bodies, monitoring of the media, survey of the communications addressed to local government bodies, commissioners and providers prepare revisions of their plans, all participants cooperate with the evaluation team	How were the participants motivated? Were there any counterproposals? Was the discussion effective? Did they have a clear understanding of the process? Were the potential benefits discussed? Were the rights and responsibilities of the participants more clearly defined? Was the action plan more detailed? Was the decision – making process more transparent? Were the interests of all participants taken into account? If not, has the team adjusted them?
			All the participants cooperate on the evaluation process	Evaluation report	
outcomes	specific objectives		indicators	verification sources	Questions

Information system

To set up an information system in compliance with the principles and values of the CP process		All the applied procedures have achieved the expected values of the process criteria, if they do not achieve these values, it is justified and it is justifiably assumed that this will not affect the quality of the following process	Written documents, observations of the evaluators of the discussions, external journalism	Have there been outcomes? the following they have an effect?
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The conclusions of the previous evaluation have been taken into account				Were the principles of the management taken into account?
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commitment of the participants reaches the level of.....			Interviews with participants	
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outputs (activities)	specific objectives	inputs (procedures)	criteria of the principles - ideal value	verification sources	Questions
Preparation of the environment for data collection in social services: (analysis of information availability, negotiations with data owners about its provision and the necessary structure)	Implementation of efficient data collection	a) discussions of the organisation and course of action b) obtaining of expert inputs	A. Ability to react - Transparency - Competences -	B. C. Written documents, observations of the evaluators of the discussions,	
Development and processing of questionnaires:	Collection of data on the offer and demand in social services	b) obtaining of expert inputs	B. Transparency - Competences -	C. Written documents, observations of the evaluators of the discussions,	
Summarization of processed questionnaires	Mapping of the current situation in social services	b) obtaining of expert inputs	B. Transparency - Competences -	C. Written documents, observations of the evaluators of the discussions,	
Establishment of an information project	Development of the plan for the creation of the information system	b) obtaining of expert inputs c) management of processes and activities h) decision-making	A. Ability to react - Transparency - Competences - F. Legality -	B. C. Written documents, observations of the evaluators of the discussions,	
Development of the information system	Development of the information system for social services	b) obtaining of expert inputs c) management of processes and activities	B. Transparency - Competences - Legality -	C. F. Written documents, observations of the evaluators of the discussions,	
<b>outcomes</b>	<b>specific objectives</b>		<b>indicators</b>	<b>verification sources</b>	<b>Questions</b>

Analysis of people's needs

To map the situation concerning the needs, offer and demand in social services in compliance with the principles and values of the CP process		All the applied procedures have achieved the expected values of the process criteria, if they do not achieve these values, it is justified and it is justifiably assumed that this will not affect the quality of the following process	Written documents, observations of the evaluators of the discussions, external journalism	Have there outcomes? the following they have an effect?
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The conclusions of the previous evaluation have been taken into account				Were the principles of the management of them?
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commitment of the participants reaches the level of.....			Interviews with participants	
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outputs (activities)	specific objectives	inputs (procedures)	criteria of the principles - ideal value	verification sources	Questions
Processing and analysis of statistical data	Processing and analysis of statistical data	b) obtaining of expert inputs c) management of processes and activities	B. Transparency - Competences - Legality - C. F.	Written documents, observations of the evaluators of the discussions,	
Commissioning of sociological research, both quantitative and qualitative	Commissioning of sociological research, both quantitative and qualitative	b) obtaining of expert inputs c) management of processes and activities	B. Transparency - Competences - Legality - C. F.	Written documents, observations of the evaluators of the discussions,	
Mapping of the current offer of social and community services and production of a catalogue of services + conducting of questionnaire surveys among providers + providers making qualified estimates of the priorities in the development of services in view of user needs	Collection of data on the current offer of social services (if not done in step 3) and production of the catalogue of social and community services	b) obtaining of expert inputs c) management of processes and activities	B. Transparency - Competences - Legality - C. F.	Written documents, observations of the evaluators of the discussions,	
Conducting of questionnaire surveys by users	Collection of data on the demand for social services among users	b) obtaining of expert inputs	B. Transparency - Competences - C.	Written documents, observations of the evaluators of the discussions,	

