

INCREMENTAL MODEL OF COMMUNICATION STRATEGIES IN PUBLIC ORGANIZATION

Abstract

The incremental or political model of decision making was made by Lindblom (1959) and refers to the particularities of a pluralistic society who must build a consensus on public policy programs. Government decision makers do not want the loss of political support for a decision that they want taken, so the impact on the community is not being unpopular. The aim of our work is to demonstrate the utility of communication in decision-making in the public sector. In our analysis we started from the assumptions that a good communication leads to increased citizen trust in administration and the efficacy of communication in municipalities analyzed depends on the amount and quality of information provided to civil servants in administrative activity. The results show that incremental model of decisions making could be applied by public authorities to have success in implementing public strategies.

Keywords: public communication, online communication, public participation, decision making, incrementalism.

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MODELUL INCREMENTAL AL STRATEGIILOR DE COMUNICARE ÎN ORGANIZAȚIA PUBLICĂ

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Rezumat

Modelul incremental sau modelul politic de luare a deciziilor a fost formulat Lindblom (1959) și se referă la particularitățile unei societăți pluraliste care trebuie să construiască un consens cu privire la programele de politici publice. Decidenții din administrațiile publice nu doresc pierderea suportului politic pentru o decizie ce se dorește adoptată, astfel încât impactul la nivelul comunității să nu fie nepopular. Scopul lucrării noastre este de a demonstra utilitatea comunicării în procesul de luare a deciziei în sectorul public. În analiza noastră am pornit de la ipotezele conform cărora o bună comunicare duce la creșterea încrederii cetățenilor în administrare și eficacitatea comunicării în municipalitățile analizate depinde de cantitatea și calitatea informațiilor furnizate de funcționari publici în activitatea administrativă. Rezultatele arată că modelul incremental de luare a deciziilor poate fi aplicat de autoritățile publice pentru a avea succes în implementarea strategiilor publice.

Cuvinte cheie: comunicare publică, comunicare on-line, participare publică, proces decizional, incrementalism



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1. INTRODUCTION

Incremental model formulated by Charles Lindblom (1959) describes how decisions are made in the public sector, especially in public institutions in the United States, as this model was developed and proposed there. This model implies several factors involved in the decision. Incremental model is classified as a political model of decision making.

This model shows that many decisions are made under conditions of ambiguity that is specific to pluralist societies which are trying to build a consensus on public policy programs. From this point of view, the political interests make unclear the objectives to be achieved (Lindblom, 1959, p. 79).

The incremental model argues that public sector decision makers do not want the loss of political support for a decision that must be taken or the loss of community support groups. Therefore, the decisions to be taken consist in small changes in the existing procedures, but which contribute to improving the ambiguous situations. The incremental model emphasizes the need of public sector decision makers to respond to the demands of the political community in which they operate, to be representative of the groups that make up the political community and to be accountable for the elected politicians. These values suggest a different way of thinking about the activities of the public sector, based on the premise that the public sector decision must involve a serious dose of public participation. As a result, the communication within the organization and between it and citizens becomes an anchor in supporting and implementing public strategies.

According to foreign literature, incrementalism involves a political choice and, at a given moment, it is a marginal adjustment to a previous policy choice. The model has been completely discredited by scholars and ideologists but it survived because no alternative was found to be more convincing (Jones, 2005, pp.325-351). Public communication is a formal communication; its scope is determined by reference to the notion of general interest whose efficiency is guaranteed by public institutions of state and administrative-territorial units. Public communication occurs when a rule needs to be applied, a procedure or a public decision must be developed. As a result, the messages of public organizations are made up of general effective information for all the citizens (Zémor, 2003, p.4).

Nowadays, public organizations lay emphasis on institutional communication increasingly developing it. In this regard, many public organizations, especially those dedicated to a large group of citizens have created specialized departments on communication and maintain public image thanks to politics and supported activities. In management practice it is shown that the concept of "creative industry" has

started to be extensively applied, being favoured by the good results of the socio-economic development of urban areas (Popescu, 2012, p. 173).

