

Beyond Public Scrutiny: Stocktaking of Social Accountability in OECD Countries

Joanne Caddy, Tiago Peixoto and
Mary McNeil

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STOCKTAKING OF SOCIAL ACCOUNTABILITY IN OECD COUNTRIES**

**JOANNE CADDY
TIAGO PEIXOTO
MARY MCNEIL**



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EXECUTIVE SUMMARY

Building open government is a challenge for all countries. Hence the importance of collecting and exchanging experiences on how to put the basic principles of good governance into practice. Transparency and accountability; fairness and equity; efficiency and effectiveness; respect for the rule of law; and high standards of ethical behaviour are all principles that need to be given substance if better public governance is to benefit citizens.

This joint OECD-World Bank stocktaking exercise of social accountability (SA) initiatives in OECD member countries contributes to the global exchange of policy relevant knowledge. The stocktaking exercise produced 40 templates detailing social accountability initiatives in 27 OECD countries and the European Commission. Cases were selected on the basis of their focus and level, and potential transferability of their policy lessons.

This report – undertaken in 2006 – is part of the OECD Directorate for Public Governance and Territorial Development's (GOV) efforts to identify emerging trends and develop pertinent policy lessons for all countries seeking to build more open, accountable and responsive government. It also contributes to the World Bank's series of SA stocktaking exercises, which have been undertaken in various regions of the world. It does not claim to provide a comprehensive inventory of OECD member countries' experience, nor an in-depth description of the myriad activities underway. Rather, it illustrates the wealth of innovative practices currently available, and provides a rich resource for practitioners.

Beyond Scrutiny

The OECD and the World Bank take complementary, but distinct, approaches to “social accountability”. The World Bank defines SA as “an approach towards building accountability that relies on civic engagement, *i.e.*, in which it is ordinary citizens and/or civil society organisations who participate directly or indirectly in exacting accountability.” While the term is not used within OECD/GOV, the concepts encapsulated in SA are reflected in its approach to building “open government”. Where the World Bank's focus is on the tools used to ensure SA (*e.g.* independent budgetary analysis, participatory expenditure tracking), OECD/GOV focuses on the functional interaction between governments and the public (*i.e.* information, consultation, participation) throughout the policy cycle.

Building upon the two organisations' definitions, this report proposes a novel approach to analysing SA initiatives. This innovative classification system identifies SA initiatives based on their ultimate objective, as follows:

- ***Scrutiny*** initiatives aim to enhance assessment, analysis, and review of government actions.
- ***Proximity*** initiatives aim to reduce the “distance” between citizens and government by identifying citizen needs and preferences.

- **Engagement** initiatives aim to incorporate citizens into the decision-making process.

Applying Statistical Analysis

Like the other SA stocktaking exercises before it, this review of OECD member countries collected a host of data through the use of standard templates. This project team went one step further than previous work, however, in probing the dataset with the use of statistical analysis. The set of 40 cases was coded and tabulated to highlight the main characteristics and identify key variables, resulting in a set of contingency tables. These revealed a number of statistical correlations. While they cannot be interpreted as indicating a direct causal link between variables, evidence of strong positive and negative correlations among variables do indicate possible relationships that would merit further exploration. For example, SA initiatives that included government-CSO partnerships were more likely to have been evaluated than those that did not. Engagement initiatives tended to be repeated, while proximity initiatives generally were not.

On the basis of the findings presented here, this analytical approach appears promising. It argues for a sequential explanatory research design that starts with the quantitative analysis of a large set of SA cases, complemented by qualitative case studies to deepen understanding of how each variable influences the outcomes of SA initiatives.

Highlights

The 40 cases vary widely in terms of institutional level, initiator, legal basis, and methodology. What they do have in common is their aim to strengthen government transparency, accessibility and responsiveness. Some of the main findings include:

- **Initiators matter:** Government-led initiatives generally aim to enhance proximity with, and engagement of, citizens while CSO-led initiatives focus more on exercising scrutiny.
- **Declared drivers vary widely:** SA initiatives may be implemented as a means to uphold citizens' rights, to enhance trust and effectiveness, to react to public pressure, or to innovate boldly through the use of information and communication technology (ICT).
- **A legal basis does not make outcomes binding:** The 40 cases analysed in the report show no link between the existence of a legal basis for SA initiatives and the binding effect of citizens' involvement. If proven through further research, this could temper the belief that legal frameworks alone are sufficient, or indeed indispensable, for SA initiatives to carry weight.
- **Evaluating impacts:** Most information on the impacts of SA initiatives is general, and cannot be quantified nor verified. Evaluation was only conducted in half of the cases. This results often from a lack of incentives to carry out impact assessments, and to the obstacles of conducting a rigorous study. This gap needs to be addressed to ensure continued support of the implementation of such initiatives. Currently, evaluation is not considered as an essential component of SA initiatives.

Policy Challenges and Lessons

This stocktaking exercise has demonstrated that government and civil society SA practitioners across OECD countries face common challenges. Several preliminary policy lessons are proposed for consideration and debate:

- **Choose a topic, clarify objectives, and include relevant issues.** The choice of topic and objective for SA initiatives – and their clear communication – is crucial.
- **Set clear rules.** Setting clear rules prevents frustration among participants. These rules should specify procedural aspects, and the rights and duties of participants.
- **Ensure feedback and follow-up.** SA initiators must demonstrate how participants' contributions and input are being used in order to maintain public interest and involvement.
- **Learn to evaluate, evaluate to learn.** Evaluation must become an essential, rather than an optional, component of SA initiatives if their full impacts are to be assessed and current practice improved.

Further research is needed to ensure challenges are met, and that sufficient lessons can be drawn for policy application.

1. INTRODUCTION

A common goal. Open government is increasingly recognised as an essential ingredient for democratic governance, social stability and economic development. Building open government is a challenge for all countries – hence the importance of collecting and exchanging country experience in putting the basic principles of good governance into practice. Transparency and accountability; fairness and equity; efficiency and effectiveness; respect for the rule of law; and high standards of ethical behaviour are all principles that need to be given substance if better public governance is to benefit citizens. This joint OECD-World Bank stocktaking exercise of social accountability initiatives in OECD member countries is a contribution to this global exchange of policy relevant knowledge. It comes at a good time.

Much has been done. Over the past two decades, OECD countries have introduced an array of concrete legislative and policy measures to enhance government openness in the conduct of public affairs. Their experience to date demonstrates that successful implementation requires a whole-of-government perspective and an awareness that reforms introduced in one area (*e.g.* in making government more transparent) may have system-wide impacts (*e.g.* on the accessibility and/or responsiveness of government). For example, information on public service performance (*e.g.* via scorecards) can lead to higher-quality and more accessible services, which may, in turn, place a higher premium on responsiveness.

But many challenges remain. Both government officials and politicians in OECD member countries are under increasing pressure to take individual responsibility for their use of the power and resources at their disposal. The public increasingly demands information about what decisions have been taken by which officials; in most OECD member countries, the right to access such information is guaranteed by law. There is an expectation that citizens will be made aware and consulted in advance about decisions that affect them. Flowing from this is a right, given institutional form in many states, that the citizen will be able to challenge administrative decisions and seek redress for failures of government.

Global policy dialogue. The OECD is evermore frequently called upon to provide a platform for policy dialogue to help both member and non-member countries in addressing these common governance challenges. This stocktaking of social accountability initiatives is part of OECD/GOV efforts to identify emerging trends and develop pertinent policy lessons for all countries seeking to build more open, accountable and responsive government. It also contributes to the World Bank's series of regional SA stocktaking exercises.

A wealth of innovative practices. The stocktaking exercise generated 40 templates covering social accountability initiatives undertaken by both government and civil society actors in the majority of the 30 OECD countries² plus the European Commission. The exercise identified a wide range of

² The 30 OECD Member countries: Austria, Australia, Belgium, Canada, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Japan, Korea, Luxembourg, Mexico, the

initiatives using a variety of tools and approaches, and also served to create a network of practitioners. These findings and in-country contacts will be useful to both the OECD/GOV and the World Bank as they develop their respective lines of work in this area. This paper presents the key findings of the stocktaking exercise and provides an overview of the range of social accountability methodologies and tools currently in use in OECD countries. It does not claim to provide a comprehensive inventory nor an in-depth description of the myriad activities underway. Rather, it serves to illustrate the wealth of innovative practices currently available and provides a rich resource for practitioners seeking “user-friendly” models, policy analysts spotting emerging trends, and decision makers preparing to meet future accountability challenges.

Netherlands, New Zealand, Norway, Poland, Portugal, Slovak Republic, Spain, Sweden, Switzerland, Turkey, the United Kingdom, the United States.

2. METHODOLOGY

The main elements of the methodology followed in preparing this stocktaking exercise are set out below:

- **Template:** adaptation of the World Bank's (WB) original template for use in reviewing social accountability (SA) in OECD countries.
- **Scoping:** identification and initial screening of 80 potential SA cases based on a literature review, reference to OECD Budget Reviews, the OECD/World Bank Survey on Budget Practices and Procedures (2003), extensive Internet searches, and the recommendations of an informal network of experts in OECD member countries.
- **Selection and drafting:** selection of 40 cases that met the pre-defined criteria (see Box 1) and preparation of initial draft templates.
- **Fact checking:** to the greatest extent possible, given time and calendar constraints (*i.e.* summer holidays) emails and telephone contacts were conducted in order to deepen, to enrich and, above all, to check information gathered through the Internet and literature reviews.
- **Data analysis:** the data was gathered the templates were reviewed and analysed; as an outcome of this analysis, trends were identified across the "sample" of 40 cases. The analysis aimed to provide a better understanding of the mechanisms that enhance or limit social accountability practices, and led to a synthesis of the main findings.
- **Statistical analysis:** as an exploratory exercise, the principal factors identified in the templates were subject to statistical analysis using SPSS³ software. The contingency tables produced revealed a number of potential relations among different variables which could indicate promising paths for further exploration.
- **Quality control:** a number of internal and external reviewers were identified to ensure that the template, data collection plans, and draft report met WB and OECD quality standards.

³ Statistical Package for the Social Sciences (SPSS).

Box 1. Criteria for case selection

- **Geographical coverage:** broad geographical coverage of OECD countries was sought.
- **Focus:** the main, but not exclusive, focus was on SA initiatives that had as their object the flow of public funds or decision-making powers, broadly defined:
 - **Upstream:** budget preparation, policy preparation, urban planning, etc.
 - **Downstream:** public expenditures, public procurement, public service delivery, policy implementation.
- **Level:** a balanced coverage of both national and sub-national levels was sought.
- **Transferability of policy lessons:** a preference was given to cases that offered the greatest “learning potential” for other countries.
- **Information quality:** cases offering a larger amount of valuable information for the purposes of the exercise were selected.

Consequences and limitations: This stocktaking exercise aimed to provide a broad overview of current practice in the field of social accountability in OECD countries. The set of SA initiatives chosen (40 in total) does not purport to capture the breadth and depth of public scrutiny and participation underway in OECD countries. Nor are the cases chosen intended to be “representative” of a given OECD country. Given these limitations, no firm conclusions regarding trends or categories can be drawn. Nevertheless, this report does provide some valuable insights into current SA developments in OECD countries and identifies several promising avenues for further exploration and analysis.

3. WORLD BANK & OECD APPROACHES TO ACCOUNTABILITY COMPARED

Context matters. While complementary, the approach taken by the OECD and the WB to the concept and practice of “social accountability” differs. This is in large part due to the very real differences in the “client countries” they serve. In OECD member countries, the formal legal and institutional frameworks for good governance and accountability are today largely in place (*e.g.* 29 of 30 members have access-to-information legislation) although implementation and standards vary widely.

This has not always been the case. A recent OECD report recalls that: “A third of OECD member countries were under non-democratic forms of government in their recent history. The key development since the middle of the 20th century has been the spread of constitutional and democratic systems of government. Governance is therefore a work in progress.”⁴ That the goal of building “open government” is recent in historical terms is borne out by a review of the crescendo of access-to-information laws, which has gathered pace over the last quarter century. In 1980 less than one-third of the (then 24) OECD countries had such legislation. By 2005, a total of 29 of 30 OECD countries had adopted laws guaranteeing access to information. As a relative novelty, it is likely that their full impact as “levers” for systemic institutional change has yet to be felt. This observation underscores the potential for mutual learning and exchange of good practice between OECD member and non-member countries, which underpins this joint project.

Institutional mission. The OECD and WB also pursue different, albeit complementary, objectives. The primary mission of the OECD Secretariat is to serve member country governments; this has two consequences for OECD/GOV work on governance and accountability. The first is analytical. While recognising the importance of public *demand* for good governance the OECD’s focus is on the *supply* side (*i.e.* strengthening public sector capacity to deliver on that goal). The second is practical, as the OECD’s committees and working groups are largely comprised of government officials drawn from member countries. As a result, the majority of the accountability initiatives included in the stocktaking are government-led rather than CSO-led.

Terms and definitions: Given its focus on core state functions, OECD/GOV works with a “classic” definition of accountability, namely: “Accountability is the obligation to present an account of and answer for the execution of responsibilities through the political and constitutional structure⁵”. This does not differ greatly from the definition used by the World Bank: “Accountability can be defined as the obligation of power-holders to account for or take responsibility for their actions⁶”. Where the two organisations diverge is with respect to the term “social accountability”, which the WB

⁴ OECD (2005) *Modernising Government: The Way Forward*, Paris: OECD, p. 15.

⁵ OECD (2005) *Modernising Government: The Way Forward*, Paris: OECD, p. 86.

⁶ Malena C. et al. (2004) *Social Accountability: An introduction to the concept and emerging practice: Social Development Papers*, Paper no. 76, December, p. 2.

characterises as: “an approach towards building accountability that relies on civic engagement”⁷. In short, the term is well-established within the WB, and increasingly within the wider development community, but is not used as such within OECD/GOV.

Functional equivalents: However, this is not to say that the concepts encapsulated in the term “social accountability” are absent from OECD/GOV work and reports – quite the contrary. Indeed, the WB description of social accountability mechanisms as those that: “promote both responsiveness and accountability at various stages throughout the formulation, implementation, monitoring and evaluation of government policies and programs”⁸ largely reflects the OECD/GOV approach to building “open government”.

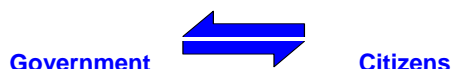
Box 2. OECD working definitions of government-citizen interactions

As set out in a widely-cited OECD report⁹, governments interact with citizens along three main axes during decision-making:

Information: a one-way relation in which government produces and delivers information for use by citizens. It covers both “passive” access to information upon demand by citizens and “active” measures by government to disseminate information to citizens.



Consultation: a two-way relation in which citizens provide feedback to government. It is based on the prior definition by government of the issue on which citizens’ views are being sought and requires the provision of information.



Active participation: a relation based on partnership with government, in which citizens actively engage in the policy-making process. It acknowledges a role for citizens in proposing policy options and shaping the policy dialogue – although the responsibility for the final decision or policy formulation rests with government.



From scrutiny to voice. Given the relatively well-developed and accountable governance systems enjoyed by the citizens of OECD countries¹⁰, their demands have generally focused more on ensuring greater voice in government decision making than on simply exercising external public scrutiny. OECD/GOV work to date has therefore included a focus on strengthening government capacity to effectively engage citizens and civil society in policy making (*i.e.* the “responsiveness” aspect of

⁷ Ackerman J. (2005) *Social Accountability in the Public Sector: A Conceptual Discussion*: Social Development Papers, Paper no. 82, March, p. 1.

⁸ Malena C. et al. (2004) *Social Accountability: An introduction to the concept and emerging practice*: Social Development Papers, Paper no. 76, December, p. 3.

⁹ OECD (2001) *Citizens as Partners: Information, Consultation and Public Participation in Policy making*, Paris: OECD, p. 23.

¹⁰ Enjoyed by both individual citizens (with their particular interests and preferences) and civil society organisations (CSOs) composed of non-governmental, non-profit making organisations, unions, formal and informal networks, and voluntary associations.

social accountability)¹¹. To capture this relationship, it has developed an analytical framework that distinguishes three main functional types of government-citizen interactions (see Box 2). These forms of interaction can easily encompass a wide range of specific tools and mechanisms – including those used in ensuring social accountability (e.g. access to basic government data on which independent budget analysis rests would fall under “information”).

Impact on choice of cases: Of the four broad mechanisms of social accountability included in the World Bank’s previous regional reviews (see Box 3), the first three are usually conducted by civil society organisations or communities *outside of government* (i.e. independent budget analysis, participatory expenditure tracking, and participatory performance monitoring). The fourth, participatory budgeting, is an initiative driven by government institutions – and is therefore more in line with OECD/GOV’s usual government networks and focus.

Box 3. World Bank social accountability mechanisms¹²

- **Independent budget analysis** refers to research, advocacy, and dissemination of information on issues related to official budgets by civil society and other actors independent of the government.
- **Participatory public expenditure** tracking involves civil society tracking how the public sector spends the money that was allocated to it.
- **Participatory performance monitoring** consists of citizen and community scorecards that solicit user feedback on the performance of public services.
- **Participatory budgeting** relates to the involvement, and consultation, of citizens in the budgeting cycle.

In light of the above, less than one-third of the SA initiatives included in the report are civil-society driven. Many of those selected do fall into the categories used by the World Bank: independent budget analysis (5); participatory public expenditure (2); participatory performance monitoring (1) and participatory budgeting (6).

At the same time, the scope of social accountability mechanisms reviewed in this report has been significantly enlarged to include other tools to enhance social accountability beyond those defined by the World Bank (e.g. citizen juries, e-consultation, etc.) This report casts the analytical net wider in order to capture a greater range of innovative practices which aim to enhance public voice and social accountability in OECD member countries.

Common goals: In sum, while the two partner organisations do not use the same terms, both aim to promote a “virtuous circle” whereby efforts to strengthen “internal” accountability mechanisms within the public sector (e.g. internal audit, financial control, external audit, parliamentary review) go hand in hand with – and are reinforced by – measures to facilitate “external” control by citizens, civil society and business. While this report on stocktaking of OECD countries differs from those conducted in other regions of the world (e.g. Africa, Latin America) it will certainly contribute to advancing our collective understanding of the range of practices and tools currently available to ensure the accountability of government.

¹¹ That said, OECD/GOV work on identifying integrity risks in public procurement also reviews the role of direct public scrutiny (“accountability”).

¹² McNeil, M. and T. Mumvuma (2006) *Demanding Good Governance: A Stocktaking of Social Accountability Initiatives by Civil Society in Anglophone Africa*, Washington: WBI, p. vi.

4. CONCEPTUAL FRAMEWORK

4.1 Scrutiny, proximity and engagement

From an analytical perspective, the World Bank approach to SA practices focuses on the tools used (*e.g.* IBA, participatory expenditure tracking) whereas the OECD focuses on the functions (*e.g.* information, consultation, participation). A third, complementary approach to analysing the set of SA initiatives collected has been developed based on these two methodologies. It classifies SA initiatives with reference to their ultimate objective – namely enhancing scrutiny, proximity or engagement. These terms are defined as follows:

- **Scrutiny:** initiatives that enhance assessment, analysis and scrutiny of government actions, focusing on the power of information to extract accountability. Such initiatives are most often led by CSOs (*e.g.* IBA, expenditure tracking) or by the legislative and/or judiciary branches of government (*e.g.* ombudsman).
- **Proximity:** these initiatives are usually led by governments and aim to reduce the “distance” between citizens and governments. They often seek to identify citizens’ needs or preferences but are not designed to seek direct public participation in government actions (*e.g.* public consultations, community cabinets).
- **Engagement:** these initiatives are essentially government-led and effectively incorporate citizens in the decision-making process itself (*e.g.* participatory budgeting).