Performance of SWOT analyses in individual target groups	Performance of SWOT analyses for defined target groups (areas of assistance)	c) management of processes and activities d) discussions of expert inputs e) formulation of proposals, f) commenting on the proposals, g) assessment of the comments, h) decision-making	A. Ability to react - Transparency - Competences - Participation - E. Representativeness - F. Legality -	B. C. D.	Written documents, observations of the evaluators of the discussions,	
Drafting a map of the social network – from needs to services	Drafting of the map of social services for individual target groups	a) discussions of the organisation and course of action b) obtaining of expert inputs c) management of processes and activities d) discussions of expert inputs e) formulation of proposals, f) commenting on the proposals, g) assessment of the comments, h) decision-making	A. Ability to react - Transparency - Competences - Participation - E. Representativeness - F. Legality -	B. C. D.	Written documents, observations of the evaluators of the discussions,	
Involvement of the public	Collection of data on potential needs in the area of social services from the general public	b) obtaining of expert inputs	B. Transparency - Competences -	C.	Written documents, observations of the evaluators of the discussions,	
<b>outcomes</b>	<b>specific objectives</b>		<b>indicators</b>		<b>verification sources</b>	<b>Questions</b>
First draft plan	To develop a draft community plan for the commenting process, in compliance with CP principles and values		All the applied procedures have achieved the expected values of the process criteria, if they do not achieve these values, it is justified and it is justifiably assumed that this will not affect the quality of the following process		Written documents, observations of the evaluators of the discussions, external journalism	Have there been outcomes? the following they have an effect?
			The conclusions of the previous evaluation have been taken into account			Were the principles of the management taken into account?
			commitment of the participants reaches the level of.....		Interviews with participants	
<b>outputs (activities)</b>	<b>specific objectives</b>	<b>inputs (procedures)</b>	<b>criteria of the principles - ideal value</b>		<b>verification sources</b>	<b>Questions</b>

Development of the structure of the draft plan: (presentation of the management proposal to the coordination group, discussion and approval by the management group)	Development of the community plan structure	a)discussions of the organisation and course of action c) management of processes and activities d)discussions of expert inputs e)formulation of proposals, f)commenting on the proposals, g)assessment of the comments, h)decision-making	A. Ability to react - Transparency - Competences - Participation - E. Representativeness - F. Legality -	B. C. D.	Written documents, observations of the evaluators of the discussions,	
Setting of the objectives of the plan (on the basis of the materials obtained from the expert groups)	Setting of the objectives of the plan for individual areas of assistance	c) management of processes and activities d)discussions of expert inputs e)formulation of proposals, h)decision-making	A. Ability to react - C. Competences - Participation - E. Representativeness - F. Legality -	D.	Written documents, observations of the evaluators of the discussions,	
Formulation of the measures of the plan	Formulation of the measures for the objectives of the plan for individual areas of assistance	c) management of processes and activities d)discussions of expert inputs e)formulation of proposals	B. Transparency - Competences - Participation - E. Representativeness -	C. D.	Written documents, observations of the evaluators of the discussions,	
Formulation of the priorities of the plan	Prioritisation of the objectives and measures of the plan for individual areas of assistance	c) management of processes and activities d)discussions of expert inputs e)formulation of proposals,	B. Transparency - Competences - Participation - E. Representativeness -	C. D.	Written documents, observations of the evaluators of the discussions,	
Formulation of the economic aspects of the plan	SMARTification of the previously set objectives and measures of the plan for individual areas of assistance	c) management of processes and activities d)discussions of expert inputs e)formulation of proposals,	B. Transparency - Competences - Participation - E. Representativeness -	C. D.	Written documents, observations of the evaluators of the discussions,	
Formulation of partial aspects of each measure of the plan	Formulation of partial aspects of each measure of the plan	c) management of processes and activities d)discussions of expert inputs e)formulation of proposals,	B. Transparency - Competences - Participation - E. Representativeness -	C. D.	Written documents, observations of the evaluators of the discussions,	
<b>outcomes</b>	<b>specific objectives</b>		<b>indicators</b>		<b>verification sources</b>	<b>Questions:</b>

Consultation process for the plan	Implementation of the commenting process concerning the draft community plan in compliance with CP principles and values		All the applied procedures have achieved the expected values of the process criteria, if they do not achieve these values, it is justified and it is justifiably assumed that this will not affect the quality of the following process	Written documents, observations of the evaluators of the discussions, external journalism	Have there outcomes? the following they have an effect?
			The conclusions of the previous evaluation have been taken into account		Were the principles of the management team?