The communication often takes place among different people who developed their own way of thinking, personality and attitude. This has repercussions on how the public administration relations with citizens. Public communication varies from one organization to another being influenced by the message delivered and the target audience. In this respect, it is necessary to make a communication strategy for any public organization according to its activity area. This strategy should cover the specific activity of the organization. For example, a municipality will send the message to all the citizens of that place, the citizens being the target audience of the strategy applied by the municipality. However, a hospital will develop a new communication strategy in the light of its objectives taking into account the mission and the vision of the hospital. To achieve an effective communication strategy it should be created by responsible professional persons, the message must be accurately transmitted to the target audience through appropriate communication channels. Also, if there is no interaction between public administration and citizens, the communication will not achieve its goals.

A communication strategy must be created according to the activity area of the respective organization, its goal and the target audience. There is a strategy at any managerial level of the organization, representing a public decision. Strategic management supposes making decisions with a degree of incertitude; predict what will happen in the future and if these decisions are correct or not. The decisions should be taken in an integrated manner at the organizational level. It is not enough to involve people with a high level of expertise: the different viewpoints of the managers must be negotiated too. Finally, the strategic decisions relate to change. It is unlikely to develop strategies without changing anything within an organization.

The strategies should take into account that, in general, people do not want to change anything they are used to. Moreover, they could not resist to such changes-their fears might be related to the fact that the change leads to uncertain and unknown (Argenti, 1998, p. 43).

It is difficult to define the communication strategy in very precise terms. There is some disagreement among researchers as to what should and what should not include the definition of the strategy. A pragmatic approach should take into account the extent to which the decisions of the organization are or are not of a strategic nature. Strategic decisions have some characteristics that researchers have accepted:

- a. Long-term objectives of the organization: managers need to make some decisions for a certain period of time, decisions that are different every day; they must have a vision of where the organization is going.
- b. The scope of activities of an organization: what kind of products or services, the market, the geographic area.
- c. The interaction between the organization and the external environment: the organizations must face the challenges of external factors-economic, social, political, technological, etc.
- d. The concordance between the organization activities and potential resources: obviously, an organization can operate effectively in its environment only if it disposes of adequate resources (human, financial, technological).).
- e. As regards the resources, the strategic decisions have major implications for the organization. Indeed, when there are changes in the business is unlikely that the resources available at that time to be adequate. It is often required a large amount of capital investment.

In his *Les politiques de communication des collectivités territoriales: le cas de la Picardie* article, Francoise Dubois (1994) affirm that the communication within the public administration system is considered crucial to the economic efficiency of the entire system of public administration as a specific institutional instrument for the implementation of public policies. That is why Luminița Gabriela Popescu considers in her book titled *Communication in Public Administration/Comunicarea în administrația publică* that any organization must dispose of a communication strategy built on the goals and tasks of the organization, as an essential part of the overall strategy.

This strategy aims not only to maintain a good relationship with citizens, but also to improve the public image. Bernard Miege, in his work *La société conquise par la communication* talks about the fact that public institutions rely more and more on media advertising and public relations (Miège, 1989, p. 23).

Communication strategy is achieved by people within the organization who know its objectives and tasks. Implementation of the strategy is achieved through a public decision. The process of making use of the strategies is realised according to several models, including the incremental model. The supporters of the incremental model studied the formulation process of the strategies trying to prove that it is a continuous development with an iterative and incremental pattern (Lindblom, 1959). In addition, the formulation and the implementation of strategies are not separate processes. In other words, once the decision is taken it must be implemented. So, the strategic management becomes "not only the management of change, but also a management through change" (Lindblom, 1959, p. 79).

Communicating with the public is a priority for public organizations because they stand for citizens' interests. In their *La communication institutionnelle: ambiguïtés et dysfonctionnements*, Michel Gomez and Jean-Francois Trinquécoste state that the utility of the institutional communication depends on its efficiency (Gomez; Trinquécoste, 1993).

Public administration faces great difficulties in delivering messages to people who are often wrong informed. However, one of the fundamental obligations defining the role of the public sector is to disclose all information relevant to the lives of citizens.

2. THE CURRENT STATE OF PUBLIC COMMUNICATION IN THE LOCAL COMMUNITIES

Organizational communication in today's organizations became more complex and varied, but has become an important factor in overall organizational functioning and success. How the organization communicates with its officials is reflected in the morale, motivation and performance.

Currently, public organizations put great emphasis on institutional communication, especially the increasingly more developed. In this regard, many public organizations, especially those dedicated to a great range of citizens have specialized departments on communication and maintain public image thanks to politics and supported activities.

