

Ministry of Finance of the Russian Federation  
Financial Research Institute of Ministry of the Russian Federation

# Report on the best practices in developing participatory budgeting in Russian regions and municipalities



Moscow 2022

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## INTRODUCTION

Participatory budgeting continues to be one of the most promising and actively developing areas of the Russian Ministry of Finance project "Budget for Citizens".

In 2021, despite the continued restrictions due to COVID-19, participatory budgeting continued to develop actively. A significant increase in the number of projects implemented and the amount of funding and co-financing of individual initiatives indicates that participatory budgeting is still motivational.

In 2021, in 75 constituent entities of the Russian Federation (regions), participatory budgeting was a part of everyday life, and at least half of the regions introduce innovations into existing practices every year.

The main source of financing for participatory budgeting projects is still regional budgets. The share of federal funds in the implementation of such projects is decreasing, however there is an increase in the share of local budget funds and co-financing by business and individuals.

In 2021, in 16 regions, the implementation of practices for involving schoolchildren in budget decision-making began or continued. Last year, the idea of PBS (PBS) was new, and it has taken root in school communities.

Several new forms of networking between consultants of participatory budgeting also appeared. The first meeting of consultants was held in June in Sudak (Crimea), and in December a meeting was held at the Northern School of Participatory Budgeting consultants in Khantia-Mansia. As part of the latter, the first festival of participatory budgeting projects was organized.

The number of consultants has stabilized, however Russian regions are increasingly assigning the tasks of organizing them to employees of state authorities and territorial local self-government (TLSG).

Proven forms of training in participatory budgeting—webinars—have been maintained. These include training for

journalists publishing articles on public engagement.

The past year saw the beginning of federal legislation in terms of participatory budgeting. Norms regulating participatory budgeting—projects initiated by locals—came into force. The first year of the implementation of the new norms showed the need to motivate regions to launch and support new projects.

In 2021, events to develop participatory budgeting were part of the project of the Russian Ministry of Finance to improve financial literacy nationwide. The Directorate of Financial Literacy of the Financial Research Institute of the Russian Ministry of Finance (FRI-MinFin), worked to include the knowledge, skills, and abilities related to participatory budgeting for adults and schoolchildren in the Unified Framework of Competences. The first materials have appeared describing the possibilities of participatory budgeting to improve financial literacy.

In 2021, FRI-MinFin, with the support of the Russian Ministry of Finance, held an All-Russian competition of projects on participatory budgeting. The competition has been running since 2017 on the website <https://budget4me.ru>. As part of the competition, the best projects in three categories are selected annually. In the category "Public partnership", the amount of co-financing from individuals and businesses is estimated. In the category "Public participation", the total number of people who took part in the project is estimated. In the category "The most original project", the novelty and the presence of a creative component is estimated.

This year, a new category was included—"School and youth participatory budgeting"—which evaluated the novelty of a participatory budgeting project proposed by schoolchildren and youth.

Three projects received the same number of points, and all their creators were awarded cash prizes for the implementation of the projects.

In total, 914 projects from 60 regions were submitted to the competition in 2021.

The cost of all the projects participating in the competition was more than 3.2 billion rubles. The total number of applications for participation in the competition almost doubled from 2020, and the number of people who voted for projects on the website approached one million.

The Russian experience is increasingly becoming the subject of close study in CIS countries. The deployment of participatory budgeting based on the experience in Russia has begun in Uzbekistan. Armenia, Tajikistan, and Kyrgyzstan are also carefully studying the Russian experience.

## 1 PARTICIPATORY BUDGETING IN 2021

In 2021, Federal Laws came into force which were an impetus for the development of public participation in the budget process.

Participatory budgeting is a tool for communication between the population and authorities requiring an appropriate level of training. It has become part of a unified framework of competencies in financial literacy for adults and students of all levels of education as part of the Strategy for Improving Financial Literacy in Russia the period 2021–2023.

In order to provide additional methodological support to all interested experts, FRI-MinFin launched a series of seminars for media representatives and specialists from government bodies and the municipal community. These included information-sharing, the development of communications as part of participatory budgeting programs, and financial and budget literacy events.

On the FRI-MinFin website, the concept of Participatory Budgeting in Schools (PBS) was published. The introduction of school and youth participatory budgeting has begun in the Volgograd and Tver regions, and a number of municipalities in the Orenburg, Samara, Stavropol, and Rostov regions, Khantia-Mansia, and Crimea.

The All-Russian Children's Center “Eaglet” held a gathering of PBS Teams for the first time.



*Source: Participatory Budgeting Center Financial Research Institute*

**Figure 1. Participants share their experience in creating PBS projects**



Source: Participatory Budgeting Center Financial Research Institute  
**Figure 2. Delegation of schoolchildren from Yamalia**

The number of regions where the implementation of participatory budgeting practices began for the first time has expanded. Among such regions are Crimea, the Chechen Republic, the Republic of Tuva, Omsk, and Primorsky.

The FRI-MinFin program of additional professional education on participatory budgeting was continued. Diplomas were received by 47 specialists and consultants, including, for the first time, representatives of the Uzbekistan Ministry of Finance and the Uzbekistan Institute of Fiscal Research.

A Summer School for participatory budgeting consultants was held in Crimea, the purpose of which was to exchange experience in the support of participatory budgeting programs.

On September 20 and 21, 2021, Moscow hosted the 3rd All-Russian Conference “Participatory Budgeting as Social Phenomenon”, which was attended by more than 300 representatives of the regional financial authorities, local authorities, and representatives of the professional community, including international experts. During the conference, topical issues of legislative regulation and prospects for the strategic development of participatory budgeting in Russia for the period up to 2030 were discussed.



Source: Participatory Budgeting Center Financial Research Institute  
**Figure 3. Participants of the 3rd All-Russian Conference  
"Participatory Budgeting as a Social Phenomenon"**



*Source: Participatory Budgeting Center Financial Research Institute*  
**Figure 4. Participants of the 3rd All-Russian Conference  
"Participatory Budgeting as a Social Phenomenon"**

As part of the nominations for the Financial Health Expert Award, (a Russian Ministry of Finance project), the nomination "The best media project on participatory budgeting, including PBS" was established. In 2021, the expert jury awarded the title to the Project Center of Novgorod Region.

In 2021, the practice of holding regional information and training events on participatory budgeting supported by the Russian Ministry of Finance and FRI-MinFin and events to disseminate the Russian experience of implementing such practices on international platforms, continued. Due to the current epidemiological situation, events planned to be held in Russian regions were moved online.

In total about 3,900 representatives of Russian regions and cities, as well as representatives of the expert community, including international experts, took part in information and training events held online and offline.

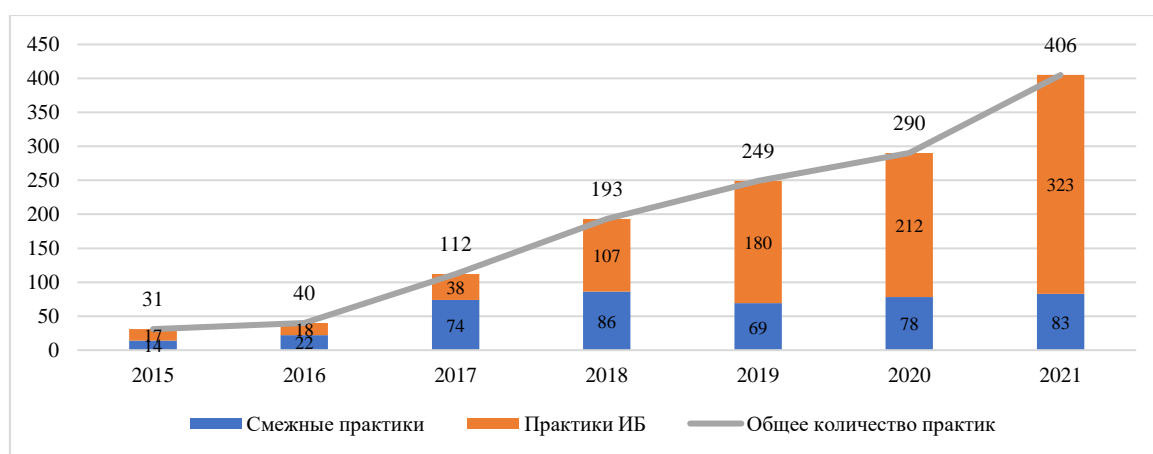
## 2 GENERAL INFORMATION ON THE DEVELOPMENT OF PARTICIPATORY BUDGETING IN RUSSIAN REGIONS

### 2.1 Practices, varieties, and trends

In 2022, the seventh cycle of participatory budgeting in Russia took place. In response to a request from the Russian Ministry of Finance about the development of individual participation, responses were received from 82 regions. This information helps determine the regional budgets for participatory budgeting practices. Information on the implementation of participatory budgeting practices was contained in 75 responses. Thus, in 2021, the number of regions developing participatory budgeting increased from 73 to 75.

No responses were received from Kamchatka, the Republics of Dagestan and Ingushetia. The responses received from the Jewish Autonomous Region, the Republics of North Ossetia-Alania and Khakassia, and the Kabardino-Balkarian and Karachay-Cherkess Republics showed an absence of practices or development plans for participatory budgeting in the foreseeable future. The responses of Murmansk Region and Moscow were notifications and did not contain a description of participatory budgeting practices. A complex of other (related) practices of individual participation in the budget process is being implemented in Moscow.

An analysis of the data received from 75 regions allows us to conclude that there has been a significant increase in the number of participatory budgeting practices<sup>1</sup> in 2021—from 212 to 323. The total number of practices that provide for the participation of residents in budget decisions has increased from 290 to 406. These include such models of participatory budgeting as the local initiative support program (LISP), "The People's Budget", public budget commissions, participatory projects, and PBS.<sup>2</sup>



Смежные практики—Related practices  
 Практики ИБ—Participatory budgeting practices  
 Общее количество практик—Total

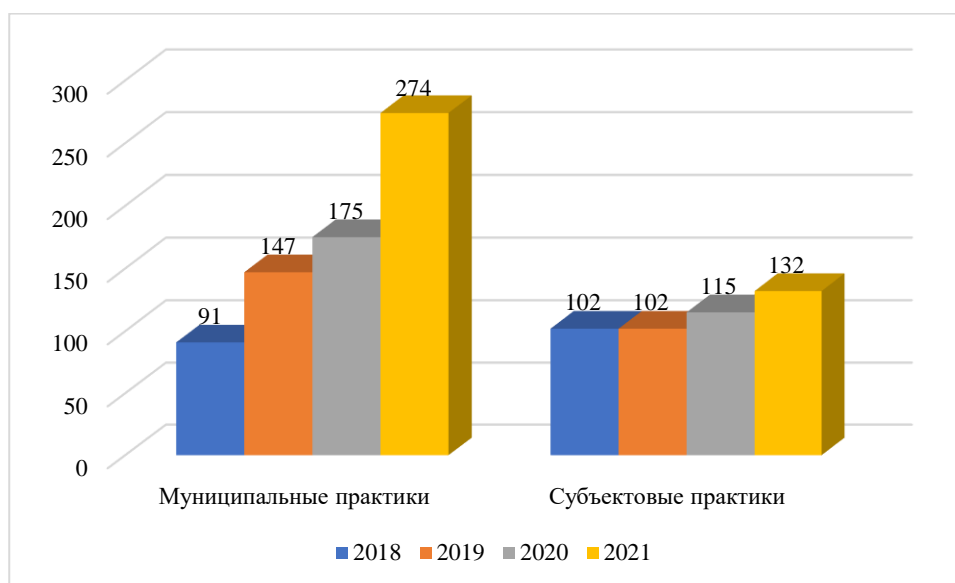
Source: Participatory Budgeting Center Financial Research Institute  
**Figure 6. The number of practices at all levels for 2015–2021**

<sup>1</sup> The practice of participatory budgeting is the implementation of an example participatory budgeting in one region or municipality aimed at involving locals in the budget process and the participation of residents in making budget decisions. The practice involves regular planning and budgeting for the realization of specific projects.

<sup>2</sup> The model of participatory budgeting—a set of procedures for organizing the participation of residents in participatory budgeting at the federal, regional, or municipal levels, determined by federal or regional legislation. The participatory budgeting model includes the following mandatory procedures: nomination, discussion, and selection of projects by residents; participation of residents in the implementation of projects; and other forms of participation.



Since the monitoring of municipal practices began, these have demonstrated the highest growth. In 2021, 99 new practices were launched in Russian cities. At the regional level, the positive trend also continues—17 more practices than in 2020 were announced.



Муниципальные практики—Municipal practices  
Субъектовые практики—Regional practices

Source: Participatory Budgeting Center Financial Research Institute

**Figure 7. The number of practices at the regional level and municipal practices in 2018–2021**

In order to implement the new provisions of the federal legislation on participatory projects in the regions, a legislative and regulatory framework was prepared and approved, which contributed to the emergence of new municipal practices. Most of the new municipal practices were implemented in the Krasnodar Territory, the Komi Republic, the Samara, Belgorod, Stavropol and Khabarovsk regions, and Udmurtia, but not all of them are participatory projects—of the 274 practices in 2021, only 123 practices were implemented according to a legislatively fixed model. In the leading municipals of participatory budgeting—in the Orenburg and Ulyanovsk regions, Khantia-Mansia and Yamalia—the practices developed in municipalities are gradually moving to the new model of participatory projects. In other cases, work continued on previously started practices, or other practices were launched which provide mechanisms for individual involvement. Participatory projects were singled out from the total number of municipal practices on the basis of two parameters recorded in the survey: regulatory legal acts in municipalities and participatory payments as a form of extrabudgetary contribution. However, due to the low quality of survey responses, the actual number of projects may differ.

**Table 1. Practices of regions and municipalities that provide for the participation of residents, implemented in 2020-2021**

Type of practice	Regional practices		Municipal practices		Total	
	2020	2021	2020	2021	2020	2021
Participatory budgeting practices: LISP, The People's Budget, budget commissions etc.	62	63	151	109	<b>213</b>	<b>172</b>
Initiative projects practices	n/a	-	n/a	123	<b>n/a</b>	<b>123</b>

Practices of school and youth initiative budgeting (including PBS)	4	12	6	28	<b>10</b>	<b>40</b>
TLSG Support	8	11	2	14	<b>10</b>	<b>25</b>
Rural Improvement and Development Practices (Ministry of Agriculture)	16	23	-	-	<b>16</b>	<b>23</b>
A comfortable urban environment (Ministry of Construction, Housing and Utilities)	15	15	-	-	<b>15</b>	<b>15</b>
Support for NGOs and socially significant projects	2	5	4	7	<b>6</b>	<b>11</b>
Self-taxation, 50/50, subsidizing the contribution of citizens	3	3	1	4	<b>4</b>	<b>7</b>
Other: projects for improvement, repair, gas pipes, support for local traditions, etc.	2	-	10	3	<b>12</b>	<b>3</b>
Roads	2	2	-	1	<b>2</b>	<b>3</b>
Instructions to deputies	1	1	1	1	<b>2</b>	<b>2</b>

*Source: Participatory Budgeting Center Financial Research Institute*

In a number of regions, participatory projects were implemented through a regional model with a competitive mechanism, using regional funds. In each region, the mechanism for co-financing projects and the form of project selection is different. In the Belgorod and Omsk regions, the Chechen Republic, and Khantia-Mansia, this was the first experience of launching participatory budgeting at the regional level. In the Chelyabinsk region, participatory projects have replaced the previous practice. In the Kemerovo and Orenburg regions, and the Chuvash Republic, a new model of participatory projects was integrated into the practices already developed.

In 2021, the practices of improving and developing rural areas, supporting TLSG, and PBS developed more actively than other related practices.

The number of practices for the improvement of rural areas increased from 16 to 23. These were implemented by the regions under the Russian Ministry of Agriculture program "The integrated development of rural areas". In the Kostroma, Novgorod, and Tambov regions, two such practices were implemented in 2021. These focused on the improvement of rural areas and the formation of the modern image of rural areas. Of the regions that implemented such practices in 2020, only the Kurgan region did not declare the practice of improving rural areas for 2021.

**Regions implementing landscaping practices within the framework of the state program of the Russian Federation "Integrated Development of Rural Territories" (regions with new practices are in italics)**

1. Vladimir
2. Trans-Baikal
3. *Ivanovo*
4. *Kaliningrad*
5. Kostroma (2 practices)
6. Novgorod (2 practices)
7. *Omsk*
8. Oryol
9. The Altai Republic
10. *Republic of Kalmykia*
11. Republic of Mari El
12. *Republic of Mordovia*
13. Ryazan
14. *Saratov*

15. Sverdlovsk
16. Tambov (2 practices)
17. Tyumen
18. Ulyanovsk
19. Khabarovsk
20. *Khantia-Mansi*

The number of regional improvement programs implemented as part of the federal project "The Creation of a Comfortable Urban Environment" remained the same—15 practices. However, the composition of the regions implementing these practices has changed. The Kabardino-Balkarian Republic, the Republic of Dagestan, and the Novgorod and Kurgan regions did not undertake such practices in 2021.

**Regions implementing improvement programs within the framework of the federal project "Formation of a comfortable urban environment" (regions with new practices are in italics)**

1. Vladimir
2. *Trans-Baikal*
3. Kaliningrad
4. Kostroma
5. Omsk
6. Oryol
7. *Perm*
8. The Altai Republic
9. *Saratov*
10. Sverdlovsk
11. Tambov
12. Tyumen
13. Ulyanovsk
14. Khabarovsk
15. *Khantia-Mansia*

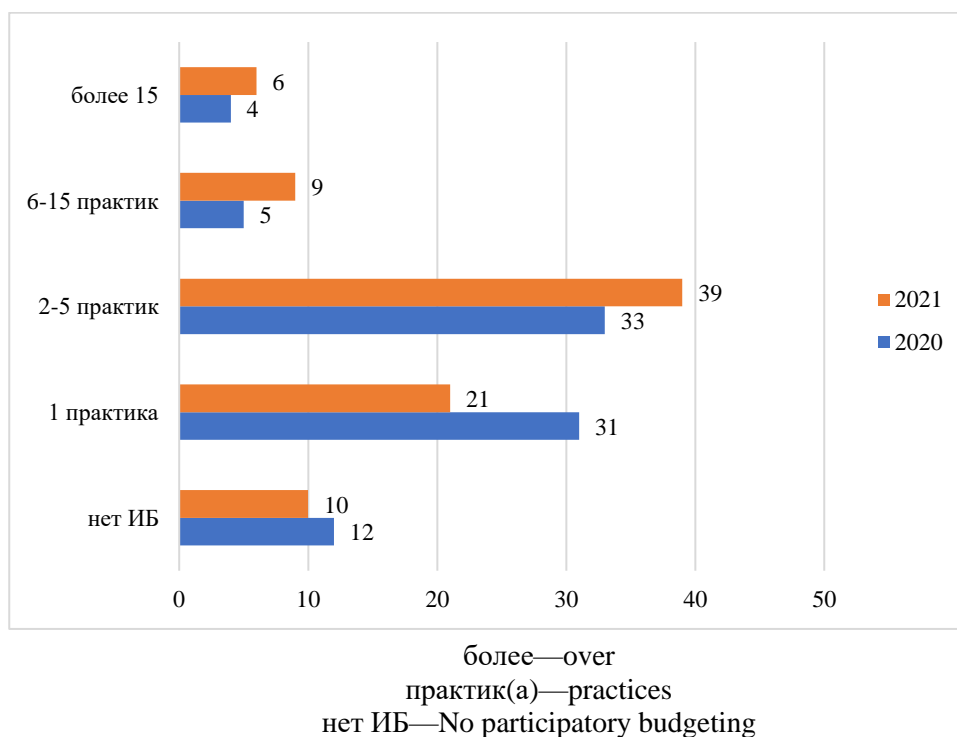
Practices for the development of rural areas and the improvement of the urban environment are implemented only at the regional level, other practices are done at the municipal level. Municipal support for TLSSG is more common in those regions where similar programs are developed at the regional level. In 2021, most of these practices were implemented in the Belgorod and Khabarovsk regions. In the Arkhangelsk, Novgorod, Pskov, Lipetsk, and Voronezh regions and in the republics of Buryatia and Karelia, support for the development of TLSSG is concentrated at the regional level. The total number of TLSSG support practices at the regional and municipal levels increased to 25 in 2021.

PBS is also being developed differently in different regions—in St. Petersburg, Udmurtia, the Altai Republic, Sakhalin, Tver, and Khantia-Mansia as regional programs; in Crimea and the Novgorod and Orenburg regions in individual municipalities; in the Yaroslavl and Volgograd regions and the Komi Republic as a thematic area of the regional participatory budgeting program. In Yamalia, PBS is integrated into the municipal practices of Cozy Yamal districts and cities. In some cases, the regions and municipalities announced separately implemented PBS projects. Such projects were put forward directly by schoolchildren, but there was no separate procedure for their selection.

In 2021, participatory budgeting began to develop in several regions. In Crimea, the participatory budgeting program is called "Crimea as we want it", in Primorsky Region "Your Project", and "Best People's Initiatives" in the Republic of Tyva. Regional participatory budgeting

programs started in the Belgorod and Omsk regions and the Chechen Republic. For the first time, a regional competitive selection for participatory projects was implemented in Khantia-Mansia. In the Republic of Komi, the practice of "People's Initiatives" was launched by all municipalities.

Often regions are not limited to one practice of participatory budgeting, developing several directions at once. The Novgorod region and the Republic of Bashkortostan are leading in this respect—four or more participatory budgeting practices have been implemented. In the Republics of Karelia and Udmurtia, the Voronezh, Kostroma, Kirov and Sakhalin regions, and St. Petersburg, there are two or more regional practices of participatory budgeting.



Source: Participatory Budgeting Center Financial Research Institute

**Figure 8. The number of practices at the regional and municipal levels, 2020–2021**

An integrated approach to the development of participatory budgeting in Russia is being formed—in 2021, more than five participatory budgeting practices were implemented in 15 regions, including more than 15 practices in the Orenburg, Samara, and Ulyanovsk, and Krasnodar regions, Khantia-Mansia, and Yamalia.

In 2021, new practices which expanded existing opportunities for participation and increased the amount of funds to support public initiatives were launched. In St. Petersburg, as part of the city-level project "Your City", the urban practice of participatory design is being implemented. In the Novgorod region, the fifth priority regional project of participatory budgeting "Our Choice" is being implemented.

In 2021, in Udmurtia, a new regional practice of involving people with disabilities in participatory budgeting (Without Borders) was developed. In the Tver region, the practice of PBS was piloted, which was extended to the entire region in 2022. In fact, the launch of practices took place in 2021, but financial support for the implementation of projects is planned for 2022. The financial authorities of the Karachay-Cherkess Republic and the Republic of North Ossetia-Alania are planning funding for participatory budgeting.

Since 2021, several regional programs have been suspended or terminated. These are two LISP practices which were among the first participatory budgeting programs in Russia—the program of the Khabarovsk region and program in the Nizhny Novgorod region, which since 2021 has been merged with the "You decide" program. The implementation of the program "Development of territories" in the Sakhalin region was stopped. In the Chelyabinsk region, the "Real Deeds" program has been completed. In 2021, the implementation of regional participatory

budgeting has been suspended in the Astrakhan region. In 2021, the practice of participatory budgeting in Kaliningrad and the school program in the “Budget of your opportunities” project in Arkhangelsk were not implemented. In the data for 2021, there were no regional practices in the Murmansk region or the Republic of Dagestan.

It is important to note several innovations in participatory budgeting in 2021. In recent years, participatory budgeting programs have begun to pay more attention to working with socially vulnerable groups. In connection with this emerging trend, the Ministry of Finance’s annual requested information included “Projects aimed at vulnerable social groups and citizens with disabilities”. In 2021, 111 such projects were implemented and over four years of observations there have been 842 projects.

"The People's Budget" in the Republic of Komi focuses on employment projects. Unemployed residents are involved in the projects for the improvement and repair of municipal facilities, whose work is paid from project funds, creating temporary jobs in rural areas. Projects for people with special needs have been undertaken in Russian practice before, mainly as part of improvement and repair projects. Several projects targeting the unemployed and homeless received financial support from the “Your Budget” project in St. Petersburg. The demand for such projects is evidenced by the fact that among the project applications submitted in 2021 for participation in the “Your Budget” project, 27% of all initiatives were aimed at solving social problems.

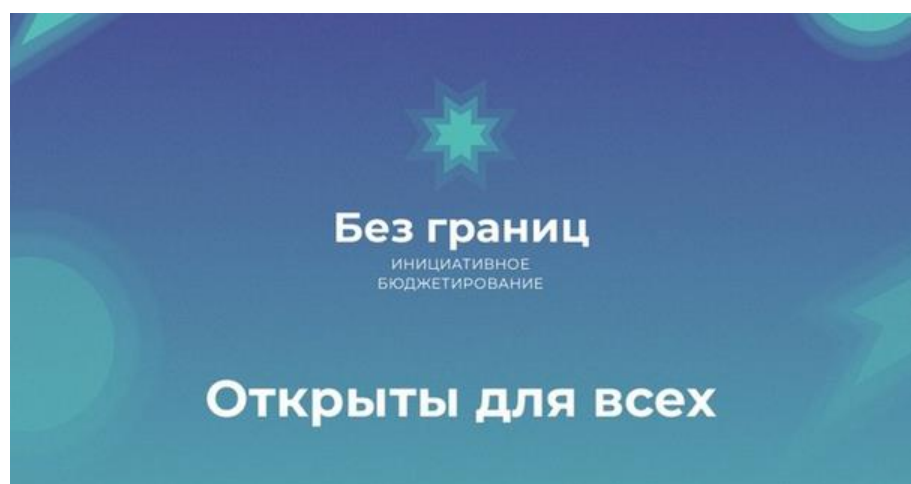
With the support of the World Bank, inclusive projects have begun to be systematically introduced into participatory budgeting in individual regions. The first practice where people with disabilities were offered special conditions for participation was the Territorial Development program of Sakhalin Region. In the “Rhythm” municipal project in Noyabrsk, Yamalia, people with disabilities have been involved at various stages of project preparation and implementation. With the direct participation of the residents of the municipality, project proposals have been adapted for special groups of the population.

In 2020, the World Bank, together with the All-Russian Society of Disabled People, initiated a project to increase the inclusiveness of participatory budgeting, which involves the targeted involvement of people with disabilities in the selection of municipal development priorities. Three regions participated in the pilot project—the Orenburg and Novgorod regions and the Republic of Sakha (Yakutia).

In 2021, the priority project "Local Initiatives" in the Orenburg Region was supplemented with elements of inclusiveness, which were developed jointly with the Public Council of the regional Ministry of Finance, the World Bank, and the All-Russian Society of Disabled People. The Regional Ministry of Finance and Ministry of Social Development were also actively involved. The methodology for evaluating competitive bids was supplemented with the following criteria: "compliance of the project with the principles of universal design and accessibility " and "participation in the initiation of the project by socially oriented non-profit organizations".

In the Novgorod region, a procedure aimed at increasing inclusiveness was integrated into the regional priority projects “Our Choice” and LISP. The procedure provides an additional point for applications comply with the requirements for accessibility for people with disabilities and people with limited mobility.

In the Republic of Sakha (Yakutia), measures to increase the inclusiveness of participatory budgeting are planned in seven pilot municipal districts and one urban district.



Without borders//participatory budgeting//open for all  
*Source: Participatory Budgeting Center Financial Research Institute*  
**Figure 9. The practice "Without Borders"**

In 2022, Udmurtia launched the first inclusive participatory budgeting practice “Without Borders”, building on significant preparatory work carried out in 2021. This included conducting a sociological study and group sessions with the participation of representatives of ministries, departments, and state and public organizations who support people with disabilities, as well as representatives of municipalities and communities of people with disabilities.

In 2021, various digital formats of participation appeared, which are being introduced into the practices of participatory budgeting. Digital services and platforms for organizing voting for projects have been used in the Sakhalin, Tula, Volgograd, Moscow, and Stavropol regions, Yamalia, and Khantia-Mansia. In St. Petersburg, residents could apply for participation in the “Your Budget” project online.

Due to COVID-19, in 2020, part the competitive selection of projects and the involvement of residents in participatory budgeting were carried out remotely. For example, the launch of the “Atmosphere” project in Udmurtia in 2020 was implemented online. Meetings of budget commissions in the “Your Budget” project were also held online.

Regions and municipalities are increasingly using external information platforms and feedback services to select participatory budgeting projects. Since 2021, there have been changes in the procedure for conducting voting for the federal project “The Creation of a Comfortable Urban Environment”. Voting is carried out on a single federal platform created by the Russian Ministry of Construction, Housing, and Communal Services.

To increase the scale of public participation in 2021, participatory budgeting practices began to be supplemented with online procedures, and for this purpose, technical capabilities were developed. In 2021, a city-wide vote was held for the first time on the “Your Budget” project website (<https://tvoybudget.spb.ru/>). The first regional competition of participatory budgeting in Khantia-Mansia was held online ([www.isib.myopenugra.ru](http://www.isib.myopenugra.ru)). Votes can be cast online for participatory budgeting projects in the Amur Region (<https://golos-amur.ru/>). In the Volgograd region, the selection of participatory budgeting projects is carried out online (<https://budget4me-34.ru/>). Voting for projects is also carried out online in the Nizhny Novgorod region ([vamreshatya.pf](http://vamreshatya.pf)) and in Primorsky Region ([pib.primorsky.ru](http://pib.primorsky.ru)). In the Altai Republic, a lot of work has been done to modernize, expand, and improve the functionality of the site ([алтайпредлагай.pf](http://altaiпредлагай.pf)) and a mobile app has been developed.