The typology proposed below has the benefit of being able to incorporate both World Bank and OECD approaches to social accountability (see Table 1), while providing a better “fit” with the population of SA initiatives reviewed (see Table 2).

Table 1. Classifying SA initiatives by objective, function or tools

OBJECTIVE	OECD	WORLD BANK	EXAMPLES
	FUNCTION	TOOLS	
Scrutiny	Information	Independent Budget Analysis	<ul style="list-style-type: none"> • South Korea - IBA for Women Policies • US - California Budget Project
Proximity	Information Consultation		<ul style="list-style-type: none"> • Australia –Community Cabinets • Denmark – • Danmarksdebatten
Engagement	Participation	Participatory Budgeting	<ul style="list-style-type: none"> • Switzerland – Bollingen Participatory Budgeting • France – Participatory Budgeting Education Poitou-Charente

While the classification of SA initiatives proposed by the World Bank does not capture the full range of experiences within the selection of 40 SA cases identified in the OECD countries (e.g. *Denmarksdebatten* in Denmark; *Community Cabinets* in Queensland, Australia), the OECD's functional approach leaves room for overlap in too many cases (e.g. the same SA initiative may include both information and consultation functions). It would appear that the classification of SA initiatives according to their objective offers a clearer framework for their characterisation with fewer ambiguities¹³.

4.1.1 Scrutiny

Scrutiny practices focus on the power of information to extract accountability. Such initiatives may be government led and concern governments' disclosure of information; an example is the *Charter of Budget Honesty* in Australia, a law that aims to improve the formulation and reporting of fiscal policy, facilitating public scrutiny of government expenditures and performance. However, many SA initiatives that aim to ensure scrutiny are led by civil society organisations (CSOs). Independent Budget Analysis (IBA) involves research, promotion and dissemination of information on issues related to public budgets by civil society and other actors independent of the government¹⁴. Examples include the *Independent Budget Analysis for Women Policies* in South Korea, the *Quarterly Bulletin of Public Finances* in Poland, or the *California Budget Project* in the United States. IBA training delivered to CSOs, MPs, journalists and other important stakeholders is an element of the *Budget and Public Expenses Program* in Mexico; in this case, stakeholders are introduced to budget analysis with the aim of enabling them to conduct their own studies independently according to their specific interests.

Public procurement processes are another crucially relevant domain of public scrutiny, given that government purchases correspond on average to 15% of the world's GDP¹⁵. Mexico's *Social Witnesses on Public Procurement* programme represents a milestone in citizens' scrutiny of public procurement procedures; it has significantly reduced the costs of public contracts and increased the number of bidders participating in procurement processes¹⁶.

4.1.2 Proximity

Proximity initiatives concern those actions – usually led by governments – which aim to build a closer relationship between citizens and governments but which fall short of inviting citizens to actively engage in the decision-making process. Queensland's *Community Cabinets* in Australia is a good example of a successful proximity initiative. Ministers hold cabinet meetings in regional cities and towns; according to the initiators of the *Community Cabinet*, the aim of this policy is to “bring politicians together with the people they represent” by listening to citizens' views, concerns and ideas.

¹³ While there may be overlapping objectives (e.g. an initiative may foster scrutiny and proximity at the same time) this classification allows a clearer identification of the principal purpose of SA initiatives.

¹⁴ McNeil, M. and T. Mumvuma (2006) *Demanding Good Governance: A Stocktaking of Social Accountability Initiatives by Civil Society in Anglophone Africa*, Washington: WBI, p. vi.

¹⁵ OECD (2005) *Harmonising Donor Practices for Effective Aid Delivery*, Vol. 3: Strengthening Procurement Capacities in Developing Countries, Paris: OECD, p. 18.

¹⁶ For example, the procurement procedure of the *Comisión Federal de Electricidad* for insurance services, achieved the following results: i) a decrease of 30% in the overall cost thanks to recommendations by the Social Witness to eliminate requirements that increased costs and restricted firms' participation in tenders; ii) during the process, all parties that had expressed interest went on to participate in the tender, when previously only 50% did so (see: www.funcionpublica.gob.mx).

Another common form of proximity initiatives are consultations where citizens provide feedback to governments on previously identified issues. The *Gonesse City Development Consultation* in France involves citizen consultation on the development of the city around six pre-defined themes (e.g. public infrastructures, public services). With this initiative the mayor and his staff intend to create a “sphere where citizens can express themselves”.

Information and communication technologies (ICT) are increasingly used as a means of obtaining feedback from citizens and reducing the distance between governments and citizens. ICT offers a reliable means of communication, decentralised storage capacities, and lower costs; some governments have used ICT to better address community interests and improve the performance of decision making. Proximity initiatives leveraged by the use of ICT include:

- *Online Pre-budget Consultation* (Canada): Citizens are invited to participate in the national budgeting process by indicating their preferences and proposing alternatives.
- *Interactive City Council of Jun* (Spain): Citizens are invited to submit proposals for the local budget and general suggestions for the city council agenda online.
- *Danmarksdebatten* (Denmark): Citizens and public authorities have the opportunity to debate public matters through a common online platform integrating local, regional, and national issues. The initiative aims “to contribute to the dialogue between authorities and citizens” and to “allow public authorities and elected representatives to qualify their decisions and to present an issue from all angles” with citizens offering feedback on policy issues.
- *e-Games* (Hungary): In an effort to promote greater interaction among citizens and between citizens and the public administration by leveraging the interactivity offered by ICT, *e-Games* allows people to evaluate the public administration’s performance. Users can assess each other’s comments on specific issues with positive and negative points, which provides an overall judgement of the value of each user’s contribution. The aggregated number of points draws a picture of public opinion based on the forums’ users. Interestingly, “VIPs” (e.g. high-level representatives of the public administration and politicians) are regularly invited to chat with citizens at predefined times. The responses during these online “office hours”, as well as their other contributions, are also scored by users – generating an important source of public pressure.

4.1.3 Engagement

Engagement initiatives include actions that effectively incorporate citizens into governments’ decision-making processes. Among the sample of SA cases collected, participatory budgeting (PB) practices are the most prominently represented. It should be noted, however, that the term “participatory budgeting” has been applied to many different types of initiatives, becoming in practice an amorphous concept with multiple meanings¹⁷. It is broadly defined here as the effective participation of citizens in the allocation of budgetary resources with binding effects.¹⁸ Examples

¹⁷ Within this sample of 40 SA initiatives, some of the practices that are defined by initiators as cases of participatory budgeting are simply public consultation on the budget without any effective binding effect (e.g. the Participatory Budgeting exercise in the city of Palmela, Portugal).

¹⁸ There are two types of binding effects: legally binding effects and politically binding effects. In the latter case, despite the fact that there is no legal obligation for decision makers to act upon input received from

include *Participatory Budgeting on Education* in France; the *Harrow Open Budget* in the United Kingdom and the *Participatory Budgeting of Bollingen* in Switzerland. Special attention must be directed to the *Participatory Budgeting of the Young* in the Netherlands, an initiative that aims at giving young people aged 14 to 19 the conditions and opportunities to acquire the skills necessary to take an active part in local democratic decision-making processes. The methodology applied in this initiative (which was developed by the Dutch Centre for Political Participation¹⁹) has proved to have a high potential for replication and sustainability within the Netherlands. Since 1994, the initiative has been repeated in many different municipalities (between 20 and 30 cases per year). Moreover, partnerships to replicate this initiative abroad have been established with organisations in Romania, Bosnia-Herzegovina and Croatia. Participatory budgeting practices have also been successfully introduced in larger cities and at the regional level, as seen in the examples of Seville, Spain and the region of Poitou-Charentes, in France.

In addition to the more widespread participatory budgeting practices, other initiatives aim to promote citizen engagement in the decision-making process. For example, the *Berlin Citizen Jury* (Germany) creates a jury composed of randomly selected citizens²⁰ and representatives of the local civil society (associations, companies). It has a fund of EUR 500 000 to finance projects for urban rehabilitation. Any resident or association can submit a project to the jury, which then deliberates to decide whether to finance the project according to its “usefulness” and overall quality (the final decision is generally taken by secret vote). Between January 2001 and December 2003 the juries met about 15 times per year to evaluate about 72 projects, half of which were selected for financing. Last, but not least, the *Civic Engagement Project* in California in the United States aims to help counties incorporate civil society in the decision-making process. This project also highlights the importance of addressing social inclusion and boasts a set of governance structures addressing issues of ethnicity, language and culture.

citizens, strong public pressure generally leads to political commitments that are, in turn, translated into practice.

¹⁹ Instituut voor Publiek en Politiek, Netherlands. See: <http://www.publiek-politiek.nl/>.

²⁰ Unlike in PB, where citizens’ participation is voluntary (open selection) and therefore subject to the bias of self-selection, random selection can ensure a better socio-demographic representation of the population at large.

Table 2. Clustering SA initiatives by objective: Scrutiny, proximity and engagement

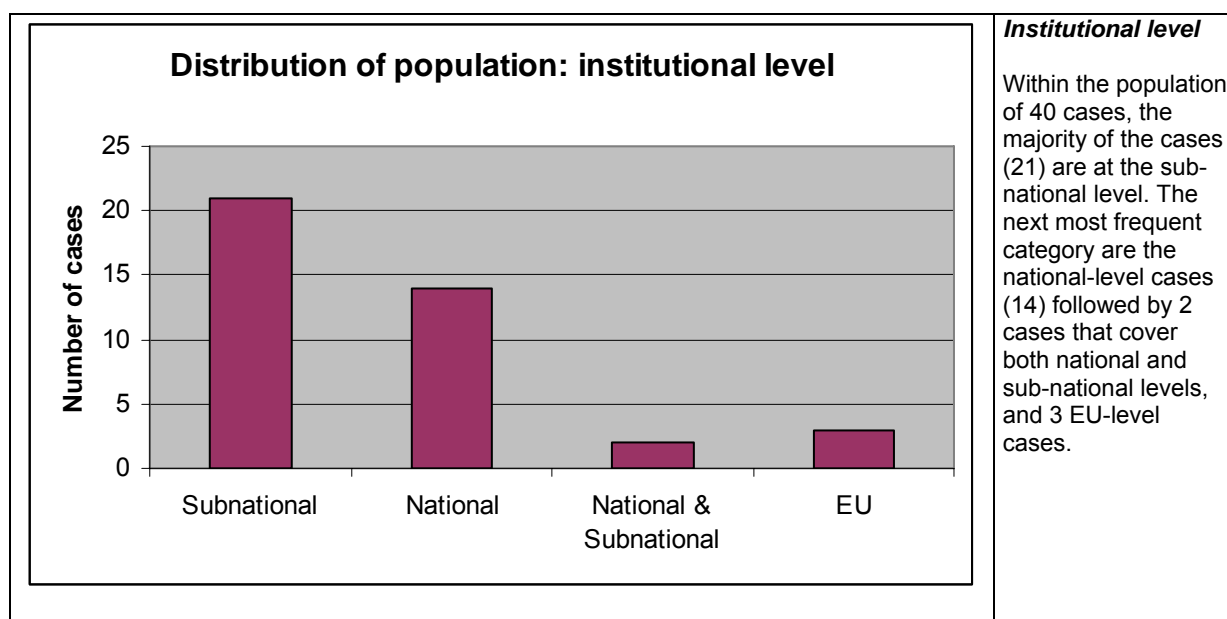
OBJECTIVE	SA INITIATIVE	COUNTRY
S C R U T I N Y	Charter of Budget Honesty	Australia
	Ombudsman Board	Austria
	Assessment of Public Procurement Procedures	Czech Republic
	Evaluation of EC Consultations	European Union
	Sbilanciamoci: Alternative Budget Report	Italy
	Information Disclosure Board	Japan
	Budget and Public Expenses Program	Mexico
	Social Witness on Public Procurement	Mexico
	Ombudsman	Norway
	Quarterly Bulletin of Public Finances	Poland
	Assessment of Reports of State Organisations	Slovak Republic
	Seoul Anti-Corruption Measures	South Korea
	Independent Budget Analysis for Women	South Korea
	California Budget Project	United States
	Exercise in Hard Choices	United States
P R O X I M I T Y	Community Cabinet	Australia
	Online Pre-Budget Consultation	Canada
	National Consultation on Education	Czech Republic
	Danmarksdebatten	Denmark
	European Citizens Panel	European Union
	Himmelina Participation Tools	Finland
	Gonesse City Development Consultation	France
	Municipal Check List	Greece
	e-Games	Hungary
	Consultation on City Plan	New Zealand
	Palmela City Participatory Budgeting	Portugal
	Interactive City Council	Spain
	Istanbul Consultation on Transport	Turkey
E N G A G E M E N T	Participatory Budgeting of Mons	Belgium
	e-Learning on Participatory Democracy	European Union
	Participatory Budgeting on Education	France
	Online Dialogue – Participatory Budgeting	Germany
	Berlin Citizen Jury	Germany
	National Social Partnership	Ireland
	Participatory Budgeting of the Young Citizens	Netherlands
	Participatory Budgeting Seville	Spain
	Participatory Budgeting Bollingen	Switzerland
	Bradford Participatory Budgeting	United Kingdom
	Harrow Open Budget	United Kingdom
	Civic Engagement Project	United States

5. MAIN FINDINGS

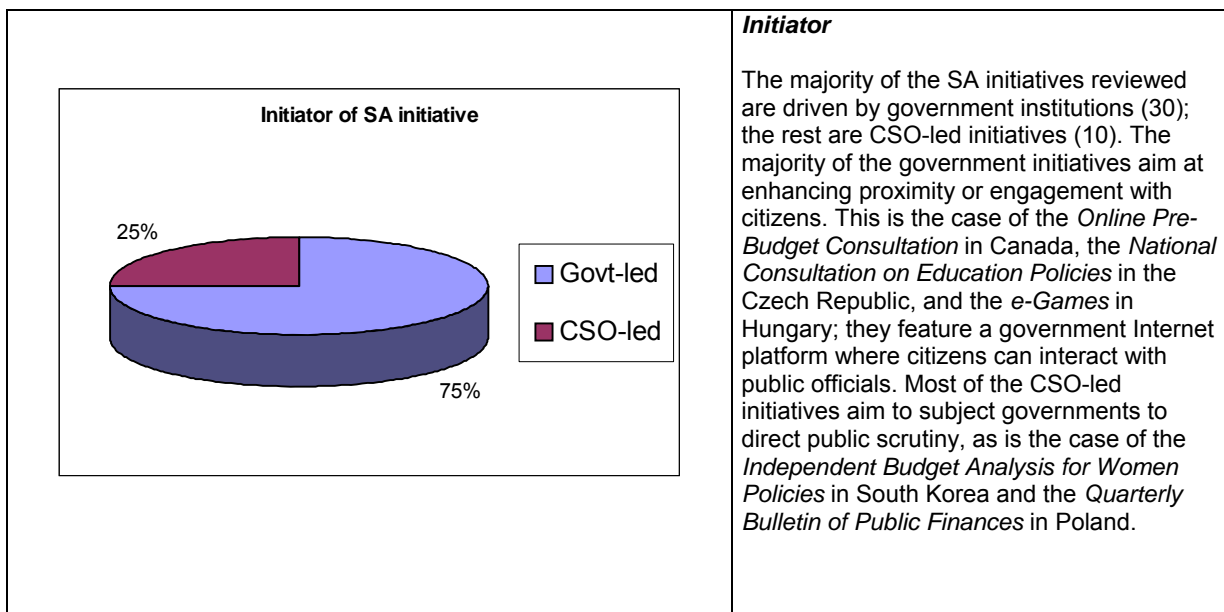
The 40 SA cases examined in this report are very heterogeneous. They vary in terms of institutional level (ranging from the sub-national to the EU level), initiator, legal basis and methodologies. The common denominator among this multiplicity of cases is the fact that they are all expected to help to strengthen government capacity to be more transparent, accessible and responsive. Some distinct categories can still be found among these highly diverse cases. In practice, some cases focus on *scrutiny* (e.g. independent budget analysis, scorecards) while others promote *proximity* and accountability through direct citizen consultation and others focus on *engagement* and participation in decision making (e.g. participatory budgeting, consultations on urban development). This section provides a brief overview of the population of 40 selected SA initiatives. A detailed description of each case may be found in Annex 2.

5.1 Key characteristics

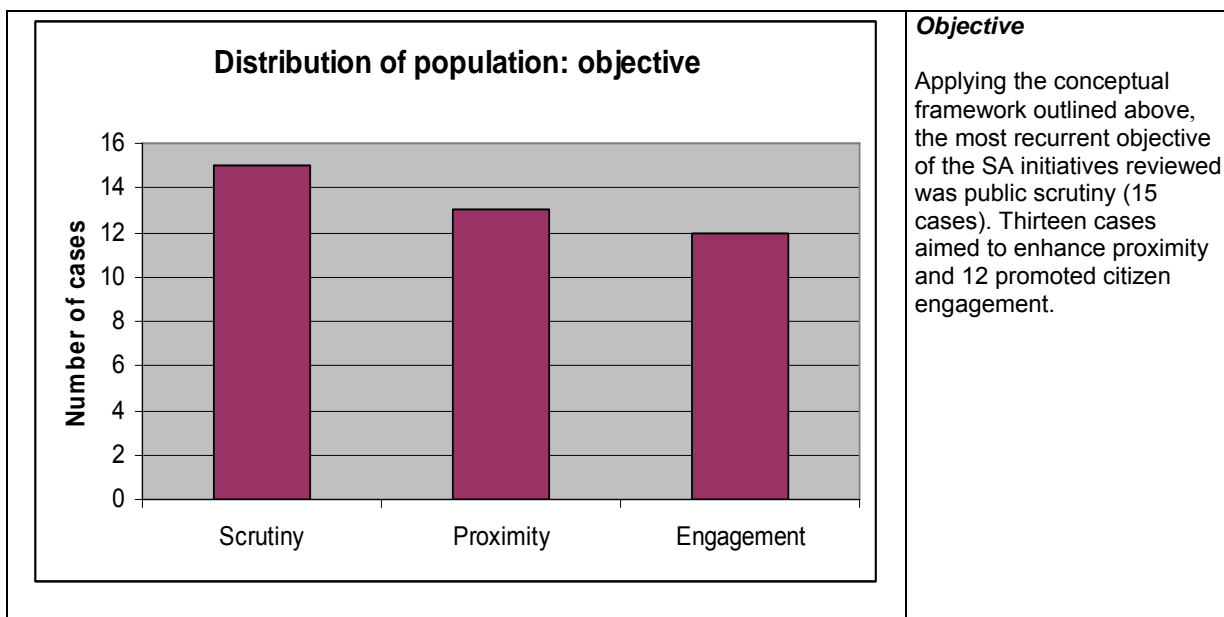
Institutional level



Initiator



Objective



Stage of the decision-making process

The majority of the SA initiatives reviewed focus on the agenda-setting and decision-making stages of the policy cycle. The *Interactive City Council* of Jun, Spain, which allows citizens to collaborate in setting the agenda of City Council sessions, illustrates the involvement of citizens at early stages of the decision-making process. The *Social Witness on Public Procurement* in Mexico – where a citizen participates in public contracting procedures and acts as an external observer in order to promote transparency, diminish the risks of corruption, and improve efficiency and effectiveness –

is an example of the association of citizens at the decision-making stage. The rest of the initiatives focus on the evaluation stage (except for one example of a CSO being associated at the implementation stage, the Irish case *National Social Partnership Agreement*). Public participation at the implementation stage is usually only found when there is a specific co-production agreement between government and CSOs (e.g. in the delivery of public services). Given that the main focus of this stocktaking was public scrutiny and engagement in decision making, rather than service delivery, it is not surprising that only one example of co-production has been identified in the cases selected. A detailed description of each SA case can be found in Annex 2.