Analyzing the organization first fifty-five cities in Romania ordered by population, representing 20% of all cities in the country (266 cities), we can say that most municipalities in Romania specialized in public relations departments. However, some municipalities focus on communicating with the public, there is a specialized in this area, consisting of several compartments. For example, the City Sibiu specializing in communication has the following departments: the service media and communications, external relations and protocol service and information center for citizens. The mayor of Focsani attaches great importance to communicating with citizens, with its organizational structure following departments: Department of Public Relations, Public Information and External Relations with the media, IT and image.

However, there are municipalities where communication with citizens is not a priority for the community that they do not have a specialized department in this regard. Thus, municipalities like Piatra Neamț, Suceava, Drobeta not have a department of public communication.

There are some municipalities that have integrated the department in other services such as Botoșani City Hall, which has a public relations department but is placed in the legal section.

Communicating with local citizens makes their mission. Without this communication, administrative work would be successful, would achieve maximum efficiency. Therefore, some municipalities have implemented online communication services that help the citizen inform the public of changes and developments in society. This is done through the website of each municipality. There are also many municipalities that have a website, although it does not work. It is the site of the Călărași town hall, which, although it is online it is not functional.

According to Laws 544/2001 and 52/2003 on freedom of information and transparency in decision making, municipalities are required to have their own sites and update them constantly. Thus, public institutions and citizens can communicate via Internet; the municipality can post information and documents necessary to update the public.

Currently, some municipalities use a new method of communication with the public, namely the call centre. This method is complex communication and information available to citizens 24/7, with the ability to automatically manage 20 to 60 calls simultaneously.

The citizen's call is picked up by a call centre operator, and if necessary, the call is routed to other departments, according to the requirement of the citizen. Application available in the Call Centre operator collects in one place data in various applications. This data can help you provide information to citizens, without requiring navigation through each application. The working hours of City Hall, where the controller is not available, calls are recorded for citizens to be heard later by officials from the City Hall. This method is used in cities like Timișoara, Brașov, Simeria, Aiud and Bucharest.

3. RESEARCH ON THE DECISION AND COMMUNICATION IN SOME MUNICIPALITIES IN ROMANIA

The decision is a synthetic form of leadership. Any decision requires a conscious choice of several options for action and at the same time a shift to one or more purposes.

In making a decision, the most important element is your own experience, but it must be based on facts and real data. The data itself without guarantee accurate, quality and offered at the right time. This guarantee is offered by some decision-making tools that visualize important data and parameters underlying the decision. Often, the decision is seen as part of the information, he was actually influenced by factors that do not affect the information directly. Proper data collection and processing is not always determined by the quality of the decision, as it depends on a number of factors, both exogenous (organization culture, organization strategy, the local, regional, international law, the

institutional and regional) and endogenous (caused - which answer the questions: who, what, where, when, how). Collection and processing of information, as the basis of decision making, situational awareness is the need of a decision. Next immediate step is the valuation of options.

In making the decision to use increasingly incremental model because it is based on politic and cannot be removed. The incremental model of decision-making is short because the possibility exists that the institution thinking, drive on administrative work to change abruptly while the other political power will be in charge. Most often, there are made decisions without a good communication between the institution and its citizens and between departments.

In the first stage there has been set the general objective to pursue - identifying the involvement of public institutions in solving a problem, institutional communication and involvement of citizens in public decision to determine effectiveness.

Subsequently, specific objectives (SO) were set this research, namely:

SO1. Identify the degree of online communication between citizens and public officials;

SO2. Identify the involvement of public officials in solving citizens;

SO3. Identify the degree of application of the incremental model of public decision-making.

In achieving this study has left the hypothesis (H) according to which:

H1: in municipalities in which is considered there is a proper online communication has a positive impact on communication with citizens to solve its problems.

H2: good communication leads to increased citizen trust in administration.

H3: efficacy of communication in municipalities analyzed depends on the amount and quality of information provided to civil servants in administrative activity.

H4: troubleshooting citizen depends on the degree of politicization of the administrative work in the municipalities analyzed.

The research is achieved both qualitative and quantitative, with the description and analysis method. I chose to realize that applicative research analyzing the websites municipalities in Romania, as are institutions where people come to resolve their various problems, officials being those who need to take on and solve.