For the past eight years, Moscow has been applying online practices of involving residents in city management. Moscow residents can influence the development of the city, offering their ideas, choosing specific activities for implementation, and monitoring their implementation. There are four interactive projects: "City of Ideas" (<https://crowd.mos.ru>), "Active Citizen" (<https://ag.mos.ru>), "Our City" (<http://gorod.mos.ru>), and “My District” (<https://mos.ru/moi->

raion/). These are designed to promote interaction between authorities and residents and to receive feedback.

## 2.2 Financial and non-financial indicators, project typology, and district data

In 2021, the total cost of all implemented participatory budgeting projects, according to monitoring data, was almost 40 billion rubles, which exceeds the figure for 2020 by 7.65 billion rubles (24%). Federal and regional budgets accounted for 93% of the funds for participatory budgeting. Regional budgets contributed 53.5% (21.1 billion rubles), the federal budget 22.2% (8.76 billion rubles), which was slight decrease from the previous year. The contribution of municipal budgets increased by 1.1 billion rubles to 17.1% of the total cost of participatory budgeting projects implemented in 2021.



Общий объем внебюджетного софинансирования—co-financing  
 Общий объем финансирования из бюджетов всех уровней—public funds  
 Общий стоимость проектов—total cost

Source: Participatory Budgeting Center Financial Research Institute

**Figure 10. Financial support for participatory budgeting projects in 2015–2021, million rubles**

The volume of co-financing in 2021 increased by 40% and amounted to 2.83 billion rubles. (7% of the total cost of projects). The amount of financing from individual increased by more than 50% compared to 2020 and amounted to 1.67 billion rubles. Business co-financing also increased to 1.14 billion rubles in 2021.

In 2021, there were amendments to the Russian Budget Code which regulates co-financing of projects—participatory payments. In the new cycle of participatory budgeting monitoring, data were collected on the volume of participatory payments received by local budgets for the implementation of projects in 2021. The total volume of participatory payments from individuals and businesses was 23.9 million rubles (less than 1% of the total cost of projects). Only 19 regions used this form of co-financing of participatory projects.

In 2021, the non-financial contributions of individuals and businesses in the form of labor, the provision of materials and goods, and expert support amounted to 324.83 million rubles in financial terms, which is 55 million rubles less than the non-financial contribution estimated in 2020. In 53 regions, non-financial contributions were evaluated, while in most regions there is no

methodology for evaluating such contributions. However, in a number of regions, estimates are prepared for labor (the Voronezh, Ivanovo, and Leningrad regions) or the contribution is valued at the average market price according to a document confirming the cost of work, services and goods, materials, and equipment (Novosibirsk region).

**Table 2. Financial indicators of participatory budgeting in 2015–2021, million rubles**

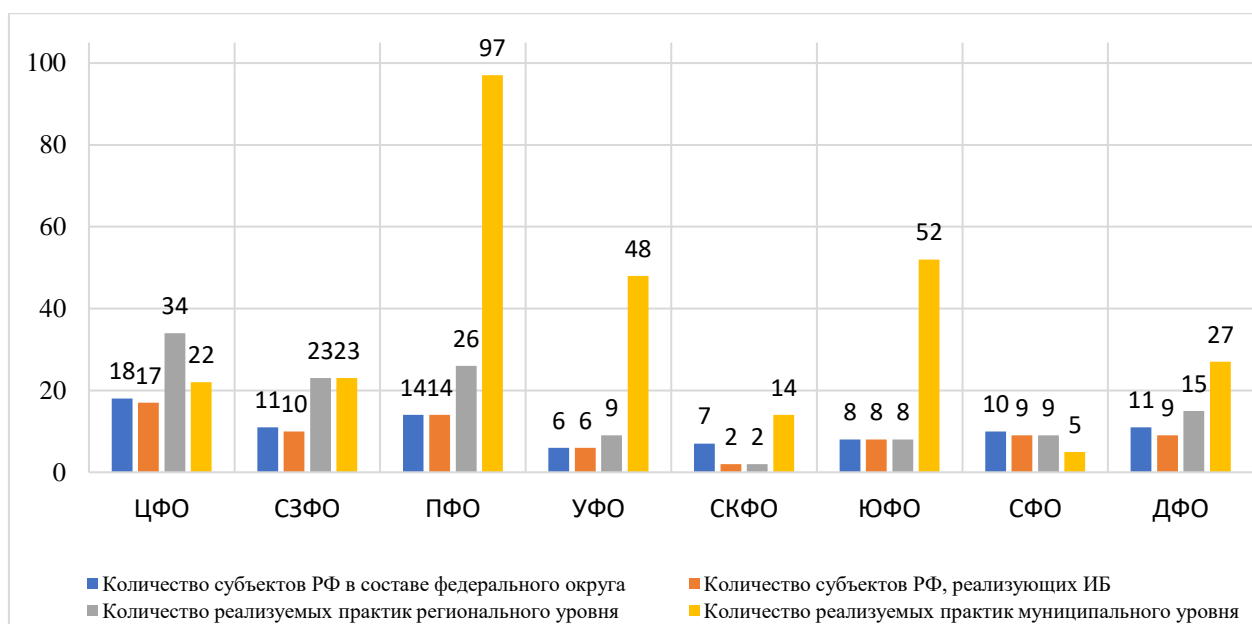
Options	2015	2016	2017	2018	2019	2020	2021
<b>The total cost of initiative budgeting projects, including:</b>	<b>2 394,98</b>	<b>6 995,60</b>	<b>14 501,73</b>	<b>19 314,30</b>	<b>24 064,19</b>	<b>31808,48</b>	<b>39459,15</b>
Regional funding	1 375,84	5132,6	7 678,96	10 499,31	13 110,69	16810,28	21102,79
<b>Total amount of co-financing from all sources, including:</b>	<b>1 019,14</b>	<b>1 863,00</b>	<b>6 822,77</b>	<b>8 814,98</b>	<b>10 953,61</b>	<b>14998,26</b>	<b>18356,36</b>
Federal funding	n/a	22,3	3 782,68	3 907,33	4 835,66	7944,08	8763,80
Municipal funding	614,91	1 137,00	1 910,85	2 964,57	3 937,54	5040,15	6758,57
Individual co-financing	205,45	478,1	776,55	1 123,11	1 267,25	1085,25	1669,68
Business co-financing	182,07	218,9	344,5	714,58	811,3	928,77	1140,46
Initiative payments from individuals and businesses	-	-	-	-	-	-	23,85
Other forms of co-financing	16,71	6,7	8,19	105,39	101,86	-	-

*Source: Participatory Budgeting Center Financial Research Institute*

The financing indicators for participatory budgeting by federal district shows the territorial development of participatory budgeting practices. The Volga, Ural, and Southern Federal Districts have the highest development of participatory budgeting, where all the regions of the district implement at least one example of participatory budgeting. In the North Caucasian and Far Eastern Federal Districts, the regions are unevenly involved.

The largest number of regional participatory budgeting practices are implemented in the Central, Volga and North-Western federal districts. The leaders in the number of municipal participatory budgeting practices are the Volga (97 practices), Southern (52 practices) and Ural (48 practices) federal districts.





Federal Districts: (left to right) Central, Northwestern, Volga, Ural, North Caucasian, Southern, Siberian, Far Eastern

Количество субъектов РФ в составе федерального округа—Number of regions in the federal district

Количество реализуемых практик регионального уровня—Number of regional practices

Количество субъектов РФ, реализующих ИБ—Number of regions implementing participatory budgeting

Количество реализуемых практик муниципального уровня— Number of municipal practices

Source: Participatory Budgeting Center Financial Research Institute

**Figure 11. The development of participatory budgeting in federal districts in 2021**

To determine the leading regions in the financial support of participatory budgeting projects in each federal district, the following indicators were calculated: the total share of budget allocations for implementing participatory budgeting projects from the regional budget in 2021; and budget support for participatory budgeting per person.

**Table 3. Leading regions in federal districts in terms of financial support for participatory budgeting projects in 2021**

Federal District	Region	Number of participatory budgeting practices	Share of funds for participatory budgeting in the regional budget, %	Funding per person, rubles.
Central	Belgorod	3	0,79	655,71
	Kaluga	1	0,23	132,67
	Kursk	1	0,26	206,62
	Orel	3	0,84	531,42
	Tambov	4	0,34	180,45
	Tula	1	0,54	276,03
	Yaroslavl	1	0,41	311,74

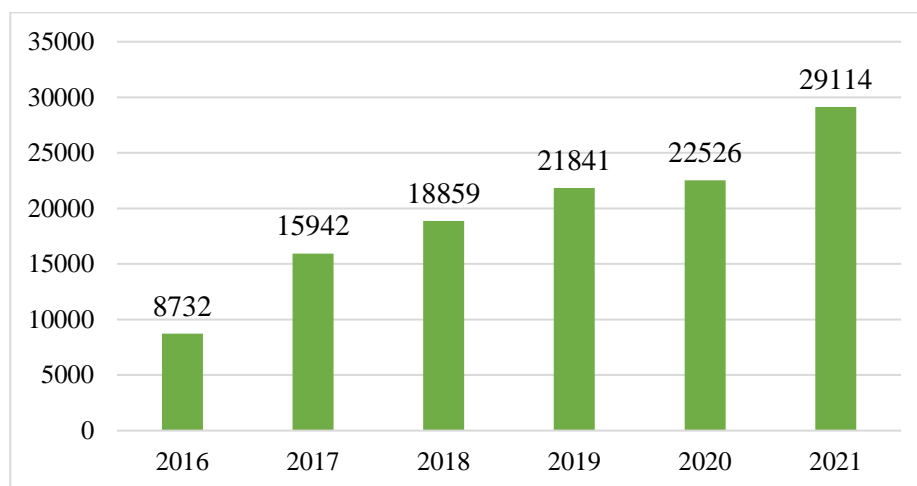
<b>Federal District</b>	<b>Region</b>	<b>Number of participatory budgeting practices</b>	<b>Share of funds for participatory budgeting in the regional budget, %</b>	<b>Funding per person, rubles.</b>
Northwestern	The Republic of Karelia	3	0,65	711,95
	The Republic of Komi	1	0,25	316,25
	Volgograd	1	0,27	256,86
	Kaliningrad	3	0,42	479,84
	Leningrad	2	0,26	240,66
	Novgorod	6	0,88	721,32
Volga	The Republic of Bashkortostan	3	0,52	330,09
	The Republic of Tatarstan	3	0,39	322,38
	The Chuvash Republic	1	0,73	435,99
	Nizhny Novgorod	1	0,30	229,81
	Ulyanovsk	3	0,49	338,83
Ural	Tyumen	2	0,18	254,91
	Chelyabinsk	1	0,37	273,37
	Khantia-Mansia	3	0,66	822,85
North Caucasian	The Chechen Republic	1	0,02	18,64
	Stavropol	1	0,26	145,06
Southern	Volgograd	1	0,11	61,59
	Rostov	1	0,12	59,91
	Sevastopol	1	0,10	147,06
Siberian	The Altai Republic	3	1,20	15,50
	Altai	2	0,20	133,84
	Irkutsk	1	0,21	218,95
	Omsk	3	0,54	357,68
Far Eastern	The Republic of Sakha (Yakutia)	1	0,22	504,80
	Amur	1	0,35	484,60
	Sakhalin	2	0,27	900,29

*Source: Participatory Budgeting Center Financial Research Institute*

The highest rates of financial support for participatory budgeting projects from the regional budget in 2021 were in: the Oryol and Belgorod regions in the Central Federal District (0.84% and 0.79%); Novgorod Region (0.88 %) and the Republic of Karelia (0.65%) in the Northwestern Federal District; the Chuvash Republic (0.73%) and the Republic of Bashkortostan (0.52%) in the

Volga Federal District; Khantia-Mansia (0.66%) in the Ural Federal District; Stavropol (0.26%) in the North Caucasus Federal District; Rostov Region (0.12%) in the Southern Federal District, the Altai Republic (1.2%) in the Siberian Federal District; and the Amur Region (0.35%) in the Far Eastern Federal District. The absolute leaders in terms of the amount of budget support per person in 2021 were Sakhalin Region (900.29 rubles), the Khantia-Mansia (822.85 rubles), and Novgorod Region (721.22 rubles). The average indicator of budget support per person throughout Russia was 169.77 rubles.

The total number of implemented participatory budgeting projects in 2021 increased by more than a quarter and totaled 29,114 projects.



Source: Participatory Budgeting Center Financial Research Institute

**Figure 12. The number of participatory budgeting projects in 2016–2021**

The most common projects were related to the repair and improvement of roads and sidewalks (16.5% of the total number of implemented projects), the organization and improvement of facilities for public recreation (14.7%), and the construction of children's playgrounds (10.4%).

In addition to these categories were projects for the organization and repair of water supply and sanitation systems (7.3%), the integrated improvement of courtyards (5.8%), educational projects (5.9%) and for physical culture and sports (5.8%). Event projects are gaining popularity among the public, as are projects aimed at vulnerable social groups. In the category “School and Youth Participatory Budgeting Projects”, there were 716 projects (2.5%), which is more than double the number of projects implemented in this category last year.

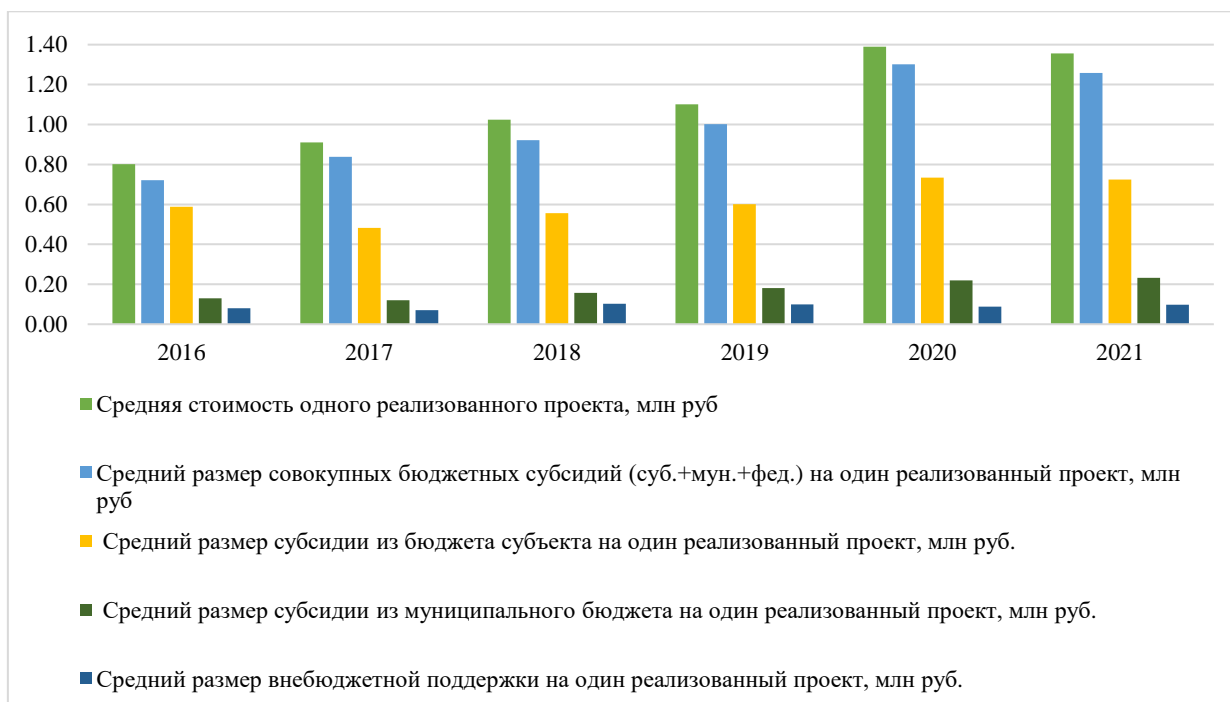
**Table 4 Regional participatory budgeting projects, % of implemented projects**

Type of participatory budgeting project	2016	2017	2018	2019	2020	2021
Water supply, sanitation	10,97	9,75	8,51	7,10	5,15	7,27
Highways, sidewalks, pedestrian crossings, stops	14,51	13,04	15,13	15,05	12,39	16,50
street lighting	8,69	7,18	8,36	6,03	4,97	5,72
Fire safety	2,78	2,73	2,67	2,61	1,99	2,14
Providing residents with consumer services	0,21	0,23	0,10	0,07	0,14	0,15

Cultural heritage (monuments, museums)	2,06	2,21	2,18	2,86	3,92	2,35
Educational	--	--	5,57	7,20	8,72	5,86
Cultural, library, houses of culture	11,68	10,15	7,69	6,76	6,81	5,23
Physical culture and sports	4,59	4,60	5,34	6,65	7,52	5,75
Landscaping projects	--	--	8,37	11,17	11,05	5,75
Children's playgrounds	8,84	8,12	7,82	8,04	9,19	10,37
Places of recreation and objects of organization of improvement	18,07	17,90	9,43	10,70	13,67	14,71
Cemeteries	3,68	3,78	4,87	4,91	4,35	5,35
Collection of solid municipal/domestic waste	5,30	2,99	3,07	3,46	1,48	3,04
Events (celebration, festivals)	4,59	3,73	2,97	0,44	0,51	2,04
Housing and communal services (repair of facades and roofs), organization of heating, and sewerage and gas pipelines	-	1,34	1,90	0,91	0,81	0,79
Large infrastructure projects (bridges, dams, reservoirs)	-	0,25	0,22	0,27	0,12	0,20
Purchase of equipment, machinery, transport	-	4,05	1,65	1,91	1,86	1,58
Projects aimed at vulnerable social groups and citizens with disabilities	-	-	2,95	0,50	0,18	0,38
Projects of school and youth initiative budgeting	-	-	-	-	1,69	2,46
Other	4,02	7,95	1,19	3,35	3,45	2,35
Total projects:	100,00	100,00	100,00	100,00	100,00	100,00

*Source: Participatory Budgeting Center Financial Research Institute*

The average cost per project for all types of participatory budgeting practices in 2021 decreased by 30,000 rubles and amounted to 1.36 million rubles. The average amount of budget funds allocated per project decreased to 1.26 million rubles. The amount of co-financing has remained the same for four years and amounts to 100,000 rubles per project.



Средняя стоимость одного реализованного проекта, млн руб.

Average cost per project, million rubles

Средний размер совокупных бюджетных субсидий (суб. + мун. + фед.) на один реализованный проект, млн руб.

Average amount of total budget subsidies (federal, regional, and municipal) per project, million rubles

Средний размер субсидий из бюджета субъекта на один реализованный проект, млн руб.

The average subsidy from regional budgets per project, million rubles.

Средний размер субсидий из муниципального бюджета на один реализованный проект, млн руб.

Average subsidy from municipal budgets per project, million rubles

Средний размер внебюджетной поддержки на один реализованный проект, млн руб.

Average amount of co-financing per project, million rubles

Source: Participatory Budgeting Center Financial Research Institute

**Figure 13. Project implementation indicators in 2016–2021, million rubles**

The average cost per municipal participatory budgeting project (1.29 million rubles) is slightly lower than the cost per regional project (1.36 million rubles). The average amount of co-financing for municipal projects is nearly three times higher than that of regional projects (270,000 rubles).

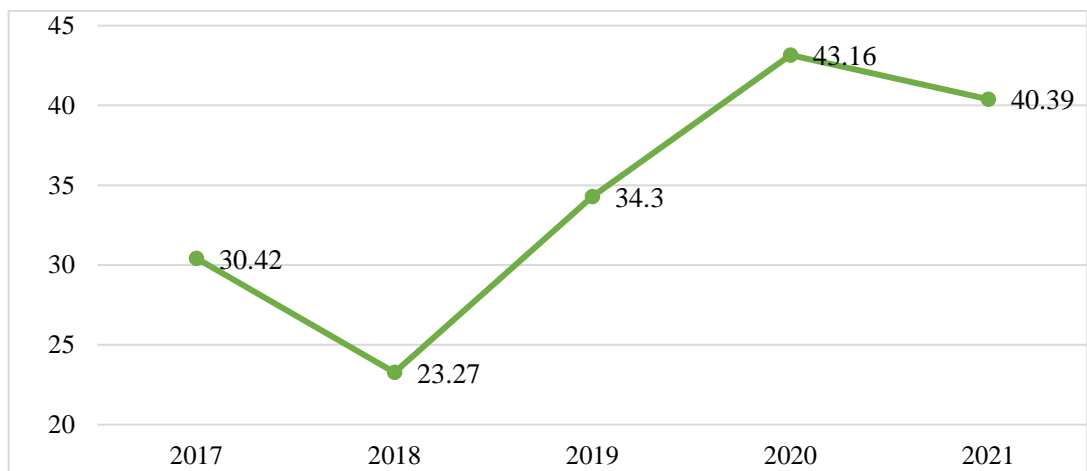
**Table 5. The implementation of regional and municipal practices of participatory budgeting in 2021**

Index	Regional practices	Municipal practices
Total number of projects	27 064	2 050
Average cost of per project (million rubles)	1,36	1,29

<b>Index</b>	<b>Regional practices</b>	<b>Municipal practices</b>
Average regional subsidy per project (million rubles)	0,78	--
Average municipal subsidy per project (million rubles)	0,17	1,02
Average amount of co-financing per project (million rubles)	0,08	0,27

*Source: Participatory Budgeting Center Financial Research Institute*

The share of beneficiaries<sup>3</sup> of all participatory budgeting projects in 2021 was 40.4% of the total population of the regions where participatory budgeting is implemented. If we evaluate this indicator relative to the entire population of Russia, then 34.2% of the country's population benefited from participatory budgeting projects in 2021.



*Source: Participatory Budgeting Center Financial Research Institute*

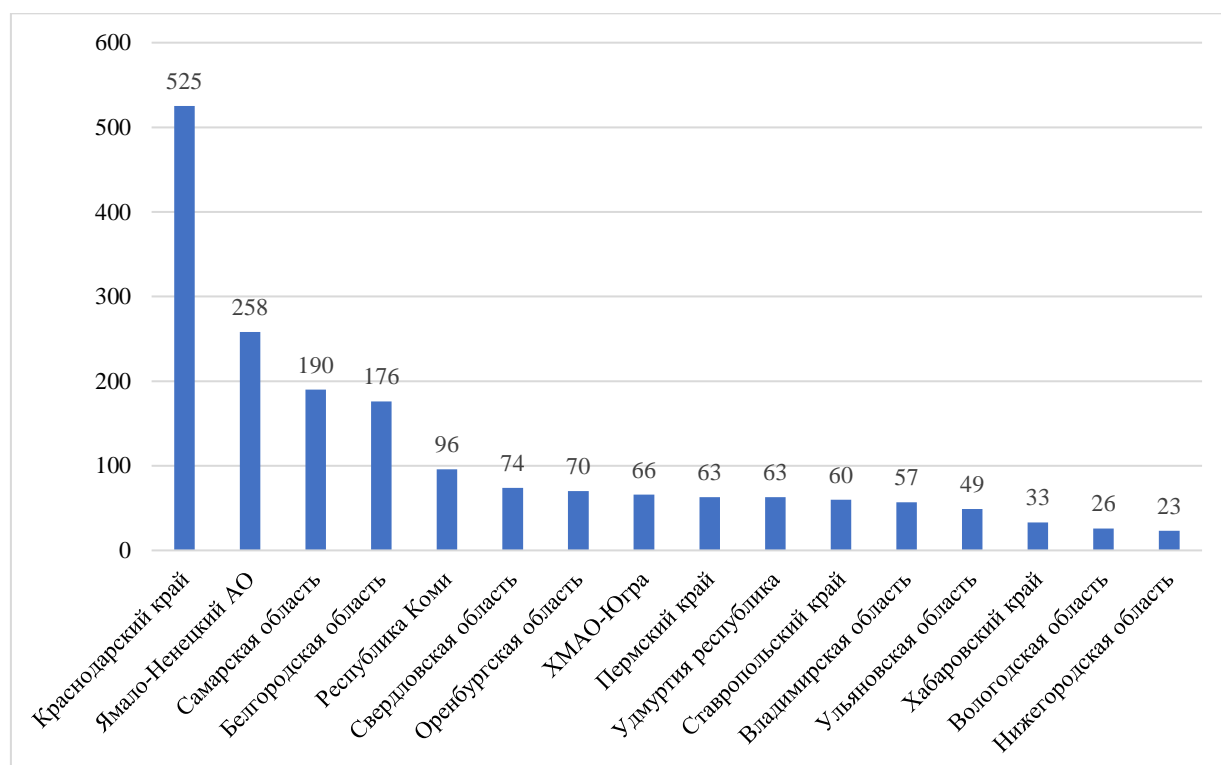
**Figure 14. The share of beneficiaries of participatory budgeting projects in 2017–2021, %**

<sup>3</sup> “The share of beneficiaries” is calculated on the basis of regional data. Each region calculates the indicator based on its own methodology.

### 3 MUNICIPAL PRACTICES OF PARTICIPATORY BUDGETING

Based on the results of monitoring conducted in 2021, 274 municipal practices were implemented in 38 Russian regions. The total number of municipal projects increased by 60% to 2,050 projects. The average cost of per project decreased to 1.29 million rubles (from 1.7 million rubles in 2020 and compared to 0.6 million rubles in 2019).

The leading regions in terms of the number of municipal practices launched in 2021 were: Krasnodar Region (43), The Komi Republic (13), Samara Region (11), Stavropol Region (11), and Belgorod Region (9). Figure 15 shows the regions in which more than 20 projects have been implemented as part of municipal practices.



Regions: (left to right) Krasnodar, Yamalia, Samara, Belgorod, Komi, Sverdlovsk, Orenburg, Khantia-Mansia, Perm, Udmurtia, Stavropol, Vladimir, Ulyanovsk, Khabarovsk, Volgograd, Nizhny Novgorod

Source: Participatory Budgeting Center Financial Research Institute

**Figure 15. The distribution of regions by the number of participatory budgeting projects implemented in municipalities in 2021**

In Krasnodar Region, the leader in terms of the number of implemented projects, participatory budgeting practices operate in 47 municipalities, and a total of 525 projects have been implemented at a cost of 33 million rubles.

The leading municipality since 2020 is Novorossiysk, Krasnodar (Table 6). In total, 460 project ideas were received from the residents of the city, of which 454 projects received support. The total cost of projects implemented in Novorossiysk in 2021 was 1.2 billion rubles. Most of the projects were related to the repair of roads, sidewalks, pedestrian crossings, and bus stops (144 projects). On October 26, 2021, PBS was launched in Novorossiysk with the participation of 28 educational organizations. As a result of the competition, four winning projects were identified for a total cost of 1.2 million rubles.

**Table 6. Leading municipalities in the number of implemented participatory budgeting projects in 2021**

<b>Region</b>	<b>Municipality</b>	<b>Name</b>	<b>Number of projects</b>
Krasnodar	Novorossiysk	"From ideas to solutions"	454
Sverdlovsk	Yekaterinburg	"Yekaterinburg, offer!"	58
Samara	Oktyabrsky district	"Your Courtyard Designer"	40
Yamalia	Purovsky district	"Cozy Yamal"	34
Yamalia	Noyabrsk	"School of Ideas"	33

*Source: Participatory Budgeting Center Financial Research Institute*

Yekaterinburg implemented 58 participatory budgeting projects. The total cost of the projects was 22.9 million rubles. Most of the projects were related to the sphere of culture.

In the Oktyabrsky intracity district, Samara, 58 ideas were received, and 40 projects were selected at a total cost of 5 million rubles. All projects were aimed at the comprehensive landscaping of courtyards.

In Yamalia, two municipalities showed good results in terms of the number of implemented projects: Purovsky (34 projects) and Noyabrsk (33 projects). These projects were implemented as part of the Cozy Yamal, "School of Ideas" and "Rhythm" practices. In Purovsky, projects were implemented at a total cost of 23.4 million rubles, in Noyabrsk the total cost was 88.8 million rubles.

Among other practices, in terms of the number of projects implemented, other municipalities worth mentioning are the Belgorodsky, Belgorod (121 projects), Gus-Khrustalny district, Vladimir (51 projects) and Penza, Penza Region (34 projects).

At the end of 2021, the absolute leader in terms of funding for participatory budgeting projects, as in 2020, was Novorossiysk, Krasnodar (784.9 million rubles). Gubkinsky, Yamalia was the leader in terms of municipal support per person (5,003 rubles), despite the fact that the total budget allocations for the implementation of participatory budgeting is six times lower than in Novorossiysk. In third place both in terms of financing of participatory budgeting and municipal support per person was Oktyabrsky district, Rostov, with budget allocations from the local budget of 138 million rubles (1,910 rubles per person).

**Table 8. Leading municipalities in terms of financing of participatory budgeting projects in 2021**

<b>№</b>	<b>Region</b>	<b>Municipality</b>	<b>Municipal funds, million rubles</b>	<b>The total cost, million rubles</b>	<b>Municipal support per person, rub.</b>
1	Krasnodar	Novorossiysk	784,90	1 227,00	2 308,24
2	Yamalia	Gubkinsky	140,61	140,61	5 002,95
3	Rostov	Oktyabrsky district	138,00	155,71	1 910,04
4	Yamalia	Noyabrsk	88,83	88,83	819,63



<b>№</b>	<b>Region</b>	<b>Municipality</b>	<b>Municipal funds, million rubles</b>	<b>The total cost, million rubles</b>	<b>Municipal support per person, rub.</b>
5	Vologod	Cherepovets	76,89	76,89	248,53
6	Krasnoyarsk	Krasnoyarsk	42,90	44,77	39,23
7	Nizhny Novgorod	Dzerzhinsk	38,95	38,95	164,31
8	Khantia- Mansia	Nefteyugansky	30,69	31,76	682,15
9	Ulyanovsk	Ulyanovsk	29,53	32,72	45,59
10	Yamalia	Muravlenko	28,55	28,56	907,93
11	Khantia- Mansia	Nizhnevartovsk	26,76	27,61	96,01
12	Tyumen	Tobolsk	26,42	26,42	258,83
13	Khantia- Mansia	Nizhnevartovsk	26,31	26,31	726,35
14	Yamalia	Purovsky	23,41	23,44	450,94
15	Yamalia	Tazovsky	22,09	22,12	1 290,70
16	Primorsky	Vladivostok	20,22	20,22	0,03
17	Perm	Perm	18,83	19,46	17,95
18	Belgorod	Belgorodsky	18,75	18,75	143,88
19	Komi Republic	Ust-Tsilemsky	18,20	18,20	1 656,74
20	Yamalia	Nadymsky	17,53	18,15	266,49

*Source: Participatory Budgeting Center Financial Research Institute*

In municipal participatory budgeting, the following types of procedures were most often used to collect and put forward project ideas: face-to-face meetings and discussions (40%); questionnaires, surveys, and the collection of signatures (27%); other mechanisms (9%); TLSSG (11%), the internet (6%), public receptions and deputies (3%), collection boxes (2%), and the participation of village elders (2%).

