

# Local democracy needs citizen participation!

*Handbook*



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# Foreword

This is a handbook to inspire and motivate a more active involvement of citizens in municipal decision-making processes. KS' National Conference 2012 recommended that municipalities and counties involve citizens in decision-making processes within the framework of representative democracy. More active citizen involvement can be positive for citizen participation, decision-making processes and the results of these decisions.

A number of surveys show that local democracy is healthy, but can be better. Citizens are least satisfied with the opportunity to take part in and influence policy in cases which interest them. KS has thus commissioned a survey on citizen involvement. It shows that there is a wide range of measures that can be used to involve citizens more actively in municipal decision-making processes.

Furthermore, this review shows that citizen dialogue can be and is currently used in different parts of the municipal decision-making process. Some of this is presented in this handbook: Which types of involvement are suited to different types of decision-making processes, in different types of municipalities and in order to involve different groups of the population?

The survey shows that the municipalities which have the most *systematic* use of citizen dialogue have a very high awareness and a holistic thinking about why, how and when one should include the citizens. Therefore we will also say something about strategies and success factors necessary to succeed with an active involvement of citizens between elections.

Gunn Marit Helgesen  
President, KS

## Citizen participation in a representative democracy

*Norwegian local democracy is well grounded in a representative steering model. Through elections every four years, councillors in municipalities and counties receive their mandate to represent the population and to manage and prioritise shared resources. Contact between citizens and councillors nevertheless extends beyond the election. In the course of the electoral period, the majority of councillors are in contact with the people they represent. This contact is important as the population has information regarding needs, challenges and solutions that can help to make political decisions better.*

Elected representatives have a responsibility to ensure that decisions made by the council are in accordance with the wishes and needs of the citizens. Thus it is important to have good contact with those who councillors represent. Input from the population can help important information come to light, so that the decisions taken can be better. Good citizen participation can also give policy better grounding amongst residents and give them confidence that their elected representatives listen and pay attention to their needs, and that they are represented in a good manner. Citizen participation can lead to learning: Politicians can learn about the people's wishes and needs, and the people learn about politicians' trade-offs and priorities. In this way, dialogue can result in better mutual understanding and trust between people and their representatives.

But citizen participation also presents challenges. That people's cases are heard does not necessarily mean that they will get what they want. It is the politicians who must weigh up different elements against each other and take the final decisions. It is especially important that elected representatives take care of the interests of those who do not get in touch, those who do not raise their voice. Involvement should not lead to the watering-down of the representative's mandate. Popular input can

not always be taken on board, and it can be challenging to explain why local politicians do not listen to the advice and input that comes their way, and which they may have sometimes requested.

Through good citizen participation, elected representatives can gain the opportunity to point out dilemmas and trade-offs, and provide reasoning for their political priorities to residents. People can more easily accept decisions that they are initially against if they feel heard and feel that they have received a good explanation. But it is important that citizens know why they are asked to come with suggestions and know how their input is going to be used.

To open up the decision-making process does not mean that the role of the elected representative becomes less important. When more actors are involved, the need for co-ordination and conflict resolution becomes greater. In many situations, the representative system and the principle of majority decision-making must come into force – and in the best case it will become clearer for those who participate in other ways that the representative system is important. The political parties and local groups play an important role, also in local politics, and this must be had in mind when new measures are considered.

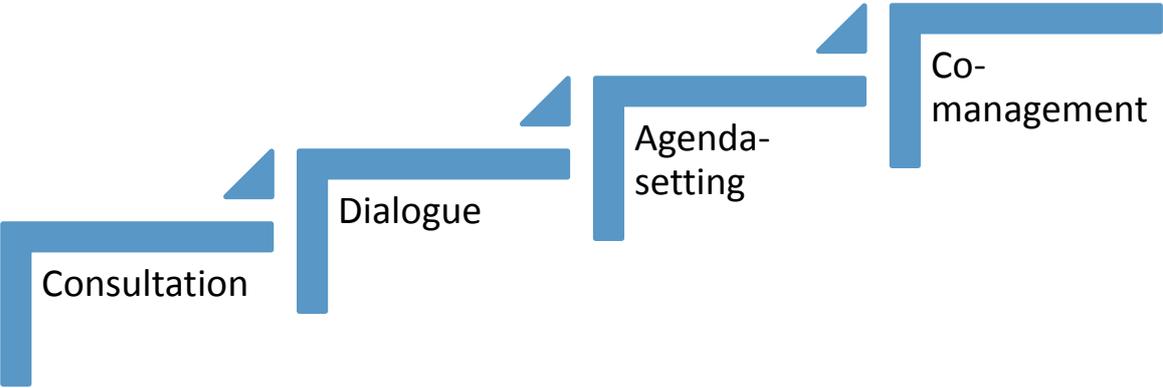
Citizen participation is often directed towards elected representatives and the municipal decision-making process. Nevertheless, this often also involves the municipal chief executive and the administration. Chief executives, planners and other employees can experience citizen participation as useful and valuable, but also as challenging – especially if such participation leads to many battles or places political pressure on the administration. It is important that elected representatives follow up input from citizen participation and that they are aware of how chief executives and others should relate themselves to this. This handbook contains ideas and suggestions on how citizen participation can be conducted in practice.

One can find tips on how the municipal council and the administration can facilitate all parts of the population being able to get involved and have their voice heard.

*The purpose* of participation is important in determining which method is best suited. Does one wish to gauge popular opinion on a case that is already on the agenda? Does one want input on how a case should be implemented, or just new ideas? Or does the municipality wish to hand over design and management of a limited policy area to the local population itself?

### Steps of participation

*In this handbook, different participation measures are classified as **consultation, dialogue, agenda-setting and co-management**. This can be seen as a series of steps, where each step means that participants have greater opportunity and influence – ‘steps of participation’.*



*‘Steps of Participation’*

## *Why does the municipal council want participation?*

### **Statutory measures – greater freedom**

*Municipalities have a large degree of freedom to decide how they wish to involve citizens in policy design and local decision-making. There are nevertheless four areas where there are statutory requirements for involvement.*

#### *1. Participation in municipal and regional planning processes (part of The Planning and Building Act 2008).*

The Planning and Building Act places great emphasis on planning being open and participatory, and places a number of requirements for participation. The main provision for participation states: "All who make planning proposals shall facilitate participation. The municipalities shall ensure that this is fulfilled in planning processes undertaken by both the public sector and private actors. The municipality has a particular responsibility for securing active involvement from groups which require special attention, such as minors. Groups and interests which are not in a position to participate directly shall be given ample opportunities to be involved in other ways. (the Planning and Building Act, 2008, § 5-1)

#### *2. Citizen initiative, § 39a in The Local Government Act*

The provision introduced in 2003 ensures that municipal and county councils are required to take up any case that citizens request, providing that 2 per cent of citizens or 300 in the municipality or 500 in the county stand behind the proposal. This should be documented by written or electronic petition. In this way, citizens can get issues on the political agenda in the representative local democracy.