			commitment of the participants reaches the level of.....	Interviews with participants	
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outputs (activities)	specific objectives	inputs (procedures)	criteria of the principles - ideal value	verification sources	Questions
Preparation of the consultation process + Determination of the logistics for the commenting process + Determination of the tools and methods for the consultation process: (discussions of the managing body supported by the management team)	Setting of the rules, methods and procedures for the commenting process	a)discussions of the organisation and course of action h)decision-making	A. Ability to react - Transparency - Competences - F. Legality -	B. C. Written documents, observations of the evaluators of the discussions,	
Development of the time schedule for the consultation process: (discussions of the managing body supported by the management team)	Development of the communication plan for the communication with the target groups during the consultation process	c) management of processes and activities h)decision-making	A. Ability to react - Transparency - Competences - Legality -	B. C. F. Written documents, observations of the evaluators of the discussions,	
Determination of the commenting places: (decision of the managing body on the basis of proposals of the coordination groups)	Determination of the commenting places	e)formulation of proposals, h)decision-making	A. Ability to react - Transparency - Competences - F. Legality -	B. C. Written documents, observations of the evaluators of the discussions,	

Implementation of the consultation process	Implementation of the consultation process	c)management of processes and activities f)commenting on the proposals,	B. Transparency - Competences - Participation - E. Representativeness -	C. D.	Written documents, observations of the evaluators of the discussions,	
<b>outcomes</b>	<b>specific objectives</b>		<b>indicators</b>		<b>verification sources</b>	<b>Questions</b>
Final version of the plan	Community plan approved and published in compliance with CP principles		All the applied procedures have achieved the expected values of the process criteria, if they do not achieve these values, it is justified and it is justifiably assumed that this will not affect the quality of the following process		Written documents, observations of the evaluators of the discussions, external journalism	Have there outcomes? the following they have a effect?
			The conclusions of the previous evaluation have been taken into account			Were the principles s the manage them?
			commitment of the participants reaches the level of.....		Interviews with participants	
<b>outputs (activities)</b>	<b>specific objectives</b>	<b>inputs (procedures)</b>	<b>criteria of the principles - ideal value</b>			<b>Questions</b>
Incorporation of comments in the plan	Dealing with comments arising from the consultation process	d)discussions of expert inputs g)assessment of the comments,	B. Transparency - Competences - Participation - E. Representativeness -	C. D.	Written documents, observations of the evaluators of the discussions,	
Development of the final version of the plan	Development of the final version of the plan	e)formulation of proposals	B. Transparency - Competences -	C.	Written documents, observations of the evaluators of the discussions,	
Approval of the plan by the committees, the Municipal Council and the Board of Representatives	Approval of the community plan by relevant bodies of the plan commissioner	h)decision-making	A. Ability to react - Transparency - Legality -	B. F.	Written documents, observations of the evaluators of the discussions,	
Distribution of the plan to the target groups	Distribution of the plan to the target groups	c) management of processes and activities	B. Transparency - Competences - F. Legality -	C.	Written documents, observations of the evaluators of the discussions,	



Implementation of the plan	Community plan implemented in compliance with CP principles and values		All the applied procedures have achieved the expected values of the process criteria, if they do not achieve these values, it is justified and it is justifiably assumed that this will not affect the quality of the following process	Written documents, observations of the evaluators of the discussions, external journalism	Have there outcomes? the following they have an effect?
			The conclusions of the previous evaluation have been taken into account		Were the principles of the management taken into account?
			commitment of the participants reaches the level of.....	Interviews with participants	
outputs (activities)	specific objectives	inputs (procedures)	criteria of the principles - ideal value	verification sources	Questions
	Continuous implementation of partial implementation projects	a)discussions of the organisation and course of action b) obtaining of expert inputs c) management of processes and activities	A. Ability to react - B. Transparency - C. Competences - F. Legality -	Written documents, observations of the evaluators of the discussions,	
	Annual review of the plan's objectives and measures for individual areas of assistance	b) obtaining of expert inputs c) management of processes and activities d)discussions of expert inputs e)formulation of proposals, f)commenting on the proposals, g)assessment of the comments, h)decision-making	A. Ability to react - B. Transparency - C. Competences - D. Participation - E. Representativeness - F. Legality -	Written documents, observations of the evaluators of the discussions,	