Other mechanisms include holding competitions (district, school, etc.), collecting ideas through public organizations (for example, in the rural settlement of Irtyshskoye, Omsk, ideas were collected at the Spektr Center for Civil Initiatives), individual appeals to local governments, etc.

It is also worth noting the limited use of the internet (used in only 20 out of 274 municipalities in 2021 and 22 out of 175 municipalities in 2020), which could be explained by the low level of Internet access among other reasons.

The submission of ideas through public receptions, deputies, village elders, and using collection boxes are not popular with the organizers of participatory budgeting practices or the public. In terms of the number of people covered, collecting ideas through questionnaires, surveys,

and the collection of signatures is the most widespread. This is followed by face-to-face meetings and discussions, and participation through the bodies of TLSSG.

The competitive selection of project applications in municipal practices is carried out mainly by commissions (29%) or by in-person voting at meetings (27%). Commissions of government representatives accounts for 16% of procedures, internet voting (12%), other mechanisms (5%) and budgetary commissions, meetings, TLSSG, and referendums (1%).

According to monitoring data, in three municipalities of Russia, a large part of the total population participates in face-to-face procedures (Table 9).

**Table 9. Leading municipalities in terms of face-to-face participation in 2021, %**

Region	Municipality	Name of practice (project)	Share of the public participating in gatherings, meetings or conferences, %
Yamalia	Muravlenko	Citizens' Budget Initiative (Cozy Yamal)	57,0
Khabarovsk	Briakani	The project "Bow and Eternal Glory to You, Veterans!"	52,6
Krasnodar	Tenginsky	The project "Improvement of the territory of the Tenginsky rural settlement" ("Soccer ball")	50,3
Yamalia	Shuryshkarsky	Citizens' Budget Initiative (Cozy Yamal)	47,8
Ulyanovsk	Starokulatkinskoye	"People's Budget"	43,8

*Source: Participatory Budgeting Center Financial Research Institute*

For the second year in a row, Muravlenko, Yamalia was the leader in terms of the share of involvement of residents (57% in 2021, 58.8% in 2020). The practice of participatory budgeting in the city is supported by the office of public initiatives Cozy Yamal and the department of information and public relations of the city administration. 16 consultants are involved in the implementation of the practice, the high rate of coverage of residents is achieved not only through frequent thematic events, but also through the organization of convenient voting places and the involvement of volunteers. Extensive information coverage is carried on all media platforms of local media (TV and radio, the newspaper "Our City", and social media), a total of 123 informational materials were prepared.

In 2021, Tashlinsky district, Orenburg showed the highest rate of resident participation in online voting (Table 10).

**Table 10. Leading municipalities in internet voting in 2021 %**

Region	Municipality	Name of practice (project)	Share of citizens participating in Internet voting %
Orenburg	Tashlin	School budget	55,8
Yamalia	Gubkin	People's budget initiatives (Cozy Yamal)	42,0

Region	Municipality	Name of practice (project)	Share of citizens participating in Internet voting %
Yamalia	Belyarsk	People's budget initiatives (Cozy Yamal)	19,7
Samara	Krasnoglin	Your courtyard	16,6
Orenburg	Акбулакский район	People's budget	15,7

*Source: Participatory Budgeting Center Financial Research Institute*

In the Tashli district, Orenburg, internet voting for the choice of PBS projects took place at the district administration. Within fourteen days, 12,842 people had taken part. The rating also included Akbulaksky district, in which voting was carried out using an online form with the ability to select only one project out of four submitted.

The Gubkinsky district, Yamalia reached 42% of the inhabitants (11,796 people) via internet voting, the village of Belyarsk reached 19.7% (727 people). Yamalia actively uses the digital platform “We Live in the North”, created by the Association of Regional Municipalities. A registered user receives points (Yamalcoin) for each vote, idea, comment, or message, which can be exchanged for souvenirs or services. Information is shared through the city media outlets, the website, and accounts in social media. Six banners (6 by 3 meters) were placed around the city. On “City Day” volunteers handed out more than 550 booklets, and a photo zone with a branded art object was organized. Printed products with information about the possibility of submitting ideas were placed in organizations around the city, on buses, and at bus stops.

In Krasnoglinsky district, Samara, voting was conducted on the website of the district. 16,602 people took part in the voting. The organizers announced the start of online voting through social media, put up announcements at the building entrances, and informed residents through micro-district managers.

In 2021, amendments to the Russian Budget Code, which regulates a new form of public participation in TLSSG—participatory project—were implemented. According to the results of monitoring conducted in 2021, 470 participatory projects were implemented in 20 Russian regions. The total cost of the projects implemented was 623.77 million rubles (a quarter of the total cost of all municipal projects).

The leading municipalities in the number of projects implemented were: Noyabrsk - 33 projects, Gubkinsky - 28 projects, Nadymsky district - 28 projects, Muravlenko - 24 projects (Yamalia) and the Zavyalovsky district - 24 projects (Udmurtia).

The total cost of all municipal participatory budgeting projects implemented in 2021, according to the data provided, increased by a third compared to 2020 and amounted to 2.64 billion rubles. The volume of budget allocations from the municipal budgets in 2021 was 2.1 billion rubles.



объем расходов на реализацию проектов ИБ, направленных из бюджетов муниципалитетов—municipal budget funds  
 объем средств софинансирования, привлеченных на реализацию проектов ИБ со стороны населения—individual co-financing  
 объем средств софинансирования, привлеченных на реализацию проектов ИБ со стороны юридических лиц—business co-financing  
 инициативные платежи—initiative payments

Source: Participatory Budgeting Center Financial Research Institute

**Figure 16. The financing of municipal practices of participatory budgeting in 2021**

In 2021, the share of budget allocations from municipal budgets slightly decreased compared to 2020 and amounted to 79% of the total cost of all projects implemented in municipalities. The volume of co-financing grew to 544.06 million rubles which was 21% of the total cost of municipal projects (in 2020 - 19.3%, in 2019 - 21.4%, in 2018 - 35.8%).

Table 7. The financing of municipal practices of participatory budgeting in 2018–2021, %

Year	2018	2019	2020	2021
Funding from municipal	64,2	78,8	80,8	79,41
co-financing, including:	35,8	21,4	19,2	20,59
- individual co-financing	13,8	12,0	4,3	2,6
- business co-financing	18,4	7,2	14,9	17,09
- initiative payments	-	-	-	0,9
- other forms of co-financing	3,6	2,2	-	-
Total	100,00	100,00	100,00	100,00

Source: Participatory Budgeting Center Financial Research Institute

In 2021, contributions from businesses significantly (more than sixfold) exceeded the contribution of the public in co-financing projects. In 2020, for comparison, there was a similar difference between these indicators, but in 2019, individuals co-financed municipal participatory budgeting projects more actively than businesses.

Payments from individuals and businesses appeared in the structure of co-financing regulated by the Russian Budget Code. The total volume of payments in 2021 was 23.85 million rubles, which was less than 1% of the total cost of the projects.

In addition, amendments to the Russian Budget Code had a significant impact on intensifying the launch of practices at the municipal level. According to monitoring data, in 2021,

there were 215 municipal legal acts regulating the implementation of municipal practices. In 185 municipal programs, procedures for participatory budgeting and projects have been legally defined.

Procedures for participatory budgeting and participatory projects have been defined in the strategic documents of municipalities implementing participatory projects in the Belgorod, Irkutsk, Khabarovsk, Kirov, Kurgan, Novgorod, Omsk, Orenburg, Penza, Samara, Stavropol, and Sverdlovsk regions, the Komi Republic, Crimea, and Khantia–Mansia. For example, to implement the program "Our Village" in the Republic of Bashkortostan, resolutions were adopted on the implementation of municipal projects of participatory budgeting and in the urban district of Dzhankoy, Crimea, four municipal acts regulating the implementation of participatory budgeting projects were adopted (the largest number of municipal legal acts adopted in one municipality). Legislation enacted in the municipalities of Krasnodar vary from the procedure for the competitive selection of participatory budgeting projects and the pilot territory where the project is being implemented, to targeted programs for the development of participatory budgeting.

Regional regulatory support is of great importance for the activity of municipalities. In Chelyabinsk Region, in order to develop the regional legislative framework, all 43 urban districts and municipal districts adopted legislation—including those regulating the procedure for conducting electronic voting for the competitive selection of participatory projects. The results of the implementation of participatory projects in 2021 led to changes in the regional law in terms of increasing the period for consideration by the local administration to 45 calendar days and the introduction of additional criteria for assessing the relevance and the degree of development of the participatory project.

In the Chechen Republic, following federal legislation, a law has been adopted on the procedure for considering and selecting participatory projects put forward to receive financial support through inter-budgetary transfers. The level of co-financing of participatory projects of municipalities from the republican budget was 95%. However, only 6 out of 17 municipalities in the region have implemented participatory projects.

Omsk Region conducted competitive selection among municipalities with a population not exceeding 120,000 people. To participate in the regional competition at the municipal level, the decision of the local government or an official of the municipality was necessary. At the regional level, the program provides for the implementation of measures for a comfortable urban environment in the municipalities on the basis of participatory projects.

In Saratov Region, the regulatory framework for the competitive selection of municipal participatory projects in 2021 was based on the region's experience in implementing municipal development projects coming from local initiatives.

Monitoring data for 2021 show different amounts of subsidies from regional budgets to local budgets for the implementation of participatory projects and the number of municipalities involved, reflecting regional specifics in the development of participatory budgeting practices. In Saratov Region, the maximum subsidy for a municipality is no more than 3 million rubles. Participatory projects in 185 out of 301 municipalities of the region have implemented. In Sakhalin Region, based on the results of the competitive selection in 2021, participatory projects were implemented in all 18 municipalities. In Rostov Region, participatory projects selected by municipal commissions were accepted to the stage of regional selection. The subsidy from the regional budget was set at 2 million rubles per municipality. As a result of the practice cycle, participatory projects were implemented in 101 out of 463 municipalities. The amount of funds from the regional budget of the Orenburg region per participatory project did not exceed 1 million rubles. In 2021, 167 participatory projects were implemented with a total value of 167.8 million rubles. The "People's Budget" project, based on local initiatives was implemented directly by the municipalities of the region. The share of local budget funds in the projects ranged from 26% to 100%. In 2021, 70 projects were implemented with a total value of 21.5 million rubles.

Municipalities of the Krasnodar region took part in the regional competition for the selection of projects of local initiatives, 341 applications were submitted from urban and rural

settlements of all 37 municipal districts. In addition to participating in the regional competition, municipalities actively implemented municipal practices of participatory budgeting.

In Khantia-Mansia, 2021 was a pilot year for the first regional competition of participatory projects. Of the 100 locally initiated participatory projects, 81 received financial support from the regional budget of up to 70% or 10 million rubles of the cost. In total, 225 million rubles were distributed to the projects. In the municipalities of the district, in 2021, the “People's Budget” project was also implemented, the financial support of which was carried out at the expense of local budgets and co-financing.

In 2021, the Tver region, which was one of the first in Russia to start implementing participatory budgeting practices, established priority areas for co-financing projects under LISP. Depending on its priority, the project received more or less co-financing from the regional budget. The highest level of co-financing (90%) was received by projects in the field of water supply and sanitation, the improvement of children's areas and sports grounds, and places for collecting household waste, the lowest (50%) for the improvement facilities; consumer services; courtyard areas; cemeteries; highways; video surveillance as part of complex landscaping works, and other facilities.

Participatory projects from municipalities of the Kemerovo Region–Kuzbass as part of the “Your Kuzbass—Your Initiative” practice, received 115.6 million rubles from the regional budget in 2021.

The results of applications for the competitive selection of LISP in the Ulyanovsk region in 2021 meant that participatory projects were implemented in 88.6% of the municipalities of the region. The share of the regional budget provided to municipalities for the implementation of participatory projects was 1.5%.

A large number of municipalities have adopted their own programs to provide for specific activities and measures to support municipal practices. For example, the LISP municipal program in Chapaevsk City District, Samara, provides for financing to develop public infrastructure (communal facilities, roadworks, cultural and sports facilities, cemeteries, etc.). The list of program activities in 2021 included the repair and technical re-equipment of the water supply and heating systems. Financial support for the municipal program was carried out at the expense of the local budget, supplemented by contributions from individuals and businesses.

Some municipal acts establish not only support activities, but also provide certain guarantees for the implementation of participatory budgeting practices. For example, in 2021, the Krasnodar City government approved the "Procedure for the implementation of participatory projects". This act establishes a guarantee that the local budget will annually provide funds for the implementation of participatory projects in the amount of at least 0.1% of the tax and non-tax revenues in the local budget for the next financial year and planning period. The same act also provides for the information support of participatory projects.

Many measures to support participatory projects at the regional and municipal levels are also provided for in programs targeting the improvement of urban environment and the development of culture, art, and education.

## 4 INFRASTRUCTURE TO SUPPORT PARTICIPATORY BUDGETING

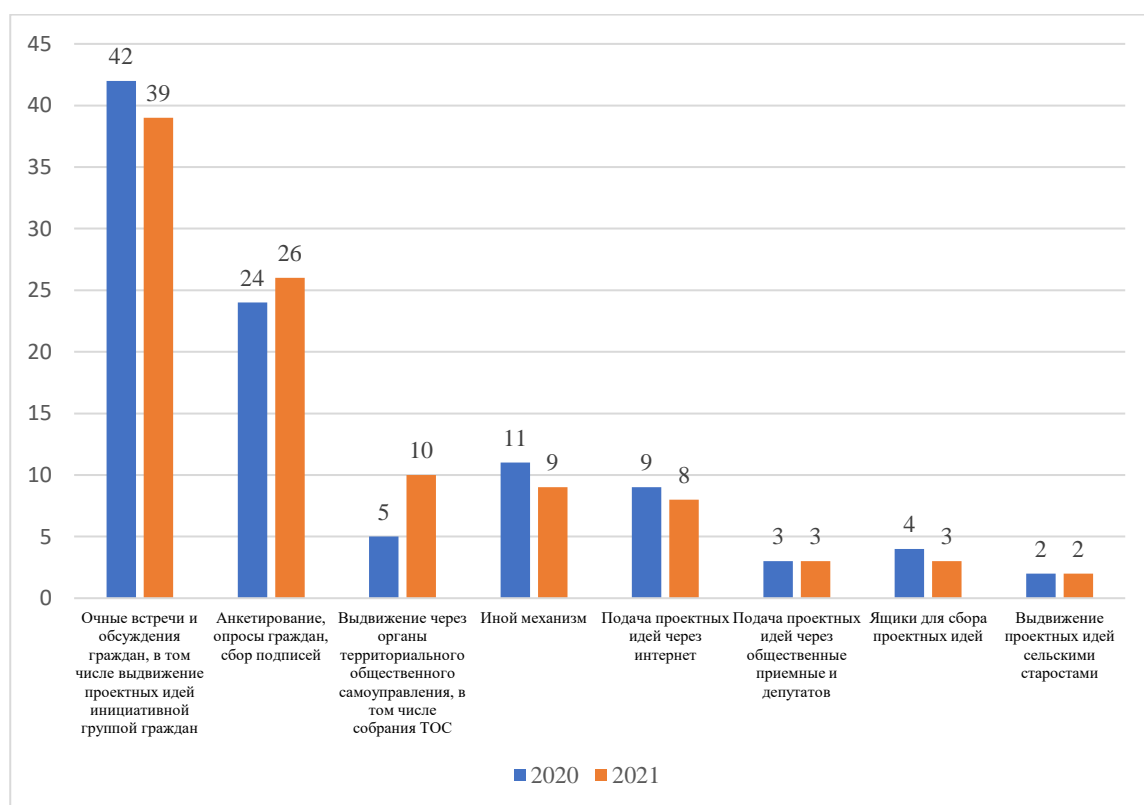
### 4.1 Individual participation

In modern regional and municipal management, the involvement of individuals in decision-making is becoming increasingly important. In participatory budgeting, this is also an important indicator of its development and potential.

In Russian practices of participatory budgeting, we note the interest of individuals, which is confirmed through qualitative indicators—expert assessments, performance results, feedback, etc. However, it remains difficult to measure individuals’ involvement in participatory budgeting. Most organizers at the regional and municipal level do not count the number of individual participants. However, this problem is not unique and is typical for all countries using participatory budgeting.

We can get an objective picture of the participation in participatory budgeting when assessing the procedures for collecting and nominating project proposals from individuals and the competitive selection of projects with their participation.

An analysis of data for 2020 and 2021 shows that face-to-face meetings are the most popular form for people to put forward their ideas (Fig. 17). In 2021, there was a decrease in this indicator by 3%, probably due to the restrictions due to the coronavirus pandemic.



Очные встречи и обсуждения граждан, в том числе выдвижение проектных идей инициативной группой граждан—Through face-to-face meetings and discussions

Анкетирование, опросы граждан, сбор подписей—Through surveys, polls, collection of signatures

Выдвижение через органы территориального общественного самоуправления, в том числе собрания ТОС—Through TLSG organizations

Иной механизм—Other

Подача проектных идей через общественные приемные и депутатов—Through public receptions and deputies

Ящики для сбора проектных идей—Through idea boxes

**Figure 17. Procedures for collecting project proposals in 2020 and 2021, %**

Questionnaires and surveys represent a vertical model of interaction: the authorities go to the public in order to search for project proposals. This procedure has consistently occupied a leading position over the monitoring of the development of participatory budgeting. In 2021, this indicator increased compared to 2020 and amounted to 26% of all procedures used. Based on the data received, the largest number of people are covered by questionnaires and surveys. However, in participatory budgeting, more attention should be paid to other—direct and horizontal—ways to involve the public.

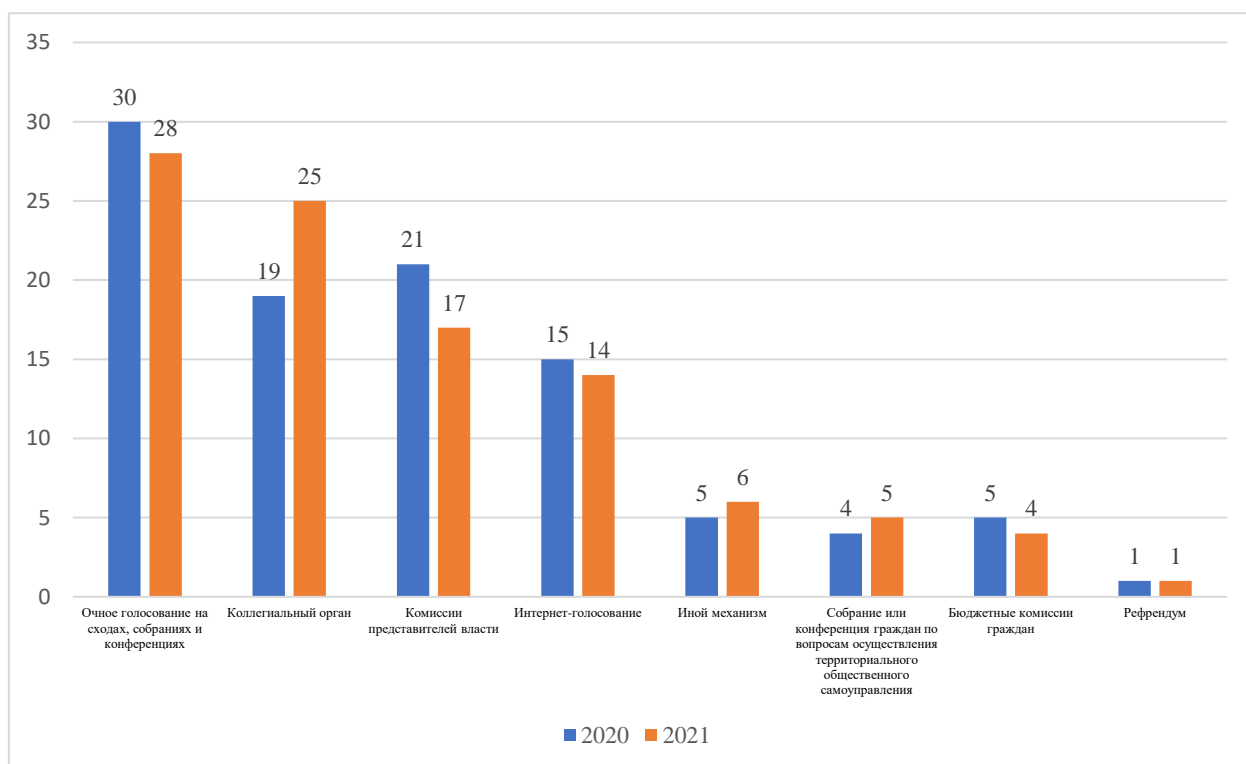
Another procedure, the use of which has increased in numerical terms compared to 2020, is the practice of submitting project proposals through TLSG bodies (in 2021, the number doubled).

Other procedures, as a rule, are losing popularity (submitting ideas via the Internet, idea boxes, and other mechanisms) or remain at the same level (submitting ideas through public receptions, deputies, and village elders).

It is worth noting the decrease in submission of project ideas through the internet. It would seem that the pandemic should have stimulated both the authorities and the public to use digital methods, but the data showed a negative trend.

For the competitive selection of project applications, in-person voting at gatherings, meetings, and conferences is the most popular (Fig. 18).

In 2020, the second most popular among the procedures was the involvement of a commission of government representatives; in 2021 the commissions were replaced by the voting procedure in collegiate bodies.



Очное голосование на сходах, собраниях и конференциях—In-person voting

Коллегиальный орган—Collegial body

Комиссии представительной власти—Commissions of representatives

Интернет-голосование—Internet voting

Иной механизм—Other



Собрание или конференция граждан по вопросам осуществления территориального общественного самоуправления—TLSG meetings  
 Бюджетные комиссии граждан—Budget commissions  
 Референдум—Referendums

Source: Participatory Budgeting Center Financial Research Institute

**Figure 18. Procedures for the competitive selection of project applications in 2020 and 2021, %**

In 2021, there was also a decrease in the use of internet voting and the participation of public budget commissions. This trend is negative in terms of the development of participatory budgeting, since it reduces the variety of forms of public participation in budget decision-making.

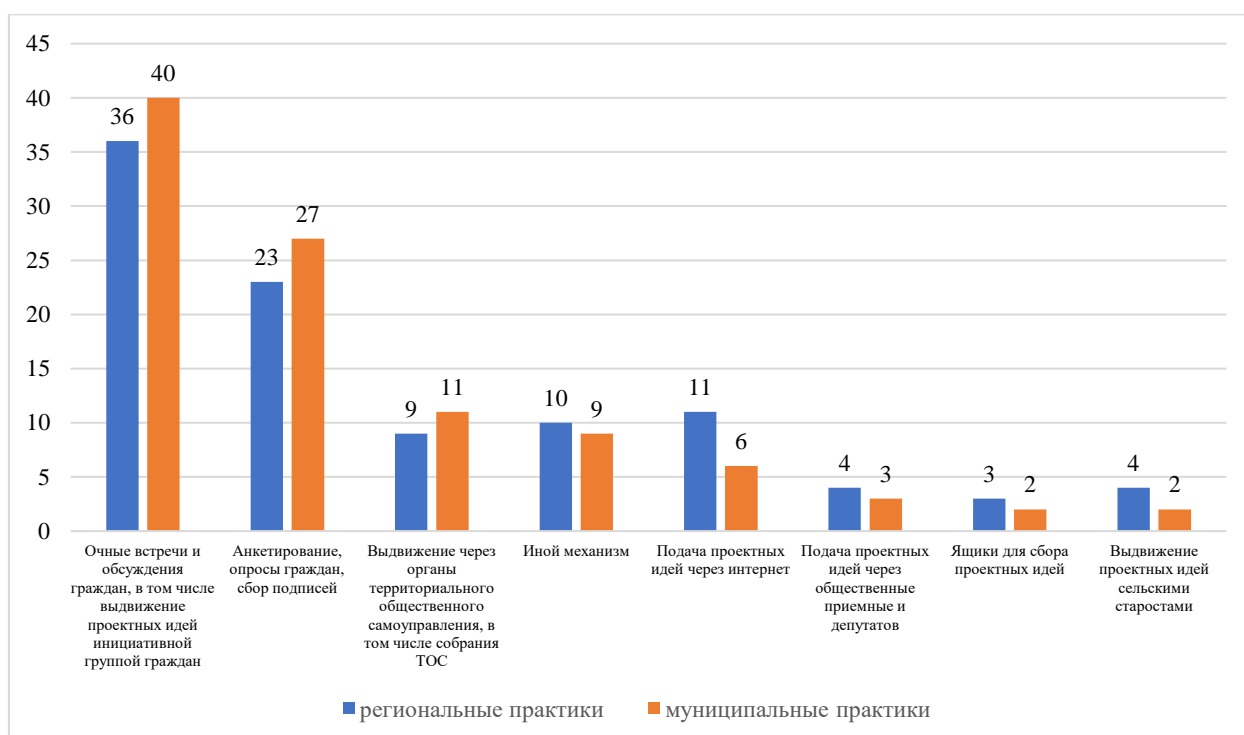
In 2021, there was an increase in the number of practices using only internet voting when selecting projects (46, in 2020 there were 29). Of these, 31 practices in 2021 focused on this approach for the first time.

The use of procedures for selecting project applications at meetings or conferences of TLSG and other mechanisms (voting in schools, municipal competitions, expert voting, etc.) increased by 1% over the year under review. The number of referendums held remains unchanged, in 2021 there were only six of them.

Information on the applicable procedures for collecting and nominating project proposals from the public and the competitive selection of projects with public participation in regional and municipal practices is shown in Fig. 19 and 20.

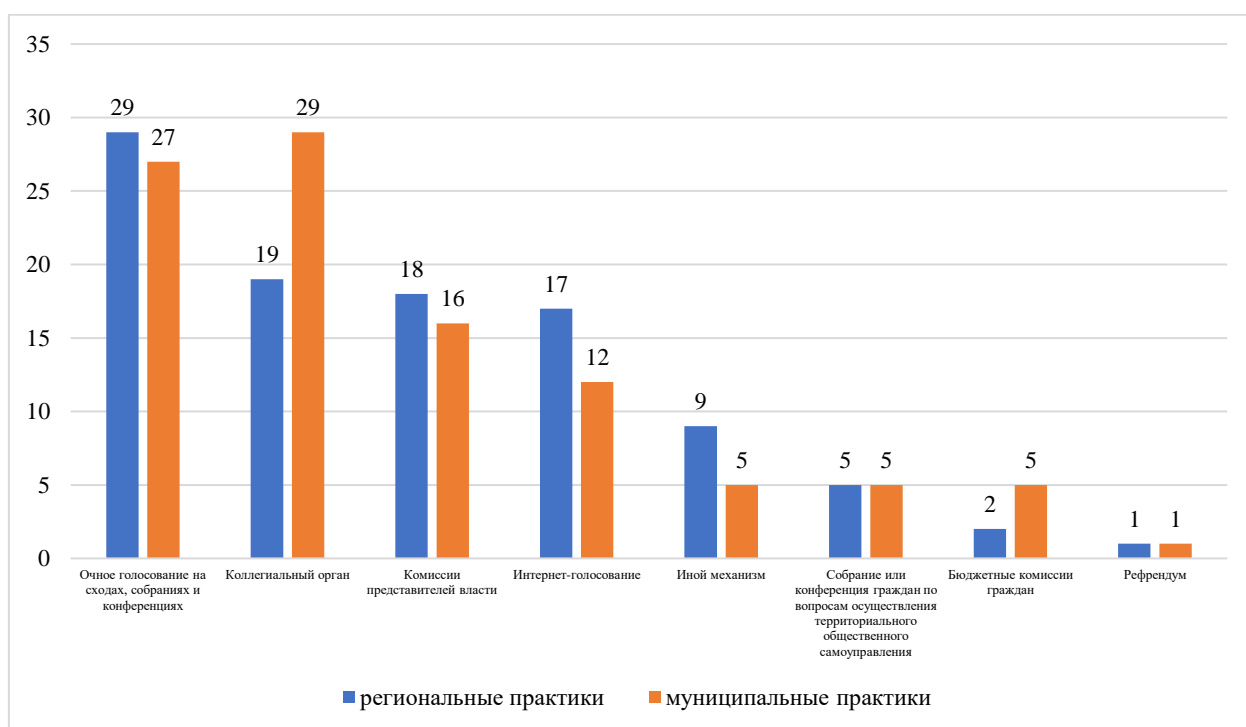
In municipal practices, collecting and putting forward ideas at face-to-face meetings occurs more often than in regional ones. A similar difference is observed in relation to the procedures for questionnaires, surveys, and nomination through TLSG bodies.