#### *3. Act relating to municipal and county municipal councils for the elderly, LOV-1991-11-08-76*

The Act states that all municipalities and counties are required to have councils for the elderly. It is the municipal or county council which has responsibility for choosing it, and the elderly

*"It is not always apparent when democracy is appropriate. But I think that it is important that one has a place to air one's opinions. And even if things don't turn out as you might like, at least you have done your bit. And so can you also check whether there are others who share your views, and then build an alliance for the next crossroad."*  
(mayor)

councils are advisory bodies which shall process all cases which involve living conditions for the elderly.

#### *4. Act relating to councils or other representation schemes in municipalities and counties for people with disabilities and special needs. (LOV-2005-06-17-58)*

The Act requires municipalities to have a representation scheme for disabled people, so that an open, broad and accessible involvement is secured in work on cases which are particularly important for them. This applies, among other things, to accessibility, work against discrimination, and public services directed the disabled.

## *Does the law set the right requirements for citizen involvement?*

### ***Statutory requirements, but good local flexibility***

Studies show that there is widespread acceptance of the statutory requirements for citizen involvement. An important reason for this is that the provisions are rather vaguely formulated. Municipalities have great freedom to decide how they want to organise participation locally, as long as they meet the minimum requirements.

Municipalities report that the statutory requirements secure an awareness of participation. The legal requirements also provide formalised procedures for how input can be brought into the decision-making process. This particularly applies for planning cases.

When these procedures are in place, it is easier to have an overview of what happens with inputs and where they are dealt with, both for politicians, those who come with suggestions and the wider public. Procedures thus contribute to making clearer the suggestions which form the basis for each decision. Legal status ensures that time-consuming citizen involvement also happens in market-oriented zonal planning.

At the same time, many suggest that it is not legal status in itself that motivates them to organise participatory processes, but they have learnt that the municipality obtains vital information and knowledge from such processes.

## *How can the statutory requirements for participation be used?*

### ✓ PARTICIPATION IN PLANNING

There are statutory requirements for participation in all municipal planning processes in line with the Planning and Building Act. These are some of the most comprehensive statutory participation forms and are therefore worth closer attention.

Input from the local population is important in planning cases as it improves the basis of decisions and gives those affected the opportunity to influence the plans. Many municipalities think it is difficult to get residents to comment, especially on *overall municipal plans*. Many municipalities have experienced arranging public meetings where few residents turn up. An explanation could be that the theme is too abstract, and that few consider themselves to be directly targeted. An alternative explanation could be that the public meeting is felt to be a foreign arena where not many feel comfortable speaking. At the same time, there are many good examples of municipalities which manage to create great enthusiasm around overall planning processes, often by engaging different parts of the local population through a broad spectrum of more targeted measures. A diverse participation menu can thus be a good way to create interest.

When it comes to more detailed area planning, such as *area regulation and detail regulation*, many municipalities experience that the local community is more easily engaged – because they feel much more impacted by that which happens in their immediate surroundings. Here, the challenge is that too little invitation for citizen participation in the early plan design phase – the phase which the proposer has responsibility for.

### ***Diverse participation menu***

There was a diverse range of citizen involvement in Svelvik municipality's work with the social element of the municipal plan 2012:

#### *Preparation and design phase:*

- A resource group of 11 residents was established. It acted as a discussion group prior to the planning process.
- A photo competition, "My Svelvik" was arranged. The best pictures were used to illustrate the municipal plan (see picture).
- Sande College were given responsibility for the layout of the municipal plan.
- The municipality sent out a newsletter and communicated actively through the media.
- Place analysis was undertaken.
- A small questionnaire was undertaken.
- Contact with holiday cottage owners.

#### *Hearing phase:*

- 22 dinner parties (discussed later)
- 4 thematic meetings with focus on: "Good childhood in Svelvik", "Growth and good living environment", "Good old age in Svelvik" and "Svelvik – an attractive pearl". The meetings included both entertainment and group work and involved both the general public and specifically-affected target groups.
- Information meeting.
- The College included the process in teaching in sociology and social studies.
- The Secondary School used the process in all classes – the student council collected all input.

## *What characterises good citizen participation in planning?*

Participation measures are, as a rule, connected to statutory hearings, and many actors in the local community consider that this happens too late in the process to affect the plan. Since the new Planning and Building Act (2008) emphasises the municipality's responsibility for ensuring that everyone who puts forward planning proposals shall allow for participation, a number of municipalities have procedures to require that private proposers arrange neighbourhood meetings early in the plan design phase.

In planning cases, there are formal procedures for how input is taken further and in noting whether it is acted upon or not. But many residents do not know the ins and outs of the planning process, and they don't always know where to find such information.

Many citizens feel that they do not get feedback on what happens with their input, where a case stands and the extent to which their input influences the final decision.

Planning cases can take many years, and many residents feel that their concerns and suggestions disappear in a black hole. Municipalities should therefore ensure that they have good procedures for giving feedback to citizens who participate!



## Kommuneplan

2012-2024

Samfunnsdel



*"Everyone" was involved in creating the community part of the municipal plan in Svelvik; the pictures were taken by residents and collected through a photo competition, and Svelvik College was responsible for the layout.*

*How can the municipality best make use of people's input in planning processes?*

## **A strategy for involvement**

*The first question that needs to be asked in the planning of a process of involvement is: why do we – politicians and administrators – want to involve the people in this decision-making process? Do we want to consult them or give them the right to make the decision? The purpose of the involvement should decide the method of involvement. But there are also other issues that should be taken into consideration. In addition to the purpose of participation, that is, **why** participation is desirable, it is important to have a clear idea of **who** politicians and others wish to enter into dialogue with, and **when** in the process one wants input. When one has an answer for these three questions – why, who and when – one has a good basis for selecting a method for involvement: how one wants to go ahead with involving the people in the decision-making process.*

### **Why?**

What can come out of citizen participation? Precise, well-formulated goals are the first step in good citizen participation. It is important to thus have clarified what status the citizen participation shall have.

The purpose of participation must be clearly communicated when citizens are invited to participate. It is important that these citizens feel that their involvement can really influence the final decision. If it is clear from the start that there is no possibility to comply with their input, it is perhaps better not to invite involvement.

The purpose of participation determines which step in the "steps of participation" (see page 5) shall be used in choosing a method for involvement.

If the aim is to get people's opinion on a case that has already been investigated, a *consultation* would be well-suited. If a case shall be discussed with residents, a *dialogue* would perhaps fit better. There are methods which are well-suited if the goal of involvement is to obtain new ideas, or if one wants to give the people real influence in the decision-making process.

Often, participation has multiple purposes. Examples include: informing or receiving information, taking account of needs, securing input from those who do not get in touch, getting ideas, securing a basis for a decision, increasing engagement, giving responsibility to the people, or strengthening the basis for decision-making.

## *Should citizens participate before or after potential solutions have been proposed?*

### **Who?**

It is important to think about who the input should come from. Some political decisions affect certain groups particularly, while other decisions to a greater extent affect the whole population. If a case touches a particular group, this can be reason enough to strive to get this very group to talk. In cases which affect the whole community, the challenge is to reach those who do not easily get in touch themselves. In all cases, it is sensible to have a clear idea of who the politicians or the administration want to enter into dialogue with – i.e. who the target group is. Is the aim to involve a particular group – youth, the elderly, or residents of a particular area? Or does one want input from a representative sample of the population?