In this regard, developed methods were used in a behavioural perspective that focused on measurement of the activity (audience) a website (e.g. number of visitors, the rate of change of visitors,

number of pages visited, time spent on site and others). I also looked at how the public institutions communicate with citizens and inform them and involve them in the decision-making process.

In the present, research was started from that community's public statement that municipalities ensures the participation of citizens in decision making and that they communicate with the public turned upside that a good relationship between them leads to an effective social problems.

Obtaining data was done by accessing the website of the individual official of the Municipality, after previously they were found on the Internet using the Google search engine (was needed the intermediate step because of the lack of a standardized model addresses; e.g. city hall has address <http://www.pmb.ro> and Iasi city hall has address <http://www.primaria-iasi.ro>). All research was conducted in the period March 2013 - April 2013.

Once the accessed sites were tracked items shown in Table 1 and are attributed values on a scale of 1 to 5 (see table 1 - Sections C2 and C4) of those posing a potential hazard of subjectivism of the observer, such as ease of navigation, good design, and by comparison with the level of information, such as where the class on participation in public decision-making (Section C2). For the rest (in sections C1, C3) marks 0 or 1 (0 – no present, 1 - present) for every element of the research. In order to respect the criteria for analysis and comparative research have used 13 instruments radiography of the site, grouped into three distinct classes, as summarized in the table below, each with a different number of subclasses depending on the description of each site done in the previous subsection. Note for each class is given by the sum of the weights the scores obtained in each subclass, so as to be between 1 and 5.

TABLE 1 - ELEMENTS OF RESEARCH

Elements subjected of research	Scores	Class
Communication		C1
Existence a phone number and email	0 or 1	C11
Feedback	0 or 1	C12
Existence of an department or service of communication with citizens	0 or 1	C13
Citizen Participation		C2
Making public debates	Values between 1 and 5	C21
Records of the City Council meetings	Values between 1 and 5	C22
Inform and consult citizens	Values between 1 and 5	C23
Content		C3
Option Search	0 or 1	C31
Choice of different languages	0 or 1	C32
News	0 or 1	C33
Web-cam	0 or 1	C34
Question general		C4
Good design*	Values between 1 and 5	C41

Ease of Navigation	Values between 1 and 5	C42
Presents general information (entertainment, taxi etc.)	Values between 1 and 5	C43

Source: authors

So that the formulas for each class are as follows [in agreement with the study by Marc Holzer and Seang-Tae Kim in his Digital Governance in Municipalities Worldwide (2007)]:

$$C1 \text{ (Communication)} = \frac{N_{\max}}{P_{\max}} * \sum_{i=1}^3 C1_i$$

$$C2 \text{ (Citizen Participation)} = \frac{\sum_{i=1}^3 C2_i}{Nelem}$$

$$C3 \text{ (Content)} = \frac{N_{\max}}{P_{\max}} * \sum_{i=1}^4 C3_i$$

$$C4 \text{ (Question general)} = \frac{\sum_{i=1}^4 C4_i}{Nelem}$$

$$P_{final} = \frac{\sum_{i=1}^4 C_i}{Ncls}$$

Where:

C1, C2, C3, C4 - classes to be tested;

C1i, C2i, C3i, C4i - subclasses (elements) for the analysis;

Nmax - maximum score obtainable, 5 if present analysis;

Pmax - maximum score obtainable by summing. The maximum you can give each item;

Ncls - number of classes to be examined, 5 if present analysis

Pfinal - score of the analyzed site

* - grades give in accordance with Table 4 Description of the classroom assessment scale 4 - General (Design) of Annex.

A very important part of research required to have primary data for the analysis of at a certain sample.

A sample shall be constituted of a number of units are selected from the ranks of that population under investigation. Population sense can be attributed to people in general, buyers of a given product, families for economic entities of a certain type, students, and public institutions.

In the current research, sampling was done by regions of Romania, because they wanted the analysis to include cities in different regions to compare such attention to communication with citizens throughout the country. In this case, municipalities were chosen so as to examine urban and rural areas. The municipalities' election in the two areas was taken into account the population of the city / municipality since this factor is considered important to the extent that the representativeness of the sample is determined by the size of the population served.