In regional practices, the procedures for submitting project ideas through public receptions, deputies, and village elders, and using collection boxes, are used more often. A significant gap in regional and municipal practices is observed in the submission of project ideas via the internet. This may be due to the digital divide between urban and rural settlements.



Очные встречи и обсуждения граждан, в том числе выдвижение проектных идей инициативной группой граждан—Through face-to-face meetings and discussions  
 Анкетирование, опросы граждан, сбор подписей—Through surveys, polls, collection of signatures

Выдвижение через органы территориального общественного самоуправления, в том числе собрания ТОС—Through TLSG organizations  
Иной механизм—Other  
Подача проектных идей через интернет—Through the internet  
Подача проектных идей через общественные приемные и депутатов—Through public receptions and deputies  
Ящики для сбора проектных идей—Through idea boxes  
Выдвижение проектных идей сельскими старостами—Through village elders  
Региональные практики—Regional practices  
Муниципальные практики—Municipal practices  
*Source: Participatory Budgeting Center Financial Research Institute*  
**Figure 19. Procedures for collecting project proposals in regional and municipal practices in 2021, %**



Очное голосование на сходах, собраниях и конференциях—In-person voting  
Коллегиальный орган—Collegial body  
Комиссии представительной власти—Commissions of representatives  
Интернет-голосование—Internet voting  
Иной механизм—Other  
Собрание или конференция граждан по вопросам осуществления территориального общественного самоуправления—TLSG meetings  
Бюджетные комиссии граждан—Budget commissions  
Референдум—Referendums  
*Source: Participatory Budgeting Center Financial Research Institute*  
**Figure 20. Competitive selection procedures in regional and municipal practices in 2021, %**

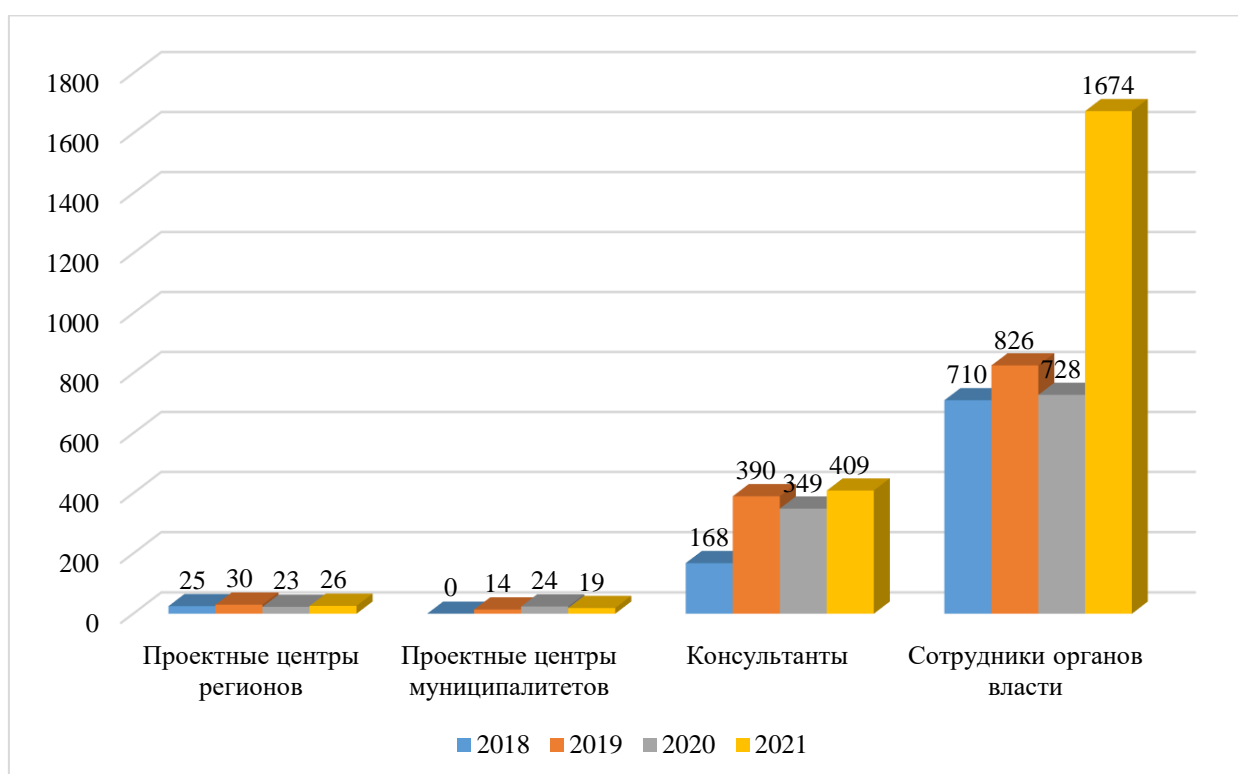
In the regional competitive selection, the mechanism of in-person voting is most widely used; at the municipal level, collegial bodies were more often involved. There is also a gap in the involvement of commissions of government representatives, the demand for internet voting, public budget commissions, and other mechanisms. Equally widespread are the procedures for selecting applications through public meetings or conferences on the implementation of TLSG and referendums.

According to monitoring data for 2021, among regional practices, the highest number of individuals who took part in face-to-face meetings was in Voronezh Region. In the practice of implementing projects to LISP in the region, 375,700 people took part in face-to-face meetings to

put forward and collect ideas. Among municipal practices, the Rhythm project in Noyabrsk, Yamalia showed the highest number: 9,300 people took part in face-to-face meetings.

## 4.2 Supporting participatory budgeting

Each cycle of monitoring demonstrates the growing gap between the pace of development and the diversity participatory budgeting, and the archaic infrastructure supporting it—a gap which is increasing every year. The number of project centers for participatory budgeting, where the relevant competencies should be accumulated, and the number of professional consultants involved in the support process, have remained almost unchanged over recent years. All the more significant is the increase in the number of government employees involved in supporting regional and municipal practices. These have more than doubled since 2020. The support and development of participatory budgeting consultants is important for maintaining the quality of participatory budgeting procedures and expanding the direct participation of the public.



Проектные центры регионов—regional project centers  
 Проектные центры муниципалитетов—municipal project centers  
 Консультанты—consultants  
 Сотрудники органов власти—civil servants  
 Source: Participatory Budgeting Center Financial Research Institute  
**Figure 21. The development of consulting support in 2018–2021**

Participatory budgeting project centers are organizations, institutions, or subdivisions of regional public authorities or a local government that implement the practice of participatory budgeting or perform methodological, research, analytical, educational, consulting, and other activities as part of its implementation.

The functions of these centers are not limited to consulting the public on the preparation of applications. Project center consultants maintain information resources for practices, develop curricula and conduct training, organize quality monitoring and analysis of results, and promote proactive budgeting. The longer a project center operates, the wider the set of competencies it has.

In 2021, all existing regional project centers continued to operate, with the exception of the project center of Orel Region, whose functions were taken over by the Department for Territorial Development Projects.

Among the regional project centers announced in 2021, the Center for the Study of Civic Initiatives at Fevzi Yakubov Crimean Engineering and Pedagogical University stands out. This project center was created even before the actual launch of participatory budgeting, the center's consultants were trained and have been involved in all stages of the development and launch of the "Crimea as we want it" program. Such a proactive approach has previously been implemented in the Altai Republic and Krasnoyarsk.

Much more often, a project center is created a year or two after the start of participatory budgeting, as the process scales up or new practices are launched. This happened in the Stavropol, Novgorod, Amur, and Leningrad regions.

For the first time, the Tambov regional center (the program "People's Initiative") and the second center of Khantia-Mansia (accompanying the "Competition of the best projects for creating a comfortable urban environment in small towns and historical settlements") were announced. A complete list of regional centers and independent consultant teams is provided in Appendix A.

The situation with project centers of municipalities is even less optimistic. 274 practices at the municipal level do not actually have supporting infrastructure. Both the emerging municipal practices of participatory projects, as a result of which one or two projects are supported, and the sustainable practices of large cities, the budgets of which amounts to millions of rubles, are equally deprived of professional consulting support.

In Krasnodar Region, in 2021, 47 participatory projects were implemented in the municipalities for the first time. In 2020, the implementation of regional practices began. Even with such large-scale processes, there is no appropriate support infrastructure. In this regard, educational activities for employees of municipal authorities responsible for the implementation of participatory practices of municipalities are of particular importance.

A qualitatively different approach was implemented in Yamalia, where participatory budgeting has been developing at the municipal level for several years. The region provides comprehensive support for the development of municipal practices, including the creation of Cozy Yamal project offices in municipalities, which are the focal points for all participatory budgeting activities.

One of the promising areas of activity of project centers for participatory budgeting is budget and financial literacy. Project centers in St. Petersburg, Udmurtia, the Komi Republic, the Altai Republic, and the Stavropol, Krasnoyarsk, Ulyanovsk, and Orenburg regions are actively involved in educational work and include budget and financial literacy modules in educational programs on participatory budgeting.

In the Republic of Komi in 2021, for example, public budget commissions were formed in each municipality, which included representatives of all localities, nominated by residents. The task of the new body is to carry out the selection of projects proposed by residents in the framework of the "People's Budget" project. For this purpose, experts from regional authorities and the project center for participatory budgeting conduct training for members of budget commissions on a wide range of issues. Current tasks include obtaining feedback from individuals involved in participatory budgeting, developing new areas, and improving participatory budgeting procedures, taking into account the feedback received.

The work of the project center of the Altai Republic includes monitoring the development of LISP to study the opinion of the public and local governments on further improvements of the practice. In 2021, a public survey was conducted on social media. Based on the results of the analysis of the survey materials, it is planned to conduct a survey of local governments to determine the further development of LISP and regulatory changes in the regional competition.

From 2022, the Khantia-Mansia project center will digitize the monitoring of participatory budgeting development in municipalities, through a register of completed participatory projects.

In Novgorod Region, the monitoring of completed initiatives and the preparation of reports were carried out on the website of the Center for Municipal Legal Information (<https://gokucmpi.ru>).

Technologies for obtaining feedback are integrated into regional online websites which support competitive selection and/or organize online voting. Such services provide ample opportunities for analyzing project applications, the demographic composition of participants, the geography of participation, and many other parameters. The organizers of participatory budgeting in the Sakhalin and Volgograd regions are already studying the demographics those who participate.

The website of the “Your Budget” project in St. Petersburg (<https://tvoybudget.spb.ru/>) informs residents about the implementation of participatory budgeting projects. The resource automatically calculates and records project statistics, provides an opportunity to submit an application using an interactive map, an indication of the location of the initiative, and a brief description. The site allows you to track the initiative from an idea to the implemented project.

On the Tula region website ([www.or71.ru](http://www.or71.ru)), a remote system for monitoring the current stage of an application has been developed.

The website of the Open budget of the Ulyanovsk region allows the generation of analytical information (the number of public meetings, the number of participants, the typology of projects, the cost of projects, including funding sources, the number of beneficiaries, etc.)

In Udmurtia, the design of a new practice involve people with disabilities and other socially vulnerable groups was developed on the basis of the opinions of potential participants, collected through focus groups and a sociological survey. Sociological tools are regularly used in the work of centers in St. Petersburg, and the Novgorod and Krasnoyarsk regions.

One of the strategic tasks of the project center of Krasnoyarsk is the professional communications of participants in participatory budgeting. This is because during the implementation of the practice (since 2016), through the association of representatives of the municipal government and local communities, project center consultants, a community of participants in participatory budgeting gradually has begun to form in the region. For the development of professional communications within this community, the project center facilitates the interaction of all participatory budgeting stakeholders. The choice of formats and places for interaction were based on the results of a two-stage survey of program participants in 2020.

In 2021, the Krasnoyarsk project center provided:

- 1) training (seminars, webinars, advanced training courses);
- 2) information and methodology;
- 3) consulting support;
- 4) a range of formats for the exchange of experience;
- 5) monitoring and research.

A promising direction for the project center is working with volunteers and curators of participatory budgeting in municipalities and educational organizations (including school and youth participatory practices).

The curator liaises between consultants, the heads of settlements, residents, and project participants. In fact, this role exists in every regional participatory budgeting program, but the need to purposefully develop this area and their work with the public is not understood everywhere.

In 2021, the institution of curatorship began to be developed in the Altai Republic. Curators are employees of the administrations of municipalities, whose tasks include assistance in the implementation of participatory budgeting.

Volunteers for organizing participatory budgeting events are being used more and more actively. According to monitoring data, in 2021, 39,500 volunteers took part in participatory budgeting practices (up from 1,571 people in 2020). There is no common definition of volunteering in participatory budgeting, as the approaches of different regions and municipalities to assessing the contribution of volunteers differ.

**Table 11. Practices in which volunteers participated in 2020–2021**

<b>№</b>	<b>Region or municipality</b>	<b>Practice</b>	<b>2020</b>	<b>2021</b>
1	Bryansk	Implementation of participatory budgeting projects	3	3
2	Vladimir	Creating a modern urban environment	491	531
3	Cherepovets, Vologda	Project "People's budget" TLSG	n/a	100
4	Komi Republic	Project "City councils"	n/a	2
5	Syzran, Samara	Project "People's Budget"	55	74
6	St. Petersburg	participatory budgeting practices	5	21
7	Tyumen	Competition of social initiatives at the place of residence	293	228
8	Khantia-Mansia	"Your school budget"	n/a	37859
		"Change"	n/a	24
		Creating a comfortable urban environment	n/a	140
9	Yamalia	Competition for the best projects for creating a comfortable urban environment in small towns and historical settlements	15	478

*Source: Participatory Budgeting Center Financial Research Institute*

Volunteers can be involved in participatory budgeting during peak periods to help consultants and administrations organize events, collect project proposals, select projects, and support meetings and voting. This is exactly what happens in the municipal practices of Yamalia and Khantia-Mansia.

The large number of volunteers in Khantia-Mansia, and the Tyumen and Vladimir regions, announced as part of the “Creation of a comfortable urban environment” programs, can be explained by differences in the methodology for assessing volunteer participation. For example, these may be participants in labor working-bees or seminars on the development of improvement projects.

In participatory budgeting programs, individuals are also actively involved in projects through labor participation, other non-financial contributions, and participating in groups which develop project proposals. These roles are prescribed in the regulatory framework and do not constitute volunteer participation. Individual participation is assessed by counting participants in the project proposal submission procedures and in project selection. As part of supporting participatory budgeting, volunteers provide organizational and consulting support to consultants and curators.

### **4.3 Educational activities**

The most important task of organizers of participatory budgeting and project centers continues to be education—the training and development of everyone involved in participatory budgeting. This work is carried out by the Russian Ministry of Finance and the Center for Initiative Budgeting FRI-MinFin at the federal level including webinars and interregional face-to-face events.

In 2021, several educational formats were used for training financial and other authorities, the municipal community, and project center consultants.

Together with the Directorate of Financial Literacy of FRI-MinFin, a series of educational webinars was launched for media representatives and specialists from government bodies and the municipal community on issues of information coverage and the development of communication, and programs of financial and budgetary literacy events for the public.

A separate audience for online educational events is teachers and specialists of educational organizations for whom the webinars are held as part of the virtual faculty of functional literacy. In total, over 6,000 people participated in the webinars.

In 2021, two new platforms for professional interaction between participatory budgeting consultants appeared. In June, together with the Crimean Ministry of Finance, the first Summer School for participatory budgeting consultants was held. The events were held for five days in Sudak with the participation of more than 40 consultants and employees of financial authorities from 20 regions of Russia. In December, the Northern School of participatory budgeting consultants was launched in Khantia-Mansia, with the support of the government of Khantia-Mansia. This program included a festival of participatory budgeting projects, roundtables and master classes on legal aspects, methodological challenges, and new directions for the development of participatory budgeting. More than 200 people took part in the events.



*Source: Participatory Budgeting Center Financial Research Institute*  
**Figure 22. The Northern School in Khantia-Mansia**



Source: Participatory Budgeting Center Financial Research Institute  
**Figure 23. The Northern School in Khantia-Mansia**

On September 20 and 21, 2021, the 3rd All-Russian Conference "Participatory Budgeting as a Social Phenomenon" was organized in cooperation with FRI-MinFin. The conference brought together leading experts and organizers of participatory budgeting practices from 73 regions of Russia.

Representatives of the Administration of the President of Russia, the Russian Ministry of Finance, FRI-MinFin, and the All-Russian Association for the Development of Local Self-Government worked online and offline at three conference venues dedicated to the potential of participatory budgeting to solve local issues and develop education and healthcare.

As part of the conference, the award ceremony for the finalists and winners of the 5th All-Russian competition for participatory budgeting projects took place.

In 2021, events were held in the regions to share experience in participatory budgeting and disseminate best practices at the municipal level. In June 2021, the Krasnoyarsk center tested the format of LISP inter-municipal forums. The main principles of the forums were participation and inclusion. The program of the first inter-municipal forum of Krasnoyarsk Region included the realization of the creative potential of the participants:

- 1) a demonstration of the practical results of the teams using an integrated approach to landscaping;
- 2) a replication of positive practices of involving the public in the implementation of projects and building creative interaction;
- 3) a discussion of problems and issues of project implementation.

The format of the event proved to be effective, so a similar approach was taken for a series of inter-municipal forums during the kick-off training events for LISP 2022. Inter-municipal forums were held in clusters for groups of districts, which made it possible to organize the exchange of experience not only at the level of settlements in one district, but also at the inter-district level.





Source: Participatory Budgeting Center Financial Research Institute  
**Figure 24. Masterclasses in schools as part of the forum Cozy Yamal**



Source: Participatory Budgeting Center Financial Research Institute  
**Figure 25. Masterclasses in schools as part of the forum Cozy Yamal**

A similar inter-municipal format was implemented in Yamalia in 2021. From September 30 to October 2, the Yamalia Department of Finance and the Administration of Labytnangi organized the first Yamal participatory budgeting forum Cozy Yamal in the city of Labytnangi, which was attended by representatives of the legislative and executive authorities of Yamalia, municipalities of the district, and experts. Over 100 people participated. As part of the forum, platforms on financial literacy and PBS were also organized. The participants familiarized themselves with PBS and participated in masterclasses. In the final part of the forum, a festival of projects implemented in the city of Labytnangi was held and the creators spoke about the implemented projects.

One of the results of the forum was the decision to establish the Museum of Participatory Budgeting, where Yamal municipalities and experts contributed items.



Source: Participatory Budgeting Center Financial Research Institute

**Figure 26. Participants of the forum Cozy Yamal**



Source: Participatory Budgeting Center Financial Research Institute

**Figure 27. Participants of the forum Cozy Yamal**

In 2021, the regions continued to hold training events online, which has spread in connection with the 2020 quarantine restrictions. However, face-to-face formats were continued and were widely represented in the work of project centers and the regional authorities responsible for participatory budgeting.

Educational activities carried out as part of school and youth participatory budgeting have a significant weight, often exceeding the coverage of activities of other participatory budgeting practices. St. Petersburg, Udmurtia, and Novgorod Region distinguished themselves in 2021 with massive and diverse educational events for curators and students of different ages.

Among the regional programs, the largest coverage of participants was provided as part of the TLSG competition in Voronezh Region. Among the programs of participatory budgeting, the largest training took place in St. Petersburg and Stavropol Region.

**Table 12. Practices with the largest coverage of educational events in 2021**

Region	Practice	Formats	number	participants
Altai	LSIP	Seminars, webinars, online meetings	32	1213
Belgorod	Initiative project	Training events for representatives of TLSG bodies	88	1387
Voronezh	TLSG	Webinars, video seminars, online conferences	3	43757

<b>Region</b>	<b>Practice</b>	<b>Formats</b>	<b>number</b>	<b>participants</b>
The Komi Republic	People's Budget	Consultations, seminars	950	2000
			40	
Krasnoyarsk	LISP	Offsite sessions	24	1898
Novgorod	You School Budget	Distance learning course, webinars	551	11361
Samara	Initiative Project	Lessons on financial literacy, Seminars, meetings	510	1593
	Your Courtyard			
St. Petersburg	Your Budget	Lectures + masterclass	7+1	11366
	Your School Budget	Online training events for budget commissions	15	3060
	You Budget in Schools	Face-to-face education in schools, hackathon "Design Thinking"	63	1836
Stavropol	LISP	Mentor training and student learning	288	2400
Udmurtia	Atmosphere	"School of local initiatives", training seminars	35	4162
			24	
Ulyanovsk	People's budget	Online PBS intensives	27	1380
The Chuvash Republic	Participatory Budgeting	Case study tournaments	37	2077
Yaroslavl	We Decide Together	Open lessons, days of tax and budget literacy.	22	1362

*Source: Participatory Budgeting Center Financial Research Institute*

In total 70,700 people were trained as part of the events on participatory budgeting organized in regions and municipalities in 2021. The most popular educational format was seminars for municipal representatives and curators, which preceded and completed the new cycle of participatory budgeting. Such seminars were held on-site (Novosibirsk Region, the Altai Republic), used clustering at a centralized site (the Stavropol and Ryazan regions), or were held via videoconferencing. The online format is also convenient because it allows a significant expansion of the audience. Recordings of the events which were distributed online can be watched at any time. Face-to-face events are more often specialized or inter-municipal in nature.

Additional education programs organized at project centers are becoming a separate area. In Khantia-Mansia, certified advanced training courses are held annually (18 academic hours). Other formats for the development of professional competencies are the training course "The provision of grants for resource centers by the Governor of Yugra" and "Specialized support of participatory projects" (<https://isib.myopenugra.ru/edu/>).

Sometimes educational events dedicated to participatory budgeting are held under the auspices of various executive authorities. The financial authorities cover issues of participatory budgeting as part of board meetings and include the topic in open days and events on financial, budgetary, and tax literacy.

In the Altai Republic, the topic of school and youth participatory budgeting was discussed at the regional professional competition for financial literacy teachers "The Edge of Excellence".

In the Republic of Komi, the subject of financial literacy is included in the program of training seminars for district budget commissions, which are formed as part of the "People's Budget" project.

In Chuvashia, training is organized as part of the visits of the head of the Chuvash Republic to the heads of municipal authorities in order to discuss the socio-economic development of municipalities.

In Yaroslavl Region, participatory budgeting training for new employees of the civil service is carried out as part of the Corporate University of the regional government.

Work with deputies of all levels is a separate area of project centers.

Since 2021, the Ivanovo Region Scientific Center for the Study of Rural Areas has been conducting the educational program “Opportunities and Tools for the Integrated Development of Rural Areas”. As part of the training course, issues of strategic planning and forecasting, project management, key areas of the federal rural development program, and general principles for the improvement and creating of a comfortable environment for living in rural areas are considered in detail.

In Tatarstan, training events were held as part of the advanced training program for the heads of rural settlements, implemented by the Higher School of State and Municipal Administration at Kazan State University.

The comprehensive training and development of methodologies for different groups involved in participatory budgeting must necessarily precede the launch of any practice that provides for the participation of the public.

For example, in Crimea, more than 946 people took part in the information and training activities of the first year of participatory budgeting, conducted online and offline (webinars, four seminars, eight meetings in Crimean regions, and broadcasts on television and radio). The Center for the Study of Civil Initiatives of the Fevzi Crimean Engineering and Pedagogical University developed recommendations entitled “Participatory budgeting. Just the right thing”.

In order to launch the first regional competition of participatory budgeting projects, the Yugra Center for Participatory Budgeting organized and conducted educational courses on the topic “Participatory projects—a tool for involving the public, civil society institutions, and non-profit organizations in public financial management”. Since 2019, when the Yugra Center for Participatory Budgeting was created, more than 1,200 people have taken part in educational programs including specialists and residents. Taking into account the demand for consulting support on issues of participatory budgeting from residents, the Information System for Project Management of Participatory Budgeting of the Autonomous Okrug ([www.isib.myopenugra.ru](http://www.isib.myopenugra.ru)) has a section "Educational Projects", which contains materials from courses presented by leading Russian experts in this area.

The audience for educational seminars is expanding every year. Increasingly, programs are being held for non-profit organizations, TLSG leaders, village elders, the public, and volunteers. School and youth audiences and the educational community require a separate approach.

As part of the youth practice "Atmosphere" in Udmurtia, intensive online courses on participatory budgeting for curators and moderators are used. Another format of Atmosphere's educational events is case studies for young people aged 14 to 25, where they are trained in design, financial literacy, and the basics of public participation in the development of territories through participatory budgeting.

The main innovation in PBS in St. Petersburg was the use of technology designed to develop schoolchildren's project ideas. The program takes place over two days and is designed for eight academic hours.

To expand the scope of ongoing projects in Khantia-Mansia, a workshop "The activation of cultural projects" was organized.

In the Arkhangelsk region, inter-municipal one-day project workshops are being held to prepare TLSG projects.

Tatarstan hosted a series of seminars “Grant-writing: a social project closer than you think”, which were attended by representatives of non-profit organizations.

In 2021, meetings of regional and municipal working groups were held in Novgorod Region on the topic of identifying opportunities for improving inclusive mechanisms for

participatory budgeting—LISP and PBS”, as well as four inter-district webinars on the topic of implementing participatory budgeting projects in the region and increasing the inclusiveness of participatory budgeting practices.

For regions where participatory projects are being developed, training seminars on their implementation and the practical application of federal legislation are becoming relevant. For these purposes, in 2021, "Schools of participatory budgeting" were held in all municipal districts and urban districts of Ulyanovsk Region. Representatives of the Internal Policy Department of the Administration of the Governor of the Ulyanovsk Region and the Ulyanovsk Public Procurement Agency were invited to participate in discussions on a wide range of issues concerning participatory budgeting.

In Stavropol Region, the “School of Local Initiatives” teaches the public about the procedures for implementing municipal practices used in the city and municipal districts of the region and about the procedures for implementing regional practices to support local initiatives.

In 2021, 40 sessions were held in municipalities of the Komi Republic. Extended meetings were organized with the general public, municipal employees, and TLSG bodies on the introduction and implementation of participatory budgeting in the municipalities of the republic.

In the inter-municipal forums of Krasnoyarsk Region, there is a block of questions devoted to organizational and legal issues of the implementation of participatory projects.

Increasingly, for the purpose of sharing information, exchanging experiences, and operational communication online communities are being created. In the Altai Republic, municipal curators share their experience in chats (97 curators and assistants) and a separate chat has been created for the heads of settlements (211 participants). In Krasnoyarsk Region, a group chat was created in 2021, including representatives of project groups and the municipal administration. The community format is aimed at promptly sharing information with participants, sharing experiences, answering questions, and providing support and motivation. The content is formed directly by the members of the group—members post information about the progress of projects, exchange information about contractors, discuss problematic issues, and share their management decisions and information about other opportunities for the development of local territories. The general moderation of the group is carried out by consultants of the project center.

#### **4.4 Information**

Information support has long been an important part of participatory budgeting project centers and is implemented as an annual set of actions that accompanies key participatory budgeting events.

The most accessible and useful tools are online resources—participatory budgeting websites, sections on the websites of authorities, websites of project centers, and groups and pages on social media. The second source of information support is the mass media, and the third is visual campaigning, information stands, and events.

To improve the quality of communication with the audiences of participatory budgeting in the regions and municipalities, a brand is formed, including a unique name, a slogan, and logo.

The implementation of a quarter of the practices of participatory budgeting (112 out of 404 in 2021) was accompanied by a logo which was used in a range of information tools. This helps in designing websites, informational and souvenir products, project materials, and in unifying the style of participatory budgeting projects.

Larger information efforts are required at the launch of a new practice, to scale it up, and to position new procedures. Organizers often neglect this stage of participatory budgeting or are limited to coverage on official media resources that do not target the entire audience of participatory budgeting.

An example of a large-scale information campaign of participatory budgeting is the campaign implemented in St. Petersburg in support of the “Your Budget” project (<https://tvoybudget.spb.ru/>). Because of COVID-19, in 2021, the project was run online. For a

visual presentation of the project, its rules, stages, results, the design of the “Your Budget” practice was updated with new visual materials being developed. The novelty of the 2021 project was the citywide voting.



Source: <https://tvoybudget.spb.ru/media>.

**Figure 28. New visual materials of the “Your Budget” project**

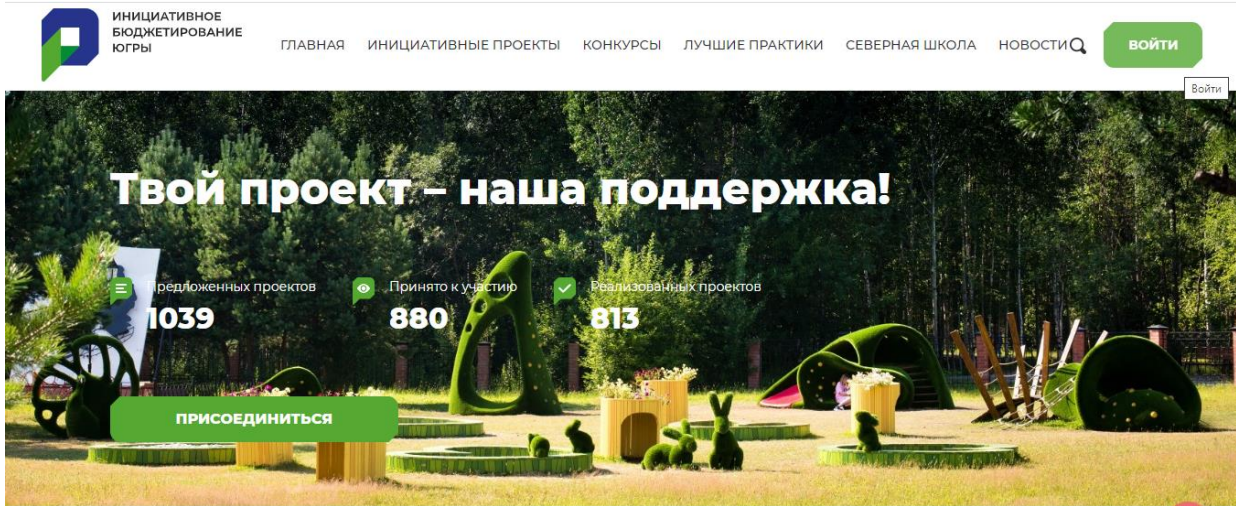
The information campaign had several parts:

1. Regular information through social media;
2. Television and radio. On the city TV channel "Saint-Petersburg" before the news, a video of social advertising of the project was broadcast. Television and radio broadcasts were organized with the participation of representatives of the Finance Committee of St. Petersburg, project consultants, and participants in previous years' projects (NTV-Petersburg, Channel 78, St. Petersburg TV channel, Radio Russia, Echo in St. Petersburg radio, Petersburg radio, Piter.TV, etc.);
3. Print and online media (Petersburg Diary, Komsomolskaya Pravda, Petersburg Vedomosti, Metro, Evening Petersburg, Fontanka.ru, Sobaka.ru, Bumaga.ru, Village, etc.);
4. Outdoor advertising. Billboards, bollards, advertising at public transport stops, and social advertising on electronic urban displays.