The answer to this question can give an idea of who the enquiry should go to, and also how participation should be achieved. Some target groups must be contacted actively, while others will get involved by themselves anyway. Some target groups must be sought out, and participation happen where they are and on their terms. Other target groups can, for example, be invited to the town hall. But, regardless, it is important to remember that the elected officials should not least represent those who do not shout loudest. It is important that citizen participation does not give “additional voices” to those who are most vocal, at the cost of the interests of those who do not have the same capabilities to assert themselves.

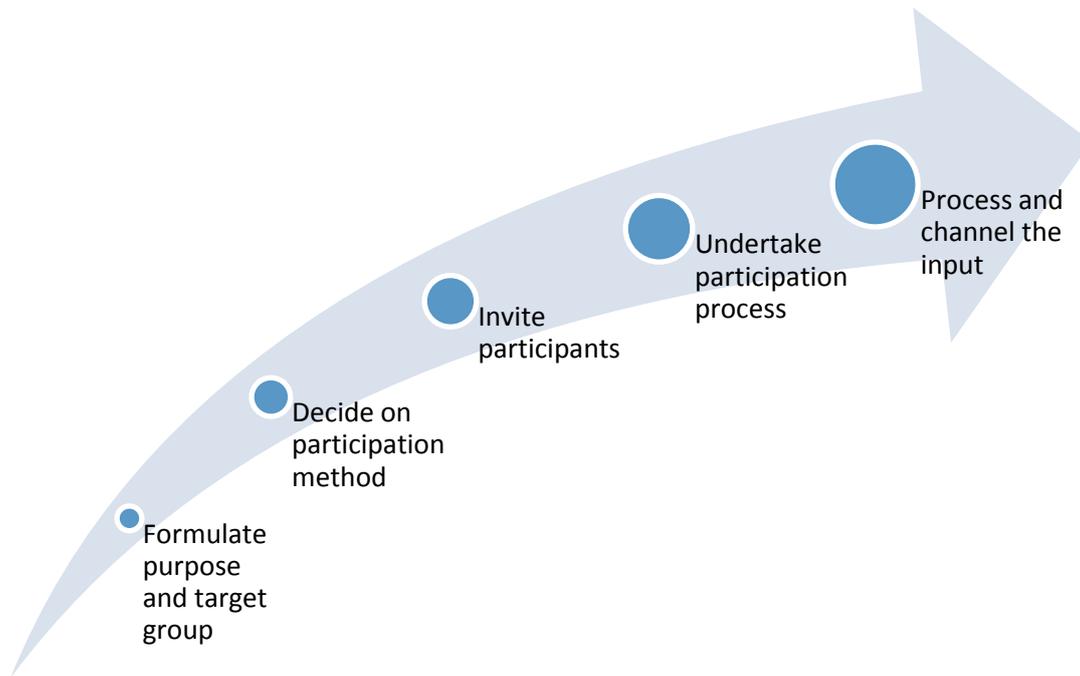
### **When?**

*When* in the process do we – politicians and administrators – want the people to come forward with input? The answer to this question tells us something about when an invitation to participation should be made, and on how much preparation the municipality itself must do before the invitation.

The timing for participation depends on the purpose of participation. If the aim is to put forward new ideas, it will be important to involve people as early in the process as possible. If the goal is to get input on how a decision can be implemented, participation can come later. One of the things it is worth thinking about is how thoroughly investigated a case needs to be for the people to be able to have an opinion on it. The opportunity to influence is greater earlier in the process. But, at the same time, it can be difficult for people to come with useful input if the framework for decision-making is not set out.

### **Why + Who + When = How**

When one has the purpose of participation clear, i.e. *why* one wants participation, *who* one wants to enter dialogue with and *when* in the process it is best to get input, one has a good basis for choosing *how* involvement should happen.



## How to succeed

*What is necessary for successful citizen participation is dependent on its goals. Sometimes it is important to get lots of people involved, other times it is more important to reach out to special groups. Sometimes it can be more important to get good ideas and input than that many people participate. To “succeed” can mean to allow a healthy debate while making sure that the noise level is not destructive. And an action will be successful if citizens get the feeling that they are being heard and that their needs and knowledge are being taken seriously. Some factors have shown themselves to be especially important for achieving successful citizen participation.*

### IMPORTANT AT THE ACTION LEVEL:

#### **Concrete, important and close**

It is easiest to involve and engage citizens in cases which are concrete, and where there are clear alternative solutions which people feel affect them. It can be sensible to disseminate just how the case affects them, and what the alternative solutions are.

#### **Broad participation menu – not a general measure**

In order to embrace as many as possible – in all community groups – one must think differently to just arranging a traditional meeting. Many municipalities manage to get a good amount of citizen participation by using a bundle of individual measures directed at particular target groups rather than using a “one-size-fits-all” method.

**Clear purpose**

When people are asked to give their opinion on a case, it is important that it is clearly stated why they are being asked and what their input will be used for, and also that they have realistic expectations for the status and role of their inputs in the decision-making process.

**Visibility**

In order for people to involve themselves in political decisions, they need to be aware of what they have the possibility to do, and they must know how to proceed. Good information on the different types of involvement is thus extremely important.

**Capture the silent voices**

An extra responsibility lies on politicians and municipal employees to try to access the groups who do not usually argue their cases, such as children and resource-weak groups. Many municipalities work systematically to involve those who otherwise would not take part.

## *How can citizens be informed about the participation measures?*

**Be where the people are**

Arenas used in a participation context can seem alienating. People should be met where they tend to be. A number of municipalities have thought this way and have set up a mayoral bench at a shopping centre or the local café, while others have had dinners at people's homes. If one wants to hear drug addicts, one perhaps has to go to the market square, and to meet youngsters one needs to go to the schools. Otherwise, social media is a way to be where people are, because it requires little effort to participate when one can do it from one's own living room.

**Timing: Aim for early participation**

Citizens are often invited into decision-making processes after the most important terms and the framework for a decision are already decided. This can make it easier for citizens to take a stand on an issue, but it can also be a disadvantage because their real influence will be minor. The possibility for real influence will always be motivational!

**Institutionalised participation measures motivate long-term involvement**

measures such as a youth council, local board or village council lead to long-term participation. This is also the case if involvement was initially connected to a particular case.

**IMPORTANT AT THE MUNICIPALITY LEVEL:****Foundation in – and connection to – representative democracy**

Some municipalities have had good experiences in developing strategies, visions and goals for participation, and report that this has given a better foundation in political and administrative leadership. A number of municipalities feel that it has also resulted in more systematic thinking about citizen participation, and ensured that citizen participation is considered in all policy fields and on all levels in the municipality. It can also work positively for attitudes to citizen participation, and help politicians and municipal actors see citizens as teammates and sparring partners.