In this respect, we analyzed each development region of Romania to determine each Towns and Municipalities with the largest population. In this regard it was established that websites will be analyzed in the following cities and villages:

- North - East: Iași (Iași) / Holboca (Iași);
- South - East: Constanta (Constanta) / Matca (Galati);
- South: Ploiesti (Prahova) / Valea Călugărească (Prahova);
- South - West: Craiova (Gorj) / Poiana Mare (Dolj);
- West Region: Timisoara (Timiș) / Vladimirescu (Arad);
- North - West: Cluj-Napoca (Cluj) / Floresti (Cluj);
- Central Region: Brasov (Brasov) Sângeorgiu of Mures (Mures);
- The Bucharest / Ilfov: Bucharest / Chiajna (Ilfov County).

These cities/villages were selected by analyzing the statistical data displayed in National Institute of Statistics. The research was conducted by analyzing the mayors of each site to see if they attach particular importance to communication with the public. To start analyzing each site, thus achieving a database of each institution communication methods analyzed. In this analysis was envisaged the above criteria so that each site to be analyzed in the same manner. So by accessing each site via Internet, using Google search engine, we studied each site's mayors both at the in urban and in rural areas.

View to achieving an analyzing and comparing the sites as accurate as possible, has been granted grades depending on the criteria established used as a research methodology. Following the granting their scores and calculating the formulas were made following two tables, divided into urban and rural areas (table 2 and 3, Annex).

After calculating the obtained scores, there was determined that the first place is Cluj-Napoca with a score of 4.85, the second is found Timișoara, with 4.75 points, followed by Craiova and Bucharest, with 4.50 points and 4.44 points. A score below 4 points was obtained from Brașov with 3.93 points, followed by Ploiești with 3.62 points. At a very short distance are situated Iasi and Constanta with 3.35 points and 3.51 points.

In order to observe and analyze the websites of rural municipalities we will use the same method of comparison, results are presented in the table 3 (Annex).

After calculating the final scores for each municipality analyzed it was found that first, for effective communication with citizens is Florești, with a score of 3.54, followed by Sangeorgiu de Mures and Chiajna, with a score of 2.90 and 2.85. In a very small difference is Matca and Vladimirescu with 2.79 points each, followed by Valea Călugărească and Poiana Mare with a score of 2.38 and 2.15. On the last place is occupied by Holboca obtaining 1.08 points.

In achieving the present study were analyzed the 16 city halls through their own websites, the results can be presented both in every class and after results. As for the municipalities analyzed, it can be said that a municipality may submit on its website numerous public information, but the lack of opportunities to be contacted to in return to the citizen, both queries and suggestion, vitiates citizen communication with government. The quality of public activity also depends on degree of involvement of citizens in decision-making because in this way we can determine their needs.

Following the grant of scores for each class have been observed some differences in the manner of the process of communication between the administration and citizens, as well as of the degree involving them in the decision making process.

Following the analysis and interpretation of the results it is observed that some assumptions were validated, but the others have been invalidated.

The first hypothesis can be observed in the interpretation and analysis of data that it is valid in the case of mayors of cities and municipalities in the sense that there is a particular email address through which citizens can request information on certain public aspects as well certain specific departments for communication.

The second hypothesis refers to the fact that good communication drive to increasing citizen trust in administration. This is valid because there are city halls where citizen participation in decision-making is an aspect that is taken into account by public authorities. So, in most municipalities, public authorities attach particular importance to public information and consultation on decisions of public interest.

The effectiveness of communication in municipalities analyzed depends on the quantity and quality of information provided to public officials in administrative activity is third hypothesis in which gone the realization of this research. This is a valid assumption because most municipalities publish information on its website. So that the site council meetings are published, in some cases even their records, which show how decisions are taken within those halls. Also there are published announcements and news about public institutions and general character information.

The fourth hypothesis refers to the fact that problem solving depends on the degree of citizen politicization of administrative work in the municipalities analyzed. This turned out to be invalid because it was not demonstrated by research carried out is the degree of politicization of the administrative work of public institutions, if it exists.

CONCLUSIONS

The incremental requires the involvement of citizens and other persons/institutions in public decision making. Thus, it is considered that the use of this model in decision making is only through effective communication with the persons / institutions involved.