Legal or policy basis

Just over one quarter of the SA cases are based on legal or policy requirements. For example, New Zealand's Local Government Act of 2002 obliges all local councils to undertake public consultation when developing their Long Term Community and Council Plans (LTCCP). An example included in this report is Wellington's City Council.

About 20% of the SA cases are based on a specific government programme. An example is the *Civic Engagement Project* in California, United States. This was based on state government Proposition 10, which prioritised funding for projects aimed towards young children and families that enhanced civic participation. Another example is the *Social Witnesses for Public Procurement* in Mexico, which was launched within the framework of a broader government anti-corruption programme²¹.

More often than not, however, legal or policy norms are an enabler or are cited as a *post hoc* justification rather than being a driving force. For example, while the *Online Pre-Budget Consultation* in Canada refers to the Communications Policy of the Government of Canada²², this policy does not oblige public authorities to launch specific initiatives. Rather, it provides a legal framework for their existence.

5.2 Analysis of key factors

Initiator: The nature of the initiator seems to a large extent to determine the characteristics of an initiative. Government-led initiatives tend to aim at better informing and/or enhancing proximity to citizens as a source of legitimacy for decision making. CSO initiatives tend to be focused on promoting scrutiny, indicating that lack of trust in government and demand for greater transparency are at the origin of their efforts.

Drivers: Although the reasons to justify the launch of these initiatives vary widely, they are generally driven by a predominant focus on:

- ***Rights:*** a normative approach which regards increased transparency and/or citizen participation as valuable in its own right.
- ***Trust:*** governments are constantly looking for ways to enhance public trust, recognising that their actions will have effective results only if they are seen as legitimate.

²¹ Programa Nacional de Combate a la Corrupción y Fomento a la Transparencia y el Desarrollo Administrativo 2001-2006

²² The Communications Policy of the Government of Canada states that all departments should: Consult the public, listen to and take account of people's interests and concerns when establishing priorities, developing policies, and planning programs and services.

- *Effectiveness*: in order to allocate their scarce resources more effectively, governments need to co-operate with citizens (e.g. by consultation), allowing them to identify and respond to citizen needs.
- *Reactivity*: governments may also launch SA initiatives simply in reaction to internal or external pressures (e.g. public criticism, political challenges, peer pressure among governments).
- *Innovation*: the desire to innovate (e.g. use ICT) may itself drive SA practices. In the best case, efforts to modernise government underpin SA initiatives. In the worst case, it may remain superficial (i.e. SA as a solution looking for a problem).

Binding effects²³ and legal basis: Of the 40 SA initiatives reviewed, 14 have had – to different degrees – a binding effect. This binding effect may be of a legal nature, as in the case of Australia’s *Charter of Budget Honesty*, or politically binding as in the case of *Participatory Budgeting* in the French region of Poitou-Charentes. It is important to note that of these 14 cases, 11 are at the sub-national level, and only three at the national level. A possible hypothesis is that the higher the institutional level, the lower the likelihood that citizen participation in SA initiatives will have a binding impact on government decision-making processes.

Of the 14 SA initiatives that have had a binding effect, there are only two cases where the initiatives are underpinned by legislation or policy. In short, no causal link between the legal basis and the binding effects of citizens’ engagement in social accountability has been found in this, admittedly limited, sample. If borne out by further investigation, this finding would appear to temper the widespread belief in the importance of establishing legal frameworks as a necessary condition for SA to flourish. On the other hand, it bodes well for reformers willing to promote effective SA mechanisms in countries which lack a fully developed legal framework.

Government programmes: Government programmes that specifically aim to enhance civic participation in policy formulation, and provide funds to that effect, seem to have a greater ability to mobilise citizens to participate; an example is the *Civic Engagement Project* in the United States. The context of broader government programmes may also stimulate the implementation of specific SA initiatives. Such is the case of the *Seoul Anti-Corruption Efforts* in South Korea and the *Social Witness on Public Procurement* in Mexico. Both initiatives were launched within the framework of large anti-corruption programmes initiated by central government.

Government/CSO partnerships: Of the 40 cases, 23 involved government/CSO partnerships – some formal and some informal. Many SA initiatives implemented by governments (e.g. consultations) explicitly aimed to reach beyond organised civil society to engage with individual citizens. This may be an effort on the part of governments to diversify their contacts beyond what they often regard as the “usual suspects”. However, by doing so, governments miss the opportunity to call upon existing civil society structures and competencies to help mobilise a broader range of citizens and optimise social accountability practices. In short, by ignoring CSOs when launching social accountability practices, governments risk increasing their costs and reducing the effectiveness of their policies.

²³ As mentioned previously (see footnote 16), two types of binding effects are considered: legally binding effects and politically binding effects.

Target groups: Of the 40 cases, 21 were directed at specific target groups or made particular efforts to reach specific groups, with most of the target groups being defined within broad categories, such as “young citizens” or “medium- and low-income families”. How citizens’ participation or consultation is targeted, and how they are selected, appears to have considerable impact. Open selection processes have the advantage of giving the chance to participate to all citizens who wish to do so. However, open selection runs the risk of bias (in that self-selected citizens are more likely to have a specific interest in the issue); additionally, some citizen profiles and interests may not be represented. Stakeholder participation tends to be representative of particular interest groups. However, an exclusive reliance on the participation of stakeholders usually does not allow policy makers to capture the broad preferences of the general public. Actively recruiting participants in order to reflect the demographic and socioeconomic profile of the wider population may result in preferences which are closer to those of the general population²⁴. One promising approach would seem to be the combination of different methods, as in the case of the Berlin Citizen Jury, which combines random selection and stakeholder participation.

Deliberative practices²⁵: Although they are included in 19 of the SA initiatives, many successful SA cases do not include deliberative practices – at least to any large degree. While deliberative practices are not an essential component of social accountability practices aimed at enhancing scrutiny, they may be an important element for engagement (*e.g.* consultations, participatory budgeting). Effective deliberative processes rely on discussion in small groups (sometimes in combination with larger assemblies) facilitated by an external mediator who ensures that all participants have an equal opportunity to express themselves. Participants receive the information they need in order to engage in informed discussions beforehand. This information process may be complemented by the presence of experts that can explain the issues at stake.

ICT as a tool: Of six practices characterised by the use of ICT²⁶, one operates at the EU level, three at the national level and two at the local level. For most of the cases – with exception of the Hungarian e-Games – the use of the Internet is seen as an additional means of interaction between citizens and their governments to complement already existing practices. Among the cases reviewed, it appeared that the national-level SA initiatives tend to prioritise the use of ICT as the main tool, whereas those at the local level include ICT as an accessory tool in the process.

Media/advocacy support: More than half of the cases (26 of 40) mentioned some form of media or other support. However, in most of these cases there are no clear descriptions of the actions undertaken. Overall, it can be said that there is little information available on specific activities to ensure that the SA initiatives are widely publicised. A notable exception is the case of Wellington City Council in New Zealand, which prepared a detailed communications plan and evaluated its success afterwards. In terms of awareness-raising actions there is little sign of investment either upstream or downstream, with little effort to communicate the results of the SA initiatives. Experience shows that

²⁴ For an overview of how participants can be best recruited see: Simmons, R. and J. Birchall (2005) *A Joined-up Approach to User Participation in Public Services: Strengthening the Participation Chain*, Social Policy & Administration, (39) pp. 260-283.

²⁵ Deliberation is defined as an opportunity for citizens to formulate their preferences by participating in a discussion where arguments for and against a given issue are exchanged in the course of a debate before a decision is taken.

²⁶ While information about all of the 40 cases can be found on the Internet, initiatives are only included in this category when the use of ICT goes beyond simply providing information online, and where a degree of online interactivity is an important component of the initiative (*e.g.* online consultation).

this lack of communication, particularly with regard to results, may generate deep frustration among citizens who do participate and then receive no feedback or realise that their efforts lack visibility.

Repeated/scaled up SA practices: The majority of the SA initiatives reviewed have been repeated (31 out of 40). Another six initiatives were designed as one-off events (*e.g.* a public consultation on a 10-year urban development plan). At first glance, there is an apparent correlation between the repetition of these SA practices and the existence of a legal requirement: of the 11 initiatives that mentioned the existence of a legal framework, seven were repeated (63.6%). However, of the 29 initiatives that did not mention any legal basis, 24 (82.8%) initiatives were repeated. The contingency tables constructed with the data from the 40 SA cases and their analyses show no significant statistical relation among repetition and legal basis (see Annex 3).

In contrast, of the 12 cases that were classified as engagement initiatives, 100% were repeated, with the contingency tables indicating a statistical relation between repetition and engagement activities (see Annex 3). Of course, such figures are the outcomes of a reduced number of cases, but they raise an interesting hypothesis which might merit further investigation: effectively incorporating citizens in the decision-making process may be a greater guarantee of replication of the initiative than the presence or absence of a legal framework for SA. The methodology adopted in this report did not allow for the collection of information on how these repeated practices have evolved over time. Further effort should be made to understand the learning processes that these practices may have engendered (*e.g.* methodology changes) and their possible adaptation to specific contexts.

A minority of cases have been scaled up. However, since the conduct of this research did not allow for tracking the initiatives over time and was based only on information provided by initiators, there is not much that can be said about the incentives or obstacles that influence whether SA initiatives are – or are not – repeated or scaled up. Overall, the existence of a legal basis does not appear to be a sufficient condition for the successful institutionalisation of SA mechanisms.

Information on costs: One of the most elusive aspects of the data collection exercise was hard data on costs – both to government and to citizens. As a consequence, at present it is not possible to establish any concrete relation between the cost of initiatives and their sustainability.

Costs to governments: Information on the costs of the SA initiatives was available for only 13 cases, and all were characterised by a general lack of precision concerning human and financial resources allocated²⁷. This lack of transparency is somewhat paradoxical given that the SA initiatives themselves sought to ensure greater government transparency. In the majority of cases, these costs were given in terms of human resources allocated, and in a very general way. Of these 13 cases, only seven gave information on the budgetary resources allocated to the initiative. This paucity of information does not allow for any judgements to be made concerning the cost/benefit of the SA initiatives themselves. It is likely that since there are no established parameters of costs for SA initiatives, initiators are reluctant to provide such data because they cannot judge whether, in relation to other events, these costs are too high or too low²⁸. This creates a vicious circle of non-disclosure of information, perpetrating the belief that SA initiatives are costly. This gap in information on costs may also simply be related to organisational matters. For instance, several government units or CSO

²⁷ A theme worth exploring, and which is not examined here, is that of the political costs and/or gains of SA initiatives (*e.g.* by opening up a space for challengers) and the relationship between these costs and the sustainability of the SA initiatives.

²⁸ For a review of the literature on the costs and benefits of participation see: Warburton, D., E. Andersson and R. Wilson (2005) *The True Costs of Participation - A draft framework*, London: Involve (www.involve.org.uk/civicrenewal/).

partners may contribute their own resources in implementing the same SA initiative, making it difficult to clearly define overall costs. Last, but not least, this lack of information on costs may be due to the fact that the transparency on the initiatives themselves is not considered a priority.

Costs to citizens: There is even less information available about the costs incurred by citizens when they take part in SA initiatives (e.g. time, transport)²⁹. Citizens tend to expect their governments to be transparent, and one of the best ways of ensuring government transparency is ensuring the involvement of citizens in government processes. Nevertheless, even though many citizens make vocal demands for transparency, far fewer are willing to get involved in public affairs. As stated by Gerry Stoker, “The greatest empowerment of all is a system of governance that makes life easier, more livable and more full of potential. Running things yourself and making choices can be fulfilling. Having things run for you in a way that enables you to live your life can be even more rewarding.”³⁰ In this sense, citizens tend to act as free-riders, hoping that the tasks that will ensure accountability and reinforce democracy will be carried out by others. In fact, surveys in democratic countries have repeatedly shown that few citizens participate in political life in ways other than voting.³¹ In this context, creating spaces for public participation may be seen as a necessary, but not sufficient, action to enhance engagement.

The costs and benefits of participation for citizens is a key issue to be considered before the implementation of any policy that aims at citizen involvement. Clearly, variance in costs is not the only explanatory factor for levels of participation. However, there is potentially a strong link between costs and participation levels: if all other factors are taken as constant, the probability of citizens’ participation will be inversely proportional to the costs of participation. With regard to benefits, experience shows that citizens tend to be particularly sensitive to the measure of their real impact on decision making – that is whether they are “only” being consulted or whether they are effectively participating in government-led initiatives. Citizens tend to perceive consultations as being less important and less vital than participation practices. In many cases this is reflected in the lower numbers of citizens participating in consultation as compared to participation practices. Citizens might also perceive benefits of participating in SA initiatives that result in their acquiring competencies, skills and a sense of personal empowerment (e.g. grant management, networking).

Information on impact/evaluation: Information on impact was available for more than half (26 of 40 cases) of the initiatives. However, there is great variance in the precision and clarity of the information provided on impacts. Most of the information is general (e.g. increased accountability), not measurable and not verifiable. Only a minority used precise definitions of impacts (e.g. impact on a final decision) while most used a weaker definition and indicated more systemic and diffuse impacts of the SA initiatives. Information on evaluation was found in less than half of the cases (19 of 40). This indicates that evaluation is not considered an essential procedure in the majority of the initiatives. Among the cases that do mention an evaluation, the quality of the information provided varies considerably and there is little mention of their results or use.

²⁹ These costs may be either material (e.g. money spent to travel to a meeting) or immaterial (e.g. time spent deliberating).

³⁰ Stoker, G. (2005) What is local government for? Refocusing local governance to meet the challenges of the 21st century, London: New Local Government Network.

³¹ It should be emphasised: despite the fact that citizens do not take advantage of all opportunities and rights that are offered to them under a democratic system of governance, this does not imply that they are indifferent to them. See: Dahl, Robert A., 2000. “A Democratic Paradox?” *Political Science Quarterly* 115 (1), pp. 35-40.

5.3 Exploring possible links between variables

In the course of this stocktaking of social accountability initiatives in OECD countries, the rich dataset offered by the 40 templates was coded and tabulated in order to highlight main characteristics and identify a number of key variables (see Excel sheet in Annex 3).

In the spirit of exploration, an additional analytical step was taken. The set of descriptive variables was transposed to a dataset and subjected to statistical analysis using SPSS software. The aim was to produce contingency tables in order to examine the relations between variables (*i.e.* the frequency with which certain variables appeared together) when looking across the whole “population” of 40 cases (see Annex 3 for the full results of these correlations).

Table 4. Selected positive and negative frequencies

Variable 1	Variable 2	Frequency
Government/CSO Partnership	Evaluation	+
Deliberation	Engagement	+
CSO	Target Groups	+
Evaluation	Engagement	+
Engagement	Repeated	+
Proximity	Repeated	–
Legal Basis	Engagement	–
National	Engagement	–

Table 4 illustrates a selection of positive and negative correlation coefficients. Even though these frequencies were statistically significant³², they cannot be directly interpreted as indicating a necessary causality between variables. Nonetheless, they show to what extent two variables were present in a SA initiative (positive correlations) or to which extent these variables tended *not* to be in the same SA initiative (negative correlations), thus indicating possible relationships that deserve further analysis.

On the basis of this analysis, set of 40 SA cases examined in this stocktaking exercise demonstrate the following:

Positive frequencies:

- Social accountability initiatives that included government-CSO partnerships were more likely to be evaluated than those cases where there were no such partnerships.
- Engagement practices tended to promote more deliberation.
- CSO-led initiatives tended to focus more on target groups.
- Engagement initiatives tended to include evaluations more often than other initiatives (*i.e.* scrutiny, proximity).
- Engagement activities tended to be repeated more, as compared to other initiatives³³.

³² The indexes of correlation (PHI) were submitted to significance tests appropriate to the sample.

³³ In fact, all engagement activities were repeated.

Negative frequencies:

- Proximity initiatives tended not to be repeated.
- Engagement activities tended not to have a legal basis.
- SA initiatives at the national level did not tend to effectively integrate the citizens into the decision-making process.

Given the small population of cases available, these findings fall well short of providing robust statistical correlations – let alone indicating causal relations. Nor were they intended to do so. What they do offer are some initial indications of promising directions for further research, especially if larger datasets could be generated on which to test these working hypotheses.

One suggestion for future research would be to adopt a sequential explanatory research design, where research begins with quantitative data collection and the statistical analysis of a large population of SA cases (as attempted for the purposes of illustration here). The next phase would consist of case studies to collect qualitative data with the aim of providing more in-depth interpretation and validation of the correlations identified in the first phase. Employing these complementary methods (quantitative and qualitative) would allow researchers to maximise the benefits and compensate for the trade-offs each method offers (*e.g.* breadth vs. depth). This would broaden understanding of the role that different variables play in influencing the outcomes of SA initiatives (*e.g.* the presence or absence of a legal framework, government-CSO partnerships, etc.).

6. CHALLENGES AND LESSONS FOR POLICY

What emerges clearly from this diverse set of social accountability initiatives is that government and civil society practitioners across OECD countries face a set of common challenges. This stocktaking exercise has allowed their collective experience to be tapped, and leads to a number of policy lessons for consideration and, hopefully, debate.

Challenges		Policy lessons
Clarifying objectives	The choice of topic and objective for SA initiatives – and their clear communication – is crucial. There is little point in government promising engagement when what is actually on offer is simply greater proximity. Equally, CSO-initiated SA initiatives might have more impact if they were to focus on specific “entry points” where public scrutiny can exercise the greatest systemic leverage for reform.	<ul style="list-style-type: none"> Choose your topic, clarify your objectives. Ensure the issues at stake are relevant to citizens.
Raising public awareness	All too often initiators of SA appear to believe that it is sufficient to simply post information about events on the Internet in order to reach a wide audience. Nothing could be further from the truth. Even in OECD countries with high levels of household Internet use, there is a need to invest significant efforts in raising public awareness through traditional media (e.g. radio, TV, pamphlets, posters), new media (e.g. SMS alerts on mobile phones), and via existing intermediaries and networks (e.g. CSOs).	<ul style="list-style-type: none"> Invest in communication. Use existing networks (CSOs).
Choosing who to involve, when and how	Only once SA initiators have clarified whether their objective is scrutiny, proximity or engagement can they choose who to involve and the appropriate tools to use. If the objective is to ensure public scrutiny for a highly technical policy issue, then a small professional watchdog which divulges its findings to a wider public may be sufficient. If proximity is the goal, then a coalition of civil society organisations may be best placed to act as relays to “close the gap” between decision makers and grassroots groups or individual citizens.	<ul style="list-style-type: none"> Lower the threshold for engagement. Engage upstream. Build partnerships.
Defining the “rules of the game”	In order to avoid frustration among participants, it is important to establish a set of clear rules. These should specify both the procedural aspects (e.g. time available for debate, length of oral or written submissions) and the respective rights and duties of the participants.	<ul style="list-style-type: none"> Set clear rules.