### **"Track Input" function**

Few municipalities have routines to help citizens follow a case they have involved themselves in. The citizens often feel that their input disappears in a black hole – and that municipal decision-making processes are bewildering and take a long time. There is thus a need to inform involved citizens where the case stands after the involvement process. Maybe like the Postal Service's "track package" function, i.e. those who have given input are alerted by SMS when their case is handled by the relevant committee.

### ***Example of a "Track Input" function:***

In Autumn 2012, residents of Orkdal could give input to the community part of the municipal plan via [www.mittorkdal.no](http://www.mittorkdal.no). By registering as a user, one could log in and post input. After receiving an automated reply which confirmed that the suggestion was registered, one could follow one's input through five phases. The first was that an administrator evaluated the idea in respect to fixed criteria, such as implementation time and a cost-benefit analysis. Thereafter one could follow along while the case documents were prepared, as it was discussed for the first time, and when it was out for hearing.

*What is “successful” citizen participation from the council’s perspective?*

**Procedures for taking input further**

When citizens are first involved via various measures, it is very important that their input is brought into municipal decision-making processes and that they see that their input is the basis for actual decisions. One way to do this is to file all input together with the case documents right up to the decision. This requires, for example, that notes are taken of all input from open meetings.

**Specific position**

A number of municipalities have devoted one or more positions, or at least part of a position, to democracy work and citizen participation. This has been shown to lead to a persistent focus on the theme and to raise awareness of the necessity for citizen participation in the municipal organisation as a whole.

**Feedback is important**

Citizens often wonder whether their inputs have any effects on what is finally

decided, but this can be difficult to trace. Often, suggestions have been weighed-up many times in the case preparation process, and it is not so easy to find them again in case documents or municipal council decisions. This can be demotivating, and lead to citizens feeling that their local democracy does not listen to them. By establishing routines for describing how different inputs are dealt with, citizens can more easily trace the effect of their input. This is the norm in planning cases, but can also be transferred to the majority of other cases too.

**Procedures for citizen involvement**

Establishing written procedures for citizen involvement can ensure that suggestions come in in a systematic way. Set procedures can also take some of the burden from both politicians and administrative employees as they do not need to develop a programme for involvement anew every time.

*How can one best give citizens the feeling that the municipality listens to their input?*

## **CONSULTATION**

*By consultation, one means input, comments and feedback from citizens to the municipalities and the counties. Sometimes the initiative for consultation comes from above – by, for example, the municipality sending out cases to hearing. But requests for participation can also come unprompted from below. We will thus present some examples for measures which can be characterised as consultation.*

### ✓ **HEARING/ PUBLIC CONSULTATION**

Larger cases which shall be put to the council are put out for public consultation so that input for the hearing can be collected. The Planning and Building Act of 2008 requires that plans are put out for consultation as a means to ensure that affected parties have the opportunity to give input and feedback (§ 5-2). This applies for all plans, from broader municipal plans, right down to zoning plans (area and detail planning). Hearings are best suited to later in the process as they require finished proposals.

### ✓ **OPINION POLLS**

Opinion polls are a well-used and effective way of capturing citizens' opinions on particular cases. Opinion polls are quick to undertake, and if the sample is representative, the replies can be generalised to apply to all citizens – within a certain margin of error.

Opinion polls are suited to concrete questions, and where there is reason to believe that citizens have enough information to have built up a well-informed opinion on the issue. This is not always the case. Opinion polls can be directed at the population as a whole or at specific groups. Opinion polls give one a broad picture of what the population thinks, but do not capture reasoning or explanations.

### ✓ **CONSULTATIVE SWITCHBOARD**

This is a model whereby the municipality's switchboard is placed under the information department and used actively as the municipality's ears to gain citizens' opinions on what is going on in the municipality. A supervisor receives a daily report on incoming calls, and can thus quickly identify trends to be sent to superiors. A municipal employee describes the consultative switchboard as:

*“...having one's ears to the ground and in this way allowing us to direct the flow of information upwards in the organisation”*

This scheme is a general listening post which works best in small municipalities, since it can easily be a huge undertaking in larger municipalities.

## *Short answers from the many or long answers from the few?*

### ✓ **CITIZEN PANEL**

Panels can be used in two ways. First, panels can be used to map the change in citizens' opinions over time. The norm is to have a permanent representative selection of the population of the municipality of around 1000 who are regularly sent questionnaires to fill out. These surveys can also be used to test out what the residents think about potential suggestions. Second, a limited group of residents can be selected to form a citizen panel. The selected residents often represent different interests and groups in the wider population. This sort of panel has an advisory function for local politicians, and is intended to discuss cases and come with suggestions and ideas.

This scheme is suited to all types of municipality, and works well in capturing how citizens' opinions, expectations and attitudes change over time.

### ✓ **PUBLIC/OPEN HEARINGS**

Public, open hearings in Norway are best known on the national level, where parliament's committees undertake hearings. This method is more used on a local level in countries such as the United Kingdom and Canada. Public hearings are used when there is discussion regarding larger decisions related to infrastructure (roads, house building etc.) or regarding possible irregularities such as law-breaking and political scandals.

Sometimes a special commission of citizens is appointed to look at a particular case from all sides, in order to present a kind of judgement. This ruling will provide guidance for the policy that shall be followed in relation to the case in question. This form of consultation is often criticised for being too skewed when it comes to who participates in such processes.

Public hearings are best suited to the preparation phase of major decisions, for example regarding infrastructure projects.

### ✓ **OPEN HALF-HOURS/ DEPUTATIONS**

Many municipalities have introduced a practice whereby citizens can come to the council and present their case before a decision is made. These are often called "Open Half-Hours" and are open to all. They can be organised so that the participants can speak freely or have a limited time in which to make their case.

A number of council committees have introduced similar schemes, where organisations, companies and individuals can meet up and present their case to the committee. In Oslo municipality these are called "deputations".

"Deputations" fit equally well in small and large municipalities, and are best suited in the decision-making phase, independent of the type of case involved.

### ✓ **PUBLIC MEETINGS**

Public meetings are one of the most-used tools for consultation and dialogue with the residents of a municipality. Public meetings are considered a good way to get in touch with citizens, and are especially used in connection with municipal planning processes. Most often it is the council itself which organises these meetings, i.e. they are initiated from above, and they generally happen in the evening.

The majority of municipalities place emphasis on having "broad" processes in municipal planning work, and in practice this involves at least one open public meeting in addition to the hearing process. These public meetings are arranged by the municipality, which is often represented by both the responsible administrators and politicians. Public meetings are suited to all target groups and can be appropriate at both early and later phases of the planning or decision-making process.

*When is it important to have a clearly-defined target group?*

## **DIALOGUE**

*Dialogue-based measures refer to two-way communication between authorities and citizens – i.e. schemes whereby the authorities do not just passively register what the people think, but actively enter into discussion with citizens about different problems and solutions. The idea behind dialogue-based measures is to work towards good common solutions. When different viewpoints collide, relevant information about the consequences of a decision can come to the surface and decisions can thus be made on a firmer footing. There is a wide spectrum of various dialogue-based schemes, some of which are presented here.*

### ✓ **CHARRETTE**

A charette is a method to design a plan through a week-long process with broad participation. This broad participation should secure that the plan is implementable and that it has good support. The idea is that experts, constructors, different parts of the public sector, voluntary organisations, residents, and businesses shall participate.