In Romania there are many times when decisions are made without communicating the maker based on rationality, which can often be wrong. So that in this case, a proposal should be citizen involvement in decision-making by conducting public hearings. Also, the decision-making process is also recommended that officials at the lower level because they frequently have contact with citizens and can more easily become aware of their problems and grievances.

Almost all public institutions have their own website so that one can make an opinion poll for decision, so that any citizen can answer those questions participating in decision making. Following research conducted to observe that are mayors where their site have improved in terms of communication with the citizens. In this respect, to improve the communication process can take projects to attract European funds to be invested in implementing new systems of communication, for example, call centers, which will keep a connection between the citizens and local government.

In conclusion, through the conducted research it was observed that some official websites of cities analyzed are rich of information about both the work of public administration, including any involvement of citizens in decision-making, and on general information. These sites could be a good example for all the other cities of the country.

However, among the cities under investigation, it was observed that some of their official websites have relatively modest information content most of the events that have already occurred. Citizens do not have many opportunities to express their views on how the community is run, without the possibility of granting the feedback.

In order to improve the communication between citizens and public institution, discussion forums can be implemented on the sites so that each citizen can come with pros and cons to a decision publicly. Also, with the model cities Braşov, Timişoara, Aiud, Simeria to implement the Call Center, which is a complex system of communication and information available to citizens 24/7.

Also, concerning the municipalities analyzed, recommended the establishment of departments of communication and public relations, the citizen may request information on administrative work. It also requires public debates through which citizens can participate in public decision-making. It is recommended, with the Belgian model, is creating an online platform enabling communication, collaboration and sharing expertise between departments of the same institutions, but also between different government organizations. The system, called e-Community enables document management; search online, access to digital tools.

Also, to encourage public participation may be established, as in Timisoara, District Consultative Committees, the Local Youth Council, Senior Council, established one on each area of the city, leading to participation in decision making by citizens.

Thus, future research can be done on all cities and villages to observe their progress in terms of its site, also a comparative analysis between Bucharest City Hall site and the site of all capitals the European Union.

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Annexes

TABLE 2 - SCORES ON EACH CLASS FOR THE CITY HALLS ANALYZED

	Iași	Constanta	Bucharest	Craiova	Ploiești	Brașov	Cluj-Napoca	Timișoara
Communication								
Existence a phone number and email	1	1	1	1	1	1	1	1
Feedback	0	0	1	1	1	1	1	1
Existence of an department or service of communication with citizens	1	1	1	1	1	1	1	1
Score	3.33	3.33	5.00	5.00	5.00	5.00	5.00	5.00
Citizen Participation								
Making public debates	1	1	5	5	1	1	5	5
Records of the City Council meetings	3	2	5	1	3	2	4	4
Inform and consult citizens	4	3	4	5	3	5	5	5
Score	2.66	1.66	4.66	3.66	2.00	2.66	4.66	4.66
Content								
OptionSearch	1	1	1	1	1	1	1	1
Choice of different languages	1	1	1	1	1	0	1	1
News	1	1	1	1	0	1	1	1
Web-cam	0	0	0	1	1	1	1	1

Score	3.75	3.75	3.75	5.00	3.75	3.75	5.00	5.00
Question general								
Good design	4	4	4	4	4	4	4	4
Ease Navigation	4	4	4	4	4	4	5	4
Presents general information (entertainment, taxi, etc.)	5	5	5	5	2	5	5	5
Score	4.33	4.33	4.33	4.33	3.33	4.33	4.66	4.33
Final results	3.51	3.35	4.44	4.50	3.60	3.93	4.85	4.75