The advertising resource is also actively used in Stavropol Region. In order to promote the Governor's LISP Program in 2021, more than 1,000 minutes of audio and video clips were posted, news videos were released on regional television, and 48,900 units of printed products were produced for use in municipalities of the region.

The dissemination of information about "The People's Budget" project in the Komi Republic takes place through republican and municipal media, websites, and social media of the local governments, and through the website and social media of the "Komi Association of TLSSG" and "the Komi Council of Municipalities". The largest coverage is provided by posts on social media and videos shot by the creators and participants of projects.

In Khantia-Mansia, 2021 was a pilot year for the first regional competition of participatory projects. The competition was held online ([www.isib.myopenugra.ru](http://www.isib.myopenugra.ru)) and was designed to ensure the equal accessibility of everyone in the region. In order to popularize the competition, all projects were attractively designed and accompanied by information about participation, the period of implementation, the participatory group, and QR codes.

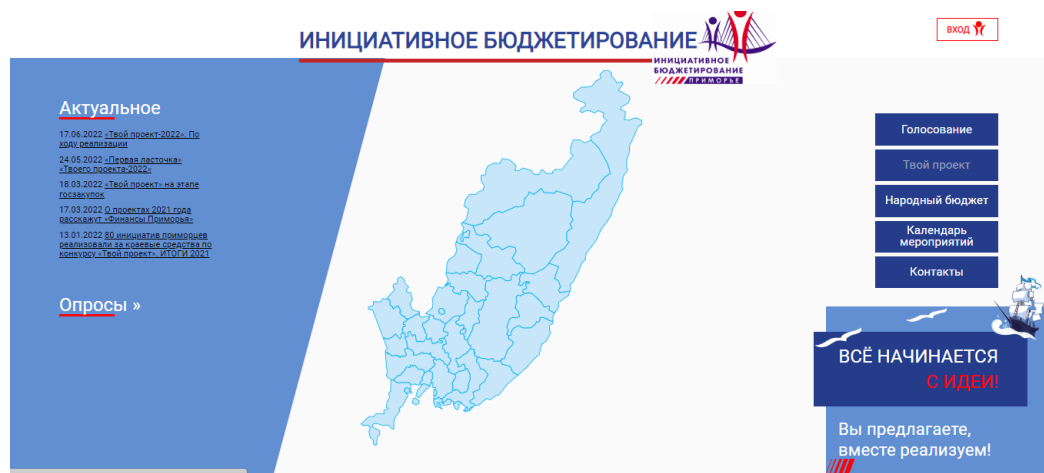


Your project—our support!

Source: Participatory Budgeting Center Financial Research Institute

Figure 29. Khantia-Mansia participatory budgeting website ([www.isib.myopenugra.ru](http://www.isib.myopenugra.ru))

The launch of the first practice of participatory budgeting in Primorsky Region was covered on television and radio and on the social media pages of the executive authorities of Primorsky Region. Informing the public was carried out through the region’s multifunctional centers. Advertisements were placed on the radio and on the Internet. To implement the practice, a website participatory budgeting was launched, and a unified visual style was developed.



Source: <https://pib.primorsky.ru/>

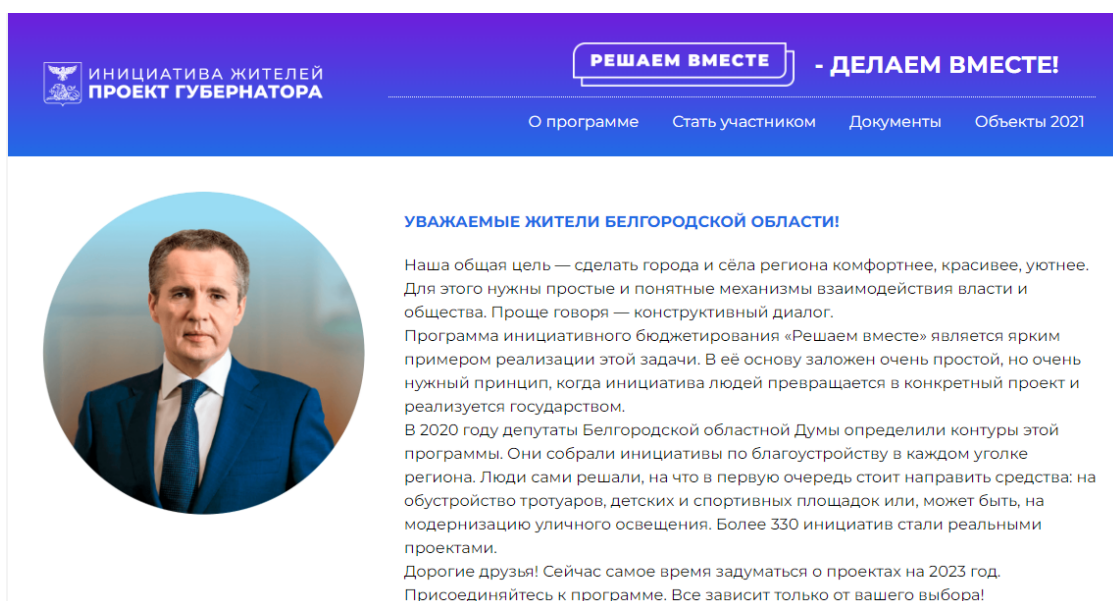
Figure 30. Primorsky Region participatory budgeting website

In 2021, an information and explanatory campaign was launched in Crimea in connection with the launch of the “Crimea as we want it” program. A logo and style was developed, and a training video was prepared. There was TV and radio coverage. In order to attract municipal districts to participate in the competition, representatives of the Crimean Ministry of Finance and the Center for the Study of Civic Initiatives took part in the “Calculator” program on Crimean radio. At the level of municipalities, information was posted on their websites and social media pages, and on information boards. A survey of the population was also conducted.



Source: Participatory Budgeting Center Financial Research Institute  
**Figure 31. Logos of regional practices of participatory budgeting**

In 2021, a regional competitive selection for participatory projects was implemented in Belgorod Region, for the first time. An advertising campaign in support of the new practice was carried out on the websites of municipal administrations, on social media, on television, and using outdoor advertising. In the very first year of implementation, a website was created (<https://решаемвместе31.рф/>).



Source: Participatory Budgeting Center Financial Research Institute  
**Figure 32. The website of the participatory budgeting program of Belgorod Region**  
 (<https://решаемвместе31.рф/>)

Noteworthy is the creativity of the information campaign of Krasnoyarsk Region, which was created in 2021 around the five-year anniversary of LISP. The concept of the campaign was "The LISP Olympic Games". Each stage of the campaign was accompanied by information messages on the website ([ppmi24.ru](http://ppmi24.ru)) and on social media. A visual component was developed that reflects the route and date of each campaign event. There was also coverage of the work that was carried out as part of the projects.





Source: Participatory Budgeting Center Financial Research Institute  
**Figure 33. Logo of “The LISP Olympic Games” in Krasnoyarsk Region**

The experience of Krasnoyarsk Region will be of interest to municipalities and regions which are scaling up the practice and are faced with the need to organize a local information campaign. The Mansky and Sayansky districts, Krasnoyarsk, participated in LISP for the first time in 2021. During the preparation, a team was formed which included the curator of the district—a consultant for the project center for participatory budgeting—a team of the head of the district, representatives of village councils, and individuals from the territory. A unified LISP style was developed in the district: a mobile information stand, a certificate, and a membership badge of the participatory group.



Source: Participatory Budgeting Center Financial Research Institute  
**Figure 34. Identification of a member of the participatory group**



Source: Participatory Budgeting Center Financial Research Institute  
**Figure 35. Mobile LISP stand in the Mansky district**

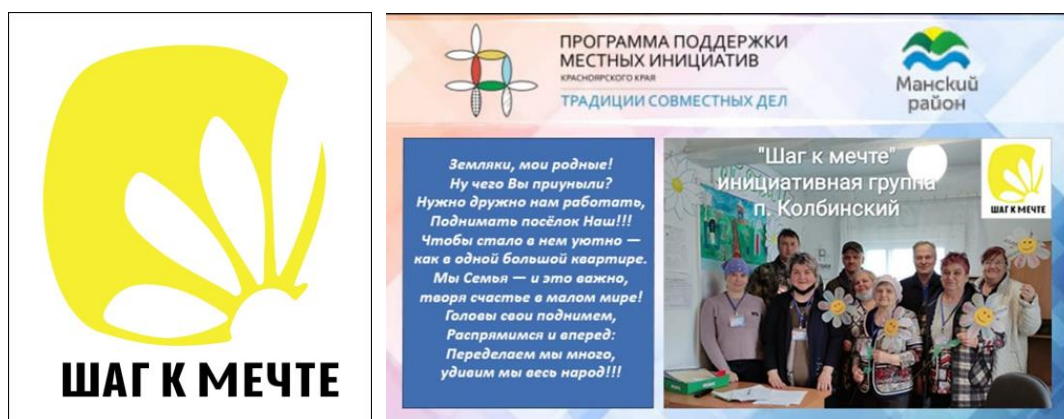
To inform residents of the region that there were new more diverse formats, banners and posters were printed showing photographs of members of the participatory groups. Group emblems were developed and used on posters and printed on T-shirts and other media.



Source: Participatory Budgeting Center Financial Research Institute  
**Figure 36. LISP Banner**

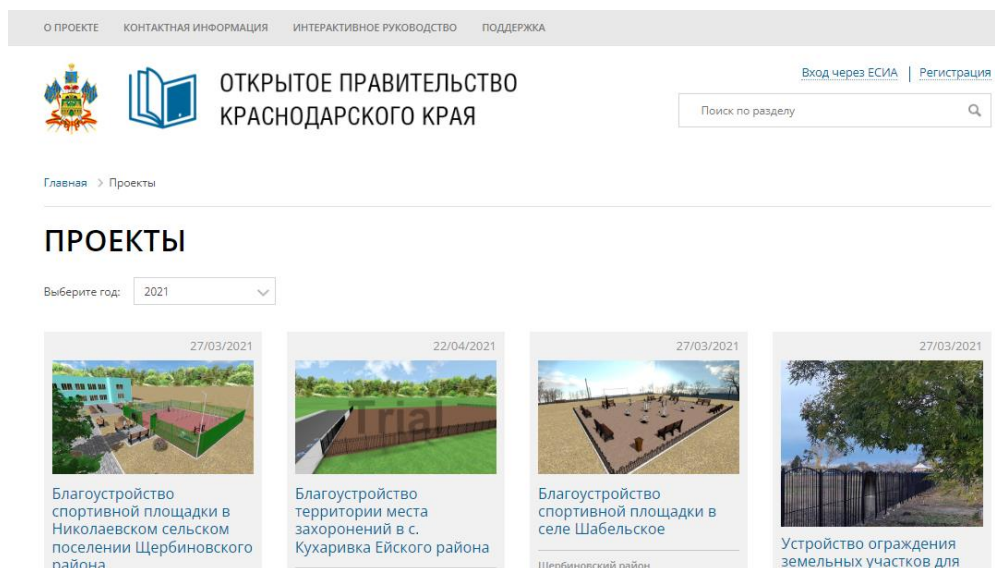


Source: Participatory Budgeting Center Financial Research Institute  
**Figure 37. Poster with photos of members of the participatory group**



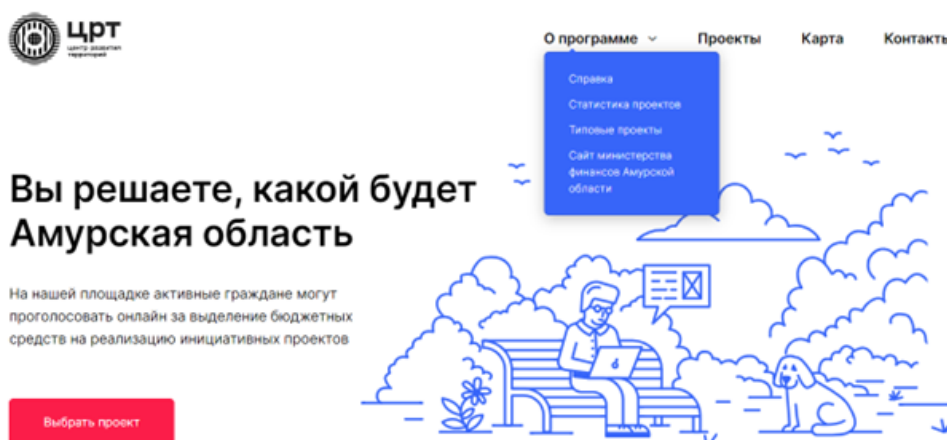
Source: Participatory Budgeting Center Financial Research Institute  
**Figure 38. The logo of the group and a poster with its image**

As in many areas, digital ecosystems, websites, and online information resources for participatory budgeting practices were launched in 2021. In some cases, they were localized for regions (Krasnodar, Perm), for interaction with residents (Nizhny Novgorod), or for “Open Budget” websites (Ulyanovsk, Crimea, Saratov). The disadvantage of this approach is that the sections of participatory budgeting are subject to the general architecture of the website and cannot serve as a comprehensive information resource.



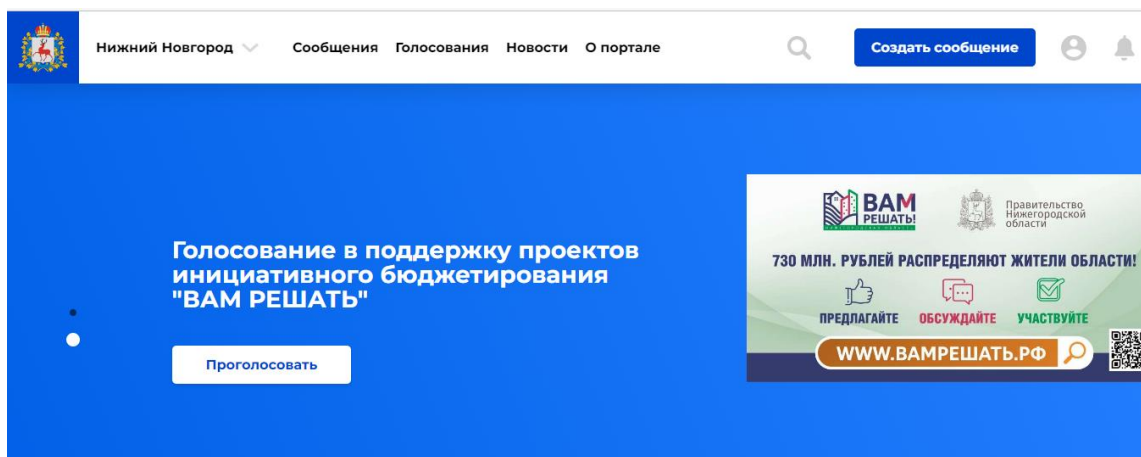
Source: Participatory Budgeting Center Financial Research Institute  
**Figure 39. Completed projects on the site of the Krasnodar Open Government**  
 (<https://open.krasnodar.ru/initiative/>)

Quite often, sites are created to technically support the nominating and voting for participatory budgeting projects. Regular information is also provided through the websites of the authorities or on social media. Such sites accumulate information about projects, but there are no news feeds or regular coverage of events. An example of this approach is the website of the practice of Amur Region, launched in 2021.



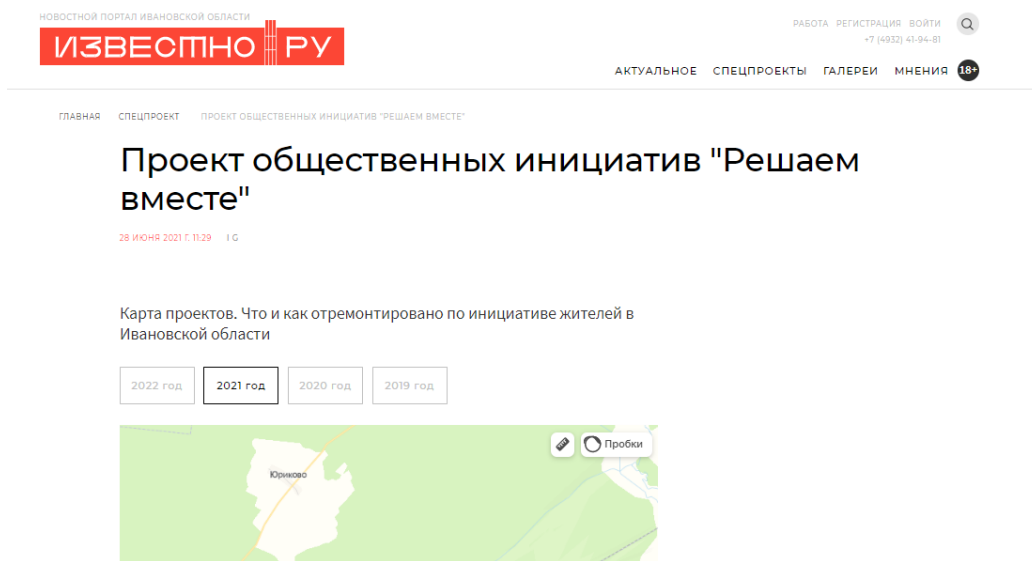
Source: Participatory Budgeting Center Financial Research Institute  
**Figure 40. Website of the Participatory Budgeting Development Program in Amur Region**  
 (<https://golos-amur.ru/>)

Information is often limited to the active phase of the project, for example the period of voting. The rest of the time, participatory budgeting can fall off of the public's agenda. It is important to maintain interest at all stages of the practice.



Source: Participatory Budgeting Center Financial Research Institute  
**Figure 41. Site for voting for the projects of the practice "It's up to you" in Nizhny Novgorod region (<https://вамрешать.рф>)**

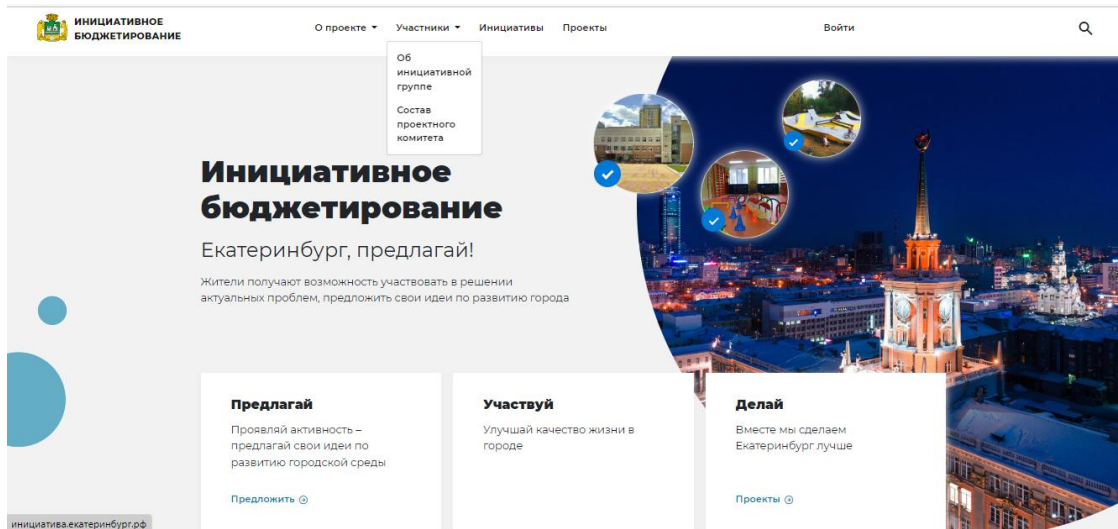
LISP information resources in Ivanovo Region are shared on the website (<https://i3vestno.ru/>). This is the second example of a media outlet providing online support for participatory budgeting and providing an opportunity for public scrutiny. In 2018, the project "Civil Control: Local Initiatives in the Republic of Mari El" was launched. As part of the implementation of this project, an interactive map was created on the website of the Mariyskaya Pravda newspaper, which displays all the participatory projects that have passed competitive selection. The map allows you to go to the page of a specific project, see the progress, and share information. A group was also created on social media (<https://vk.com/terin12>).



Source: Participatory Budgeting Center Financial Research Institute  
**Figure 42. The LISP section of the site of the Ivanovo region (<https://i3vestno.ru/>)**

Municipalities do not always have sufficient resources to create and maintain a dedicated participatory budgeting website. In municipal practices, information sharing is often carried out through the internet resources of municipal administrations, social media, and instant messengers.

Informational support is provided on the website of the city of Novorossiysk (<https://admnrsk.ru/gorozhanam/initsiativnoe-byudzhetrovanie/>). Nevertheless, in cities with a population of over a million and in municipalities where a significant amount of funds are spent on participatory budgeting, it makes sense to develop a full-fledged website. An example of such an approach is the Yekaterinburg site.



Source: Participatory Budgeting Center Financial Research Institute  
Figure 43. The participatory budgeting website in Yekaterinburg  
(<http://инициатива.екатеринбург.рф>)

## **5 RESULTS OF SCHOOL AND YOUTH PARTICIPATORY BUDGETING (PBS)**

In 2021, PBS was implemented in 16 Russian regions: the Altai Republic, the Komi Republic, Crimea, St. Petersburg, Udmurtia, Khantia-Mansia, Yamalia, and the Tver, Volgograd, Novgorod, Orenburg, Rostov, Samara, Sakhalin, Stavropol, and Yaroslavl regions.

The introduction of school and youth participatory budgeting began in the Volgograd and Tver regions, in Khantia-Mansia and a number of municipalities in the Orenburg, Samara, Stavropol, and Rostov regions, and Crimea.

The practice of involving schoolchildren in participatory budgeting in 2021 was also launched in schools in the Kostroma, Perm, and Kaliningrad regions.

In the Republic of Bashkortostan, a decree came into force in September 2021 on the implementation of participatory budgeting projects in the republic based on the initiatives of schoolchildren and the development of a network of pre-university students in municipalities.

As part of school and youth practices, 729 PBS projects were implemented: 156 in Udmurtia as part of the "Atmosphere" project; 143 in the Yamalia; 131 in Sakhalin Region; and 120 in Volgograd Region. An analysis of the practices showed that school projects are more focused on transforming the environment: organizing recreational areas, organizing the storage of personal belongings, creating radio, television, and film studios, natural science laboratories, and upgrading toilets.

PBS is developing in different formats in different regions. In a number of regions, it is implemented through regional programs (St. Petersburg, Udmurtia, the Altai Republic, the Sakhalin and Tver regions, and Khantia-Mansia). In the Yaroslavl, Rostov and Volgograd regions, and the Republic of Komi the implementation of PBS is part of the thematic regional program of participatory budgeting. In a number of regions, this happens through municipal programs: in the Novgorod, Samara, Stavropol, and Orenburg regions, and Crimea. In Yamalia, PBS is integrated into the municipal practices of Cozy Yamal districts and cities. Local practices are typical for Kaliningrad Region and Perm Region, where the practice is based on school administrations.

The current monitoring of the development of participatory budgeting does not allow the complete collection of data on school and youth participatory budgeting, to determine the percentage of beneficiaries, the level of involvement of schoolchildren and youth, or the full financial component of PBS projects.

Another difficulty in obtaining objective data in Russia is the different departmental affiliations of PBS. Information for monitoring purposes is provided by regional ministries and departments of finance, and PBS, as a rule, is supervised by departments of education. In those regions where interaction between departments is not established, the data is not presented in full or is not available at all.

There were two models of PBS in Russia in 2021. In the first model, the regions involve schoolchildren and youth according to the principles of the LISP program, i.e., in addressing a wide range of issues of the territory where they live. The choice of best practices is carried out by adults and representatives of the authorities.

The second model of PBS involves schoolchildren making managerial decisions on the distribution of a part of the budgetary funds of a school. PBS becomes a part of the school curriculum. This tool is one participatory budgeting mechanism to ensure the quality of the social and educational environment of the school community based on the involvement of schoolchildren, parents, teachers, and school governments in budget decisions.

In May 2021, the Department of Education and Science of Khantia-Mansia, with the support of Surgut State University, began implementing a program for the development of the PBS in Khantia-Mansia. In June, an online project session "PBS in schools" was held. During the session, strategic planning was carried out with representatives of the authorities and the

administrations of schools for the content of the development program and the role and place of PBS in the curriculum.

In October, a three-day training intensive was held which decided to participate in the development program in Khantia-Mansia. Fifty students and 20 teachers from ten schools took part in the training. As a result, eight schools from Kogalym, Nefteyugansk, and Nefteyugansky district, Nyagan, Surgut, Yugorsk, Berezovsky and Poikovsky districts decided to become involved in PBS.

In December 2021, for the first time in Russia, Khantia-Mansia held a competition for the best PBS projects. Six projects were submitted for the competition. Summing up took place in 2022 at the Open District PBS Forum in Surgut.

The development of PBS in Russia and the variety of practices in the regions led to an exchange of experiences among student PBS participants. This was the Gathering of PBS Teams, which was first held in December 2021 at the Orlyonok All-Russian Center, in Krasnodar. The rally was organized by FRI-MinFin and the regional Children's Public Organization "Pioneers of Bashkortostan".

The meeting was attended by 150 students representing the PBS teams from eight regions: the Altai Republic, Udmurtia, Yamalia, Khantia-Mansia, and the Kaliningrad, Orenburg, Yaroslavl, and Novorossiysk regions. As part of the meeting, the participants exchanged their experiences of implementing PBS in their regions and participated in the selection of a project for Orlyonok, having gone through the stages and procedures of PBS: from identifying a problem to understanding budgets.

The teams put forward 12 projects, five of them went forward to the vote. The winner was the project "Flooring in the gym at the school of the Orlyonka All-Russian Children's Center".

Another result was the creation of the Council for PBS at FRI-MinFin, which included the initiators of PBS from the Yaroslavl and Krasnodar regions, the Altai Republic, and Yamalia.

An important aspect in the development of PBS practices is the training of specialists for the implementation of PBS.

To summarize the experience and understand the essence of PBS during 2021, a series of seminars and meetings were organized at the federal level, the participants of which were representatives of the teaching community: directors of schools, secondary and tertiary teachers, and specialists from education and finance departments.

In January, a remote seminar "PBS: idea, experiment, perspective" was held, as part of which the model of PBS developed by FRI-MinFin was presented.

In September, as part of the 3rd All-Russian Conference "Participatory Budgeting as a Social Phenomenon", a PBS section was held for the first time. This section discussed the prospects for the development and deployment models of PBS, including the implementation of an exemplary education program, and an exchange of experience in regional PBS implementation.

Work on the development of PBS practices will continue in the implementation of a Russian Ministry of Finance project on financial culture, as part of the activity for preparing a draft concept for improving the financial and budgetary literacy of the population through the practice of participatory budgeting.



## 6 BEST PRACTICES FOR PARTICIPATORY BUDGETING IN RUSSIAN REGIONS

### 6.1 Support for participatory budgeting – the Altai Republic

Since the launch of LISP in the Altai Republic in 2016, its work has been supported by the project center for participatory budgeting. The project center was established as part of the “Altai Center for Financial Research” subordinated to the Altai Ministry of Finance. The center is subsidized by the regional budget.

The center developed gradually as the participatory budgeting program in the region expanded and became more complex. Currently, its main tasks include:

- 1) the acceptance and verification of applications from municipalities and organizations and conducting the competitive selection of participatory budgeting projects;
- 2) the organization and support of contracts between municipalities and the Altai Ministry of Finance on the provision of project subsidies;
- 3) checking municipal reports on the implementation of participatory budgeting projects, visiting projects to check the rate and quality of the work;
- 4) summarizing the results of project implementation;
- 5) support of the LISP information website (алтайпредлагай.рф), ensuring the functioning of the mobile app;
- 6) making proposals for changing the regional legislation governing participatory budgeting.



*Source: Participatory Budgeting Center Financial Research Institute*  
**Figure 44. The consultants of the Altai project center**

With the annual increase in the number of applications for participation in LISP, the number of staff has increased to seven. This team guides the projects at each stage and maintains daily communication with LISP participants.



*Source: Participatory Budgeting Center Financial Research Institute*  
**Figure 45. Consultants meet with residents**

In 2017, for the purposes of participatory budgeting, an information website was developed (<https://алтайпредлагай.рф>).

By 2020, the transition of the center for participatory budgeting to remote interaction with municipalities was completed: filing applications, concluding agreements, and accepting reports are now all done remotely.