The plan shall thereafter be treated and decided upon politically like a zoning plan. A charette is more comprehensive than an information meeting, public meeting or brainstorm. As a rule, a charette involves a couple of large public meetings (before and after), as well as a workshop over a number of days where everyone can stop by and make suggestions – and where this input is drawn into the planning map as it is being created.



### ***Charette in Rakkestad***

Rakkestad municipality arranged a charette in 2011 to design a plan for how the town centre should be developed. A brainstorm and debate on Facebook was arranged in advance, and it was promoted through an information newsletter and comprehensive coverage in the local newspaper. The municipality felt that they obtained completely new input from the charette process. Not least, they found out that what people thought of the division of Rakkestad town centre was different to what the municipality thought. In addition, it became known that involved parties wanted a forthcoming shopping centre to be placed in the centre and not outside – something that was included in the draft plan.

The charette itself consisted of:

- *A public meeting* where the week's programme and a preliminary design was presented to the 150 attendees.
- *Open house at the cultural centre for two days*, where hundreds of citizens and interested parties made the most of the opportunity to provide input to the expert team and course participants.

- *Around 20 meetings with public agencies, businesses, organisations and landlords* in order to ensure that their knowledge and input was registered – and that concrete solutions took care of their needs.
- *A concluding public meeting* where the finished draft of the plan was discussed and a majority gave their support.
- *Competition on the best centre idea* – where the winner was announced at the last public meeting of the charette.

Elected representatives sat in the steering group and this anchored the processes in the municipal council.

The finished draft of the plan showed the vision for *Rakkestad Town Centre in 2031*, i.e. 20 years into the future, and afterwards was made the basis for the municipality's work with the zoning plan for the centre. This shall be decided upon before Sumer 2013.

It is nevertheless important to inform the participants that zoning planning processes, which charettes are usually a part of, can take time and that the final decisions and concrete results often do not happen for a number of years. Participants often wait excitedly for the final results.

Charettes are suited to zonal planning, and can be used equally well in small and large municipalities. They are best early in the process, and are a relatively resource-intensive participation format.

Charettes are used regularly in the USA and the UK (here known as “Enquiry by Design”) and have been arranged in a number of Norwegian municipalities, either organised by the municipality or by community actors. For example, Oslo municipality had a charette in 2004 regarding the development of Oslo Sporveier’s plot at Majorstuen and again in 2009 regarding the future use and development of the Grønmo area.

## *Should residents have dialogue with developers, experts or councillors?*

### ✓ **E-DEMOCRACY**

E-democracy is an umbrella term for various internet-based measures that strengthen popular participation in democratic communication. E-dialogue is a sub-variation of e-democracy and describes the dialogue between municipality and resident that happens electronically.

This form of dialogue has many varieties. Some municipalities have enabled people to report technical issues regarding water, sewage, roads, recycling, pollution, parks or sport via the municipality’s website.

Other municipalities have in addition enabled residents to send suggestions, praise or complaints. Some municipalities also have discussion forums on their websites, whereby people can discuss cases they are concerned about with politicians, municipal employees and other residents.

### **Digital planning dialogue in Vestfold**

Seven municipalities in Vestfold have introduced digital planning dialogue. Municipalities which use this method feel that it contributes to simplifying the administration of the building process. It is a solution which offers:

- A self-service solution on the

*“The purpose of doing it digitally was to increase availability, to make it visible and to get all information in one place. Do it more neatly and better, and so it was originally made as an administrative tool. (...) The map was actively used by planning and building officers as it contained almost all known knowledge” (administrator, Tonsberg).*

In addition to the opportunities for citizen participation on the municipality websites, there are a number of municipalities which have set up their own pages on social media such as Facebook and Twitter. Here, the municipalities register themselves as organisations and can publish particular news items and pictures. In addition,

municipality's website for access to the municipality's planning work

- All zoning plans are available in one place together with the case documents
- A timeline for each case showing its status in the planning process
- Access to over 20 thematic layers, aerial photos and 3D images
- Possibility to send statements to hearings directly from the website

residents (and others) can comment and ask the municipality questions directly.

Through a digital planning dialogue, citizens, developers, regional authorities, politicians and municipal employees have easy access to all zoning plans and related case documents. The tool opens up the planning process for citizens and provides the opportunity for participation. It also makes the municipality's case processing more effective as documents are dealt with electronically.

## *What advantages and limitations does digital citizen participation have?*

### ✓ **DINNER PARTY**

The Dinner party model was developed by Svelvik municipality and was used in connection with the community part of the municipal plan in 2012. The dinner party model involves a number of engaged individuals being contacted by the municipality and asked to host a dinner party. Being host involved arranging a dinner party either at one's home or another suitable place for one's friends and acquaintances.

In these dinner parties, participants shall discuss a given, or perhaps chosen, topic relating to the municipal plan. It should happen in the course of the hearing period, and summary of the discussion and suggestions reported either as a formal statement to the hearing or as an e-mail to the responsible planner who collates and incorporates the input in a revised plan draft.

*"We are all ready for a new dinner party when the zoning plan is released. No matter whether you invite us or not"* (host)

### ***Dinner parties in Svelvik municipality's work with the community part of the municipal plan:***

- 22 dinner parties were arranged, where the municipal plan was discussed
- The hosts were strategically chosen to ensure that different parts of the local community were represented, but formally represented no-one but themselves
- The hosts were called up, and almost all those asked were willing to arrange a dinner party
- In total, the dinner parties had 140 participants
- The age range of the participants was 18-86
- The dinner parties were arranged in the hearing period

The inputs from the dinner parties were integrated in the municipal plan, in that they were used to form the overall goals and sub-goals in the community part of the plan. The measure also had a domino-effect in that the participants became so engaged that they also participated at other events in the course of the planning process, such as the four open public meetings on various topics.

The dinner party hosts were strategically chosen to represent a wide spectrum of the population, and amongst the hosts were school pupils, students who had moved away, politicians, youth workers and so on.

Through the dinner party model, the municipality gathered input from a range of residents who otherwise would not have been able to get their opinions across in the planning process. Both the hosts and the friends who took part represented only themselves, and feedback showed that they felt it was an advantage to not have to talk on behalf of others.

For the municipality, the dinner party model was a low-maintenance measure, in that the hosts took on a great deal of the responsibility. Svelvik municipality is now in discussions on whether to use the same model – the wandering dinner party – in the zoning part of the municipal plan.

This measure is suited to the early part of the planning design process, as well as the hearing phase, and can be used in all types of municipality.

## *How can one get citizens to engage friends and acquaintances in local politics?*



Dinner party hosts in Svelvik (A.S.Horten)

*“Excellent programme. Engages people who are normally excluded from participating either because they don’t want to get involved in local politics or they for whatever reason don’t want to reveal their true colours at an open meeting.”*  
(participant).