Source: authors

TABLE 3 - SCORES OBTAINED FOR EACH CLASS THE MAYORALTIES OF COMMUNES ANALYZED

	Holdoca	Matca	Chiajna	Poiana Mare	Valea Călugărească	Sangeorgiu de Mureș	Florești	Vladimirescu
Communication								
Existence a phone number and email	1	1	1	1	1	1	1	1
Feedback	0	0	0	0	0	1	1	0
Existence of an department or service of communication with citizens	0	1	1	0	0	1	1	1
Score	1.66	3.33	3.33	1.66	1.66	5.00	5.00	3.33
Citizen Participation								
Making public debates	1	1	1	1	1	1	1	1
Records of the City Council meetings	1	3	2	4	3	2	5	1
Inform and consult citizens	1	2	2	2	2	3	2	3
Score	1.00	2.00	1.66	2.33	2.00	2.00	2.66	1.66
Content								
Option Search	0	1	1	0	1	0	1	1
Choice of different languages	0	0	1	0	0	0	0	0
News	0	1	1	1	1	1	1	1
Web-cam	0	0	0	0	0	0	0	0
Score	0.00	2.50	3.75	1.25	2.50	1.25	2.50	2.50
Question general								
Good design	2	3	2	3	4	3	3	3
Ease Navigation	2	4	3	4	2	3	4	4
Presents general information (entertainment, taxi, etc.)	1	3	3	4	4	4	5	4
Score	1.66	3.33	2.66	3.66	3.33	3.33	4.00	3.66
Final results	1.08	2.79	2.85	2.15	2.38	2.90	3.54	2.79

Source: authors

TABLE 4 - DESCRIPTION OF THE ASSESSMENT SCALE WITHIN THE CLASS C4

Value	Description
1	The website design is very poor, unprofessional, static menus (to make a click on a category from the menu is not directing to a new page but inactive)
2	Site design is weak, there are some static menus
3	Design satisfactory, the pages still too loaded, menus reed hard to identify exactly where you can find information
4	Contrasts pleasant, airy page, menus bushy execution even if they are in advanced languages (ASP, PHP etc.).
5	The site is run in a professional manner, dynamic menus.

Source: authors

The situation for municipalities by class:

A. Class 1 – Communication

TABLE 1 - FINAL RESULTS FOR CLASS C1 – COMMUNICATION

	Iași	Constanta	București	Craiova	Ploiești	Brașov	Cluj-Napoca	Timișoara
Communication	3.33	3.33	5	5	5	5	5	5

Source: authors

B. Class 2 - Citizen Participation

TABLE 2 - FINAL RESULTS FOR CLASS C2 - CITIZEN PARTICIPATION

	Iași	Constanta	București	Craiova	Ploiești	Brașov	Cluj-Napoca	Timișoara
Citizen Participation	2.66	1.66	4.66	3.66	2	2.66	4.66	4.66

Source: authors

C. Class 3 - Content

TABLE 3 - FINAL RESULTS FOR CLASS C3 - CONTENT

	Iași	Constanta	București	Craiova	Ploiești	Brașov	Cluj-Napoca	Timișoara
Content	3.75	3.75	3.75	5	3.75	3.75	5	5

Source: author

D. Class 4 - Question general

TABLE 4 - FINAL RESULTS FOR CLASS C4 - QUESTION GENERAL

	Iași	Constanta	București	Craiova	Ploiești	Brașov	Cluj-Napoca	Timișoara
Question general	4.33	4.33	4.33	4.33	4.33	4.33	4.66	4.33

Source: authors

The situation for municipalities analyzed by grade:

A. Class 1 - Communication

TABLE 5 - FINAL RESULTS FOR CLASS C1 – COMMUNICATION

	Holdoca	Matca	Chiajna	Poiana Mare	Valea Călugăreasca	Sangeorgiu de Mureș	Florești	Vladimirescu
Communication	1.66	3.33	3.33	1.66	1.66	5	5	3.33

Source: authors

B. Class 2 - Citizen Participation

TABLE 6 - FINAL RESULTS FOR CLASS C2 - CITIZEN PARTICIPATION

	Holdoca	Matca	Chiajna	Poiana Mare	Valea Călugăreasca	Sangeorgiu de Mureș	Florești	Vladimirescu
Citizen Participation	1	2	1.66	2.33	2	2	2.66	1.66

Source: author

C. Class 3 - Content

TABLE 7 - FINAL RESULTS FOR CLASS C3 - CONTENT

	Holdoca	Matca	Chiajna	Poiana Mare	Valea Călugăreasca	Sangeorgiu de Mureș	Florești	Vladimirescu
Content	0	2.5	3.75	1.25	2.5	1.25	2.5	2.5

Source: authors

D. Class 4 - Question general

TABLE 8 - FINAL RESULTS FOR CLASS C4 - QUESTION GENERAL

	Holdoca	Matca	Chiajna	Poiana Mare	Valea Călugăreasca	Sangeorgiu de Mureș	Florești	Vladimirescu
Question general	1.66	3.33	2.66	3.66	3.33	3.33	4	3.66

Source: authors