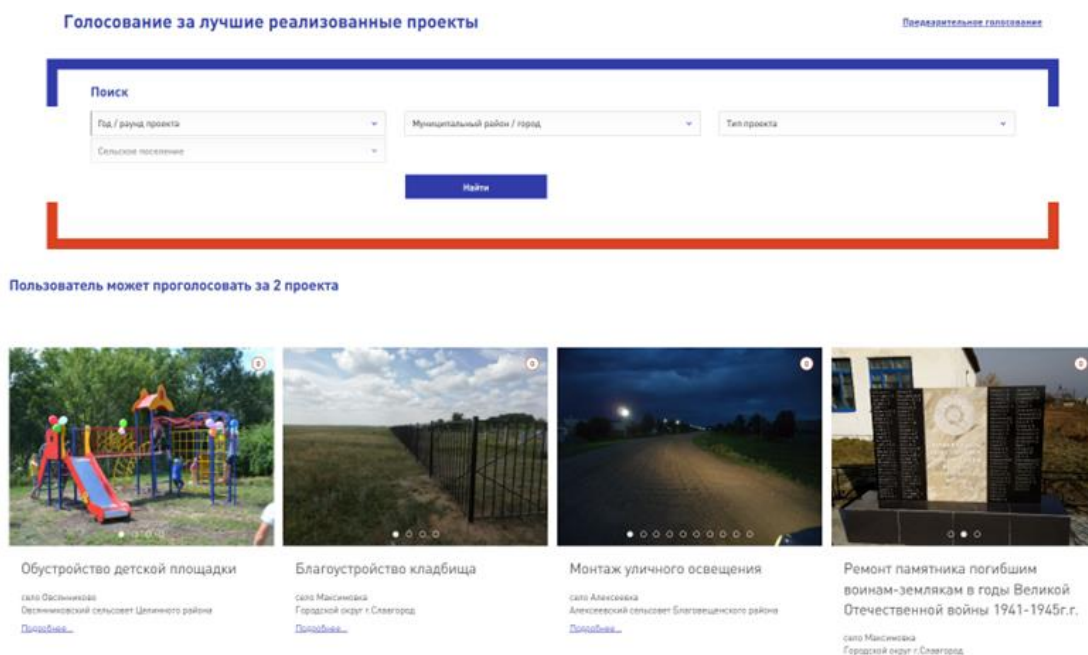
These measures allow participants to promptly and equally participate in the competition and implement projects, which is important for more remote areas. In 2021, work was carried out to modernize, expand, and improve the site.

As a result of the modernization, the website was supplemented with a number of new services:

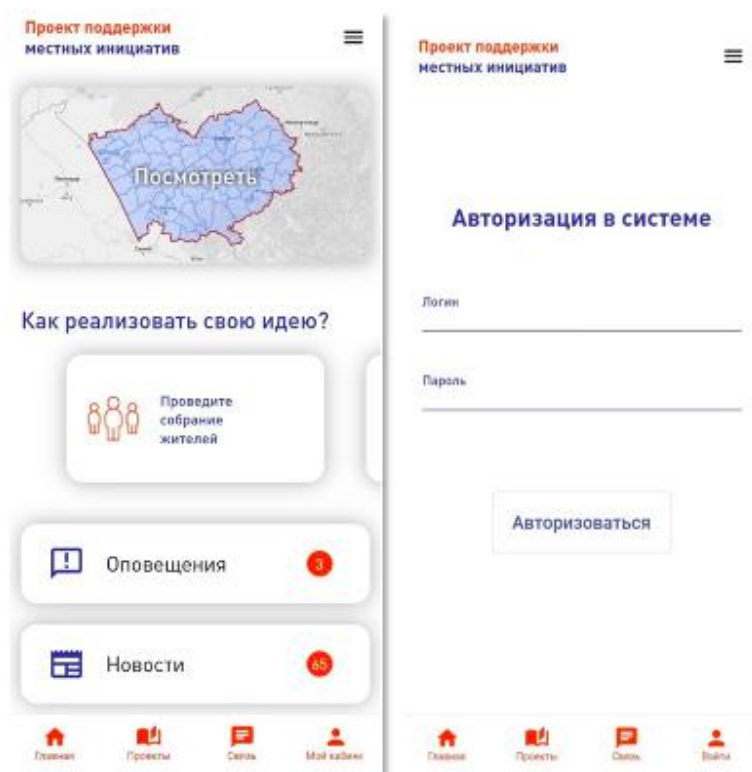
1. providing feedback with the ability to upload files;
2. sending messages to mobile phones;
3. nominating a project idea and preliminary voting;
4. voting for the best projects.

Now website users, registered and unregistered, will be able to vote, put forward ideas, leave comments, and make suggestions for finalizing projects. User votes will be verified via email.

The winning projects receive the status of best practices and are published on the website. At the moment, determining how to encourage municipalities that received the largest number of votes is being worked out.



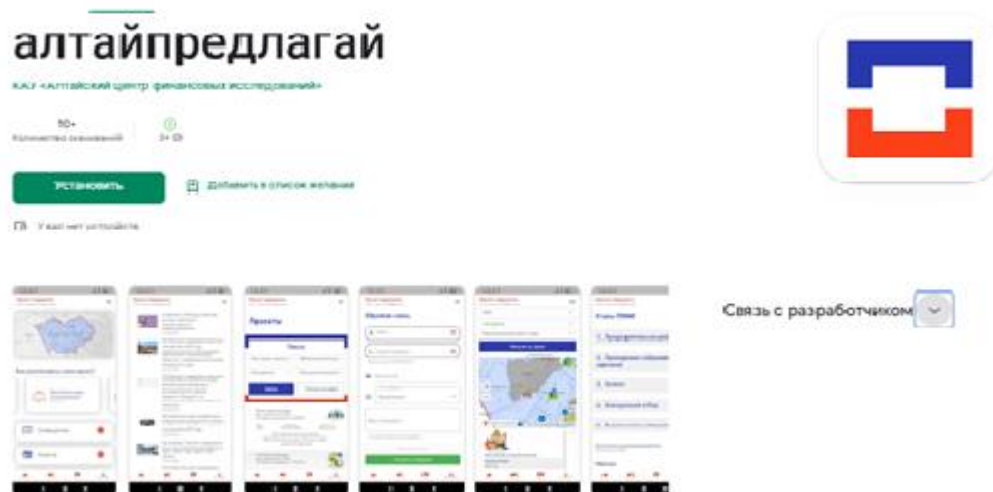
Source: Participatory Budgeting Center Financial Research Institute  
**Figure 46. Voting section for the best completed projects (<https://алтайпредлагай.рф>)**



Source: Participatory Budgeting Center Financial Research Institute  
**Figure 47. The mobile app**

In addition, for full-fledged interaction with users, a mobile version was developed. This will expand the audience of smartphone users, who often do not stay on a site with unreadable text, or which loads slowly.

In 2021, the project center also initiated the development and launch of a mobile app. This will make it easier to work with LISP participants (to check the status of a project, receive notifications about the progress of the project, innovations, etc.). The app will become another channel for the project center to receive feedback.



Source: Participatory Budgeting Center Financial Research Institute  
**Figure 48. The app in the app store**

In 2021, the center made changes and expanded LISP practice. Towns with a population of up to 50,000 received the right to participate, with the possibility of submitting two applications for the competition. Municipal districts have the right to submit projects of regional significance—used by two or more settlements—to the competition. Such projects in 2021 were: children's health camps, recreation areas, the construction of a stele at the entrance to the region, and the cleaning of rivers and lakes. LISP created a number of "objects for environmental protection".

The maximum subsidy per project has been increased to 1.3 million rubles. A total of 394 projects were implemented in 2021, with a total cost of 401.3 million rubles, 71.75% of which came from the regional budget.

For representatives of municipalities and participatory groups, the center's experts conduct field seminars twice a year and online webinars throughout the year. Training meetings are held before the start of accepting applications for the next competitive selection and at the stage of project implementation and reporting.

The center also provides informational support for LISP. It cooperates with regional TV channels in the preparation of TV programs and videos. Another task is to publish press releases on the Altai Republic website and elsewhere. The center also promptly updates promotional and souvenir products: brochures, leaflets, posters, calendars, stationery, etc.

Since 2021, a new direction has begun in the center—curatorship. The curator is an employee of the administration of the district or municipality, who has the right to make managerial decisions, and who assists in the implementation of LISP. The curator is a key link in the interaction between the project center and the heads of settlements, individuals, and businesses. For communication between the center and curators, a messenger chat was created for 97 curators and their assistants. A similar chat was created for 211 heads of settlements. These allow participants to quickly receive information, communicate on topics of interest to them, exchange opinions, conduct surveys, exchange data on contractors who perform high-quality and timely work on the implementation of participatory projects, and discuss ways to solve problems that arise during the implementation of their projects.

The work of LISP curators includes:

1) interaction with the heads of municipal districts and settlements (participation in training events, advising on the implementation of projects, assistance in the preparation of documentation and filing applications, organizing technical support and specialists, providing documents for

concluding agreements, reporting on the results of project implementation, and sharing information received from the participatory budgeting center);

2) interaction with participatory groups (holding meetings, consulting, solving organizational issues, collecting information during site visits, sharing information received from the participatory budgeting center);

3) checking the progress of project implementation (their initiation, collecting information for interim and final reporting, solving problems during the implementation, and considering claims arising during the implementation of projects);

4) coordination with the project center (advising on issues, claims, and problems that arise, finding solutions, and sharing information obtained "on the ground").

**Не нужно ждать -  
давайте делать!**

алтайпредлагай.рф



There is no need to wait—let's do it!

*Source: Participatory Budgeting Center Financial Research Institute*

**Figure 49. The slogan of the Altai Republic LISP**

In 2021, the Altai Ministry of Finance launched a project aimed at improving, developing, and scaling up LISP in the region. The center studies the opinions of the public and local governments on the further improvement of LISP. For this, the Altai Ministry of Finance and the Regional Management Center, launched a survey in social media. A banner was placed on the social media feed, which directed visitors to the survey. A link to the survey was also posted on the website, which is distributed in messenger groups. The survey consists of 17 questions for LISP participants and those who are not yet involved in participatory budgeting.

In 2021, the competition of the Altai Ministry of Finance to assess the effectiveness of the implementation of LISP was among the finalists of a competition held by the Russian Accounts Chamber and received an award for applying change theory to the analysis of LISP implementation.

## **6.2 The integrated development of participatory budgeting – Novgorod Region**

By the beginning of 2022, Novgorod Region had gained experience in implementing several participatory budgeting practices which were priority regional projects:

1. LISP;
2. TLSG;
3. The People's Budget;

4. The Road Home;
5. Our Choice;
6. The comprehensive development of rural territories, involving two participatory budgeting practices;
7. Municipal PBS projects, which were implemented in 5 municipalities in 2021.

The successful widespread introduction of participatory budgeting in solving important everyday problems for various groups of the population led the region to take part in a joint project of the World Bank and the All-Russian Society of the Disabled. The goal of the project is to increase the inclusiveness of participatory budgeting and to strengthen the social focus of these practices. The result was the inclusion of a new procedure in Our Choice and LISP. Applications which included facilities complying with the requirements for accessibility for people with disabilities and people with limited mobility now receive an additional point in the overall assessment conducted as part of the competitive selection.



*Source:*

[https://minfin.novreg.ru/tinybrowser/files/byudzhet/svedeniya/2021/04/bdg\\_2022-2024\\_okonchat.pdf](https://minfin.novreg.ru/tinybrowser/files/byudzhet/svedeniya/2021/04/bdg_2022-2024_okonchat.pdf)

**Figure 50. LISP Projects**

In 2021, the main innovation in the development of participatory budgeting was the introduction of the priority regional project Our Choice. This project provides for the allocation of regional subsidies on a competitive basis for the implementation of initiatives to improve and repair public infrastructure.

Our Choice ensures the maintenance of municipal schools and the surrounding areas. The repair of rural schools is also a significant financial problem for districts and district administrations, therefore, as part of Our Choice, rural school repair was supported by a regional subsidy.

From August to October 2021, initiatives were collected and reviewed, and final meetings were held to select local projects. In December, applications were submitted for competitive selection, which took place on February 3, 2022.



Source: <https://gpvn.ru/33930>

**Figure 51. Priority regional projects of Novgorod Region—participants in the governor's “participatory budgeting program”**

In 2022, all priority regional projects are being combined into the governor's program. Its goal is to simplify the filing of applications related to the improvement of territories and to increase the involvement of the local population in solving local issues. The slogan of the new program is "Creating a comfortable environment together".

The program provides for the implementation of the following participatory projects:

1. improving public spaces, courtyards, sports fields and playgrounds, parks, and squares;
2. increasing the length of roads and repairing public roads of local importance;
3. improving memorials and monuments;
4. modernizing street lighting;
5. purchasing equipment;
6. other significant initiatives (with the exception of measures for capital construction and the reconstruction of public infrastructure facilities).

The governor's program offers residents general rules for participation. The collection of initiatives takes place according to the same rules and within the same time frame. All residents of Novgorod Region who are over 18 years old (for the TSG project from 16 years old) will be able to take part. Each resident can support any of the projects under the program through participation in the final meeting in their municipality. Detailed information about the rules for participation in the governor's program, and an application form for submitting initiatives is on the website (<https://gokucmpi.ru/>).



**СОЗДАЕМ  
КОМФОРТНУЮ СРЕДУ  
ВМЕСТЕ!**

We are creating a comfortable environment together!

Source: *FRI-MinFin*

**Figure 52. Logo of the governor's Participatory Budgeting Program in Novgorod Region**

The total amount allocated from the regional budget for the implementation of participatory budgeting projects in 2021 was 484.9 million rubles, or 1.0% of the regional budget.

Before 2021, 1,186 resident initiatives worth more than 1 billion rubles had been implemented in Novgorod Region. In 2022, it is planned to implement another 512 initiatives worth 461 million rubles. In 2023, more than 450 million rubles have already been allocated for the implementation of initiatives as part of the governor's program.

### 6.3 The start of participatory budgeting in Crimea – "Crimea as we want it"

In 2019, participatory budgeting began to develop in Crimea. The initial stage was the formation of a legal framework. To this end, in accordance with an order of the head of Crimea, a working group was formed. Its task was to develop a model for the implementation of participatory budgeting based on the experience of other Russian regions. The initiator of this project and the authorized body was the Crimean Ministry of Finance. Following the first meeting of the working group, the main activities and directions for the introduction of participatory budgeting were outlined.

The group's work resulted in the adoption of a law on participatory budgeting in Crimea. The Crimean Ministry of Finance is the authorized body in participatory budgeting. The procedure for the competitive selection of participatory budgeting projects by a competition commission is determined by the Crimean Council of Ministers.

Advisory and methodological support for participatory budgeting is provided by the Center for the Study of Civic Initiatives at the Yakubov Crimean Engineering and Pedagogical University, which was established in 2020. The main functions of the center include the implementation and development of participatory budgeting in and the creation of the institutional, legal, and organizational foundations for their application. Throughout the entire life cycle of the project, the center works to inform, educate, and assist in the preparation and implementation of projects. The staff include specialists from different fields of knowledge: psychology, economics, and linguistics.

The center began working in 2021 to inform urban and rural settlements, and municipal districts about the first competitive selection of participatory budgeting projects, and to provide consulting support and assistance in the preparation of projects.

The staff of the center, to prepare participants in projects for phased planning and participation in the selection competition, have developed methodological recommendations intended for representatives of executive authorities, heads and specialists of local administrations, and individuals interested in the implementation of participatory budgeting projects.



Source: portal "Crimea as we want it"

[https://budget.rk.ifinmon.ru/index.php?option=com\\_dropfiles&task=frontfile.download&&id=933&catid=203](https://budget.rk.ifinmon.ru/index.php?option=com_dropfiles&task=frontfile.download&&id=933&catid=203)

**Figure 53. Guidelines for the implementation of participatory budgeting projects in Crimea**

In order to attract municipal districts to participate in participatory budgeting projects, representatives of the Crimean Ministry of Finance and the Center for the Study of Civic Initiatives



took part in a program on Crimean radio. A full-scale information campaign on participatory budgeting was launched, and information was posted on the website of the Crimean Ministry of Finance (<https://minfin.rk.gov.ru/ru/structure/783>) and on the website "Open Budget of the Republic of Crimea" (<https://budget.rk.ifinmon.ru/krym-kak-my-hotim/o-proekte>). A training video on participatory budgeting was posted and a corporate logo and a style for participatory budgeting practice were developed.



*Source: The Crimean Ministry of Finance website (<https://minfin.rk.gov.ru/ru/video-report/show/205>.)*

**Figure 54. Representatives of the Crimean Ministry of Finance and the Center for the Study of Civic Initiatives on Crimean radio**

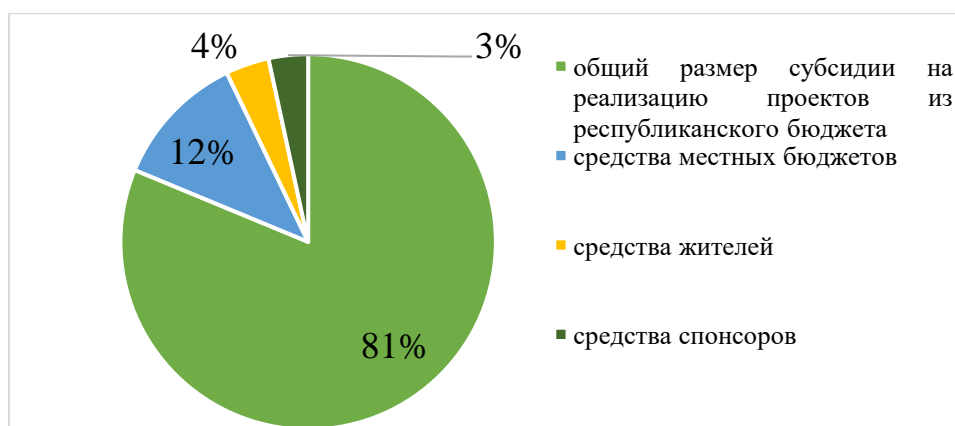
In anticipation of applications for the competitive selection of participatory budgeting projects, the Center held eight field meetings with employees of the administrations of urban and rural settlements and municipal districts to clarify issues on the submission of documents for the competition.

On July 30, 2021, a meeting of the competition commission for the evaluation of projects was held. 71 out of 84 projects from 41 rural settlements and four municipal districts were admitted to the competitive selection. 13 applications were rejected due to an incomplete set of documents or non-compliance with the requirements of the competitive selection. In accordance with the terms of the competitive selection, 53 participatory budgeting projects were recognized.

Applications were accepted by the Crimean Ministry of Finance on the website of "Open Budget of the Republic of Crimea", in addition, representatives of local administrations brought hard copies of applications.

Over 6,500 residents were involved in addressing local issues and the number of direct beneficiaries from the projects is about 60,000 people.

The total cost of the 53 projects was 55.8 million rubles. Financing came from regional subsidies (45.5 million rubles); local budgets (6.5 million rubles); individuals (2.1 million rubles); and businesses (1.9 million rubles). Non-monetary participation individuals and businesses took place in 50 projects.



общий размер субсидии на реализованный проект из республиканского бюджета—funding from the republican budget  
 средства местных бюджетов—fund from local budgets  
 средства жителей—residents contribution  
 средства спонсоров—sponsorship

Source: The Center for the Study of Civic Initiatives

**Figure 55. Financing for participatory budgeting projects**

Most applications were received from Simferopol (18), Sovetsky (11), Krasnogvardeysky (9) and Dzhankoysky (8) districts. Higher quality projects were submitted for competitive selection by the Nizhnegorsky, Dzhankoysky and Krasnogvardeysky districts.

In 2021 the projects focused on:

1. cemeteries—6 projects (8.5% of the total number of projects); public and courtyard areas—16 projects (22.5%); footpaths and sidewalks—3 projects (4.2%); street lighting—18 projects (25.3%); playgrounds—19 projects (26.8%); and sports facilities—9 projects (12.7%).

The largest number of projects were within the competence of the Ministry of Housing and Public Utilities (45 projects, 38.1 million rubles in subsidies) and the Ministry of Sports (8 projects, 7.3 million rubles). The subsidies were transferred to local budgets in October 2021. The term for the implementation of projects under the agreements was determined by the end of the financial year. Employees of the Center for the Study of Civil Initiatives conducted field trips to rural settlements to monitor project implementation.

In addition to methodological and consulting work, the Center for the Study of Civil Initiatives conducts training events. In January 2021, the center and the Crimean Ministry of Finance held the first training webinar on the implementation of participatory budgeting programs. The heads of municipalities and interested individuals could follow what was happening online and ask the participants questions.

In March 2021, the Crimean Council of Ministers hosted a training seminar, under the guidance of the Deputy Chairman of the Crimean Council of Ministers and the Crimean Minister of Finance, on organizing and conducting preliminary meetings.

In April 2021, training on supporting local initiatives and public participation in resolving local issues was held at the Yakubov Crimean Engineering and Pedagogical University.

From June 7 to June 11, 2021, FRI-MinFin, with the support of the Crimean Ministry of Finance, organized the first summer school for participatory budgeting consultants in Sudak. This was a new platform for interaction between the professional community and consultants from Russian project centers to discuss problems and prospects for developing participatory budgeting.

The event was attended by more than 40 project centers specialists, consultants, experts, and employees of financial authorities from 20 regions of Russia interested in studying, applying, and developing participatory budgeting in Russian regions. During the event, experts discussed the problems of interaction between the public and the authorities and methodological challenges in the development of participatory budgeting. Sharing experiences of implementing regional participatory budgeting projects was invaluable. The agenda of the event included the monitoring

and regulation of participatory projects and digital tools and practices for financing participatory budgeting projects. The summer school had a practical focus, part of the meetings were devoted to regional workshops of the project centers of the Krasnoyarsk, Stavropol, and Kirov regions.



*Source: Participatory Budgeting Center Financial Research Institute*  
**Figure 56. Summer school for participatory budgeting consultants in Crimea**

#### **6.4 Best experience exchanges – Khantia-Mansia**

In 2021, the Open Region Center in Khantia-Mansia hosted the Northern School of Participatory Budgeting Consultants in the city of Khanty-Mansiysk. The event was organized as part of a cooperation agreement between the Open Region Center and FRI-MinFin, with the support of the region's Department of Public and External Relations.

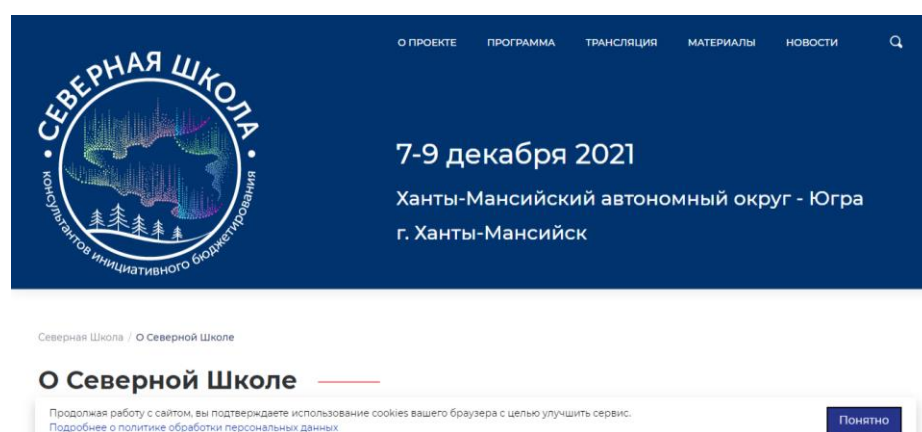
The Northern School was a continuation of the work of the Crimean Summer School. While the summer platform was a closed event for participatory budgeting consultants in the format of training and masterclasses to improve their professional competencies, the Northern School was open for the interregional and international exchange of experience in participatory budgeting and was aimed at a wide audience, including project initiators and those active in participatory budgeting.



Source: Participatory Budgeting Center Financial Research Institute  
**Figure 57. The Northern School**

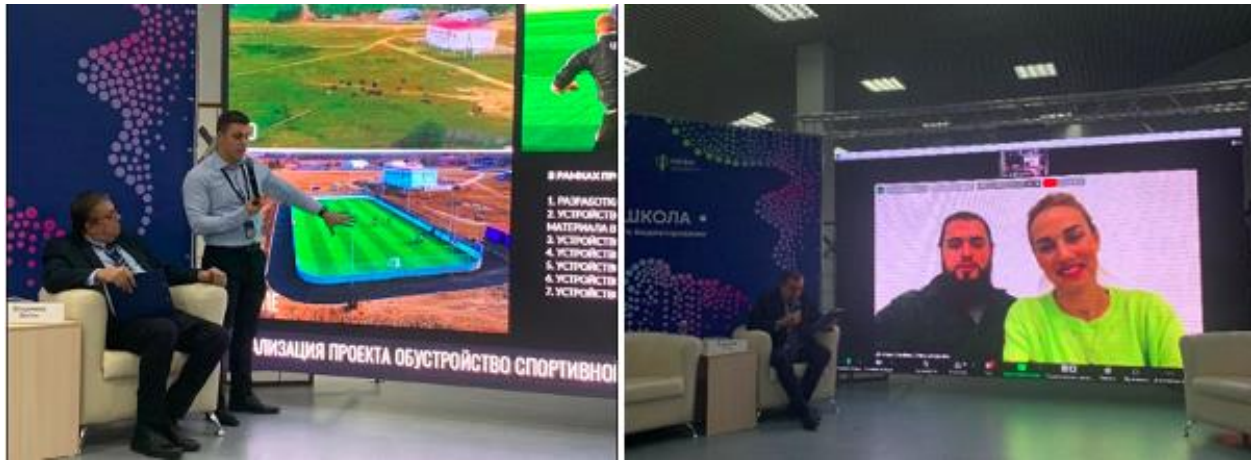
200 participants from 18 regions joined the Northern School in person and remotely. The international format of the school was supported by experts from the Republic of Uzbekistan and Portugal. Due to quarantine restrictions imposed in Khantia-Mansia, the number of face-to-face participants of the school could not exceed 50 people, so a live online broadcast of school events was provided.

The organizers developed a website (<https://winterschoolib.myopenugra.ru/>), where participants were registered, news was published, information about the program was shared, and access to the materials of the Northern School and video recordings of events were provided. All the materials of the Northern School are open to those interested in participatory budgeting.



Source: <https://winterschoolib.myopenugra.ru/>  
**Figure 58. The Northern School website**

The Northern School was held on December 8–9, 2021, at the Filipenko Winter Sports Center. On the first day, a festival of the best projects took place. The projects were put forward by the regional project centers of the northern regions of Russia: Khantia-Mansia, Yamalia, Udmurtia, the Komi Republic, the Altai Republic, and the Krasnoyarsk, Kemerovo, and Tyumen regions. The creators presented their projects to representatives of participatory groups from 20 municipalities.



Source: Open Region Center, Khantia-Mansia

**Figure 59. Project presentations**

All the projects presented were implemented as part of regional and municipal participatory budgeting and they touched upon a variety of concerns raised by residents. Such stories, told in the first person, contain valuable personal experience in constructively solving problems that arise in any settlement, large or small.

Most projects presented were implemented in the municipalities of Khantia-Mansia. The creators of the projects told the participants of the Northern School their stories.

1. How a mother was able to realize her dream and organized an off-season city park worth 20 million rubles (Noah's Ark topiary park from the city of Pyt-Yakh).

2. How the youth community of street workout enthusiasts captivated the whole city with their project (Multifunctional workout site in Khanty-Mansiysk).

3. How the entrepreneurs formed public bicycle infrastructure ("Bicycle parking for residents" in the city of Surgut).

4. How to create a center of attraction for the public in a remote urban area ("Beaver in Kartopye" in the Soviet district).

5. How to teach young people with disabilities professional IT knowledge and skills, allowing them to earn money and become independent (IT Competence Club "Territory of Equals" in Uray).

6. How, being active in participatory budgeting, the head of a rural municipality attracted several million rubles of budget funds for new projects (Polovinka, Kondinsky district).

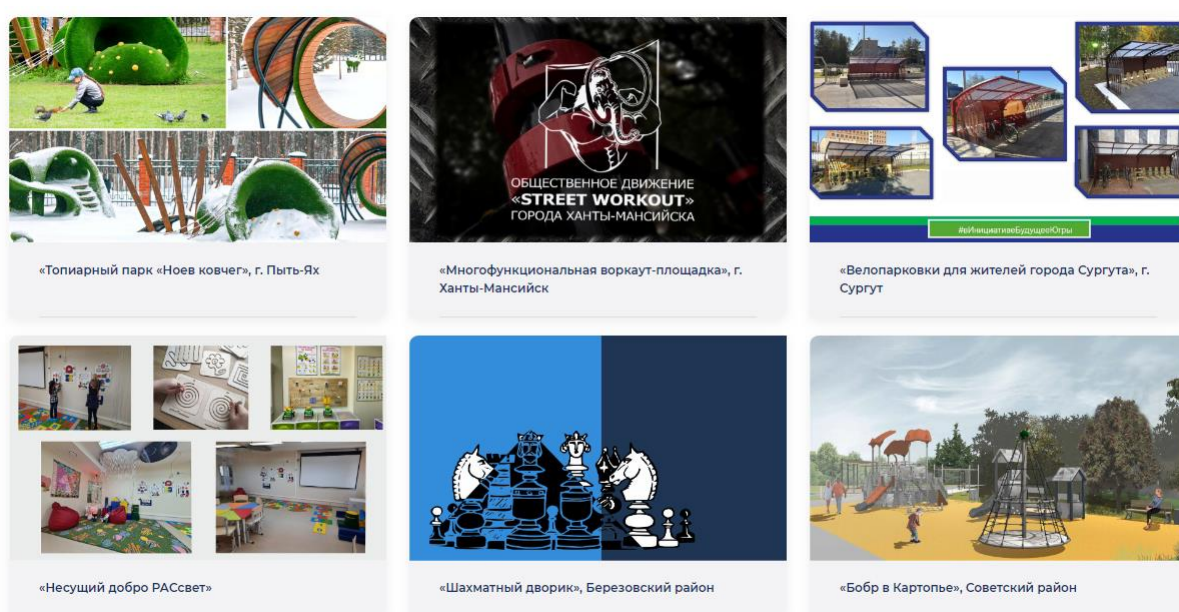


Source: Open Region Center, Khantia-Mansia

**Figure 60. Participants of the Northern School**

Project creators from other regions connected to the school online. Thanks to the experience of projects from Yamalia, the participants learned how the foreign idea of a zone for urban picnics was implemented (the “Piknichok” project, Labytnangi) and how the locals immortalized the memory of the last participant in the Great Patriotic War through street art (Art-object “May 9”, Labytnangi). A participant from Noyabrsk shared his experience of how parents themselves took care of their children's leisure time (Mammoth Playground).