Demonstrating results	Maintaining public interest and involvement in SA initiatives requires initiators to tighten the “feedback loop” and demonstrate how people’s contributions have been used. The challenge is two-fold: to demonstrate efficacy and immediate results while also building support and momentum over time.	<ul style="list-style-type: none"> • Ensure feedback and followup.
Preserving memory	One of the greatest impediments to ensuring collective learning and improvement of SA initiatives over time is the high rate of staff turnover in both government and CSOs. Institutional memory and the chance to move beyond experimentation towards mainstreaming SA will be lost.	<ul style="list-style-type: none"> • Build skills. • Share lessons.
Collecting information on costs	The current lack of information on the true costs of SA initiatives prevents any serious debate on their merits or drawbacks. This hardly serves the interests of either proponents or detractors of these new governance models.	<ul style="list-style-type: none"> • Invest in data collection.
Estimating impacts	Even if complete information on SA costs was available, glaring gaps in our knowledge about the real impact of SA initiatives remain – on the process and outputs of government decision making and on outcomes. Evaluation should not simply be an optional extra but an essential component of these initiatives.	<ul style="list-style-type: none"> • Learn to evaluate, evaluate to learn.

7. QUESTIONS FOR FUTURE RESEARCH AND PRACTICE

This stocktaking of 40 social accountability initiatives in OECD countries has provided a very limited overview of the myriad activities underway. In so doing it raises more questions than it answers. Of these, the following appear to merit further in-depth discussion and investigation:

- ***Amplifying multiplier effects.*** Do SA initiatives have a greater impact if they are embedded in a wider policy framework or package? (*e.g.* is the SA initiative in Himmelina made more effective by the presence of a national Civic Participation Policy Programme in Finland?)
- ***Disseminating good practice.*** How are innovative SA initiatives disseminated? Which actors and practices help to ensure the transfer of ideas from one place to another, allowing initiatives to be adapted and adopted in different contexts?
- ***Me or we?*** Deliberation may change, reinforce or have no effect whatsoever on actors' preferences. Can a higher dose of deliberation move citizens beyond "pure" accountability based on narrow self-interest (*e.g.* feedback on the public services they themselves consume) towards a greater willingness to consider the wider public interest? If so, to what extent?
- ***Context matters, but how much?*** Can we clarify the role and impact of actors' strategies, and legal, political and cultural frameworks on the workings of specific SA measures? (*e.g.* compare a similar instrument at work in different countries).
- ***Commitment outweighs laws.*** In OECD countries, where basic governance arrangements are already in place, specific legislation plays less of a role as a catalyst for introducing social accountability than political leadership and funds. Mainstreaming social accountability and maintaining commitment over time, however, would appear to benefit from the presence of explicit legal or policy provisions.
- ***Does social accountability save money?*** The example of Mexico's social witness programme would indicate that, at least in some instances, direct public scrutiny and social accountability can save money for the public purse. To provide a complete answer, however, would require: a) better estimates of the costs and benefits of SA; and b) the costs of not ensuring social accountability.
- ***Who does it apply to?*** Does social accountability differ when applied to the executive, the legislature and the judiciary? Do international organisations have a role to play in promoting or benchmarking social accountability?
- ***With rights come responsibilities.*** When CSOs and citizens acquire the right to have a real impact on decisions – which are then implemented by government – who is accountable for failure? How can our definitions and practice of accountability be adapted to the shifting balance of rights and responsibilities?

Democracies, both old and new, have much to learn from one another. As the wider cross-regional SA stocktaking exercise illustrates, innovative practice in strengthening government accountability and engagement is by no means the exclusive preserve of OECD countries. The emergence and spread of participatory budgeting is itself instructive in this regard. This methodology was originally developed in Porto Alegre, Brazil, and has since been taken up by a growing number of cities across Europe. Countries that have traditionally been propagators of democratic values and practices now find inspiration from younger democracies. This exchange of experience, and the increasingly widespread experimentation with innovative tools for accountability, bodes well for the future of government openness.

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ANNEX 1. MAIN FEATURES OF THE 40 CASES

COUNTRY	Case name	National Level	Subnational Level	EU Level	Nat/ Sub	Gov led	CSO led	Info
Australia	Charter of Budget Analysis	1	0	0	0	1	0	1
Australia	Community Cabinet	0	1	0	0	1	0	1
Austria	Ombudsman Board	1	1	0	1	1	0	1
Belgium	PB Mons	0	1	0	0	1	0	0
Canada	Consultation on Budget	1	0	0	0	1	0	0
Cz Republic	Natl. Consult. Education	1	0	0	0	1	0	1
Cz Republic	Assesment Procurement	1	0	0	0	0	1	1
Denmark	Danmarksdebatten	1	1	0	1	1	0	1
Finland	Himmelina part tools	0	1	0	0	1	0	1
France	Gonesse City Development	0	1	0	0	1	0	0
France	PB on Education	0	1	0	0	1	0	0
Germany	OnlineDialoguePB	0	1	0	0	1	0	0
Germany	Citizen Jury	0	1	0	0	1	0	0
Greece	Municipal Check List	0	1	0	0	1	0	1
Hungary	e-games	1	1	0	1	1	0	1
Ireland	Natl. Social Partnership	1	0	0	0	1	0	0
Italy	Alternative Budget Report	1	0	0	0	0	1	1
Japan	Info. Disclosure Board	1	0	0	0	1	0	1
Korea	Seoul Anti-corruption	0	1	0	0	1	0	1
Korea	IBA for Women Policies	0	1	0	0	0	1	1
Mexico	Budget Pub. Exp. Prog	1	0	0	0	0	1	1
Mexico	Social Witness	1	0	0	0	1	0	1
Netherlands	PB of the Young	0	1	0	0	1	0	0
New Zealand	Consultation on City Plan	0	1	0	0	1	0	1
Norway	Ombudsman	1	0	0	0	1	0	1
Poland	Bulletin public finances	1	0	0	0	0	1	1
Portugal	Palmela PB	0	1	0	0	1	0	0
Slovak Rep.	Assessing state org rep	1	0	0	0	0	1	1
Spain	JUN Interactive city council	0	1	0	0	1	0	1
Spain	PB Seville	0	1	0	0	1	0	0
Switzerland	PB Bollingen	0	1	0	0	1	0	0
Turkey	Consultation on Transports	0	1	0	0	1	0	0
United Kingdom	Bradford Part. Budgeting	0	1	0	0	1	0	0
United Kingdom	Harrow Openg Budget	0	1	0	0	1	0	0
United States	California Budget Project	0	1	0	0	0	1	1
United States	Civic Engagement Project	0	1	0	0	0	1	0
United States	Exercise in Hard Choices	1	0	0	0	0	1	1
European Union	e-Learning on Part. Democ.	0	0	1	0	1	0	1
European Union	European Citizens Panel	0	0	1	0	0	1	0
European Union	Evaluation of EC consult.	0	0	1	0	1	0	0

COUNTRY	Case name	Consultation	Participation	Stage	Legal basis	Govt Inc/ prog	Binding	Repeat
Australia	Charter of Budget Analysis	0	0	dm	1	0	1	0
Australia	Community Cabinet	1	0	as/dm	0	0	0	1
Austria	Ombudsman Board	1	0	all	1	0	0	1
Belgium	PB Mons	0	1	as/dm	0	1	1	1
Canada	Consultation on Budget	1	0	as	1	0	0	0
Cz Republic	Natl. Consult. Education	1	0	as/dm	0	0	0	0
Cz Republic	Assesment Procurement	0	0	eval	0	0	0	1
Denmark	Danmarksdebatten	1	0	all	0	0	0	1
Finland	Himmelina part tools	1	1	all	1	0	0	1
France	Gonesse City Development	1	0	as	1	0	0	0
France	PB on Education	0	1	as/dm	0	0	1	1
Germany	OnlineDialoguePB	0	1	as/dm	0	1	1	1
Germany	Citizen Jury	0	1	as/dm	0	1	1	1
Greece	Municipal Check List	1	0	eval	0	0	0	0
Hungary	e-games	1	0	all	0	0	0	1
Ireland	Natl. Social Partnership	1	1	all	0	1	1	1
Italy	Alternative Budget Report	0	0	dm	0	0	0	1
Japan	Info. Disclosure Board	0	0	all	1	0	1	1
Korea	Seoul Anti-corruption	0	0	all	0	1	1	1
Korea	IBA for Women Policies	0	0	as	0	0	0	0
Mexico	Budget Pub. Exp. Prog	0	0	all	0	0	0	1
Mexico	Social Witness	1	0	dm	1	1	0	1
Netherlands	PB of the Young	0	1	as/dm	0	0	1	1
New Zealand	Consultation on City Plan	1	0	as	1	0	0	1
Norway	Ombudsman	1	0	all	1	0	0	1
Poland	Bulletin public finances	0	0	eval	0	0	0	1
Portugal	Palmela PB	1	0	as/dm	0	0	0	1
Slovak Rep.	Assessing state org rep	0	0	eval	1	0	0	1
Spain	JUN Interactive city council	1	0	as/dm	0	0	1	1
Spain	PB Seville	0	1	all	0	0	1	1
Switzerland	PB Bollingen	0	1	as/dm	0	0	1	1
Turkey	Consultationn on Transports	1	1	as	0	0	0	0
United Kingdom	Bradford Part. Budgeting	0	1	as/dm	0	0	1	1
United Kingdom	Harrow Openg Budget	1	1	as/dm	0	0	1	1
United States	California Budget Project	0	0	as/dm	0	0	0	1
United States	Civic Engagement Project	1	1	as/dm	0	1	0	1
United States	Exercise in Hard Choices	0	0	as/dm	0	0	0	1
European Union	e-Learning on Part. Democ.	1	1	all	0	1	1	1
European Union	European Citizens Panel	1	0	as/dm	0	0	0	0
European Union	Evaluation of EC consult.	1	0	eval	1	0	0	0

COUNTRY	Case name	Scaled up down	Target group	Info on impact	Info on costs	ICT	Media/ advocacy	Info on eval
Australia	Charter of Budget Analysis	0	1	0	0	0	0	0
Australia	Community Cabinet	1	0	1	0	0	1	0
Austria	Ombudsman Board	0	0	1	0	0	0	0
Belgium	PB Mons	0	1	0	0	0	1	0
Canada	Consultation on Budget	0	0	1	0	1	0	0
Cz Republic	Natl. Consult. Education	0	1	1	1	0	1	1
Cz Republic	Assesment Procurement	0	1	0	0	0	0	0
Denmark	Danmarksdebatten	0	0	1	0	1	1	0
Finland	Himmelina part tools	0	1	1	0	0	1	1
France	Gonesse City Development	0	0	0	0	0	1	0
France	PB on Education	1	1	1	0	0	1	1
Germany	OnlineDialoguePB	1	0	1	1	1	1	1
Germany	Citizen Jury	0	1	1	0	0	1	0
Greece	Municipal Check List	0	1	1	0	0	0	0
Hungary	e-games	0	0	0	0	1	0	0
Ireland	Natl. Social Partnership	0	1	1	1	0	1	1
Italy	Alternative Budget Report	1	1	1	1	0	1	0
Japan	Info. Disclosure Board	0	0	1	1	0	1	1
Korea	Seoul Anti-corruption	0	0	0	0	0	1	0
Korea	IBA for Women Policies	0	1	1	1	0	1	0
Mexico	Budget Pub. Exp. Prog	0	1	0	0	0	0	0
Mexico	Social Witness	1	0	1	0	0	0	1
Netherlands	PB of the Young	1	1	1	0	0	1	1
New Zealand	Consultation on City Plan	0	1	1	0	0	1	1
Norway	Ombudsman	0	0	1	1	0	1	0
Poland	Bulletin public finances	0	1	1	1	0	1	0
Portugal	Palmela PB	0	0	0	1	0	1	1
Slovak Rep.	Assessing state org rep	0	1	0	0	0	0	0
Spain	JUN Interactive city council	0	0	0	0	1	0	0
Spain	PB Seville	0	0	1	0	0	1	1
Switzerland	PB Bollingen	0	0	0	0	0	0	0
Turkey	Consultationn on Transports	0	0	1	0	0	1	1
United Kingdom	Bradford Part. Budgeting	1	0	1	1	0	1	1
United Kingdom	Harrow Openg Budget	0	0	0	0	0	0	1
United States	California Budget Project	1	1	0	0	0	1	0
United States	Civic Engagement Project	0	1	1	1	0	1	1
United States	Exercise in Hard Choices	1	0	1	1	0	1	1
European Union	e-Learning on Part. Democ.	0	1	1	1	1	1	1
European Union	European Citizens Panel	0	1	0	0	0	0	1
European Union	Evaluation of EC consult.	0	1	1	0	0	0	1

COUNTRY	Case name	Deliberation	F/Partnership	Scrutiny	Proximity	Engage	Potential repetition
Australia	Charter of Budget Analysis	0	0	1	0	0	0
Australia	Community Cabinet	1	0	0	1	0	1
Austria	Ombudsman Board	0	0	1	0	0	1
Belgium	PB Mons	1	0	0	0	1	1
Canada	Consultation on Budget	1	1	0	1	0	0
Cz Republic	Natl. Consult. Education	1	1	0	1	0	0
Cz Republic	Assesment Procurement	0	1	1	0	0	1
Denmark	Danmarksdebatten	1	1	0	1	0	1
Finland	Himmelina part tools	1	1	0	1	0	1
France	Gonesse City Development	1	0	0	1	0	0
France	PB on Education	1	1	0	0	1	1
Germany	OnlineDialoguePB	1	1	0	0	1	1
Germany	Citizen Jury	1	0	0	0	1	1
Greece	Municipal Check List	0	1	0	1	0	1
Hungary	e-games	1	0	0	1	0	1
Ireland	Natl. Social Partnership	1	1	0	0	1	0
Italy	Alternative Budget Report	1	1	1	0	0	1
Japan	Info. Disclosure Board	0	1	1	0	0	1
Korea	Seoul Anti-corruption	0	0	1	0	0	1
Korea	IBA for Women Policies	0	0	1	0	0	1
Mexico	Budget Pub. Exp. Prog	0	1	1	0	0	1
Mexico	Social Witness	0	1	1	0	0	1
Netherlands	PB of the Young	1	1	0	0	1	1
New Zealand	Consultation on City Plan	1	1	0	1	0	1
Norway	Ombudsman	0	0	1	0	0	1
Poland	Bulletin public finances	0	0	1	0	0	1
Portugal	Palmela PB	1	0	0	1	0	1
Slovak Rep.	Assessing state org rep	0	0	1	0	0	1
Spain	JUN Interactive city council	1	0	0	1	0	1
Spain	PB Seville	1	1	0	0	1	1
Switzerland	PB Bollingen	1	0	0	0	1	1
Turkey	Consultation on Transports	1	1	0	1	0	0
United Kingdom	Bradford Part. Budgeting	1	1	0	0	1	1
United Kingdom	Harrow Openg Budget	1	1	0	0	1	1
United States	California Budget Project	0	0	1	0	0	1
United States	Civic Engagement Project	1	1	0	0	1	1
United States	Exercise in Hard Choices	1	1	1	0	0	1
European Union	e-Learning on Part. Democ.	1	1	0	0	1	1
European Union	European Citizens Panel	1	1	0	1	0	1
European Union	Evaluation of EC consult.	0	0	1	0	0	1

ANNEX 2. THE 40 CASE TEMPLATES³⁴

AUSTRALIA: CHARTER OF BUDGET HONESTY

Type of Interaction	(i) Information (e.g. Independent budget analysis, Budget literacy)	
Basic Information	Name of Intervention	Charter of Budget Honesty
	Primary agency running Intervention (Initiator)	Government
	Who is being held accountable?	National government
	Location	Australia
	Institutional level	National
	Population	
	Sector	Public Finances
	Year of implementation and duration	1998 -
	Is this a one-off event or repeated regularly?	It is a permanent event.
Context and Scope	What are the main objectives?	<ul style="list-style-type: none"> - To provide a framework for the conduct of government fiscal policy. - To improve fiscal policy outcomes. - To enhance the fiscal strategy, to be based on principles of sound fiscal management by facilitating public scrutiny of fiscal policy and performance. - To produce better fiscal outcomes through institutional arrangements that improve the formulation and reporting of fiscal policy.
	Who is the target audience or demographic focus?	Government officials, public authorities, and citizens
	Is the initiative or methodology based on legal requirements?	The initiative is a piece of legislation.
	Stage of decision-making cycle	Decision making

³⁴ Where no information was found for a given template category (e.g. evaluation), it was considered not to exist and the corresponding cell was left blank.

	What budget and/or human resources were allocated to this SA initiative by the initiator?	No information
	What are the costs to citizens and CSOs?	None
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	
Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	<p>The Charter legally establishes an integrated fiscal framework that provides for greater discipline, transparency and accountability in fiscal policy.</p> <p>Fiscal discipline is directly enhanced by:</p> <ul style="list-style-type: none"> - ensuring that fiscal policy is formulated in accordance with principles of sound fiscal management. - requiring governments to outline how they will reverse stimulatory fiscal measures adopted to dampen an economic downturn. - enhancing public scrutiny of fiscal objectives and performance. <p>Public scrutiny of the conduct of fiscal policy is enhanced by:</p> <ul style="list-style-type: none"> - requiring governments to be more explicit about their fiscal policy intentions. - implementing an improved reporting framework that ensures that comprehensive information about fiscal developments is available. <p>This information must be consistent with external reporting standards; the government is required to explain the reason for any departure from those standards.</p> <p>This legislation gives particular attention to providing comprehensive fiscal information prior to elections.</p>
	What advocacy and media activities support the initiative?	Internet; Widespread publication of a text that explains the contents of the Charter
	Were there any specific tools used to ensure that target groups were engaged?	Government officials and public authorities are bound to respect the Charter.