## ✓ FUTURE WORKSHOP

In the last few years both municipalities and county councils have started to use future workshops (also known as foresight workshops). Future workshops are broad, participatory workshops which aim to involve affected parties and relevant actors from both business and civil society. In addition, one also would like wide participation from municipal employees and politicians. In contrast to other such participatory meetings, the planning here has a longer timeframe. The point is to look 10 to 20 years in the future, if not more.

The goal of future workshops is to gain an understanding of both today's situation and of development trends which could affect the area's future, and on the basis of this create an image of the future, with possible, likely or desired futures. Future workshops can be arranged as part of a longer foresight project or as an independent participation measure.

From the result of a future workshop, Skien gained an image of the future of the town centre. The future images or scenarios that come out of such processes can either be exploratory or normative. An *exploratory* image outlines possible and likely futures based on the information gathered on the current situation and development trends. Alternatively, the future images and the process can have a *normative* orientation. The point here is to be in agreement about what a desirable future is, or at least what one wants to avoid, as well as which priorities and measures can be decided upon in order to make sure that development goes in the right direction.

Such workshops are often arranged in connection with the rolling-out of wider plans, or in the design of regional and municipal planning strategies. They are resource-intensive, since there is a need for comprehensive facilitation. They are suitable for all target groups, but try to capture actors and social groups who can contribute with new knowledge and new perspectives.

### ***Future Workshop in the work with the Action Program for Skien centre 2020***

- The aim of the future workshop in 2011 was to obtain input to the Action Program for Skien centre 2020.
- The 68 participants were specially invited as representatives for different interests and community groups. There were also some open places, but these were quickly filled once they became available on the municipality's blog.
- A private consultancy firm directed the group work, but the groups were led by the participants; a property developer, a farm owner, a shop owner, a local politician, a young adult, a father of young children, a pensioner, an immigrant and a tourist. In this way, the municipality ensured that different views were represented.
- First, trends and possible development directions for Skien were presented, then the groups worked towards visions and future images, which were presented in plenum, and finally the boldest idea was voted on.

## *Can engagement be increased if focus is directed on the future?*

### ✓ **DEMOCRACY CAFE**

The purpose of a democracy cafe is to create an arena where people can get together to discuss politics and hear other people's opinions. Such forums can be initiated by municipalities, but are often set up by local organisations or actors. They take inspiration from the coffee houses of the 18<sup>th</sup> century, which were seen as important institutions for the development of a civil society.

This is a resource-light measure and can work in all municipalities. It is a listening post and discussion arena which suits many types of issue and many different community groups.

### ✓ **MAYORAL BENCH**

The purpose of a mayoral bench is that the mayor shall be more accessible for citizens, and that citizens can take up issues with the mayor. The mayoral bench works best when it is placed in the middle of citizens' daily lives: at the shopping centre, at the library, or on a pedestrianized street in the town centre. Politicians experience that the threshold for making contact in such situations is low.

The mayoral bench is a general listening post that requires few resources other than the mayor's time. All citizens are part of the target group for this measure, but particularly those who otherwise do not get involved.

### ✓ **'REFLECTIVE' OPINION POLLS**

Reflective opinion polls are a method which gauges public opinion after citizens have had the chance to think and reflect upon a particular issue. A randomly-selected sample of 250 to 500 citizens first fill out a questionnaire with questions on a current political topic. Then they get more information about the case over the next two to three days, listen to the arguments and discuss the topic in small groups. When this period is over, they receive the same questionnaire once more and must answer for a second time. The results of the second questionnaire are thus considered an expression of 'reflective' public opinion.

### ✓ **CITIZEN HEARING**

Some municipalities in Norway have tried out a confrontation model whereby citizens and politicians play different roles. One example is the citizen hearing in Askøy regarding the municipal centre. The hearing happened over two days. The first day included a debate and questioning of politicians, experts and people from the municipal administration. On the second day, the citizens were to discuss matters without the presence of the local politicians.

This measure suits local development and area planning, best in the planning and hearing phase. It is relatively resource-demanding and perhaps best fits smaller municipalities.

### ✓ **FUTURECITY GAMES**

In slightly larger planning processes, a number of municipalities have used computer games whereby participants in the processes can simulate urban development, like in the SimCity games. Orkdal municipality used a version of this in their planning process "Orkdal 2040". Oslo municipality has used similar Futurecity games in their comprehensive Grorud Initiative.

This measure suits younger people and aims to capture their creativity as well as their views. It is best suited for area planning, and best used both early in the process and in the hearing phase.

This measure can suit difficult cases, perhaps on value choices, but where the citizens are not expected to have much prior knowledge. It can work for the majority of target groups, and best used early – or perhaps right before the politicians make a decision.

## AGENDA-SETTING

*When a municipality invites citizens to participation, it is most often the municipality that decides what the dialogue will be about. But there are also measures which let the citizens decide what should be discussed. Measures for agenda-setting can contribute to cases people are concerned about getting political attention.*

### ✓ CHILD-TRACKING

Child-tracking is a method used to talk to children about their physical environments and how these can be improved. This method is used more and more in ordinary planning work in Norwegian municipalities.

Child-tracking can, for example, be undertaken by taking children on a walk in their local area or to a play area and getting their views on how they experience traffic, where they like to play, where it is scary to play, and so on. This can be organised through kindergartens or schools, or local sports clubs.



Child-tracking gives the municipality an understanding of how children and young people use their local environment – and what they see as its qualities and weaknesses. Child-tracking can also work as a lesson in democracy for children as they see that they have the opportunity to influence the development of their local area.

This sort of method can give children increased understanding of their physical surroundings and contribute to a strengthened sense of responsibility and consciousness about local challenges.

*“The children were invited to go around the town centre and tell us what they thought was less good. It was a new and exciting way to work. They got the children to explain where they thought it was difficult with regards to traffic and where they thought it was nice to be, and what type of activities they might want to do and where.”*

Through this method, it is possible to

register where children's school routes and free time routes go, which areas they use for playing and spending their free time, where their favourite and problem places are, and suggestions for physical actions and changes. The method is especially well suited to area planning.

## *How can one give a voice to all – including children?*

### ✓ **BRAINSTORM**

Many municipalities have arranged brainstorming sessions which give residents the opportunity to put cases on the municipality's agenda. In contrast to public meetings and thematic meetings, the purpose of brainstorms is primarily to set out new ideas, suggestions and solutions rather than to discuss already existing proposals. Brainstorming sessions can be open to all, or they can be directed at a particular target group which is thought to have relevant knowledge and experience. Brainstorming can take a number of different forms, as the examples in the text box show.

This measure works best in the early stages of concrete cases, such as planning processes. It can be targeted at specific target groups in order to get new inputs and ideas. Brainstorms are not resource-demanding and can fit the majority of municipalities.

***Brainstorming seminar on the transport system of the future in Ski***

In 2012, Ski municipality arranged a brainstorming seminar in collaboration with the Directorate of Public Roads' network forum for the planning of roads and streets in urban areas. The purpose was to obtain suggestions for good transport solutions that would create an attractive living environment in Ski. The seminar was primarily directed towards local politicians and experts from Ski municipality, the county council, the Norwegian Public Roads Administration, the Norwegian National Rail Administration and Ruter AS and was part of the work on the municipal plan.