A participant from Udmurtia spoke about how the youth of the republic realized their ideas, allowing them to have an interesting life even in small areas remote from big cities (Mobile Planetarium in the Library, Igra). The creator of the hockey rink project from the village of Mirny in the Altai Republic is sure that with a little effort it is possible to develop champions on rural hockey rinks. The experience from Kemerovo Region shared how the inhabitants of the village of Orly created the infrastructure for a healthy lifestyle. A project from Krasnoyarsk showed how the village of Aban created a street platform for celebrations with a coworking area.



Source: <https://winterschoolib.myopenugra.ru/>.

**Figure 61. Festival projects on the website of the Northern School**

As part of the first day of the Northern School, the creators of the projects were celebrated—the winners of the district competition for the best projects was “The future of Yugra is in taking the initiative”. On the second day, expert discussions and masterclasses were held to discuss the legal aspects of participatory budgeting, methodological challenges, and new directions in its development.

The Northern School brand will continue to be developed and supported by the Open Region Center. The event has been included in the educational events of Khantia-Mansia.

### 6.5 Best educational practice – Novosibirsk Region

In 2018, the Novosibirsk Ministry of Finance and Tax Policy launched a large-scale project to disseminate information on participatory budgeting in all municipal districts of the region. As part of this activity, five information and training seminars were organized, which later became the traditional format for training specialists from municipal authorities, representatives of public organizations, and individuals. Over 2,600 people have taken part in information and educational events.

As part of each cycle of educational events, information and methodological materials are developed to explain the concepts, rules, and conditions for participation in the competitive

selection of projects. Local organizers can use these materials as part of the application campaign in municipalities. Feedback is also sought from municipalities on issues that need clarification.

In 2020, due to COVID-19, training events were held online. Three videos were recorded containing:

1. information about the competitive selection of projects in 2021, preparing and conducting events for the competitive selection of projects;
2. answers to questions from local administrations to the project center;
3. information for municipalities about participating in the competitive selection of projects.

There were 639 views of the videos (access to the videos was provided via links).

**Отчет о реализации проекта**

Когда нужно предоставить отчет?  
Выполнены все условия:

- ✓ Проект реализован
- ✓ Предусмотренные работы выполнены
- ✓ Подписан акт выполненных работ
- ✓ Предоставлена субсидия

Отчет о реализации проекта \*

Какие необходимы документы?

- Договор
- Акт выполненных работ
- Первичная документация
- Соглашение о предоставлении субсидии
- Дополнительное соглашение (при увеличении долевого софинансирования)

Приложения к отчету

**Фотографии:**

- ✓ Итоги реализации проекта
- ✓ Промежуточные этапы выполнения работ
- ✓ Трудовое участие

**Документы:**

- ✓ Копия муниципального контракта/договора
- ✓ Копия акта приема-передачи выполненных работ (оказанных услуг)
- ✓ Копия ТТН

Кому направляется отчет?

ГКУ НСО «РИЦ»  
Отдел развития инициативного бюджетирования  
orib@mfnso.ru  
8 (383) 296 52 92

Source: Novosibirsk Participatory Budgeting Department  
**Figure 62. Information on the project implementation report**

In 2021, the practice of on-site educational events continued. A total of 30 seminars were held for 755 participants. The program included issues related to the preparation of projects, paperwork, and a review of common mistakes. Particular attention was paid to innovations in implementing participatory projects as part of the new legislative and institutional context. A separate block of seminars was devoted to the preparation and implementation of municipal participatory budgeting. For the seminars, presentation and methodological materials were prepared, including a calculator for generating financial support for projects, calculating the amount of funds from different sources of financing, and calculating the return of payments that were not used for the implementation of the project—all with step-by-step instructions.

**Правила изменения характеристик и параметров проекта**

**Отобранный проект**

Обеспечение денежной ликвидности

Примеры некорректного изменения параметров проекта

Завышенный параметр – устройство металлического ограждения

Результат: увеличение стоимости проекта

Завышенный параметр – устройство тротуарных дорожек 300 см

Результат: увеличение стоимости проекта

Завышенный параметр – установка системы видеонаблюдения

Результат: увеличение стоимости проекта

Завышенный параметр – установка системы видеонаблюдения

Результат: увеличение стоимости проекта

Завышенный параметр – установка системы видеонаблюдения

Результат: увеличение стоимости проекта

Завышенный параметр – установка системы видеонаблюдения

Результат: увеличение стоимости проекта

**Не допускаются!**

1. Дублирование или изменение объема, состава работ, услуг и материалов в акте или смете исполнения проекта

2. Изменение заявленного значения параметров проекта

**Примеры некорректного изменения видов и объемов источников финансирования проекта**

1. Не возможно уменьшение долевого финансирования проекта за исключением случаев образования задолженности при поведении закупочных процедур

Источники	Сумма	Доля	Сумма	Доля
Средства местного бюджета	250 000,00	28,84 %	✓ 247 400,00	28,35 %
Средства граждан	123 000,00	14,09 %	✓ 123 000,00	13,97 %
Спонсорство	4 000,00	0,46 %	✓ 3 500,00	0,40 %

2. Не допускается замена проекта одного из заявленных источников средствами другого источника, выделенного для финансирования проекта, в случае образования задолженности при проведении закупочных процедур

Субсидия	Средства местного бюджета	Средства граждан	Спонсорство
34 845,34	14,09 %	115 128,85	3 758,84
✓ 817 096,17	234 016,34	115 128,85	3 758,84
✓ 817 096,17	235 903,83	123 000,00	4 000,00
✗ 817 854,81	235 516,34	118 628,85	—

3. Размер долевого софинансирования источника финансового обеспечения проекта рассчитывается от суммы субсидии на обязательные работы, а не от стоимости проекта

Источники	Сумма	Доля	Сумма	Доля
Средства местного бюджета	250 000,00	20 %	250 000,00	28,84 %
Средства граждан	123 000,00	9,84 %	123 000,00	14,09 %
Спонсорство	4 000,00	0,32 %	4 000,00	0,46 %

4. Допускается увеличение объема одного или нескольких обязательных источников финансового обеспечения проекта в случае увеличения стоимости проекта

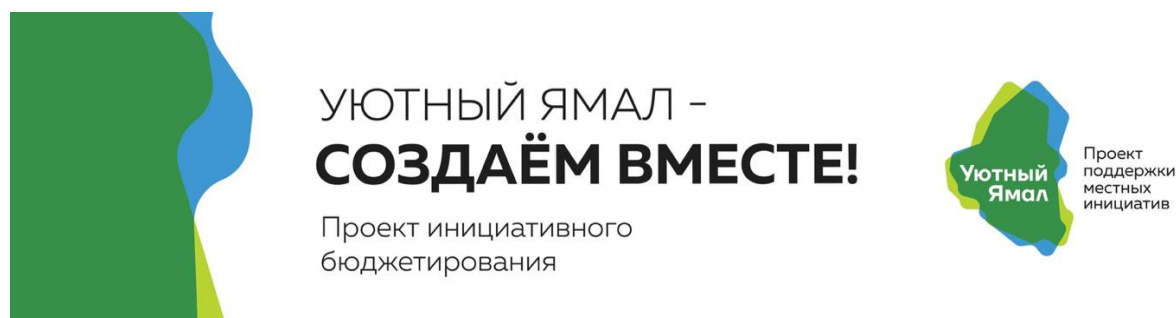
Источники	Сумма	Доля	Сумма	Доля
Средства местного бюджета	250 000,00	28,84 %	269 000,00	30,81 %
Средства граждан	123 000,00	14,09 %	123 000,00	14,08 %
Спонсорство	4 000,00	0,46 %	10 000,00	1,15 %

Source: Novosibirsk Initiative Budgeting Department  
**Figure 63. Examples of materials on participatory budgeting processes**

A webinar on the goals, objectives, stages, and expectations of participatory budgeting was held as part of an additional professional advanced training program. The information is also on the website of the Novosibirsk Ministry of Finance and Tax Policy.

## 6.6 Best development of municipal participatory budgeting – Yamalia

Since 2018, the project Cozy Yamal has been implemented in Yamalia. Taking into account the logistical and climatic conditions of the region, a decision was made for the participation of municipalities in the Cozy Yamal project to be on a voluntary basis. Municipalities are not limited by strict procedures but can independently determine methods for involving their residents in managing public finances taking into account their municipal characteristics. Such independence inevitably gives rise to a variety of models for the implementation of the Cozy Yamal project, and this means a variety of implementation methods. Nevertheless, at the regional level, all the documents, materials, and methodological recommendations were developed to allow participatory budgeting in each municipality.



*Source: Participatory Budgeting Center Financial Research Institute*

**Figure 64. The Cozy Yamal logo**

Grant support is provided to municipalities to stimulate the introduction and implementation of the Cozy Yamal project. A regional government decree regulates the procedure for conducting an annual assessment of the Cozy Yamal project in municipalities. According to the rating assessment, grant support is received by municipalities that are most actively implementing participatory budgeting and the Cozy Yamal project.

In 2018 and 2019, 5 million rubles were spent, from 2020 the amount was increased to 15 million rubles. In 2018, grants were based on the results of an assessment of the regulatory documents and preliminary work of municipalities to introduce participatory budgeting. From 2019, the assessment has been carried out according to the following indicators:

- 1) information (the level of awareness of the population about participatory budgeting and the possibility of participation in the Cozy Yamal project);
- 2) co-financing (the financial participation of businesses and individuals);
- 3) expenditures (the level of expenditure from local budgets for the implementation of participatory projects);
- 4) the implementation of PBS.





Source: Participatory Budgeting Center Financial Research Institute  
**Figure 65. Diplomas of the rating winners**

The recipients of grants up until 2020 were the municipalities that took the first three positions in the ranking. Since 2020, the number of grant recipients has been increased to eleven: three from urban and municipal districts (5 million rubles in total), three from municipal districts (5 million rubles in total), and five from small settlements (1 million rubles each).

For the implementation of the Cozy Yamal project, the regional Department of Finance regularly conducts educational events. More than 25 events have been held as part of the Cozy Yamal project. One of the main annual formats is an inter-municipal seminar to sum up the implementation of the project and discuss its development.



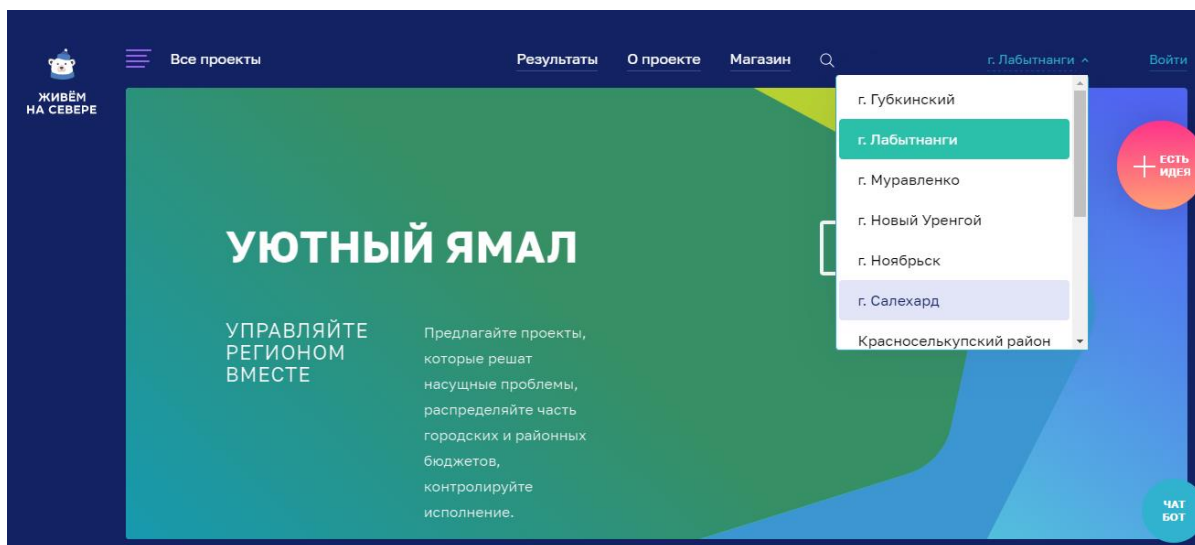
Source: Participatory Budgeting Center Financial Research Institute  
**Figure 66. The logo of the project in Noyabrsk**



Source: Participatory Budgeting Center Financial Research Institute  
**Figure 67. The logo of the project in Labytnangi**

Municipalities are provided with comprehensive informational support. In 2019, the name Cozy Yamal, chosen by the inhabitants of the region, was fixed. This is the brand that unites all municipal practices of participatory budgeting in the region.

Municipalities retained the option to use their own logo and project name, if available, alongside Cozy Yamal. In order to provide better information to the municipalities, it was recommended to synchronize the timing of the stages, without interfering with the methods of their implementation. Municipalities retained their independence in determining the procedure for implementing their project.



Source: <https://живемнасевере.рф/>

Figure 68. The Cozy Yamal project on the site "We live in the North"

In each municipality, an office of the Cozy Yamal project has been organized, and on the regional interaction website (<https://живемнасевере.рф/>) a section Cozy Yamal has been developed, within which residents are given the opportunity to submit an application and vote, if it is provided by the practice of the municipality. The region seeks to build an interdepartmental approach to the development of participatory budgeting. The regional Department of Internal Policy provides support for maintaining profiles in social media, interacting with the media, recruiting and training project volunteers, and manufacturing branded souvenirs and printed products.



Source: Participatory Budgeting Center Financial Research Institute

Figure 69. Work of volunteers in the project office Cozy Yamal, Salekhard

Since 2019, the regional Department of Finance has initiated a new direction—PBS—which has become part of the overall development strategy for the Cozy Yamal project. The interdepartmental approach has also been applied to the municipalities. The following principles are observed in the development of PBS: all schools participate, schools do not compete with each other, and each school retains the freedom to choose options.



Source: <https://живемнасевере.рф/>

**Figure 70.** The interdepartmental approach in the development of PBS



Source: <https://живемнасевере.рф/>

**Figure 71.** PBS training

Educational support for the introduction of PBS is provided by the region, in 2019, it included training events for schoolchildren, teachers, and representatives of local governments. A total of 11 trainings were held, in which 369 schoolchildren and 147 curators took part. As a result, by the time the PBS was launched, every school in the region had children prepared to participate and a school curator, and each municipality had a municipal PBS curator.



Source: <https://живемнасевере.рф/>

**Figure 72. Results of the implementation of PBS in 2020–2021**

In 2021, the first Cozy Yamal forum was held in Labytnangi. The forum brought together employees of financial authorities, educational institutions and domestic policy makers of all municipalities of the district. The event was also attended by representatives of regional executive authorities: the Department of Internal Policy, the Department of Education, and the Department for Indigenous Peoples of the North. During the first day of the forum, materials were presented on the implementation of the Cozy Yamal project in municipalities, successful practices in PBS, and experiences in teaching children the basics of budget and financial literacy.



Source: <https://живемнасевере.рф/>

**Figure 73. Registration of participants of the Cozy Yamal forum**

In the second half of the first day, participants were divided into three teams, each of which visited three schools in succession, where masterclasses and presentations were organized on one of the stages of PBS:

- teaching schoolchildren about participatory budgeting;
- the study of significant issues and forms of research;
- the public presentation of projects.



Source: <https://живемнасевере.рф/>

**Figure 74. Forum participants learn about PBS in Labytnangi**

The events of the second day were aimed at discussing the implementation of the Cozy Yamal project in municipalities for people over 18. For participants, an excursion around the Cozy Yamal projects in Labytnangi was organized. In the final part of the forum, a festival of projects was held, presented by their creators, and representatives of municipalities spoke about the results achieved and issues in their implementation. The introduction of regional practices with a focus on ecology, climate change, and conservation issues in the Arctic was discussed.

The successful implementation of the Cozy Yamal project as a whole is due to interdepartmental cooperation at the level of regional executive bodies and at the municipal level. Vertical-branch ties have also been established. That is why the topic of participatory budgeting is also reflected in other annual regional events such as the "Yamal—territory of comfort" forum and the "School of TLSG".

The regional Department of Internal Policy and the local authorities provide information and media support for the Cozy Yamal project, coordinate the activities of municipalities in organizing the Cozy Yamal project offices, and support the work of the website for putting forward, discussing, and choosing ideas.

The regional Department of Youth Policy and Tourism organized support for the implementation of the Cozy Yamal project in terms of working with young people and organizing summer holidays with the study of participatory budgeting.

The regional Department of Education and the local authorities are supporting the implementation of PBS and a program to improve the level of budgetary and financial literacy as part of the Cozy Yamal project.

The Department of Finance coordinates the Cozy Yamal project, provides methodological support, organizes educational and informational events, develops the regulatory framework, and

conducts an annual municipal assessment of the project. The rating of municipalities is based on the results of this assessment.

### 6.7 Best municipal practice – Labytnangi, Yamalia

The introduction of participatory budgeting in Labytnangi began in 2018 with the support of the regional Department of Finance. Since 2019, participatory budgeting in the city has been developing in two directions—LISP and PBS. The internal policy department of Labytnangi has been appointed the responsible authority for the development of participatory budgeting.



*Source: Participatory Budgeting Center Financial Research Institute*

**Figure 75. The logo of participatory budgeting in Labytnangi and co-branding with the regional Cozy Yamal brand**

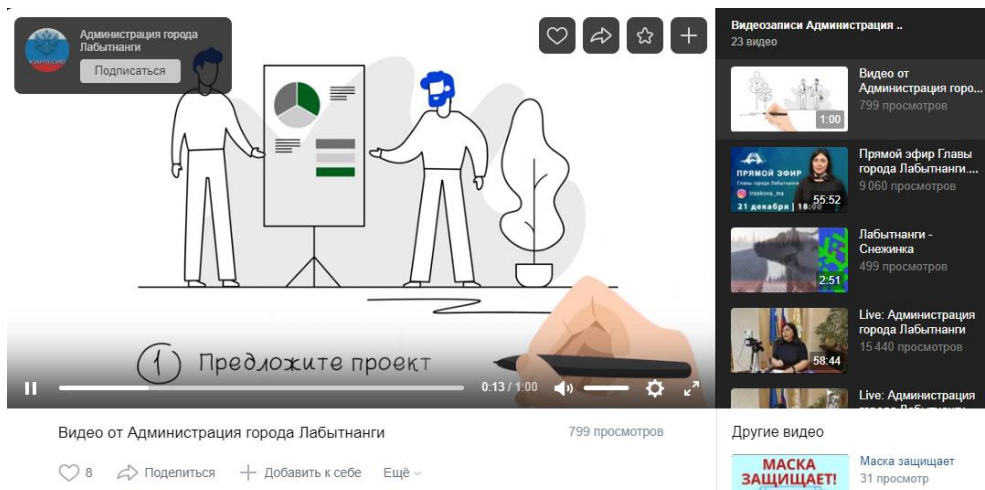
The launch of the project was preceded by extensive information and explanatory work among residents. From the start, a municipal project office was created. This reflected the main directions of initiatives: the creation and improvement of public spaces and comfortable housing. A logo for the practice was developed which has an interlacing of letters, symbolizing the unification of the ideas of residents and budgetary funds. In a short time, the participatory budgeting project has become popular and recognizable. Funding from the municipal budget is annually allocated to support the project office.

Since 2019, participatory budgeting in Labytnangi has become part of the Cozy Yamal regional brand, which required an information campaign to integrate the two brands.

Information support for the practice is carried out on the Labytnangi city website and on the social media pages of the administration and the head of the city.

As part of the regional support for participatory budgeting, the Cozy Yamal project office operates in Labytnangi. Specialists advise locals on drafting a project and filling out an application, help organize public meetings, provide information, and monitor the implementation of the projects.

In 2021, six office employees supported participatory budgeting, and another 60 volunteers were involved in project workshops and outreach during peak periods. For the purposes of participatory budgeting, voting is organized on the website and polls are conducted among residents of the city.



Source: [https://vk.com/video-169362718\\_456239099](https://vk.com/video-169362718_456239099)

**Figure 76. A promotional video of the practice**

In 2020, the mechanisms for implementing participatory budgeting in Labytnangi were adapted to work in the new legal environment. In accordance with the changes in federal legislation, a municipal legal act was developed. Participatory budgeting activities are enshrined in the LISP program and the strategy for the socio-economic development of Labytnangi until 2030.



Source: Participatory Budgeting Center Financial Research Institute

**Figure 77. Branded Labytnangi souvenir products**

The implementation of the projects proposed by participatory groups takes 1.5 years. Thus, the promotion and discussion of initiatives began on May 7, 2020, and ended on October 25, 2021, when the red ribbon on the last implemented project was cut.

Residents can propose an idea in different ways—through the website, idea collection boxes, or at face-to-face meetings. Seven project applications were submitted to the municipal project office for voting. About 10,000 people took part in the city-wide voting, which took place on website and in person. After discussing the results at a meeting of the public commission and taking into account expert opinion, four projects were approved.



*Source: Participatory Budgeting Center Financial Research Institute*  
**Figure 78. The project "Recreation area in the village of Kharp"**



*Source: Participatory Budgeting Center Financial Research Institute*  
**Figure 79. The project of the PBS "Soft - Place" Secondary school No. 1**

In 2019, after a training session, a new direction was officially launched: PBS. A decree of the city administration of was developed, approving

- 1) regulations on PBS;
- 2) the procedure for the selection of PBS projects;
- 3) the composition of the municipal coordinating council for the development of PBS;
- 4) an action plan for the implementation of PBS for 2019–2020.

Each city school has a trained PBS curator. The processes for putting forward, discussing, and presenting projects by schoolchildren may differ from school to school. Every year, a single voting day is announced in all schools in the city. In 2019, 2,683 students took part in the voting and out of 28 projects put forward five were recognized as winners and implemented. The same project selection procedure is used every year.





Source: Participatory Budgeting Center Financial Research Institute  
**Figure 80. The discussing, presenting, and voting for projects**

In 2021, the experience of PBS in Labytnangi was represented at an All-Russian Forum, organized by the Public Chamber of the Russian Federation, and at an interregional online conference at the Russian Academy of National Economy and Public Administration under the President of the Russian Federation.

In December 2021, seven schoolchildren from Labytnangi participated in a three-week profile session, dedicated to PBS, at the Orlyonok All-Russian Children's Center in Krasnodar Region.

**Table 13. Financial indicators participatory budgeting in Labytnangi, 2019–2021 (thousand rubles)**

	2019		2020		2021	
	planned	actual	planned	actual	planned	actual
Resource support and other expenses	0	873,86	500	217,50	500,0	1 160,22
Participatory budgeting advertising and branding	1 455	8 514,13	12 401	10 543,23	5 895,0	6 277,34
Implementation of projects, initiative projects	45	350,23	0	383,46	0	194,61
local budget funds	0	0	1 500	1 460,02	1 500,0	2 544,40
Individual co-financing	1 500	9 738,22	14 401	12 604,21	7 895,0	10 176,57

Source: Participatory Budgeting Center Financial Research Institute

In just three years, 20 citywide projects and 17 school projects have been implemented. 20.1 million rubles from the municipal budget is planned for the implementation of projects in 2022. According to the annual assessment of participatory budgeting in regional municipalities

conducted by the regional Department of Finance Labytnangi was rated highly twice. As an incentive, the city was provided with inter-budgetary transfers totaling over 2 million rubles.



Source: Participatory Budgeting Center Financial Research Institute  
**Figure 81. The achievements of Labytnangi in the development of participatory budgeting**

In 2020, the practice of Labytnangi was included in the series "Best Global Practices in Participatory Budgeting" and in 2021, the experience of Labytnangi in organizing citywide practices, implementing projects, and the work of the project office was presented as part of the first Yamal participatory budgeting forum.

### 6.8 Designing new participatory budgeting practices – Udmurtia

In December 2020, the head of Udmurtia instructed the government’s finance department to develop a special practice of participatory budgeting for people with disabilities.



Source: Participatory Budgeting Center Financial Research Institute  
**Figure 82. The inclusive practice logo**

The curators of this practice were the Ministry of Finance, the Ministry of Social Policy and Labor, the project center for participatory budgeting, the Center for Financial Education, and the Laboratory for the Organization of Scientific Research. This collaborative format is increasingly being used in the international practice of participatory budgeting, especially when creating inclusive public participation.

In May 2021, an introductory session was organized during which participants identified a range of questions for conducting a sociological study. At the second stage, research was carried

out on the basis of focus-group interviews and sociological surveys of people with disabilities in the municipalities of Udmurtia. The portrait of the group and a map of social projects, created as a result of the interviews, provided significant assistance at the next stage of the work. From September 2–4, a strategic session was held to create a new practice of participatory budgeting for people with disabilities.



*Source: Participatory Budgeting Center Financial Research Institute*  
**Figure 83. Participants of the strategic session**

For three days, work on the concept and design of the practice was undertaken by representatives of ministries, departments, and state and public organizations whose work is related to the support of people with disabilities, together with representatives of municipalities responsible for the implementation of the project "Our Initiative" and "Atmosphere" and representatives of communities of people with disabilities.



*Source: Participatory Budgeting Center Financial Research Institute*  
**Figure 84. Participants of the strategic session**

On the first day, the participants learnt about international and Russian participatory budgeting experience and began working in groups to develop practices for Udmurtia.



Source: Participatory Budgeting Center Financial Research Institute  
**Figure 85. Participants of the strategic session**

On the second day, group projects based on the requirements of federal and regional legislation were finalized and submitted for discussion.



Source: Participatory Budgeting Center Financial Research Institute  
**Figure 86. Participants of the strategic session**

On the final day, options for participatory budgeting practices for people with disabilities were prepared in four working groups, presented, and the participants voted on them. The start of the new practice “Without Borders” took place at the beginning of 2022.

### **6.9 Information support to develop participatory budgeting – Volgograd Region**

In an era of rapidly changing social communications, information and its dissemination plays an important role in the development of any activity. This also applies to participatory budgeting. The more information people have, the more likely they are to participate.

To determine the best practices of information support, a search for the keyword "participatory budgeting" was carried out. The results made it possible to see how often users search for a certain term and the search distribution by region and city.

The indicator of regional popularity was important for the analysis. If the popularity of the phrase in the region is 100%, it means increased interest, if less than 100%, it means reduced interest. In a region with increased interest in the keyword, public attention to the topic of participatory budgeting is already developed. According to the analysis, Volgograd Region was the leading region, with 3207%, which is eight times more than Udmurtia which took second place (397%).

An internet search for materials on the topic of participatory budgeting, posted in Volgograd Region, showed that the main information flow was due to the regional LISP competition.

The region has been holding this competition since 2019, and in 2021, an additional nomination "Children's participatory budgeting" was added.

The selection of the best projects is made by open online voting ([www.budget4me-34.ru](http://www.budget4me-34.ru)). It is worth noting that the number of votes received also reflects the activity of information support (376,500 votes were cast in 2021).

The information campaign was carried out in cooperation with the regional service "My Documents", and through the media. The organizers of the competition, together with My Documents, released three booklets and three videos about the evaluation criteria, the types of projects, and the stages of project implementation ([https://mfc.volganet.ru/konkurs\\_iniciativ.php](https://mfc.volganet.ru/konkurs_iniciativ.php)). Information about the competition is also distributed on the websites of public authorities and schools, and on social media.

An interesting way to promote participatory budgeting in the region is creative competition among children and youth. "Support for local initiatives" was organized with the Volgograd Institute of Management. The competition was held in the region for the first time and was held in two categories—Video and Comic.

In these genres, using any techniques, the participants had to create materials to promote participatory budgeting, explain the conditions and benefits of the participatory budgeting program in an understandable and accessible way, and motivate the population to participate in the online voting for local initiative projects. In total, 73 videos and 37 comics were submitted to the competition. In accordance with the terms of the competition, the expert commission selected 10 videos and 20 comics.

During the collection of applications, representatives of the regional Finance Committee and the Volgograd Institute of Management held a meeting with those wishing to take part in the competition and spoke about participatory budgeting, the possibilities for the public to participate, and the conditions and procedure for holding the competition. This made it possible to improve the information part of the competition materials and the event became another chance to promote the competition.



Source: The Volgograd Finance Committee

Figure 87. The winners of the People's Choice Award of the competition among children and youth, 2021



Source: The Volgograd Finance Committee

Figure 88. The winners of the People's Choice Award of the competition among children and youth, 2021

The People's Choice Award for Best Video was the project “Creative Workshop” from secondary school No. 31 in Volzhsky. The Best Comic was the project “Restless Hearts” from secondary school No. 1 in Surovikino. The high interest shown by young people in the competition and their inexhaustible creative potential prompted the organizers to hold the second competition in 2022.

The Volgograd Finance Committee promotes participatory budgeting in close cooperation with various organizations meaning more resources and more coverage, which is one of the most effective approaches in disseminating information.

### 6.10 Special project/media event – Krasnoyarsk Region

LISP in Krasnoyarsk Region celebrated its fifth anniversary in 2021. The project center responsible for supporting LISP decided to hold an information campaign in 2021 around this event. The unifying concept of the 2021 campaign was the LISP Olympic Games complete with a social media hashtag.