Results and Impact	What (if any) has been the impact of the initiative?	The proposed legislation increases the accountability of government through improved disclosure of fiscal policy intentions and information on fiscal developments. The information provided allows the public to better assess the conduct of fiscal policy by government.
	Has the target group been reached? How inclusive was the initiative?	No information
	Has the initiative been scaled up?	No, it is already at the national level.
	Have any partnerships been established between the government, media, NGOs, communities, etc.? Describe them.	
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	
	Specific challenges identified	
	Other important information or comments	
Further References	Web sources	http://www.treasury.gov.au/contentitem.asp?ContentID=70&NavID=
	Documents and reports	
	Resource persons/contacts	Email: enquiries@aofm.gov.au Postal address: Liaison Officer Australian Office of Financial Management Treasury Building Langton Crescent CANBERRA ACT 2600 Telephone +61 2 6263 1111 Fax +61 2 6263 1222

AUSTRALIA:

COMMUNITY CABINET

Type of Interaction	(i) Information (e.g. Independent budget analysis, Budget literacy) (ii) Consultation (e.g. Citizen feedback on multi-year planning)	
Basic Information	Name of Intervention	Community Cabinet
	Primary agency running Intervention (Initiator)	Executive
	Who is being held accountable?	Regional government
	Location	Queensland, Australia
	Institutional level	Unit of Federation
	Population	
	Sector	All sectors
	Year of implementation and duration	1998
	Is this a one-off event or repeated regularly?	Repeated regularly
Context and Scope	What are the main objectives?	<ul style="list-style-type: none"> - To listen to the views, concerns and ideas of every citizen. - To bring politicians together with the people they represent. - To discuss ideas, issues and concerns about important local matters.
	Who is the target audience or demographic focus?	Every citizen
	Is the initiative or methodology based on legal requirements?	
	Stage of decision-making cycle	Agenda setting, decision making
	What budget and/or human resources were allocated to this SA initiative by the initiator?	Ministers and their political advisers; and the Director-General of each agency
	What are the costs to citizens and CSOs?	To attend to the meetings of the Community Cabinets on Sundays
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	

Tools & Methodologies Used	<p>What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.</p>	<p>During weekly Community Cabinets, the Queensland Cabinet visits a regional city or town, where ministers make themselves available to talk directly with citizens. A newspaper advertisement several weeks in advance invites individuals and groups to seek a meeting with the ministers. This formal process ensures that ministers can be briefed in advance on the issues to be raised and therefore participate in an informed dialogue.</p> <p>On Sunday morning, ministers travel to the cabinet location accompanied by their political advisers and the Director-General of each agency, so that both the political and bureaucratic resources of government are available to the community.</p> <p>Sunday afternoon includes a three-part meeting in a central public space. For the first hour, the Premier and ministers take questions from the floor. These can be on any subject, but typically have a strong local focus. Later, ministers, their advisers and the Director-General move to their own table, where they meet with any community person or group wishing to talk. The meetings are led by cabinet secretariat staff and the Premier's Office, which facilitates meetings, ensuring that all those who attend are heard. The last hour of the meeting is dedicated to formal delegation meetings.</p> <p>All participants receive letters thanking them for taking the time to get involved in community activities. Often these letters provide specific answers to questions raised during the meetings. There are also formal responses to the delegations, informing them how the government intends to deal with the issues they raised. A short newsletter outlining issues raised in the meeting and any government announcements of consequence for the local community is also distributed.</p>
	<p>What advocacy and media activities support the initiative?</p>	<p>Advance newspaper advertisements invite individuals and groups to participate in the meetings.</p>

	Were there any specific tools used to ensure that target groups were engaged?	Media support (newspaper invitation to the meetings).
Results and Impact	What (if any) has been the impact of the initiative?	It is estimated 33 100 people have attended the Community Committees since 1998.
	Has the target group been reached? How inclusive was the initiative?	Participation surveys show that most of those who attend the meetings are already community activists, individuals who are generally most likely to get involved.
	Has the initiative been scaled up?	Yes
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	No; however, interest groups are invited to participate in the meetings.
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	The methodology creates an atmosphere for informed dialogue during the meetings.
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	
	Specific challenges identified	Increase participation of citizens who are not traditionally active.
	Other important information or comments	
Further References	Web sources	http://www.thepremier.qld.gov.au/Community_Consultation/
	Documents and reports	Transcripts of a major speech on the initiative: http://www.brisinst.org.au/papers/davis_glyn_reinventing/print.html
	Resource persons/contacts	Email: ThePremier@premiers.qld.gov.au Postal address: Premiers' General Office PO Box 15185 City East Queensland 4002 Telephone +61 7 3224 4500 Fax +61 7 3221 3631

AUSTRIA:

OMBUDSMAN BOARD

Type of Interaction	(i) Information (e.g. Independent budget analysis, Budget literacy) (ii) Consultation (e.g. Citizen feedback on multi-year planning)	
Basic Information	Name of Intervention	Volksanwaltschaft (lawyer of the people, Ombudsman Board)
	Primary agency running Intervention (Initiator)	Independent institution
	Who is being held accountable?	Government/public administration entities
	Location	Austria
	Institutional level	Federal, regional and local levels
	Population	8 233 000 inhabitants
	Sector	All sectors of public administration
	Year of implementation and duration	1982 (Ombudsman Board Act)
	Is this a one-off event or repeated regularly?	Repeated regularly
Context and Scope	What are the main objectives?	<ul style="list-style-type: none"> - To examine all alleged or presumed grievances arising in connection with the public administrative system. - To help citizens who believe they have received “insufficient” or “unfair” treatment by a public authority. - To improve the quality of government.
	Who is the target audience or demographic focus?	All citizens
	Is the initiative or methodology based on legal requirements?	The Federal Constitution mandates the Ombudsman Board and entrusts it with its tasks.
	Stage of decision-making cycle	Agenda setting, decision making, implementation, evaluation
	What budget and/or human resources were allocated to this SA initiative by the initiator?	There are three “Ombudsmans”; no information about other staff.
	What are the costs to citizens and CSOs?	Complaints may be submitted to the Ombudsman Board free of charge. The submission of a complaint is a generally informal procedure and may be done in writing or by personal appearance.
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	

Tools & Methodologies Used	<p>What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.</p>	<p>The Ombudsman Board is an independent institution. Its decisions are exclusively based on legal principles and the requirements of an equitable, fair, citizen-oriented and efficient administrative system. Its review activities are primarily designed to provide help to citizens who believe they have received “insufficient” or “unfair” treatment by a public authority. The Ombudsman Board examines the conduct of civil servants and other public administrative employees. Another task of the Ombudsman Board relates to its review authority for improving the quality of government in Austria. A review typically results in the problem in question being solved or a wrong decision being corrected. In such cases, the Ombudsman Board acts not only as a critic but also as a mediator between citizens and administrative authorities. The Ombudsman Board thus aims to help improve the public’s faith in the administrative system through of investigations and clarifications.</p> <p>The findings of the Ombudsman Board are not concerned with laws. By making recommendations to legislators (national Parliament, regional Diets) the Ombudsman Board is also instrumental in the further development of the legal system.</p> <p>The Ombudsman Board may also be called upon to assist citizens who wish to submit petitions or to start citizens’ initiatives. Quite often the Ombudsman Board is contacted by citizens with special questions and problems that do not result in review proceedings. In such cases, general advice and information are offered.</p> <p>The Ombudsman Board is established under the Federal Constitution. It is organised on a collective basis and has three members. They are elected by the Lower House of Parliament to six-year terms and are sworn in by the Federal President. Members may be re-elected once. Each of the three largest political parties nominates one Ombudsman Board candidate; however, under the constitution, the ombudsmen are independent. They cannot be dismissed and are only bound by the law.</p>
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	What advocacy and media activities support the initiative?	Internet; No information about other means
	Were there any specific tools used to ensure that target groups were engaged?	
Results and Impact	What (if any) has been the impact of the initiative?	No information
	Has the target group been reached? How inclusive was the initiative?	No information
	Has the initiative been scaled up?	
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	No partnership with governments, considering that the Ombudsman Board is by law defined as an independent institution. No information about other partnerships.
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	None
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	
	Specific challenges identified	No information
	Other important information or comments	
Further References	Web sources	http://www.volksanw.gv.at/i_english.htm
	Documents and reports	
	Resource persons/contacts	Email: post@volksanwaltschaft.gv.at Postal address: Ombudsman Office PO Box 20 A-1015 Vienna Telephone 01 515 05 0 Toll-free line 0800 223 223 Fax 01 515 05 150

BELGIUM:

PARTICIPATORY BUDGETING, MONS

Type of Interaction	(i) Information (e.g. Independent budget analysis, Budget literacy) (ii) Consultation (e.g. Citizen feedback on multi-year planning) (iii) Participation (e.g. Participatory budgeting)	
Basic Information	Name of Intervention	Mons Participatory Budgeting
	Primary agency running Intervention (Initiator)	Legislative/Executive
	Who is being held accountable?	Executive/Legislative
	Location	Mons, Belgium
	Institutional level	Local (District of the Commune)
	Population	91 000
	Sector	All Sectors – Budgeting Process
	Year of implementation and duration	2003 -
	Is this a one-off event or repeated regularly?	Repeated every year
Context and Scope	What are the main objectives?	- Decentralisation of political and economical decision making. - Transparency concerning public resources and expenses. - Improvement of the image and the effectiveness of public administration .
	Who is the target audience or demographic focus?	Two zones of the city with the most socio-economically disadvantaged populations (no information about the total number of citizens expected to be reached).
	Is the initiative or methodology based on legal requirements?	The federal government's programme "Politique de Grands Villes" (Big Cities Policy) granted funds to cities that proposed projects aiming to reduce poverty, which involved citizens in the process.
	Stage of decision-making cycle	Agenda setting
	What budget and/or human resources were allocated to this SA initiative by the initiator?	No information
	What are the costs to citizens and CSOs?	Attend public meetings (No information on the number of meetings.)

	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	No information
Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	<p>The two districts selected were divided into six zones, and elections were held to choose four representatives from each zone. These representatives have the following roles:</p> <ul style="list-style-type: none"> - to communicate to inhabitants about the process. - to gather information concerning citizens' priorities through the use of questionnaires. - to meet the other representatives to elaborate a list of propositions. - to submit the list of propositions to the citizens for discussion, changes and final approval. - to present a final "book of demands" to the executive branch. <p>Thematic meetings are also held on five themes based on the questionnaire that indicates citizen concerns.</p>
	What advocacy and media activities support the initiative?	Representatives diffuse information to citizens. No information about other means.
	Were there any specific tools used to ensure that target groups were engaged?	Yes
Results and Impact	What (if any) has been the impact of the initiative?	According to the independent "German Report" there were no significant effects until the end 2005.
	Has the target group been reached? How inclusive was the initiative?	<p>Based on the "German Report":</p> <ul style="list-style-type: none"> - Weak participation (estimation: only 3% of the target population). - Despite the fact that the initiative targeted two districts with the lowest socio-economic conditions, most elected representatives were from the middle class (independent workers, teachers, private sector employees); participants in the assemblies generally belonged to the working class. - There was no gender inclusiveness, with a majority of male participants. In 2004 there were only 4 women out of 32 elected representatives.
	Has the initiative been scaled up?	

	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	No – in fact, there seems to be a generalised effort not to associate with existing CSOs.
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	<ul style="list-style-type: none"> - Low deliberative quality: During the public meetings at zone level, many participants did not know the object of the discussion. - Most of the problems presented by the citizens are of individual order. - The discussions between the representatives of the zones show a higher deliberative level (<i>e.g.</i> discussing the quality of public policies, level of priorities).
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	
	Specific challenges identified	To better integrate the population to the process
	Other important information or Comments	<p>Main points/problems identified by project stakeholders:</p> <ul style="list-style-type: none"> - Citizens did not know how much of the budget was allocated to the PB during the meetings, which created confusion about the scope of their participation and their expectations of the process. - After the delivery of the “book of demands” there was no more consistent interaction with and participation of citizens in the process, creating frustration and breaking the flow of participation (<i>e.g.</i> legislative approval of the demands, followup on public procurement and public expenses). - Because citizens tend to participate more in those events where the mayor/elected officials are present, increased participation of government officials is necessary to enhance public participation.
Further References	Web sources	
	Documents and reports	<p>“German Report” in Yves Sintomer/Carsten Herzberg/Anja Röcke (eds.) “Participatory Budgets in a European Comparative Perspective. Vol II (Documents)”, Berlin 2005</p>

	Resource persons/contacts	Postal address: Centre Marc Bloch Schiffbauerdamm 19, D-10117 Berlin Telephone +49 0 30 / 20 93 37 95 Fax +49 0 30 20 93 37 98
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CANADA:

ONLINE PRE-BUDGET CONSULTATION

Type of Interaction	(i) Information (e.g. Independent budget analysis, Budget literacy) (ii) Consultation (e.g. Citizen feedback on multi-year planning) (iii) Participation (e.g. Participatory budgeting)	
Basic Information	Name of Intervention	Online Pre-Budget Consultations for Budget 2006 and Beyond
	Primary agency running Intervention (Initiator)	Canadian Department of Finance
	Who is being held accountable?	
	Location	Canada
	Institutional level	National
	Population	32 500 000
	Sector	General – Budget Allocation
	Year of implementation and duration	2006, two weeks long (from 6 April to 20 April)
	Is this a one-off event or repeated regularly?	2006 is the first year this initiative was implemented on the federal level. A number of provinces have been undertaking online consultations for several years as part of their annual budget preparation.
Context and Scope	What are the main objectives?	- To encourage citizen participation in the budget process. - To take accountability and openness to a higher level. - To gather innovative ideas for the 2006 budget and the future budgets.
	Who is the target audience or demographic focus?	All Canadian citizens
	Is the initiative or methodology based on legal requirements?	Not specifically (see note below).
	Stage of decision-making cycle	Agenda setting
	What budget and/or human resources were allocated to this SA initiative by the initiator?	Staff were drawn from the Consultations and Communications branch of the Department of Finance, whose mandate it is to conduct citizen engagement activities.
	What are the costs to citizens and CSOs?	To access the Internet to participate in the consultation.

	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	
Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	<p>A forum for open consultation can be accessed online. There are three key consultation issues that aim to answer the following questions:</p> <ol style="list-style-type: none"> 1. What would you like to see in the 2006 budget and future budgets? 2. If you propose further tax cuts – or spending increases – where should the government spend less? 3. How can the government deliver programmes more efficiently and effectively? <p>Following these questions, there is an open section allowing citizens to make any other comments.</p> <p>In order to place these questions in context, the consultation Web site includes a link to the “Ministers’ Consultation Invitation”, where the minister addresses the main questions concerning the national budget.</p>
	What advocacy and media activities support the initiative?	Internet; No other media support
	Were there any specific tools used to ensure that target groups were engaged?	No
Results and Impact	What (if any) has been the impact of the initiative?	More than 5 600 individuals and organisations took part in the process by submitting comments to the online consultations.
	Has the target group been reached? How inclusive was the initiative?	The target group was all Canadians.
	Has the initiative been scaled up?	No
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	See note below
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	As far as it could be identified, there has not been any public deliberation that derived from this initiative.

	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	Still being evaluated
	Specific challenges identified	Still being evaluated
	Other important information or comments	
Further References	Web sources	www.fin.gc.ca
	Documents and reports	
	Resource persons/contacts	Email: Bentley.george@fin.gc.ca George Bentley, Senior Consultations and Public Affairs Officer Department of Finance

Note:

Although not legally prescribed, Consulting Canadians is mandated by the Communications Policy of the Government of Canada, which states that all departments should:

Consult the public, listen to and take account of people's interests and concerns when establishing priorities, developing policies, and planning programs and services. The government's obligation to reach out and communicate with citizens is concomitant with the right of citizens to address and be heard by their government. In a democracy, listening to the public, researching, evaluating and addressing the needs of citizens is critical to the work of government. The government must learn as much as possible about public needs and expectations to respond to them effectively. The dialogue between citizens and their government must be continuous, open, inclusive, relevant, clear, secure and reliable. Communication is a two-way process.

Although this was the first Web-based consultation, the Ministry of Finance has been accelerating its consultation activity since 1994 when, in the context of the fight against the deficit, the Minister launched a national consultation exercise, which later expanded to include the House of Commons Standing Committee on Finance.

The pre-budget consultation process includes three elements:

1. House of Commons Standing Committee on Finance, which is required by standing order of Parliament to conduct pre-budget hearings both in Ottawa and across the country involving some 500 groups and individuals, and then report back to Parliament on what it has heard.
2. The Minister of Finance conducts his own pre-budget consultation sessions with key stakeholders. This past year, the Minister engaged more than organisations in a series of four face-to-face roundtables in Ottawa. When schedules permit, there have also been similar sessions in communities across the country. This year's online consultations added another element to the Minister's toolbox of ways to engage Canadians.
3. The Department of Finance stages its own pre-budget consultations where individual branches meet with key stakeholders. At the same time, the Department conducts public opinion research and focus groups as part of the budget preparation process.

CZECH REPUBLIC:

A CHALLENGE FOR 10 MILLION

Type of Interaction	(i) Information (e.g. Independent budget analysis, Budget literacy) (ii) Consultation (e.g. Citizen feedback on multi-year planning)	
Basic Information	Name of Intervention	A Challenge for 10 Million
	Primary agency running Intervention (Initiator)	Executive
	Who is being held accountable?	Executive
	Location	Czech Republic
	Institutional level	National
	Population	
	Sector	Education
	Year of implementation and duration	1999-2000
	Is this a one-off event or repeated regularly?	One-off event
Context and Scope	What are the main objectives?	To create public discussions, the results of which will be used to create a strategic document (white book) to determine the overall framework for the national education policy.
	Who is the target audience or demographic focus?	- The primary target group consisted of teachers and education professionals (individuals and representative institutions). - Secondary groups: CSOs, the public at large.
	Is the initiative or methodology based on legal requirements?	No, however the basic preconditions for public participation are assured by the 1993 Constitution.
	Stage of decision-making cycle	Agenda setting, decision making

	What budget and/or human resources were allocated to this SA initiative by the initiator?	<p>Budget: EUR 57 890</p> <p>The main management structures of the project included:</p> <ul style="list-style-type: none"> - Council for Education Policy – the minister’s advisory body, composed of two representatives from the ministry, two independent experts, and 13 representatives from other institutions and organisations (Parliament, unions, employers, professional associations). - Executive Council – the main management body for the project, headed by the first deputy minister and including in its membership heads of other organisations participating in the project, a media employee from the ministry, and a representative from the Open Society Fund. - Basic Team – led by the Ministry of Education with representatives of institutions dealing with education issues [Centre for the Study of Higher Education, Research Institute of Professional Education, Centre for Education Policy and the “Teachers’ News” newsletter].
	What are the costs to citizens and CSOs?	Costs varied according to the level of engagement (e.g. sending comments by the Internet, actively participating in roundtables).
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	

<p>Tools & Methodologies Used</p>	<p>What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.</p>	<p>The consultation process was divided into four phases:</p> <p><u>Phase1- Preparation of a new education policy</u></p> <ul style="list-style-type: none"> - May 1999, the “Concept for Education and for the Development of the Education System in the Czech Republic” made available to the public through the Ministry’s Web site. In the preface, the Minister of Education appealed to the public to participate in discussion of the document. Initiative published in the written press. Individuals and institutions made contributions to the content of the document. - Approval of a detailed project proposal for the second phase. <p><u>Phase2- The public consultation</u></p> <ul style="list-style-type: none"> - The Ministry of Education communicated to the broad public its intention to launch a society-wide discussion in preparation of the White Book on Education Policy. - A set of seven topic-specific background studies served as the basic documents for the subsequent public dialogue. - The Institute for Information on Education (UIV) set up of an Office of Public Discussions to collect all responses and comments submitted by fax, post and email. - A series of roundtable and public discussions with citizens and stakeholders were held. These discussions were initiated by the UIV and/or the stakeholders <p><u>Phases 3 and 4 - Drafting and discussion at the National Seminar</u></p> <ul style="list-style-type: none"> - Based on the results of the second phase and on consultation with experts a version of the White Book was drafted and made available on the Ministry’s Web site, along with an email address for proposals and comments. - A national seminar was held, aiming to reach consensus among main stakeholders. - The government approved a final version of the White Book in February 2001.
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	What advocacy and media activities support the initiative?	Information on the policy proposal and opportunities for public consultation were provided via a special bulletin, press conferences for the media and a dedicated Web site. A series of public discussion sessions and roundtables were organised throughout the country by schools and educational establishments.
	Were there any specific tools used to ensure that target groups were engaged?	A "Special bulletin for education professionals" was issued and distributed directly to public administration and education establishments, as well as the media.
Results and Impact	What (if any) has been the impact of the initiative?	
	Has the target group been reached? How inclusive was the initiative?	<i>Ex post</i> evaluation shows that two-thirds of the professional public (primary target group) received the information bulletin; while less than one-half of these read more than five issues, and roughly one-half read one to four issues.
	Has the initiative been scaled up?	No
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	An independent public institution for education (Institute for Information on Education, www.uiv.cz) and a prominent non-governmental organisation (OSF, Education Support Project of the Open Society Fund Prague, www.osf.cz) played important roles in assisting the Ministry of Education to organise this extensive information and consultation programme.
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	The set of public debates and roundtables, together with documents aiming to inform the public on the issues at stake, enhanced informed deliberation.