***Brainstorm for getting input to the development of Notodden municipality's work with drugs***

In 2012, Notodden municipality arranged a brainstorming session for residents with the aim of getting ideas and comments regarding the development of the municipality's work with drugs. Here, participants were divided into five groups which each discussed a specific issue.

***Brainstorm for a better environment in which to grow-up in Stjørdal***

In 2011, Stjørdal municipality invited a series of key people and organisations to a brainstorm on the environment in which children and young people grew up. Breakfast was served and a gathering of ideas undertaken.

***Brainstorm for a poetry house in Lom municipality***

In 2012, Lom municipality invited people to a brainstorm in order to design the content of what would be a poetry house in Lom. The purpose was to create a literature house with roots in the famous local poets of the region. The brainstorm included a site inspection, brainstorming meeting and dinner in the evening.

See references for further reading on these brainstorming sessions.

*How can the municipal council connect people's engagement to the local political system in a way that strengthens the culture of interaction so that citizens are more used to starting good initiatives?*

## ✓ CITIZEN INITIATIVE

A citizen initiative gives residents the opportunity to demand that a particular case is placed on the agenda. This scheme became law in 2002. The municipal or county council is required to pay attention to a suggestion if it at least two per cent of residents have petitioned for it – or at least 300 or 500 residents in larger municipalities and counties. The proposals must fall under the local authority's area of responsibility and cannot have already been processed by the authorities in recent times.

The scheme is used by both organisations and individuals. Sometimes it is used by associations, sports teams and other established organisations, but often it is spontaneously-organised action groups which stand behind the initiatives.

*We did not have particularly high expectations, but we expected that the council would take it further. We are very satisfied that they did so. The initiative was talked about in Dale for a long time afterwards.*  
(Initiative-taker)

The themes are physical and concrete – preservation of buildings and areas, transport issues, parks, municipal services and so on. Since the scheme is part of the law, many think that this is not a measure that they need to deal with until an initiative is started.

*This comes from the people, and therefore it is important that we back up the engagement that is around the municipality. As long as the initiatives are sensible and implementable, we in politics have a clear attitude that 'we should do this'. We are also worried that people will be disappointed, and are concerned with giving our backing to that which can be implemented – this is a cross-party attitude.*  
(Mayor)

But how the municipality relates itself to the scheme has been shown to mean a great deal. And this can have positive consequences for local democracy. The people see the opportunity to have cases taken up as important, and this means a lot for satisfaction with democracy in one's home municipality. In fact, it means more than feeling that it is easy to influence the outcome of a case. It is just as important to have a voice as it is to actually get one's way.

## *Which forms of participation are best suited for concrete and settled cases?*

In interviews with initiative-takers, there are many who underline the importance of being heard and that one's arguments are taken seriously. If one wishes to build up a culture of citizen participation, it is important that those taking the initiative feel that the meeting with the municipality is a positive experience where goodwill is shown – even in those cases where they do not succeed. Even if the municipality has the *right* to decline a citizen initiative if the case has been dealt with during the previous electoral period, it is not *required* to do so.

Nevertheless, politicians should always be informed of these initiatives. The Ministry of Local Government and Modernisation has suggested a change in the law so that it is the municipal council that makes the decisions. The elected representatives should take responsibility for the initiative-takers getting a good explanation, in the event that their initiative is declined or voted down. Remember that useful suggestions can come at the next crossroads!

An exciting aspect of citizen initiatives is that they are used by slightly different groups than usual. It has been shown that there are many younger people and people on low incomes that sign under such initiatives.

*E-initiative* is an electronic version of the same measure and is a way of making it easier for individual initiative-takers to organise suggestions and gather signatures. E-initiatives are nevertheless voluntary, and, as of 2010, 20 municipalities had established the scheme. From the 1<sup>st</sup> February 2013, the Ministry of Local Government and Modernisation has offered a dedicated website for citizen initiatives, [www.minsak.no](http://www.minsak.no).



*How can a municipality meet initiative-takers in a positive way – even when their suggestion is not accepted?*

## **CO-MANAGEMENT**

*Co-management differs from other types of measure in that it gives participants direct influence on political decisions. These measures are often continuous, in contrast to the majority of other measures which tend to be once-only events.*

## ✓ LOCAL COMMITTEES

A number of Norwegian municipalities have a scheme for local committees. This means that the municipality is divided up into smaller geographic areas, each of which offers arenas or meeting places for the local community. The local committees have slightly different names in various municipalities and in cities they are often called District Councils. The local committees tend to have multiple functions. They are mouthpieces for their local area in relation to the municipality at large and work to get projects realised in their area, such as playgrounds and walking tracks, multi-purpose buildings, sports halls and cultural buildings, or the restoration of buildings.

Many local committees also work independently in order to realise projects without the support of the municipality. Furthermore, local committees work as sparring partners and discussion partners with the municipality in cases regarding the local area, and they can be mobilised for various issues (plans, budgets, specific cases).



*In Tromsø, the Development Committees and District Councils have their own websites to inform and mobilise participating societies and residents.*

### Development Committees and District Councils in Tromsø

In Tromsø, the local community is organised into 20 Development Committees and 10 District Councils. The first District Council was started in Kvaløysletta in 1991. The Development Committees and District Councils are independent, politically-neutral associations and

*“In the larger municipal processes, such as the municipal plan, we look most to the Village Councils and have the closest contact with them. Thus we make sure that we organise citizen involvement in each place such a way that there is the broadest possible participation.”*

They also work as meeting places for associations and teams in the local area, and often gather local residents for events such as markets or festivities. Local committees thus work as a gathering point for common activities, get-togethers, local development and identity-building.

The geographic division varies, and can for example follow school districts or historical boundaries. The local committee models of three municipalities will be described below: Tromsø, with its Development Committees and District Councils; Fredrikstad, with its Community Committees; and Øvre Eiker, with its Village Councils.

Community Committees are used as part of the hearing process in area planning and in other cases which affect the local community. They can report technical issues from their local area, such as hedges which need cutting or potholes in the roads. Each committee is given a yearly sum for the municipality which can be used at their own discretion. The amount is dependent on the population which the

councils which work for cultural, social and business development in both rural and urban areas. All the area's residents are members, and people with a close connection can sit on the board.

The municipality has annual common meetings for the Development Committees and the District Councils. The Development Committees decide themselves how they will be organised and what level of activity they will undertake. The municipality contributes with a grant, but a lot of the work undertaken is done on a voluntary basis.



*Community Committees in Fredrikstad created their own skating rink through a get-together*

#### **Community Committees in Fredrikstad**

In the Community Committee model, residents are organised by school district.

Community Committee is responsible for.

Funds are further shared out to teams or societies in the local area or used for common events. The representatives who coordinate the committees are elected, and come from local voluntary organisations, schools, sports clubs, the church, and other religious groups in the area. There are no politicians in the committees, even though this has been discussed.

#### **Town and Village Councils in Øvre Eiker**

Town and village councils are arenas for urban development in Øvre Eiker municipality. The councils are elected by residents in each urban area. There are six urban areas in Øvre Eiker, each with its own council, and each receives a certain amount of money from the municipality to cover its running costs. The councils meet once a month and are composed of seven individuals chosen at the annual meeting.