Source: <http://ppmi24.ru/news/praktika>

**Figure 89. The logo of LISP in Krasnoyarsk Region**

The organizers were inspired by the text of the Olympic Charter, which states that the Olympic movement is a coordinated, organized, universal, and permanent activity of all individuals and organizations inspired by the values of the Olympic movement. The pinnacle is the unification of athletes from all over the world at the Games, which are characterized by the Olympic torch relay, the presentation of national teams, the awarding of medals, and the closing ceremony. These inspired the stages of the information campaign. The regions participating in the program, which implemented LISP projects in 2021, became the Olympic teams.

The project center has a virtual consultant—Mr Budget Success. In 2021, he created pages on social media.

To make the campaign interesting, before the start, the teams were sent a link to a survey, where the participants were asked to share an interesting experience from their project, to mark the project that received the greatest response and support from the residents. The responses provided compelling storytelling about the LISP results.

Mr Budget Success made his reports twice a week—he talked about the districts, presented the stories he heard, and, of course, took photos for social networks at LISP facilities. Publications about his journey were published and 33 municipal districts were presented in this playful way.



Source: <http://ppmi24.ru/news/praktika>

**Figure 90. Mr Budget Success**



*Александровский с/с Рыбинский район*

*Source: <http://ppmi24.ru/news/praktika>*

**Figure 91. Mr Budget Success in Rybinsk**



*Source: <http://ppmi24.ru/news/praktika>*

**Figure 92. Mr Budget Success in Minusinsky**



*Source: <http://ppmi24.ru/news/praktika>*

**Figure 93. Mr Budget Success in Uyar**

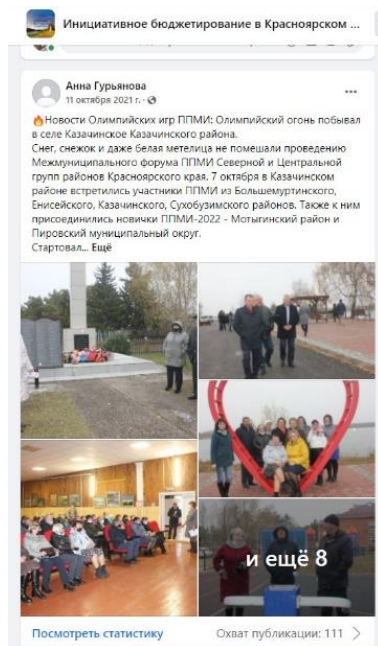
The second direction of the information campaign was the Olympic torch relay. The torch was transmitted as part of Regional Intermunicipal Forums to the cardinal points of the region.

The format of the intermunicipal forums was unified and reflected the main principle of LISP: participation and inclusion. Each forum included three elements: an excursion, workshops, and a panel discussion.



The excursion "Let's get to know each other" gave practical examples of teamwork and an integrated approach to the improvement of the territory. Workshops from LISP participants replicated positive practices of involving the public in the implementation of projects and interacting creatively. The panel discussion focused on problematic issues of project implementation.

Each stage of the campaign was accompanied by information on the ppmi24.ru website and social media. A single visual solution was developed for Mr Budget Success' route, which also reflected the date and events.



Source: <http://ppmi24.ru/news/praktika>

Figure 94. Forum in the village of Kazachinskoe, Olympic torch relay



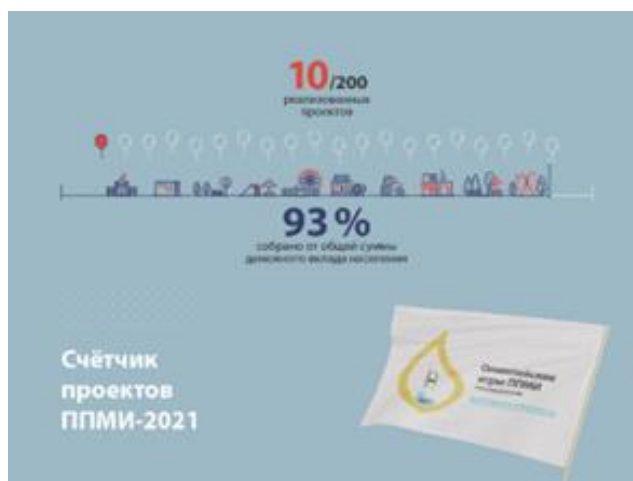
Source: <http://ppmi24.ru/news/praktika>

Figure 95. The route map



Source: <http://ppmi24.ru/news/praktika>

**Figure 96. The Olympic torch in the Southern regions**



Source: <http://ppmi24.ru/news/praktika>

**Figure 97. Project Monitoring Card**

As part of the LISP Olympic campaign, the traditional weekly monitoring of project implementation organized by the project center has acquired a new image and meaning. Information was recorded on the progress of collecting co-funding and the number of implemented projects.

The LISP Olympic Games ended with the First Regional LISP Forum. The forum was held on December 15, 2021, and it was the final event of a series of inter-municipal forums.

The general concept of the event was based on the elements of the anniversary campaign—the LISP Olympic Games. The architecture of the forum program was inspired by traditional elements of the Olympic Games, and focused on the exchange of experience, the recognition of the results of LISP, and the development and motivational support for participants.



Source: <http://ppmi24.ru/news/praktika>

**Figure 98. Forum logo**

The forum received wide coverage in the information space both from the participants themselves and from the project center—live broadcasts from the scene and posts on social media conveyed the atmosphere of the event and feelings of the participants. The visual design of the forum was also made in the same style of the overall concept.



Source: <http://ppmi24.ru/news/praktika>

**Figure 99. Banner photo zone at the First Regional LISP Forum**

СПРИНТ	
ДИСТАНЦИЯ	МУНИЦИПАЛЬНОЕ ОБРАЗОВАНИЕ
Итоговое собрание для ППМИ-2021	Устьлянский с/с, Абганский район «Благоустройство детской спортивно-игровой площадки «Мечта детства» д. Устьленка», 28.07.2020
Подать заявку на конкурс ППМИ – 2021	Талджанский с/с, Кадзачинский района «Ремонт противопожарной водонапорной башни в с. Талажанка», 25.11.2020
Реализация проекта ППМИ-2021	Среднеаглицкий с/с, Салский район «Ремонт уличного освещения в с. Средня Аглица», июнь 2021

Source: <http://ppmi24.ru/news/praktika>

**Figure 100. Nomination "Sprint"**

**СПОНСОРСКАЯ ПОДДЕРЖКА – 2021** 

<b>САМОЕ БОЛЬШЕ КОЛИЧЕСТВО СПОНСОРОВ</b> Ермаковский с/с, Ермаковский район «Благоустройство Центрального парка культуры и отдыха»	<b>33</b>
<b>МАКСИМАЛЬНЫЙ ДЕНЕЖНЫЙ ВКЛАД</b> Терский с/с, Канский район «Благоустройство площади в п. Красный Маяк - продолжение»	<b>250 000 руб.</b>
<b>НЕДЕНЕЖНЫЙ ВКЛАД (ФИНАНСОВЫЙ ЭКВИВАЛЕНТ)</b> Высоинский с/с, Сухокузнецкий район «Благоустройство ковадница в с. Высопino «Храним память предков»	<b>596 000 руб.</b>
<b>НЕДЕНЕЖНЫЙ ВКЛАД (ФИНАНСОВЫЙ ЭКВИВАЛЕНТ)</b> Вознесенский с/с, Вознесенский район «Ремонт водонапорной башни в селе Вознесенка»	<b>477 000 руб.</b>



Source: <http://ppmi24.ru/news/praktika>  
**Figure 101. Winners in the nomination "Sponsorship"**

In parallel, there was coverage of the work carried out as part of the projects. This section was intended to motivate municipalities, show the work being done and how the participants have progressed in the implementation of the project, despite the difficulties and obstacles that inevitably arise in the process.

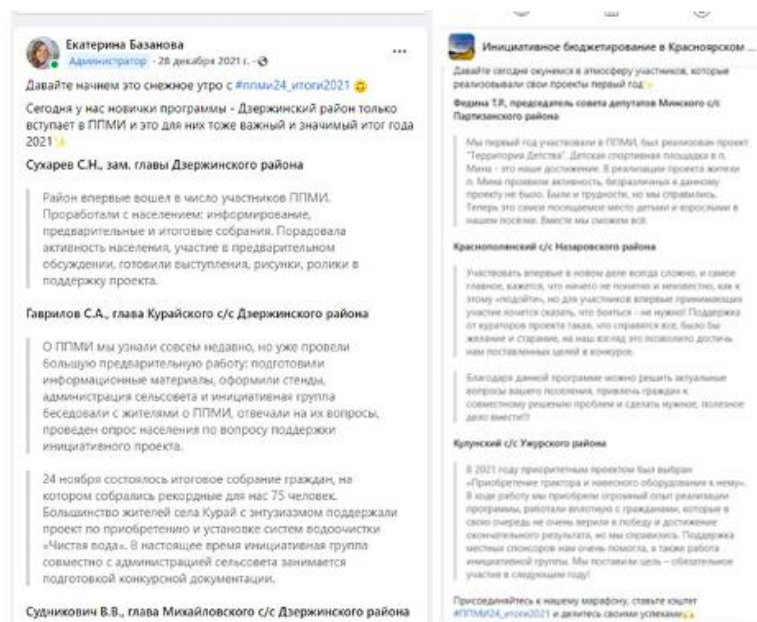


Source: <http://ppmi24.ru/news/praktika>  
**Figure 102. Esaul initiative group**



Source: <http://ppmi24.ru/news/praktika>  
**Figure 103. Work in the Barkhatovsky rural settlement**

Summing up the results of the year together with the program participants allowed the organizers to logically complete the information campaign of the 2021 cycle and start the next cycle. They showed the commitment of locals in the amount of work done—successfully implemented projects and a successful information campaign.



Source: <http://ppmi24.ru/news/praktika>  
**Figure 104. Posts with hashtags**

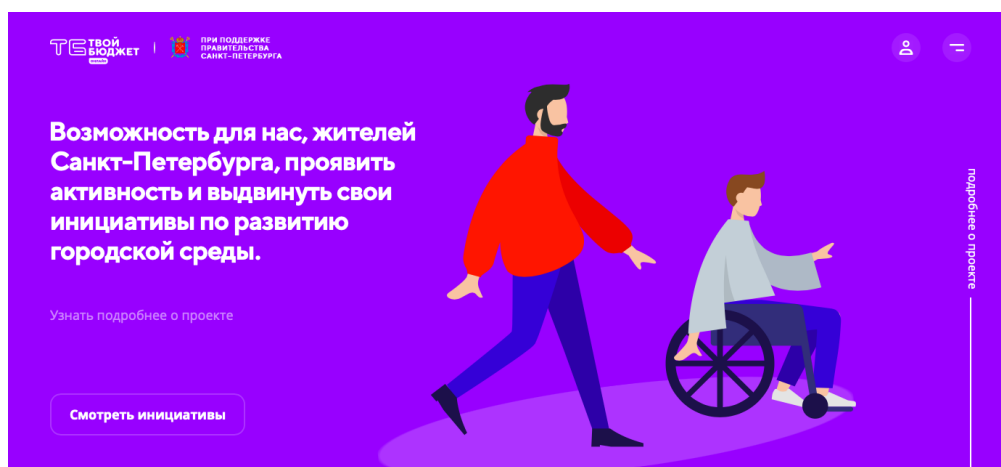
### 6.11 Participatory Budgeting Website – St. Petersburg

Digital technologies provide huge opportunities for the development of participatory budgeting. The use of such technology makes it possible to ensure the effectiveness of interaction between authorities and the public, expands the potential audience, and pushes the boundaries of people's awareness of making managerial decisions. Thanks to digital technologies, participatory budgeting is not only a traditional way for the public to participate in governance but has become a multidimensional tool for involving and informing them. For several years, Russian regions have

been developing digital platforms for participatory budgeting to submit projects, conduct voting, and listen to residents.

In 2021, a city-wide vote was held for the first time on the Your Budget website in St. Petersburg (<https://tvoybudget.spb.ru>). 12 initiatives were put forward and developed as part of the Your Budget project. Over 20,000 people took part in the voting over 30 days.

The website itself was launched in 2017. Particular attention was paid to the development of the user authorization page on the site, the possibility of submitting applications and adding materials to the site (news materials, documents, etc.). In the first years of the website's operation, preliminary moderation of incoming applications was carried out manually, users, not seeing their application on the site, uploaded projects several times. Later, this function was automated, and now the person who uploaded their project immediately receives a notification that the project is under pre-moderation.

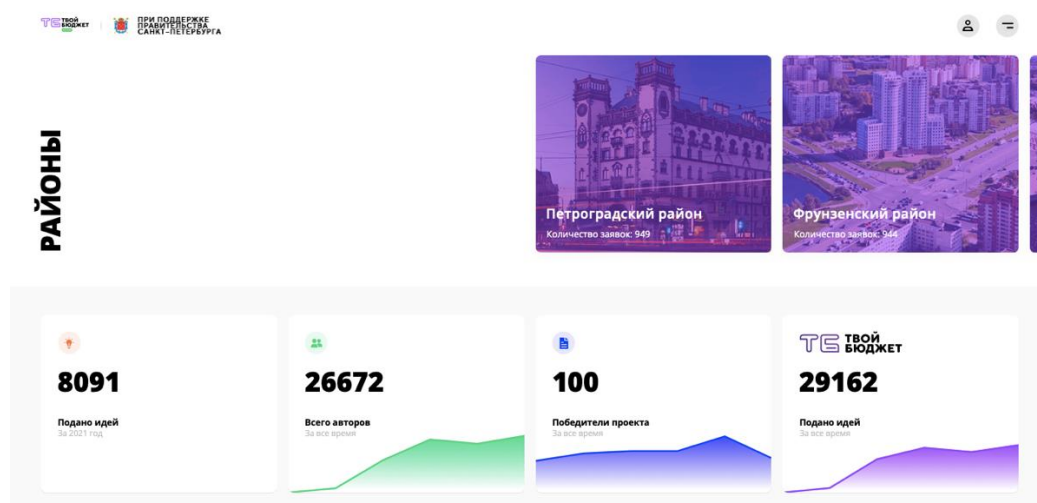


Source: <https://tvoybudget.spb.ru>

Figure 105. The Your Budget website

The website is administered by employees of the Finance Committee of St. Petersburg. They note that the application process, which includes competition between districts for the right to enter the project has become not only open and technological, but also an action that adds excitement to the struggle to become one of the six project participants.

The Finance Committee monitors visitor statistics: the number of users, visits, and views. The most visited sections are "News" and "Initiatives". As of June 10, 2022, more than 63,000 accounts were registered on the website.

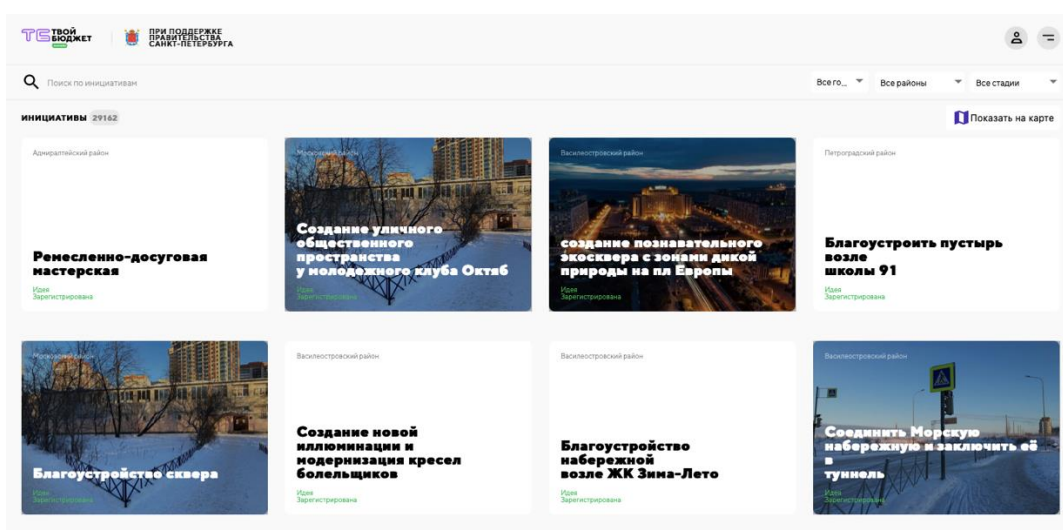


Source: <https://tvoybudget.spb.ru>

Figure 106. Information about the project Your budget

Prior to the launch of the website, applications were collected in paper form and in electronic form using the government services website. Today, the dedicated website contributes to the openness and transparency of participatory budgeting and to trust in the practice as a whole. As the participants of the Your Budget project note, the practice of participatory budgeting has its drawbacks (initiatives are sometimes implemented not quite as well and not as quickly as the creator imagined, not everyone is happy with the method of authorization and communication through groups in social media, not everyone likes how long the examination process takes, etc.), however, there were practically no complaints about the transparency of the procedures. This can also be seen from the discussions that take place on the social media pages of Your Budget.

The organizers are actively working to promote the website. Several advertising campaigns have been launched in the city, annual press conferences are organized to launch the project, employees participate in forums and conferences, and promotional events are launched on social media. The recognition of the website among residents was ensured by the support of the government services website, where a link to the transition to the Your Budget website was posted.



Source: <https://tvoybudget.spb.ru>

**Figure 107. The Initiatives section of the Your Budget website**

For citywide voting in 2021, the unified system was used to authorize voters. However, experience has shown that not everyone likes this method, and some do not like the electronic method of filing an application at all. Along with this, users of the website noted the lack of clarity (especially in the 50+ age category and among people who visited the website for the first time) and the complexity of working with several initiatives.

PBS, implemented in St. Petersburg as part of the Your Budget in Schools project, also has its own website (<https://school.tvoybudget.spb.ru>). The site currently allows PBS projects to be uploaded. There is also information about the initiatives of schoolchildren and the schools participating in the project. Given the target audience, the developers used a minimalistic design, but with very bright graphics.



Source: <https://school.tvoybudget.spb.ru>

**Figure 108. The main page of the Your Budget in Schools website**



Source: <https://school.tvoybudget.spb.ru>

**Figure 109. The logo of the Your Budget in Schools website**

The Your budget website is constantly updated and strives to be as convenient as possible for all users. The organizers have plans to modernize the main page to display generalized information on public participation practices, their integration with other Finance Committee projects with public participation and improve the PBS website.

### **6.12 Participatory budgeting in schools The School of the Future – Bolshoye Isakovo, Kaliningrad**

For the most part, the practice of PBS is characterized by the allocation of part of the school budget to schoolchildren for the implementation of their initiatives to transform the school environment. In such participatory practices, not all features of participatory budgeting are always observed. Decision-making can be carried out only by some of the school community, and therefore the very approach of the school is important, assuming the openness of the school budget and enabling schoolchildren to make decisions about how to spend part of it.

An example of such a practice is The School of the Future Bolshoye Isakovo, Kaliningrad. The school, with about 2,500 students, has a history of involving schoolchildren in the development and implementation of projects that are significant for the school community using funds allocated for this from the school budget. Today it is about 700,000 rubles.

The School of the Future, as an educational space, was initially formed on the basis of the principles of participatory budgeting and the involvement of the school community. “We are one of the rare educational projects that arose when there was no finished building. Usually a ready-made building is offered, moved into, and the adapted to the tasks and content that the team begins work. They held public hearings separately for students, for parents, for teachers, for school



administrators, and asked them: what would you like, what is missing in the school? The image of the School of the Future was created before the building was ready,” says the director of the school.



Source: Participatory Budgeting Center Financial Research Institute  
**Figure 110. A PBS event for the School of the Future**

In building and developing the school, the principles of involvement and project planning laid the foundations for an educational and pedagogical culture of growing together. The school develops not just for the children, but together with the children, through their project initiatives. Any student, parent, or teacher can propose a project for the school and its surroundings, becoming a co-creator of the school. Up to 10% of the school budget is invested in such projects.

This is how the first school bike park, 5d cinema, skate park, drinking fountain, multifunctional student card (to enter the school, library card, medical card, payment card for lunch in the canteen, and locker key) and much more came about.

A student from the school came up with and implemented the project of "the world's first rain power plant". The invention was presented at the international exhibition in 2012 in Tula.

In the School of the Future, educational support for the development and implementation of project initiatives as part of the subject "Individual Project" is carried out by specially trained mentors. Mentors work with children individually, taking into account their abilities and needs, the guidelines for entering higher education, and the possibilities of the educational centers of the school.

In the School of the Future, the involvement of schoolchildren in making managerial decisions related to finances begins with a self-government system. The school has an elected student body, the Presidential Council, which has a budget, and the children manage the funds for the implementation of ideas that the members of the Council generate themselves or receive from schoolmates. In one year, for example, more than 150,000 rubles was invested in children's projects to cover the school's educational expenses.

In addition, the director provides managerial support to the activities of student self-government bodies. This is carried out as part of a unique “pizza with the director” model. It is based on the idea of monthly meetings with representatives of the Presidential Council, who present the collected initiatives of the children. They are considered and divided into two groups: "ideas to try" and "ideas to work on". Project ideas are also offered as part of the school's budget funds. That is, the Presidential Council manages part of the school budget. The Presidential Council is formed on the basis of elections and the presentation of ideas for project initiatives in the classroom at the beginning of the school year (in September).

Ideas are being put into operation by being taken up by one of the members of the council. From this moment begins the process of student project self-organization. School communities

emerge and develop around the projects. In a large student project—Creating a safe zone for the horizontal bars in the playground—its own subculture formed, its own hierarchy of achievements, membership, there are an elected president and vice president of the club. Initially, the schoolchildren came to the director with the idea, drew a sketch, worked out a safety system; all they needed was financing. The director suggested that they do everything themselves, choose a supplier, get a quote, and make the order. And they did this by overcoming the quite "adult" problems associated with suppliers. After that, in the playground, 50 students trained there three times a day (before school, after school and at lunchtime), achieving success not only in sports, but in studies and socially.

In the School of the Future, students have the opportunity for an individual and group growth on five levels of the implementation of their initiatives:

1. "I participate in the formation of the budget";
2. "I participate in the implementation of the idea";
3. "I lead the project team";
4. "I participate in filling the budget";
5. "I am involved in job creation".

### **6.13 Training participants in financial literacy – the Republic of Komi**

In 2019, the government of the Republic of Komi approved innovations in the regional practice of participatory budgeting. The aim of the pilot project "The Budget and Us" is to increase the public participation in the selection and implementation of projects proposed for "the People's Budget" and in its subsequent monitoring. It is important to emphasize that improving financial literacy has become the most important goal of this innovation. The initiators of the new practice pointed out that the project "The budget and us" is the next step towards the inclusion of the public in the direct management of budget funds.

The governing bodies of the Republic of Komi pay considerable attention to the development of participatory budgeting. Over 60% of the population benefited from the People's Budget project. But some people are left out of the project. Increasing public activity required new practices of participatory budgeting so people want to participate in implementing projects and controlling funding.

Locals were most active in the Izhemsky district. Therefore, it became a pilot municipality, in which in 2019 a budget commission was created. This consisted of one or two people from each part of the district, who were chosen at meetings. 26 people were approved, and 20 people were included in the reserve staff.

In subsequent years, the pilot project included Knyazhpogostsky, Troitsko-Pechora (since 2020), Koygorodsky, Kortkerossky, Pechora, Priluzsky, Sosonogorsk, Syktyvdinsky, Sysolsky, Udorsky, Ust-Vymsky, Ust-Kulomsky, Ust-Tsielemsky districts (from 2021).

Every year, experts from the republican Ministry of Finance and the Ministry of Economy, the Council of Municipalities, and the project center improve the financial literacy of members of budget commissions. This includes information on where the money comes from for the budget, what project thinking is, what ideas can be implemented, what results can be expected.

In addition to improving financial literacy, people are taught how to manage budget money as efficiently as possible. For example, they explain that budget money can be directed not only to the construction of a playground or the repair of a municipal institution, but to the development of a small enterprise that will provide jobs, which means a new point of development for the municipality or a specific locality. Co-financing projects from individuals and businesses is also developing; the republic allocates 90–95% of the project funding, and people collect the remaining amount.

The budget commission works with local residents who express the ideas of the entire population and carries out educational work. The commission selects the most interesting projects and passes them on to administration experts, who further help with cost calculations and project

implementation. After the evaluation, the commission, without the intervention of local authorities, makes the final decision on which projects to send to the republic-wide competition.



*Source: Budget and Us project*

**Figure 111. A meeting of the budget commission**



*Source: Budget and Us project*

**Figure 112. A meeting of the budget commission**

The new practice has a number of highlights: it is a mix of educational and organizational measures aimed at improving financial literacy and developing the social awareness and activity of the public; it contributes to the identification of new municipal leaders from among the participants in budget commissions; and it ensures the attraction of additional funds for the development of the republic.

## Appendix A

No.	Region	Executive authority for participatory budgeting	Practices supported by the Project Center	Project Center
1	The Altai Republic	Regional Ministry of Finance	<u>LISP</u> <u>PBS competition "I count"</u>	Center for Participatory Budgeting
2	Amur	Regional Ministry of Finance	Support for development projects based on local initiatives	Center for Territorial Development
3	Bryansk	Regional department of internal policy	Implementation of programs and projects of participatory budgeting	Council of Municipalities
4	Volgograd	Regional Finance Committee	<u>Support for local initiatives</u> <u>PBS</u>	LISP working group
5	Voronezh	Regional department of urban development	<u>Support of TLSG projects</u>	Council of municipalities
6	Irkutsk	Regional Ministry of Economic Development	"People's initiatives" project	Commission for Peoples initiatives
7	Krasnoyarsk	Regional Ministry of Finance	Support of local initiatives and the competition "The bank of the Yenisei"	Regional Ministry of Finance, Regional State Budgetary Institution of Additional Professional Education
8	Leningrad	Regional Committee on TLSG, Interethnic and Interfaith Relations	Project "A thousand good deeds"	Regional Project Center for Initiative Budgeting
9	Novgorod	Gubernatorial administration	<u>TLSG</u> <u>LISP</u> <u>The People's Budget project</u> <u>The Road Home project</u> <u>Municipal PBS</u>	Center for Municipal Legal Information
10	Novosibirsk	Regional Ministry of Finance and Tax Policy	Competitive selection of participatory projects	Regional information center

No.	Region	Executive authority for participatory budgeting	Practices supported by the Project Center	Project Center
11	Orenburg	Regional Ministry of Finance	Implementing participatory budget projects <hr/> Municipal “The People’s Budget” <hr/> Municipal PBS	Departmental project office of the regional Ministry of Finance
12	The Republic of Bashkortostan	Regional Ministry of Finance	<u>Support of local initiatives</u> Our Village project	The Center for the Study of Civic Initiatives
13	The Republic of Buryatia	The Committee for Territorial Development	Republican competition of TLSG	Resource Center for Support of TLSG
14	The Republic of Komi	The administration of the head of the republic	<u>The People’s Budget project</u> Municipal practices "People's initiatives"	Project Center for Initiative Budgeting
15	The Republic of Crimea	Republican Ministry of Finance	“Crimea as we want it” project	Center for the Study of Civil Initiatives
16	Udmurtia	Republican Ministry of Finance	Implementation of public infrastructure development projects based the project "Our Initiative" <hr/> The project “Atmosphere” for youth participatory budgeting <hr/> “Without borders” project	Center for Financial Education
17	The Republic of Sakha (Yakutia)	Republican Ministry of Finance	Program to support local initiatives	Department of digital budget management and information protection
18	Saint Petersburg	Saint Petersburg Finance Committee	<u>“Your Budget” project</u> <hr/> “Your Budget in schools” project <hr/> “Your city” project <hr/> “Your city” project <hr/> “Change” project	Project office of the St. Petersburg Finance Committee
19	Sverdlovsk	The Regional Ministry of Energy and Housing and Communal Services	Creating a modern urban environment	Departmental project office and interdepartmental commission

No.	Region	Executive authority for participatory budgeting	Practices supported by the Project Center	Project Center
20	Stavropol	Regional Ministry of Finance	Gubernatorial program of support for local initiatives	Department of participatory budgeting
21	Tambov	The regional administration	“People’s initiatives” project	Department for the Development of Territories of State, Municipal Service and Anti-Corruption of the Office of the regional Head of Administration
22	Ulyanovsk	Regional Ministry of Finance	LISP	Center for the Development of Tax Culture and Financial Literacy
23	Khabarovsk	Main Department of Internal Policy of the regional Government	Providing grants to the municipalities of the region to support TLSG	Regional Center for the Development of Civil Initiatives and Social oriented non-profit organizations
24	Khantia-Mansia	Department of Finance, Department of Public and External Relations	<u>Municipal participatory budgeting practices</u> Regional competition for participatory projects	Open Region Center
25	Khantia-Mansia	Department housing and communal complex and energy	Competition for projects to create a comfortable urban environment in small towns and historical settlements	Center for the improvement of the urban environment
26	Yaroslavl	Regional Department of Finance, Regional Department of Regional Policy and Interaction with Local Authorities	<u>Gubernatorial project “We decide together”</u> <u>Creating a modern urban environment</u> <u>Support for local initiatives</u> <u>Priority projects</u> PBS	Center for support of participatory budgeting projects
27	Other	Independent project centers	various	Laboratory for the Organization of Scientific Research
28	Other	Independent project centers	various	Initiative Budgeting

No.	Region	Executive authority for participatory budgeting	Practices supported by the Project Center	Project Center
				Consultant Alliance
29	Other	Independent project centers	various	Center for Humanistic Urbanism

*Source: Participatory Budgeting Center Financial Research Institute*

# **Report on the best practices for the development of participatory budgeting in Russian regions and municipalities**

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