	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	<p>Two evaluation reports have been prepared. Among the main findings are the following:</p> <ul style="list-style-type: none"> - The majority of citizens agreed with the subject of the consultation, believing that the educational system needed to be changed. - Among the public at large, half of the citizens were aware of the ongoing discussion. <p>No change was made, since it was a one-off event.</p>
	Specific challenges identified	<ul style="list-style-type: none"> - Distrust on the part of citizens towards the public administration. - Public administration does not have experience in managing public consultation exercises.
	Other important information or comments	
Further References	Web sources	
	Documents and reports	<p>OECD report: http://publications.oecd.org/acrobatebook/4201131E.PDF </p>
	Resource persons/contacts	

CZECH REPUBLIC:

ASSESSMENT OF PUBLIC PROCUREMENT

Type of Interaction	(i) Information (e.g. Independent budget analysis, Budget literacy) (ii) Consultation (e.g. Citizen feedback on multi-year planning) (iii) Participation (e.g. Participatory budgeting)	
Basic Information	Name of Intervention	Assessment of inefficiently used public funds in public procurement in the Czech Republic
	Primary agency running Intervention (Initiator)	Transparency International Czech Republic (TIC)
	Who is being held accountable?	National government
	Location	Czech Republic
	Institutional level	National
	Population	
	Sector	Government Budgeting
	Year of implementation and duration	2004
	Is this a one-off event or repeated regularly?	Repeated regularly
Context and Scope	What are the main objectives?	To assess the losses caused by inefficiency and lack of transparency in the awarding of public contracts.
	Who is the target audience or demographic focus?	Primary target audience: Decision-makers, stakeholders Secondary target audience: citizens in general
	Is the initiative or methodology based on legal requirements?	No
	Stage of decision-making cycle	Evaluation
	What budget and/or human resources were allocated to this SA initiative by the initiator?	No information
	What are the costs to citizens and CSOs?	
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	

Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	The study mapping the process for purchasing goods at the municipal and central levels was conducted to assess the volume of public funds that are allocated inefficiently. The analysis was based on data from the Ministry of Finance and the Czech Statistics Office, and the findings of the Supreme Audit Court.
	What advocacy and media activities support the initiative?	Website, no information about other media support
	Were there any specific tools used to ensure that target groups were engaged?	No information
Results and Impact	What (if any) has been the impact of the initiative?	No information
	Has the target group been reached? How inclusive was the initiative?	No information
	Has the initiative been scaled up?	
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	No. The methodology was consulted and approved by experts in public funds, public administration and territorial self-government from the University of Economics in Prague.
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	None
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	
	Specific challenges identified	No information
	Other important information or comments	Expenditures for the purchase of goods and services by central government amounts to 4.3% of the GDP. It is estimated 14.7% of this funding was used inefficiently. Expenditure for the purchase of goods and services by municipal governments amounts to 6.2% of the GDP. It is estimated that 12% of this funding was used inefficiently.
Further References	Web sources	www.transparency.cz
	Documents and reports	

	Resource persons/contacts	<p>Email: krnacova@transparency.cz</p> <p>Postal address:</p> <p>Adriana Krnáčová Director Transparency International - Česká Republika Politických vězňů 8, CZ - 110 00 Praha 1</p> <p>Telephone +420 224 240 895-7 Mobile +420 608 069 828</p>
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DENMARK:

DANMARKSDEBATTEN

Type of Interaction	(i) Information (e.g. Independent budget analysis, Budget literacy) (ii) Consultation (e.g. Citizen feedback on multi-year planning) (iii) Participation (e.g. Participatory budgeting)	
Basic Information	Name of Intervention	The Danish e-democracy, or SA, initiative is geared towards e-debate, <i>i.e.</i> Information and Consultation (Danmarksdebatten). Currently it is being extended to include e-election functionality.
	Primary agency running Intervention (Initiator)	The initiator was the Danish Ministry of Science, Technology and Innovation. Currently the project is housed in the Danish National IT and Telecom Agency.
	Who is being held accountable?	Local, regional and national authorities
	Location	Denmark
	Institutional level	All levels
	Population	5.2 million
	Sector	All sectors
	Year of implementation and duration	The dialogue platform/e-debate solution Danmarksdebatten was made available for public use in February 2004.
	Is this a one-off event or repeated regularly?	The dialogue platform can be used at any time.
Context and Scope	What are the main objectives?	The main scope of Danmarksdebatten is to support the democratic decision process: - To contribute to dialogue among public authorities and between authorities and citizens (<i>i.e.</i> end users). - To further individuals' opportunities to actively participate in and contribute to government. - To qualify input from citizens and elected officials. - To allow public authorities and elected representatives to qualify their decisions and present multiple perspectives on issues.
	Who is the target audience or demographic focus?	Public authorities; all Danish citizens

	Is the initiative or methodology based on legal requirements?	<p>Danmarksdebatten is democratic and open, but certain rules must be respected:</p> <ul style="list-style-type: none"> - The debates must be objectively interesting for a broad group of people. - The debates must be carried out in a respectful manner, and may not be insulting or offensive. - All relevant existing legal rules, such as press ethics, must be respected.
	Stage of decision-making cycle	All stages, plus election-related aspects due to e-election.
	What budget and/or human resources were allocated to this SA initiative by the initiator?	No information
	What are the costs to citizens and CSOs?	<ul style="list-style-type: none"> - For citizens, the cost to connect to the Internet, and freely consult and participate in the debates - For CSOs intending to manage debates (including the appointment of moderators and debate owners), Danmarksdebatten is offered free of charge by the National IT and Telecom Agency, which operates the technical facilities. The same opportunity is offered to public authorities.
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	

Tools & Methodologies Used	<p>What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.</p>	<p>Danmarksdebatten is an Internet platform that allows citizens/public authorities/elected officials to interact among themselves and to discuss public issues.</p> <p>For example, a municipality Web site showing families that wait time for child care is six months might also contain a link inviting the family to discuss the municipality's future childcare policy. There may be links to similar topics at the local, regional or national levels, where the family may find arguments that help them to voice their opinions and/or to make more informed arguments. From this discussion of municipal childcare policy, the family may then proceed to a debate on government family policy.³⁵</p> <p>Situational engagement can be applied to stimulate citizen participation at several levels. Local, regional and national debates are linked and made accessible; this allows individuals to view the various ongoing public debates, and permits public authorities and elected officials to collect valuable information on citizen preferences, values and attitudes.</p> <p>A successful electronic debate requires well-defined topics, clear purposes and proactive and dedicated management/moderation. Debate leaders receive recommendations on how to approach online dialogues in terms of preparation, launch and conclusion.</p>
	<p>What advocacy and media activities support the initiative?</p>	<p>Web sites Individual authorities (public sector, CSO) are responsible for managing the debates and working with (national and/or local) media to promote the debates.</p>
	<p>Were there any specific tools used to ensure that target groups were engaged?</p>	<p>Direct contact to all states, regional and local authorities by email, letter and phone; information made available at conferences, etc.</p>

³⁵ Example extracted from www.damarksdebatten.dk.

Results and Impact	What (if any) has been the impact of the initiative?	More than 100 authorities have used Danmarksdebatten to manage debates. Further development is underway to allow e-voting, e-pooling, and citizen panels.
	Has the target group been reached? How inclusive was the initiative?	All authorities were contacted and given the offer to use the tool. The target group was mainly local authorities; approximately one-third have used it.
	Has the initiative been scaled up?	The initiative is ready to be employed in all levels (local, regional, and national).
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	All CSO and interest groups have the possibility to create their own debate platforms.
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	The initiative is essentially deliberative. The National IT and Telecom Agency offers CSOs, political authorities, and elected officials general assistance in relation to good debating ethics, dialogue, communication strategies, and e-democracy in general.
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	No formal evaluation, but revision of target from debates only to include e-voting, e-pooling and citizen panels.
	Specific challenges identified	No information
	Other important information or comments	No information
Further References	Web sources	www.danmarksdebatten.dk (includes text about the initiative in English)
	Documents and reports	No reports yet; an e-democracy paper is planned.
	Resource persons/contacts	Eva Born Rasmussen (er@itst.dk) Adam Lebech (ale@itst.dk)

FINLAND:

HAMEENLINNA PARTICIPATION TOOLS

Type of Interaction		(i) Information (e.g. Independent budget analysis, Budget literacy) (ii) Consultation (e.g. Citizen feedback on multi-year planning)
Basic Information	Name of Intervention	Multiple devices of consultation: feedback-carts; surveys; micro-local fund for projects; participatory urban planning; "parliament for associations"; participatory youth project (e-learning); volunteer center; fora for specific target groups.
	Primary agency running Intervention (Initiator)	Government/Administration-led
	Who is being held accountable?	Government/Administration
	Location	City of Hämeenlinna (Finland)
	Institutional level	Micro-local and city-wide
	Population	46 000
	Sector	All sectors of administration; Urban planning; Co-operation with associations; Youth policy
	Year of implementation and duration	Programmes have been implemented in succession since the mid-1990s
	Is this a one-off event or repeated regularly?	Regularly
Context and Scope	What are the main objectives?	<ul style="list-style-type: none"> - Improving the quality of public services. - Strengthening citizens' confidence in local politics. - Enhancing citizen participation. - Increasing communication between local government and citizens. - Improving conditions for target groups (youth, elderly, handicapped). - Improving standard of living, especially in disadvantaged districts. - Enhancing solidarity.
	Who is the target audience or demographic focus?	The whole population, with a special focus on young and elderly people.
	Is the initiative or methodology based on legal requirements?	Local governments in Finland are urged by the central government to encourage participation by local residents (e.g. in the Local Government Act of 1995), but they are not required to do so.
	Stage of decision-making cycle	Co-planning, agenda setting, implementation, and evaluation

	What budget and/or human resources were allocated to this SA initiative by the initiator?	This has not been evaluated, because of the difficulty in doing so for a multiplicity of programmes; in the framework of the micro-local fund, cities provide about EUR 20 000 (total) per year to inhabitants.
	What are the costs to citizens and CSOs?	Not possible to evaluate.
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	
Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	<ul style="list-style-type: none"> - Feedback on quality of local services for residents. - Regular surveys citizens' quality of life and specific needs. - Micro-local fund for projects: about EUR 20 000 euro per year, distributed among 20-25 projects. Single residents or groups of residents can apply for funding; evaluation criteria include the necessity of the project, the number of residents affected, local involvement, etc. The projects (renovation of a building, cleaning of a beach, etc.) are carried out by inhabitants themselves. - Participatory urban planning: deliberative and long-standing process of co-planning between local government and citizens. - Fora: "parliament for associations"; youth forum; forum for elderly people, etc. Government representatives meet directly with civil society actors to discuss current problems and possibilities for action. - Participatory youth project (e-learning) in schools, which won the best e-learning project in Finland in 2002 and also best e-learning project in the Eschola Competition of the European Network Schoolnet.
	What advocacy and media activities support the initiative?	Local newspapers inform about the projects, but there are no specific advocacy activities.
	Were there any specific tools used to ensure that target groups were engaged?	Special school project, in schools; consultative fora for specific target groups (elderly people, young people, handicapped people, drug addicts).

Results and Impact	What (if any) has been the impact of the initiative?	<p>Difficult to evaluate concretely because the project is long-term; however, outcomes are:</p> <ul style="list-style-type: none"> - A more citizen-oriented and transparent local government. - Better communication between citizens and local government. - More networking between civil society actors in fora, "parliament of associations", etc. - More information about city politics for inhabitants.
	Has the target group been reached? How inclusive was the initiative?	The different fora gave target groups the opportunity to express their needs.
	Has the initiative been scaled up?	No
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	No official partnerships, but overall co-operation between local government and different actors from civil society (above all: people active in associations) has been strengthened and improved.
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	Public deliberation was encouraged within the process of urban planning, where representatives from the city administration and architects deliberated with inhabitants about upcoming projects; the fora are also a place for deliberation, but they are not public.
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	The local government itself constantly tries to further develop participatory activities, including civil society in this process (<i>e.g.</i> one fora topic: how to continue?). Different international evaluations in the 1990s within the framework of the Carl-Bertelsmann competition on "Democracy and Efficiency" (<i>e.g.</i> by Naschold, Oppen). Scientific evaluation within a European project on "Participatory Budgets in Europe" (2005) by Sintomer, Herzberg and Röcke. However, these evaluation tools are not specific to local government.

	Specific challenges identified	Incorporating more direct decision-making competence for local citizens, which is not in the “spirit” of the participatory politics of Hämeenlinna; the government focuses on continuous co-operation between civil society and the local administration/ government via fora, participatory urban planning, etc., but not on the delegation of power to citizens' councils.
	Other important information or comments	
Further References	Web sources	www.hameenlinna.fi
	Documents and reports	German Report about Hämeenlinna in Yves Sintomer, Carsten Herzberg, Anja Röcke (eds.), “Participatory Budgets in a European Comparative Perspective, Vol. II (Documents)”, Berlin, 2005
	Resource persons/contacts	Email: Anja Röcke (EUI), anja.rocke@iue.it Postal address: Carsten Herzberg / Yves Sintomer Centre Marc Bloch Schiffbauerdamm 19 D-10117 Berlin Telephone +49 (0) 30 / 20 93 37 95 Fax +49 (0) 30 / 20 93 37 98

FRANCE:

CONSULTATION ON CITY PROJECT, GONESSE

Type of Interaction		(ii) Consultation (e.g. Citizen feedback on multi-year planning)
Basic Information	Name of Intervention	Projet de Ville: Nos Projets Pour les Dix Ans à Venir (City project : Our projects for the next ten years)
	Primary agency running Intervention (Initiator)	Government-led
	Who is being held accountable?	Executive
	Location	City of Gonesse
	Institutional level	Local
	Population	24 701
	Sector	The project has 6 themes: 1. Urban renovation 2. Reinforcement of solidarity 3. Quality of public services 4. Improving quality of life 5. Setting standards for policies on education, culture and sports 6. Economic development and employment
	Year of implementation and duration	1 April 2006-January 2007
	Is this a one-off event or repeated regularly?	One-off event
Context and Scope	What are the main objectives?	The mayor and his staff propose new ways to reinforce participatory democracy; this includes a broad consultation, which creates a sphere where citizens can express their ideas and concerns, allowing the government to determine collective priorities and formulate proposals for action.
	Who is the target audience or demographic focus?	All local citizens
	Is the initiative or methodology based on legal requirements?	The official Web site mentions the "loi de démocratie de proximité" of 2002; however, Gonesse has made efforts to reinforce local democracy since 1995.
	Stage of decision-making cycle	Agenda setting
	What budget and/or human resources were allocated to this SA initiative by the initiator?	No information

	What are the costs to citizens and CSOs?	<p>- Citizens are asked to fill in thematic questionnaires (three to five minutes per theme/six themes), which are made available throughout the consultation. Questionnaires can be submitted via Internet, mail or in person.</p> <p>- Citizens can choose to participate in voluntary public meetings.</p>
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	
Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	<p><u>Consultation:</u> Thematic questionnaires (<i>i.e.</i> culture, solidarity) are published each month in the city newspaper. Citizens can also access the questionnaires on government organisation Web sites. The questionnaires can be submitted online or by post.</p> <p><u>Public Debate:</u> Procedures for consultation are presented to neighbourhood councils. A global public meeting open to all citizens aims to foster the exchange of information among stakeholders. Six thematic workshops are also proposed.</p> <p><u>Specific Methodologies:</u> Special thematic workshops were proposed for the 600 civil servants in Gonesse. (It is unclear whether these meetings actually took place.)</p>
	What advocacy and media activities support the initiative?	Questionnaires are made available on local public Web sites and in the city newspaper.
	Were there any specific tools used to ensure that target groups were engaged?	Schools have been involved in planning specific activities for younger citizens. The same actions are planned in conjunction with the “council of the elderly”, “council of the young citizens” and “council of the associative life”.
Results and Impact	What (if any) has been the impact of the initiative?	No information
	Has the target group been reached? How inclusive was the initiative?	No information
	Has the initiative been scaled up?	No
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	

	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	General public debate; Public debates on neighbourhoods; Thematic workshops
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	
	Specific challenges identified	No information
	Other important information or comments	Because the initiative is ongoing, some information is not existent/available.
Further References	Web sources	http://www.ville-gonesse.fr/
	Documents and reports	
	Resource persons/contacts	Service Démocratie Participative Postal Address : 66 rue de Paris - BP 60 95503 Gonesse Cedex Telephone +33 (0)1 34 45 11 08 Fax +33 (0)1 39 85 26 60

FRANCE:

REGIONAL PB ON EDUCATION

Type of Interaction		(iii) Participation (e.g. Participatory budgeting)
Basic Information	Name of Intervention	High School Participatory Budgeting
	Primary agency running Intervention (Initiator)	Government-led (Executive)
	Who is being held accountable?	
	Location	Region Poitou-Charentes, FRANCE
	Institutional level	Regional
	Population	1 600 000
	Sector	Education
	Year of implementation and duration	2005
	Is this a one-off event or repeated regularly?	The second session of the PB begins in 2006.
Context and Scope	What are the main objectives?	<ul style="list-style-type: none"> - To involve citizens in the decisions that concern them. - To identify citizens' needs. - To allocate resources more effectively. - To address the representative democracy crisis.
	Who is the target audience or demographic focus?	Education system stakeholders: school boards, administrative staff, teachers, parents, students.
	Is the initiative or methodology based on legal requirements?	No
	Stage of decision-making cycle	Agenda setting, decision making
	What budget and/or human resources were allocated to this SA initiative by the initiator?	
	What are the costs to citizens and CSOs?	Citizens must participate in at least one of two meetings on budget allocation.
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	EUR 10 million is allocated to the PB; EUR 110 million total is allocated to high schools, representing 9.09% of the total education budget.

Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	<ul style="list-style-type: none"> - Every public high school in the region (93 schools total) holds an initial meeting. During these assemblies, the global budget for the region is presented; participants also learn the percentage of this funding that goes to high schools, and how participatory budgeting works. The public is then divided into working groups, which present their proposals for the allocation of resources in the high school. A general debate follows these presentations. A synthesis of the discussions and the propositions is then elaborated. - Between the first and second meetings, government technical departments evaluate the technical, financial and legal feasibility of the propositions. For those initiatives that are feasible, a value is estimated. - A third assembly is held, with the same formalities as the first meeting. The results of the technical evaluation are presented, along with a list of the propositions from the first meeting including their respective costs. After debate, assembly participants vote to rank the propositions. The regional government commits to execute the three top priorities.
	What advocacy and media activities support the initiative?	<ul style="list-style-type: none"> - The participatory budget Internet site has extensive documentation, including power point presentations, memoranda from previous assemblies, methodologies and calendars. - The directors of the high schools are systematically informed about the results of the PB via mail. - Students are informed of results by a school-based panel.
	Were there any specific tools used to ensure that target groups were engaged?	No information
Results and Impact	What (if any) has been the impact of the initiative?	
	Has the target group been reached? How inclusive was the initiative?	

	Has the initiative been scaled up?	Yes; 53 schools participated in the first participatory budgeting exercise. In 2006, all public high schools in the region use PB.
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	The NGO ADELS – the main CSO working on participatory democracy in France – has been charged with management and moderation of the public assemblies.
	To what extent did the SA methodology encourage public deliberation (i.e. multilateral interactivity)?	
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	<p>- A first independent evaluation has been made by an external organisation. No information is available about the results of this evaluation, nor about changes that resulted.</p> <p>- During all the assemblies, evaluation questionnaires are given to participants. No information is available about the results of this evaluation, nor about changes that resulted.</p>
	Specific challenges identified	
	Other important information or comments	The PB school at Poitou-Charentes is a rare (if not unique) example of participatory budgeting at the regional level. Unlike other participatory budgeting in Europe that has a consultative value, in Poitou-Charentes PB has a decisional, binding effect.
Further References	Web sources	http://www.democratie-participative.fr/
	Documents and reports	German Report about Poitou-Charentes in Yves Sintomer, Carsten Herzberg, Anja Röcke (eds.) "Participatory Budgets in a European Comparative Perspective", Vol. II (Documents), Berlin, 2005
	Resource persons/contacts	<p>Email: postmaster@cr-poitou-charentes.fr</p> <p>Postal address :</p> <p>Région Poitou-Charentes 15, rue de l'ancienne comédie BP 575 86021 POITIERS CEDEX</p> <p>Telephone +33 (0)5 49 55 77 00 Fax +33 (0)5 49 55 77 88</p>

GERMANY:

CITIZEN JURY

Type of Interaction		(iii) Participation (e.g. Participatory budgeting)
Basic Information	Name of Intervention	Citizen Jury
	Primary agency running Intervention (Initiator)	Federal programme "Social City" (Soziale Stadt) involving Federal level, Landers and communes
	Who is being held accountable?	Municipal and Regional Legislature (Berlin Senate)
	Location	Berlin (17 neighbourhoods)
	Institutional level	Local
	Population	223 800 (6.7% of the total population of the city)
	Sector	Urban planning
	Year of implementation and duration	January 2001-December 2003
	Is this a one-off event or repeated regularly?	Repeated regularly (meetings every month)
Context and Scope	What are the main objectives?	<ul style="list-style-type: none"> - Citizen participation (mobilising citizens). - Improving the image of public officials. - Rationalisation of public expenditures.
	Who is the target audience or demographic focus?	All citizens of the neighbourhood (including foreign residents): half of the jury members were randomly selected, the other half are members of local civil society.
	Is the initiative or methodology based on legal requirements?	Federal programme aims to spur citizen participation.
	Stage of decision-making cycle	Deliberation/Decision making
	What budget and/or human resources were allocated to this SA initiative by the initiator?	EUR 500 000 per jury (one per neighbourhood) per year.
	What are the costs to citizens and CSOs?	Citizens are paid EUR 20 euros per meeting (lasting 3 hours on average)
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	0.03 % of the total budget of Berlin Senate

Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	The Citizen Jury is composed of randomly selected citizens and citizen representatives of local civil society (associations, companies). It has EUR 500 000 to finance projects for the urban rehabilitation of the neighbourhood. Any inhabitant or association can present a project to the jury, which then deliberates to decide whether to finance the project according to its “usefulness” and general quality (the final decision is generally taken through secret-ballot voting). The juries met an average of 15 times per year to evaluate about 72 projects; half were eventually financed.
	What advocacy and media activities support the initiative?	Public information campaign
	Were there any specific tools used to ensure that target groups were engaged?	Specific efforts were made to reach target groups (e.g. foreigners) and to ensure a representative composition of the juries.
Results and Impact	What (if any) has been the impact of the initiative?	<ul style="list-style-type: none"> - Faster decision-making process. - Different decisions (more oriented towards social, cultural and leisure projects than in the past). - More transparency and citizen monitoring of local public decision-making. <p>The programme also boosted local civil society through the creation of new associations and increased the legitimacy of local representatives.</p>
	Has the target group been reached? How inclusive was the initiative?	Highly inclusive, but foreigners remain under-represented.
	Has the initiative been scaled up?	No
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	No
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	Jury debates on local public expenditures included high-quality deliberations in small groups (about 20 people) and discussions in non-public settings (jury deliberations were non-public).

	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	An independent evaluation (by the Centre Marc Bloch) provided a good evaluation; however, the project was stopped due to political and financial reasons.
	Specific challenges identified	- Low participation levels. - Scepticism of some local politicians.
	Other important information or comments	
Further References	Web sources	www.quartiersmanagement-berlin.de http://i.ville.gouv.fr/divbib/doc/SYNTHjuryberlin.pdf
	Documents and reports	Eléonore Koehl and Yves Sintomer (2002) <i>Les Jurys Citoyens Berlinois</i> , Rapport final pour la Direction Interministériel de la ville. Anja Röcke and Yves Sintomer (2005) "Les jurys citoyens berlinois et le tirage au sort : un nouveau modèle de démocratie participative ?" in M.-H. Bacqué, H. Rey, Y. Sintomer, <i>Gestion de Proximité et Démocratie Participative : une Perspective Comparative</i> , Paris : La découverte.
	Resource persons/contacts	Postal address : Yves Sintomer Centre Marc Bloch Schiffbauerdamm 19 D-10117 Berlin Telephone +49 (0) 30 / 20 93 37 95 Fax +49 (0) 30 / 20 93 37 98

GERMANY:

ONLINE DIALOGUE PARTICIPATORY BUDGETING

Type of Interaction		(iii) Participation (e.g. Participatory budgeting)
Basic Information	Name of Intervention	Online Dialogue for the Participatory Budget of Berlin-Lichtenberg
	Primary agency running Intervention (Initiator)	- For the participatory budget: Bezirksamt Lichtenberg von Berlin (Lichtenberg Borough of Berlin) - For the online dialogue: Zebralog - Cross Media Dialogues
	Who is being held accountable?	The local council (<i>Bezirksverordnetenversammlung</i>) receives budget proposals from citizens and makes final funding decisions. Councils report on decisions to the public.
	Location	Berlin-Lichtenberg, Germany
	Institutional level	Local
	Population	260 000 inhabitants
	Sector	Budget
	Year of implementation and duration	August 2005 - July 2006
	Is this a one-off event or repeated regularly?	After a successful pilot in 2005, local council has decided to implement participatory budgeting as a regular task.
Context and Scope	What are the main objectives?	- Mutual agreement in policy decisions. - Effective and fair budgeting. - Transparency and comprehension in financial matters. - Lively discussion and unbureaucratic solutions.
	Who is the target audience or demographic focus?	A representative, significant sample of all local citizens
	Is the initiative or methodology based on legal requirements?	Not required
	Stage of decision-making cycle	Accompanying process for the whole decision-making cycle
	What budget and/or human resources were allocated to this SA initiative by the initiator?	Approximately EUR 160 000 in the pilot year and approximately EUR 80 000 per year thereafter for external services (media, moderation, Web design, etc.), plus unspecified human resources within the administration.

	What are the costs to citizens and CSOs?	Dependent on the media channel: a) Paper survey: 2 mailings; total time per citizen approximately 1 hour b) Public meetings: several neighbourhood meetings; total time per citizen approximately 8 hours c) Internet: 4 weeks online discussion, information reading, newsletters, online polling; total time per citizen between 1 and 32 hours, self-determined
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	100% of the "steerable" municipal budget. This excludes "fixed" transfers from the regional authority, e.g. for social benefits.
Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	a) Paper survey b) Public meetings c) Internet: Online dialogue with detailed information section, moderated discussion forum, budget calculator, proposal wikis, preference polling, newsletter, editor interviews with politicians, etc.
	What advocacy and media activities support the initiative?	- Posters and leaflets. - Information stands at local festivals. - Mass media coverage. - Online banners.
	Were there any specific tools used to ensure that target groups were engaged?	- Mini-events for minorities and fringe groups. - Free access to online-dialogue in local libraries. - Tech support for online participants. - Proactive phone support for survey participants. - Interpreters for hearing-impaired citizens at public meetings.
Results and Impact	What (if any) has been the impact of the initiative?	The local council has passed 37 of the 42 proposed budget and policy amendments.
		The prioritised list of 42 proposals was the result of cross-media dialogue on hundreds of individual submissions. The main impact was enhanced accountability of local government.

	Has the target group been reached? How inclusive was the initiative?	<p>In total 4 000 people participated in the different programmes during the pilot year. The paper survey reached a representative share of the local population.</p> <p>The online dialogue reached mainly citizens up to age 50 of both genders. The level of education was higher than in the total population.</p>
	Has the initiative been scaled up?	Other boroughs of Berlin and other large German cities are starting similar budgeting initiatives.
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	The <i>Bundeszentrale für politische Bildung</i> (Federal Center for Political Education) has monitored the process closely and supported the evaluation financially.
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	Public deliberation is the core feature of the online dialogue. Citizens identify their issues, debate them with fellow citizens, and come up with concrete proposals. Members of the administration or the local council answer questions and share their views on the proposals. Each proposal is voted on by participants and submitted to the council. The council reports on its decisions to the public.
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	<p>The process has been evaluated by the University of Speyer and the Fraunhofer Institute IAIS.</p> <p>The design of the dialogue has been remodelled in various aspects, due to evaluation results and the professional experience of the project managers.</p>

	Specific challenges identified	<p>As in all (online) dialogues the two main challenges were:</p> <ol style="list-style-type: none"> 1. to reach disadvantaged target groups (in terms of education or income). 2. to involve participants in the complexity of the problem (to get transparent, fair and rational results). <p>The first challenge was addressed by advocacy and media activities, with success. However, efforts will be increased in the coming years.</p> <p>The second challenge seems to be especially important and difficult in budgeting matters. The methodology and technology of www.buergerhaushalt-lichtenberg.de has helped a great deal to encourage collaborative work on the budget. There were moderators, a shared editing function (wiki), and a budget calculator for the concrete proposals. The specific challenge was to design these tools with a simple usability, but also with a complex functionality. This will be an ongoing task for the years to come.</p>
	Other important information or comments	
Further References	Web sources	www.buergerhaushalt-lichtenberg.de www.zebralog.de/en/000125.html www.buergerhaushalt-lichtenberg.de/discoursemachine.php?view=detail&id_item=499
	Documents and reports	Evaluation reports have been compiled by the University of Speyer and the Fraunhofer Institute IAIS and will be published soon.
	Resource persons/contacts	<p>Mr. Hans Hagedorn</p> <p>Email: hagedorn@zebralog.de</p> <p>Postal address:</p> <p>Zebralog - Cross Media Dialogues Voltastr. 5, 10.2, Elevator 6 13355 Berlin, Germany</p> <p>Telephone +49 30 6162 1906 Fax/Voice +49 30 6162 3681 Home Office +49 30 3253 9284 Mobile +49 170 9959 132</p>

GREECE:

MUNICIPAL CHECK LIST

Type of Interaction	(i) Information (e.g. Independent budget analysis, Budget literacy) (ii) Consultation (e.g. Citizen feedback on multi-year planning)	
Basic Information	Name of Intervention	Municipal Check List
	Primary agency running Intervention (Initiator)	Local Executive
	Who is being held accountable?	Executive
	Location	Piraeus, Greece
	Institutional level	Local
	Population	No information
	Sector	General
	Year of implementation and duration	2004
	Is this a one-off event or repeated regularly?	No information
Context and Scope	What are the main objectives?	- To identify and address potential areas of vulnerability to abuse of authority and management of resources in Piraeus. - To provide a common information base to improve the effectiveness of the municipality.
	Who is the target audience or demographic focus?	Primary target audience: Public authorities, civil servants Secondary target audience: all parties interested in the effectiveness of the municipality
	Is the initiative or methodology based on legal requirements?	No
	Stage of decision-making cycle	Evaluation
	What budget and/or human resources were allocated to this SA initiative by the initiator?	The process involved an outside person, equivalent to a consultant, who met with the main stakeholders of the city (e.g. municipal staff, CSOs) over a four-day period.
	What are the costs to citizens and CSOs?	The costs involved in meeting the consultant for an interview.
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	

Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	<p>The Municipal Checklist generates a profile of useful information obtained through (among other means) direct interaction with municipal officials, employees, and other important stakeholders such as businesses and civil society organisations. The checklist consists of a series of questions on those areas of municipal life that have generally been most subject to abuse or in need of strengthening in order to address corruption issues. They may include: Municipal Ethical Framework; Public Complaints; Leadership; Human Resources; Budgeting; Procurement and Audit Procedures (see annex).</p> <p>The process in Piraeus involved an outside representative, who met with a wide cross-section of municipal staff and unions, two municipal businesses, and a number of civil society organisations during a four-day period. Following this brief diagnosis period, the results of the study were presented to the municipality.</p> <p>Some of the more important findings of the Piraeus diagnosis are: <u>Ethical Framework</u> - There were no codes of conduct for the Mayor, Vice-Mayors, Councillors, and Senior Staff. <u>Disclosure of Assets</u> - Only the Mayor was required to disclose his assets. <u>Public Complaints</u> - Every person interviewed indicated that the Mayor was very receptive to listening to complaints. However, there was no office within the municipality specifically responsible for following up on citizen complaints, nor was there an established and publicly known procedure for doing so.</p>
	What advocacy and media activities support the initiative?	There was a formal presentation of the results to the municipality. No information about other initiatives.
	Were there any specific tools used to ensure that target groups were engaged?	Use of an external representative.
Results and Impact	What (if any) has been the impact of the initiative?	As a result of the exercise, the city subsequently adopted a new Code of Ethics for itself, and continues to work with TI (Greece) to improve its integrity systems.

	Has the target group been reached? How inclusive was the initiative?	No information
	Has the initiative been scaled up?	
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	The initiative involved a study of the operations of the Municipality of Piraeus, jointly undertaken by the city and Transparency International (Greece).
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	No information
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	
	Specific challenges identified	An approach that more directly involved the local community and the local municipality staff would probably have resulted in greater impact.
	Other important information or comments	The Municipal Checklist was used for the first time in the Municipality of Piraeus.
Further References	Web sources	http://hq.unhabitat.org/cdrom/TRANSPARENCY/html/2_1.html www.transparency.gr
	Documents and reports	
	Resource persons/contacts	Postal address: Transparency International – Greece 6-7, Efroniou Street 11634 Athens, Greece Telephone +30 1 7224940 Fax +30 1 7224947

Example of Municipal Checklist

The Municipal Checklist

Municipal Ethical Framework

1. Is there a code of conduct for senior local government leadership?
2. Is it used and thought to be effective?
3. Are the assets and incomes of senior local government leadership disclosed annually to the public through effective means?

Public Complaints

4. Is there an independent complaints office within the local government?
5. Is it known to the public and to staff?
6. Is it effective and respected?
7. Is there retaliation against whistle-blowers or are they protected?
8. Can anonymous complaints be made?
9. Is there a programme for testing the integrity of the various local government departments?
10. Is the programme publicised and is it effective?

Municipal Leadership

11. Is the local government leadership committed to the fight against corruption and how has this been demonstrated in both words and deeds?
12. Does the public respect the work of the local government?

Municipal Human Resources

13. Is there respect for work rules by all staff, including supervisors?
14. Is the local government system for recruiting, disciplining, and promoting staff fair?
15. Are local government pay scales and benefits fair?
16. Is the internal administrative system for appeals of staff decisions considered fair?

Municipal Budgeting

17. Is the local government budgeting process well publicised and open to the public?
18. Does the public actively and directly participate in shaping local government budget priorities?

Municipal Procurement

19. Is the local government procurement system reputed to be fair?
20. Is it based on competitive principles?
21. Are procurements advertised in advance and made known to the public?

22. Is the process for selecting a bidder thorough and fair?
23. Are conflict of interest rules enforced?
24. Are certain types of procurements excluded from competition?
25. Does the local government make its investments through a competitive process?
26. Have there been corruption issues with the procurement system?
27. Is there a regular audit of procurement actions?

Audit Procedures

28. Are the local government accounts regularly audited by independent auditors?
29. Is there an internal auditor?
30. Are the results made public in a timely and effective manner?
31. Is there a separate local government public accounts committee?
32. As a result of these audits, are actions taken to rectify systems and practices?