The Town and Village Councils are used as a starting point for the mobilisation of interest in the larger municipal planning processes. Otherwise, each council has a permanent representative in the municipality who can facilitate between the Town/Village Council and the Municipal Council. Thus, there is a clear assignment of responsibility for the suggestions of being heard. That which makes the councils stand out is the use of investment monies and the attention they receive from the municipality.

*What are the pros and cons of creating a citizen panel?*

## ✓ YOUTH COUNCIL

Representation schemes for children and young people are common in Norwegian municipalities, even though they are not statutory. Eighty-two per cent of the nation's municipalities report that they have some kind of representation scheme for children and young people. But its format varies between municipalities. Some have youth councils, and others municipal councils for children and youths. Some have both. How representatives are chosen also varies.

*“... they feel that they are taken seriously; and have a natural dialogue with the mayor and head of administration, as well as others who sit in the school office. They feel that they get answers, and that something happens afterwards... They see that if they argue and prepare well, and include others, then something will happen.”*

In many municipalities, participants are recruited from school pupil councils, and in small and medium-sized municipalities all schools tend to be represented. In other municipalities, for example, youth clubs or dance or drama clubs are also represented in addition to the school representatives.

In these forums, children and young people can take up issues that they are concerned with or discuss cases the municipality wishes them to consider. These issues may include what makes a good school, mental health, bullying, the school bus, extra-curricular activities, and so on. Their opinions are taken further to the main committee for schools and kindergartens, to leadership meetings, and to the head teachers at the schools. In addition, in many municipalities, the municipal council for children and youths has funds available to use as they wish.

Specific representation schemes contribute to children and youngsters getting their voices heard in local politics. A number of studies show that municipalities generally think that it is difficult to get young people to speak about local political issues, and child and youth councils are thus important forums for securing representation of this group. It also ensures a degree of co-management joint decision-making, especially in those cases where they have been given control over their own funds. Participation in municipal child and youth councils also gives young people experience in democratic processes and working methods and thus also functions as an arena for getting new citizens involved in local politics.

A municipality gets the greatest benefit from a child and youth council if it is an integrated part of municipal politics. It is important that this body gets cases out to hearing before they are decided in practice. Both the chief executive and the council committees have an important responsibility to see that the body is not side-lined in cases which relate to children and young people.

This scheme suits all municipalities and fits a wide range of cases. Try to think creatively about how different issues can affect young people's living conditions.

## *How can a municipality ensure that the youth council becomes part of municipal politics?*

### ✓ PARTICIPATORY BUDGETING

Participatory budgeting is a scheme whereby citizens are invited to directly influence local budget priorities. The scheme is relatively widespread in southern Europe, but has also been tested out in some Norwegian municipalities. The main principle is that citizens get the opportunity to prioritise a certain amount of money to measures they think are important. Citizens can come to agreement through discussion or by a vote.

Participatory budgeting can happen, for example, on the level of the city district or, as the example below shows, a particular group can be given responsibility to assign a sum of money to a specific purpose.

*‘In certain secondary schools, election turnout was 98 per cent. This says something about how if you offer them something; there is great potential in this*

### ***Participatory Budgeting in Fredrikstad***

In 2010, Fredrikstad municipality tested out participatory budgeting among young people. All the municipality’s secondary school and sixth-form pupils were invited to suggest a proposal they wanted implemented. The proposal could cost up to 200,000 NOK. Together with a democracy co-ordinator employed by the municipality, the Youth Council were charged with carrying out the process:

- Of all the suggestions, six were chosen in the first round.
- These six suggestions were investigated and put out to a vote among the municipality’s secondary school and sixth-form pupils.
- A suggestion to arrange a gaming network for youngsters, FredrikstadLAN, won clearly with 62% of the vote.
- The event took place for the first time in 2010.
- FredrikstadLAN has since been an annual event, organised and maintained by those who sat on the Youth Council when the proposal was adopted.

*group.”*

In Fredrikstad, the municipality managed to engage youngsters. In other countries, the scheme has managed to increase involvement in political processes among marginalised parts of the population such as low-income groups. At the same time, the measure is resource-demanding, and elected representatives will have to delegate some of their power to others. For the measure to work, it requires whole-hearted commitment among both the citizens and the politicians.

In Norway, there are a number of examples of measures which resemble participatory budgeting, where the municipality delegates responsibility for spending to its citizens.

This applies, for example, to local committees or youth councils. These measures thus have an element of participatory budgeting, without necessarily having that title.

This measure is suitable for all municipalities, but requires the setting aside of part of the municipality's budget. It can be used with special groups in mind, such as school pupils.

*How can citizen participation be organised to create increased understanding of the municipality's ordinary decision-making processes and procedures?*

## FURTHER READING

### A STRATEGY FOR INVOLVEMENT

This handbook is based on a larger report that is called «Medvirkning med virkning. Innbyggermedvirkning i den kommunale beslutningsprosessen». The report is by NIBR and Rokkansenteret, and can be downloaded from NIBR's website: [www.nibr.no](http://www.nibr.no)

SKL (2012) *Utveckla principar för medborgardialog*. Sveriges Kommuner och Landsting.

### HOW TO SUCCEED

Sveriges Kommuner och Landsting (SKL) – satsing på medborgardialog  
[http://www.skl.se/vi\\_arbetar\\_med/demos/demokratiutveckling/medborgardialog](http://www.skl.se/vi_arbetar_med/demos/demokratiutveckling/medborgardialog)

### CONSULTATION

Child-Tracking: "Barnetråkk – registrering av barn og unges arealbruk. Veileder 2010" at <http://www.norskform.no/barnetrakk>

### DIALOGUE

Brainstorm: Read about the four examples here:

Ski: [tinyurl.com/aohseq4](http://tinyurl.com/aohseq4)

Notodden: [tinyurl.com/b52rxfv](http://tinyurl.com/b52rxfv)

Stjørdal: [tinyurl.com/akcn62z](http://tinyurl.com/akcn62z)

Lom: [tinyurl.com/abcrk74](http://tinyurl.com/abcrk74)

Charette: Read more at

<http://www.plansmier.org>, or about the charette in Oslo here: <http://tinyurl.com/c7zma7r>

### AGENDA-SETTING

Christensen, D.A., G.S. Hanssen, E. Kittelsen, J. E.Klausen, M. Winsvold and J. Aars (2010) *Evaluering av innbyggerinitiativordningen*. Report by NIBR/Rokkansenteret. Oslo: Norsk institutt for by- og regionforskning.

### CO-MANAGEMENT

Knudtzon, Lillin Cathrine and Trond Tjerbo (2009) *De unge stemmene. Innflytelsesorgan for barn og unge i kommuner og fylker*. NIBR report 2009:34. Oslo: Norsk institutt for by- og regionforskning

Ringholm, Torill (2004) *Demokrati på dugnad. En studie av ti problemløsningsprosesser i norske lokalutvalg*. Doctoral Thesis. Tromsø: Universitetet i Tromsø