Source: Transparency International

HUNGARY:

E-GAMES

Type of Interaction		(i) Information (e.g. Independent budget analysis, Budget literacy) (ii) Consultation (e.g. Citizens feedback on multi-year planning)
Basic Information	Name of Intervention	e-GAMES (eGovernment Assessment, Measuring and Evaluation System)
	Primary agency running Intervention (Initiator)	National government
	Who is being held accountable?	National government agents/officials
	Location	Hungary
	Institutional level	National
	Population	
	Sector	All sectors
	Year of implementation and duration	2004 through present
	Is this a one-off event or repeated regularly?	It is a permanent event.
Context and Scope	What are the main objectives?	- To promote interaction among citizens, and between citizens and the public administration. - To assess, measure and evaluate the public administration, and citizen interest in different issues.
	Who is the target audience or demographic focus?	Citizens, civil servants, government officials
	Is the initiative or methodology based on legal requirements?	No
	Stage of decision-making cycle	Agenda setting, decision making, implementation
	What budget and/or human resources were allocated to this SA initiative by the initiator?	There was no specific budget allocated to the initiative, which is a service of the existing government portal.
	What are the costs to citizens and CSOs?	To access the Internet and register in order to be informed about debates and/or participate in them. (Users are required to use their real names.)
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	

Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	<p>e-GAMES is a sophisticated forum integrated into the Hungarian government Internet portal. It offers the opportunity for real-time interactions that are open to the public and assessed quantitatively. To use the forum, citizens access the government's Web portal and register at the Client Gate. In order to implement a well-functioning service, the following rules were defined:</p> <ul style="list-style-type: none"> - Users cannot be anonymous, and are always identified by their real names. This ensures that users are aware that the forum is a form of participatory government, and holds every user legally responsible for the content of his/her contributions. - Users can assess each other's comments with positive and negative points, providing a value judgment on every user's participation. The aggregated points show a picture of public opinion. - In addition to value judgments, the number of contributions to the topics forum leads to a popularity index. - Public officials are among the users, but they cannot comment on the opinions expressed. - Any external/official moderation of contributions takes place publicly online. The legal background of the online forum and e-GAMES was defined carefully, with efforts to counterbalance data protection, freedom of expression and the moderation of online contributions. <p>Interestingly, VIPs (such as high-level representatives of public administration and politicians) are regularly invited to chat with citizens at a predefined time. The responses during these online "office hours", as well as their other contributions, are measured by points from the users.</p>
	What advocacy and media activities support the initiative?	<p>The initiative is integrated into the government portal. No information about other activities.</p>
	Were there any specific tools used to ensure that target groups were engaged?	No information
Results and Impact	What (if any) has been the impact of the initiative?	No information

	Has the target group been reached? How inclusive was the initiative?	No information
	Has the initiative been scaled up?	The initiative is already at the national level, where new debates and fora can be created freely by the members.
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	No
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	The initiative enhances deliberation through the forums, and chats with public officials.
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	No
	Specific challenges identified	No information
	Other important information or comments	No information
Further References	Web sources	www.magyarorszag.hu/parbeszed_egames.html
	Documents and reports	
	Resource persons/contacts	Dr. Rozalia Bogó Coordination director of KOPINT-DATORG Email: bogone@kopdat.hu Telephone +36 1 459 4267 Fax +36 1 303 9588 Mobile +36 466 0202

IRELAND:

NATIONAL SOCIAL PARTNERSHIP

Type of Interaction	Participation by The Wheel as a Social Partner in the development and monitoring of the implementation of the Irish National Social Partnership Agreement	
Basic Information	Name of Intervention	National Social Partnership Agreement
	Primary agency running Intervention (Initiator)	Government-led
	Who is being held accountable?	Government and social partners (employer groups, trade unions, farming groups and community/voluntary organizations) hold each other accountable as partners in the development and delivery of the 10-year Social Partnership Agreement.
	Location	Ireland
	Institutional level	National
	Population	4 million
	Sector	All government sectors
	Year of implementation and duration	2006-2016
	Is this a one-off event or repeated regularly?	The National Agreement is formally reviewed every three years; the implementation process is driven by quarterly meetings of the Social Partnership Steering Group.
Context and Scope	What are the main objectives?	To provide a strategic framework to both develop the economy and address the challenges which every individual in the state faces at each stage of the life cycle (children, young people, people of working age, older people and people with disabilities).
	Who is the target audience or demographic focus?	All citizens
	Is the initiative or methodology based on legal requirements?	No. Participation in social partnership is entirely voluntary and at the invitation of government.
	Stage of decision-making cycle	The process involves all stages of the decision-making cycle: agenda setting, decision making, implementation, monitoring, and evaluation.

	What budget and/or human resources were allocated to this SA initiative by the initiator?	Until recently, there was no budget allocated to support the social partners in their participation in this process. This year, however, the government included in the agreement resources to support the participation of community and voluntary organisations in the process.
	What are the costs to citizens and CSOs?	The costs to the 15 organisations in the Community and Voluntary Pillar is significant – most organisations employ a dedicated policy or advocacy director (at senior level) to represent them and consult/provide feedback to their respective sectors (e.g. disability sector, senior citizens sector, children's sector, etc.).
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	The government retains authority over budgets allocated to actions identified in the national agreement.
Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	Social accountability is realised, as each of the social partner organisations endorses the document and signs up to implement it working in partnership. Critics of the process claim that, although it seeks to facilitate participation in the formulation of government policy by the social partners, it is not a representative process because the organisations are accountable only to their own members.
	What advocacy and media activities support the initiative?	Each participating organisation in the four Pillars (Employers, Trade Unions, Farmers and CV Sector) generally seeks to involve its constituency/members as closely as possible in the development and monitoring of the agreement. There is a high degree of media interest in the process during the negotiations, but interest tails off during the lengthy implementation process.
	Were there any specific tools used to ensure that target groups were engaged?	The Wheel has formed a Social Partnership Network of Interest to engage members in the process. The network of interest is kept informed of developments in the process, and The Wheel seeks to incorporate feedback from members in developing policy priorities in implementing the agreement.
Results and Impact	What (if any) has been the impact of the initiative?	General government accountability was enhanced, indirectly.

	Has the target group been reached? How inclusive was the initiative?	
	Has the initiative been scaled up?	
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	The entire process is a partnership.
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	No public deliberation. Deliberation among the stakeholders.
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	The process is evaluated every three years.
	Specific challenges identified	
	Other important information or comments	
Further References	Web sources	www.wheel.ie
	Documents and reports	
	Resource persons/contacts	<p>Email: ivan@wheel.ie</p> <p>Postal address:</p> <p>Ivan Cooper Director of Advocacy The Wheel ISFC 10 Grattan Crescent Inchicore, Dublin 8</p> <p>Telephone +01 454 8727 Fax +01 454 8649 Mobile +086 8093083</p>

ITALY:

SBILANCIAMOCI! “THE OTHER STATE BUDGET REPORT”

Type of Interaction	(i) Information (e.g. Independent budget analysis, Budget literacy) (ii) Consultation (e.g. Citizens feedback on multi-year planning)	
Basic Information	Name of Intervention	Sbilanciamoci! “The Other State Budget Report”
	Primary agency running Intervention (Initiator)	CSO-led
	Who is being held accountable?	National Executive
	Location	Rome
	Institutional level	National
	Population	56 million
	Sector	Economic and fiscal justice, environmental sustainability, civil rights, gender equality
	Year of implementation and duration	September 1999 - present
	Is this a one-off event or repeated regularly?	Conducted every year
Context and Scope	What are the main objectives?	Development of alternative proposals on how to use public expenditure for rights, environment, peace, and economic development. By leveraging fiscal expenditures and reducing military expenditures, additional resources are available for other purposes: sustainable development, civil rights, economic policy based on fairness, and international co-operation.
	Who is the target audience or demographic focus?	National and local government and policy makers, parliamentarians and politicians, academic world, CSOs, all citizens.
	Is the initiative or methodology based on legal requirements?	No.
	Stage of decision-making cycle	Review of economic policies emerging from the Budget Law and the State Budget; collection of alternative proposals for national budget policies elaborated by CSOs; realisation of The Other Budget Report; advocacy work
	What budget and/or human resources were allocated to this SA initiative by the initiator?	EUR 150 000/48 person-months

	What are the costs to citizens and CSOs?	All CSOs belonging to the Sbilanciamoci network are required to provide alternative budget proposals in their areas of expertise. They are also required to participate in two three-hour meetings per year.
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	
Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	Advocacy tools, politics tools (such as presentation of amendments in the Parliament)
	What advocacy and media activities support the initiative?	National information campaigns, newspaper ads, online banners, newsletters, Web site, press releases
	Were there any specific tools used to ensure that target groups were engaged?	Organisation of annual meeting (Counter Cernobbio) with mass media visibility where policy makers, government delegates and CSO representatives are invited to discuss alternative economic policies and proposals in the Other Budget Report; elaboration of an indicator of regional quality of development (QUARS) aimed at monitoring the state of welfare, the environment, gender equality; elaboration of a document on military spending; elaboration of a document on the state of international co-operation.
Results and Impact	What (if any) has been the impact of the initiative?	About 50 amendments to the financial law were introduced in Parliament; some Other Budget Report proposals have been incorporated in government programmes (building of 3 000 crèches and the implementation of green accountability in the political decision-making process); a working group within the Ministry of Treasury has been established; the regional government of Lazio has integrated regional quality of development in its decision-making process
	Has the target group been reached? How inclusive was the initiative?	The initiative did not include all political views in the Italian scene.
	Has the initiative been scaled up?	It has been scaled down; work is now underway with the CSOs of the Lombardia region to elaborate an alternative regional budget.

	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	Sbilanciamoci! is supported by 44 CSOs
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	Debate between CSOs and academic resources on public expenditures and on the economic and financial feasibility of CSO proposals.
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	
	Specific challenges identified	Operational and financial challenges
	Other important information or comments	Sbilanciamoci! information campaign includes many initiatives; the core is the “Other Budget Report”, which correlates with all other initiatives
Further References	Web sources	www.sbilanciamoci.org
	Documents and reports	The Other Budget Report, Regional Quality of Development Index, White Book on International Cooperation
	Resource persons/contacts	Email: info@sbilanciamoci.org

JAPAN:

**INFORMATION DISCLOSURE AND PERSONAL INFORMATION
PROTECTION REVIEW BOARD**

Type of Interaction	Information Document held by administrative organs/incorporated administrative agencies, etc. - Personal information held by administrative organs/incorporated administrative agencies, etc.	
Basic Information	Name of Intervention	Information Disclosure and Personal Information Review Board
	Primary agency running Intervention (Initiator)	Government-led
	Who is being held accountable?	Japanese public administration (administrative organs/incorporated administrative agencies, etc.)
	Location	National
	Institutional level	National ¹
	Population	Total population
	Sector	Public administration (administrative organs/incorporated administrative agencies, etc.) ²
	Year of implementation and duration	Documents: Permanent event since 2001 Personal Information: Permanent event since 2005
	Is this a one-off event or repeated regularly?	Documents: Permanent event since 2001 Personal Information: Permanent event since 2005
Context and Scope	What are the main objectives?	- To increase government accountability to citizens by fostering disclosure of information held by administrative organs/incorporated administrative agencies, etc. - To contribute to the promotion of a fair and democratic administration that is subject to accurate understanding and criticism by citizens. - To protect the rights and interests of individuals by ensuring proper handling of personal information by administrative organs/incorporated administrative agencies, etc.

	Who is the target audience or demographic focus?	All citizens, regardless of their nationality, who have requested disclosure of information appeals against the disclosure decision under the Administrative Complaint Investigation Law.
	Is the initiative or methodology based on legal requirements?	It is required by the: - Act for Establishment of the Information Disclosure and Personal Information Review Board. - Act on Access to Information Held by Administrative Organs. - Act on Access to Information Held by Incorporated Administrative Agencies, Etc. - Act on Protection of Personal Information Held by Administrative Organs. - Act on Protection of Personal Information Held by Incorporated Administrative Agencies, Etc.
	Stage of decision-making cycle	Monitoring (complaint handling)
	What budget and/or human resources were allocated to this SA initiative by the initiator?	Personnel: 15 Board Members and 31 Staff Members Budget: EUR 896 000 = JPY 134 390 000 (FY2006)
	What are the costs to citizens and CSOs?	Fees are levied on each request, as well as for copying the documents.
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	
Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	Tools employed during the review process: - Written opinions and other materials submitted by appellants, etc. - Administrative/corporate documents related to the disclosure decision, etc. - Materials classifying or arranging (in a manner specified by the Review Board) the information recorded in the administrative/corporate documents (Vaughn Index).
	What advocacy and media activities support the initiative?	
	Were there any specific tools used to ensure that target groups were engaged?	

Results and Impact	What (if any) has been the impact of the initiative?	<ul style="list-style-type: none"> - Increase in the number of requests. - Enhanced government transparency (many documents formerly withheld are now disclosed). - Growing sense of accountability among citizens and government officials. - Improved government operations.
	Has the target group been reached? How inclusive was the initiative?	Yes, more citizens have become interested in government affairs.
	Has the initiative been scaled up?	
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	<ul style="list-style-type: none"> - An Annual Forum aims to strengthen the partnership among review boards of both national and local governments. - All reports of the Board are published on its Web site to communicate with citizens.
	To what extent did the SA methodology encourage public deliberation (i.e. multilateral interactivity)?	Many CSOs are national in scope, and lead the debates.
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	Institutional and operational review has been conducted by the government. Its report (in Japanese) was published last year. Several improvements have been made based on the findings of the report.
	Specific challenges identified	According to the review report, delay in disclosure is still a problem, but is decreasing. The report suggests several other issues for improvement.
	Other important information or comments	
Further References	Web sources	http://www8.cao.go.jp/jyouhou/index.html http://www.cao.go.jp/en/disclosure.html
	Documents and reports	Annual reports (in Japanese) http://www8.cao.go.jp/jyouhou/sonota/katudou.pdf http://www8.cao.go.jp/jyouhou/sonota/katudou_16.pdf http://www8.cao.go.jp/jyouhou/sonota/katudou_17.pdf
	Resource persons/contacts	Email: yukio.yamada@cao.go.jp Mr. Yukio Yamada Deputy Director General Affairs Division Secretariat of the Information Disclosure and Personal Information Protection Review Board

(1) Almost every local government has its own Board.

(2) See the Annex Table 1 of The Law Concerning Access to Information Held by Incorporated Administrative Agencies, Etc. (Law No.140 of 2001),
http://www.soumu.go.jp/gyoukan/kanri/jyohokokai_f.html

SOUTH KOREA:

GENDER INDEPENDENT BUDGET ANALYSIS

Type of Interaction		(i) Information (e.g. Independent budget analysis, Budget literacy)
Basic Information	Name of Intervention	Establishing a new paradigm for local governments' women policies and budget analysis"
	Primary agency running Intervention (Initiator)	CSO Womenslink Korea
	Who is being held accountable?	Local governments
	Location	Seven local governments: - two large local governments (Seoul City and Kangwon Province) - five basic local governments (Wonju City, Goyang City, Jinju City, Dobong gu and Yangchon Gu in Seoul)
	Institutional level	Local
	Population	
	Sector	Public Finances (Gender Budget Analysis)
	Year of implementation and duration	2001, for 9 months
	Is this a one-off event or repeated regularly?	One-off event
Context and Scope	What are the main objectives?	- To carry out a gender budget analysis of seven local governments. - To study the gender impact of women-related policies. - To raise awareness of the importance of considering gender in the policy and budget-making processes.
	Who is the target audience or demographic focus?	CSOs, decision makers, general public
	Is the initiative or methodology based on legal requirements?	
	Stage of decision-making cycle	Agenda setting
	What budget and/or human resources were allocated to this SA initiative by the initiator?	40 members of Womenslink

	What are the costs to citizens and CSOs?	<p>Womenslink funded 40 members to engage in:</p> <ul style="list-style-type: none"> - analysing the local governments' women-related policies and budget, and presenting a counterproposal every year. - monitoring local assembly meetings, and meeting with heads and members of local governments to discuss gender budget demands.
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	

Tools & Methodologies Used	<p>What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.</p>	<p>Staff and members of Womenslink analysed the budget and policies. In order to educate participants about the concept of gender mainstreaming budgets and methods of analysis, several workshops were held. Advisory groups – consisting of members of local assemblies, university professors, activists of civil budget inspection groups and lawyers – were established.</p> <p>Three workshops were held:</p> <ul style="list-style-type: none"> - lecture and discussion about the basic tools of gender budget analysis. - presentation of participants' interim reports on the analysis of each local government's budget and policies. - presentation of final reports and draft of a written request to the government to introduce a gender perspective into the policy- and budget-making processes. <p>Four- to eight-session education courses were also provided for local teams. Participants included staff and members of Womenslink who worked on the analysis, activists from local women's organisations and civil society groups.</p> <p>The methodology of the budget analysis included an assessment of:</p> <ul style="list-style-type: none"> - data about population and social conditions of local governments. - goals and focus of women-related policies. - administrative system to enforce women-related policies. - analysis of budget and expenses. - funding and regulations. - analysis of women-related policies and budget from a gender-sensitive perspective.
	<p>What advocacy and media activities support the initiative?</p>	<p>The results of the findings were published and distributed to women's organisations, CSOs, decision makers, and national and local media. In order to further disseminate and share the results, Womenslink arranged several meetings with civil society and women's networks.</p>
	<p>Were there any specific tools used to ensure that target groups were engaged?</p>	<p>No information</p>

Results and Impact	What (if any) has been the impact of the initiative?	Although no causality effect can be verified, the Ministry of Genders' Equality White Paper on Women's Related Issue, published in 2002, introduced the concept of gender budgeting for the first time and stated the budget amount for women-related policy.
	Has the target group been reached? How inclusive was the initiative?	No information
	Has the initiative been scaled up?	
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	Womenslink arranged several meetings with civil society and women's networks.
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	
	Specific challenges identified	No information
	Other important information or comments	
Further References	Web sources	
	Documents and reports	
	Resource persons/contacts	Womenslink Korea Email: minwoo@womenlink.or.kr Telephone +02 737 5763

SOUTH KOREA:

SEOUL'S ANTI-CORRUPTION EFFORTS

Type of Interaction	(i) Information (e.g. Independent budget analysis, Budget literacy) (ii) Consultation (e.g. Citizen feedback on multi-year planning) (iii) Participation (e.g. Participatory budgeting)	
Basic Information	Name of Intervention	Seoul's City Anti-Corruption Efforts: A Systematic Approach
	Primary agency running Intervention (Initiator)	Local government Executive
	Who is being held accountable?	Local government
	Location	Seoul, South Korea
	Institutional level	Local
	Population	
	Sector	General, Public Finances
	Year of implementation and duration	No information
	Is this a one-off event or repeated regularly?	Regularly
Context and Scope	What are the main objectives?	To create an administrative system that effectively eliminates the causes of corruption and wrongdoing.
	Who is the target audience or demographic focus?	Citizens, CSOs, public and private organisations, public authorities and elected officials
	Is the initiative or methodology based on legal requirements?	
	Stage of decision-making cycle	Agenda setting, decision making, implementation
	What budget and/or human resources were allocated to this SA initiative by the initiator?	No information
	What are the costs to citizens and CSOs?	No information
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	

<p>Tools & Methodologies Used</p>	<p>What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.</p>	<p><u>Preventive Measures</u></p> <ul style="list-style-type: none"> - <i>Deregulation</i>: Seoul organised the “Regulation Reform Committee” comprised of citizens of high repute. The committee operates under the public-private system to facilitate the reform process. Seoul is actively promoting deregulation in all areas of administration by improving groundless regulations in the law and clarifying indefinite systems or customs. - <i>Elimination of the Zone Jurisdiction System</i>: To eliminate potential collusion, the long-standing practice of assigning jurisdiction to a specific area (building permits, public procurement) has been abolished. Officials are now assigned on a daily basis to handle applications from different areas. - <i>Rotation of Duties</i>: To break the links between corruption and long-standing practice in the districts, officials from 25 districts who are dealing in vulnerable areas (including housing and building, sanitation and taxation) were reassigned. <p><u>Punitive Measures</u></p> <ul style="list-style-type: none"> - <i>Zero Tolerance for Corruption</i>: The “one strike you are out” (<i>i.e.</i> “permanent removal from officialdom even if receiving only a single cent directly after exposure”) system has been imposed for all senior officials. - <i>Corruption Report Card to the Mayor</i>: Under this system, return postcards are sent to individuals who have business with the city government in fields prone to corruption. These cards are also placed in city offices to record municipal proposals and ideas, as well as reports of corruption.
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	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	<p><u>Ensuring Transparency in Administration</u></p> <ul style="list-style-type: none"> - <i>Online Procedures Enhancement for Civil Applications System</i>: Seoul city has developed a system that opens administrative procedures closely related to civic life on the Internet to satisfy the civic right to know about and to prevent corruption. - <i>Anti-corruption Index (ACI)</i>: Seoul's ACI is calculated on the basis of opinion polls of those who have actually submitted civil applications, for the purpose of encouraging sound competition among public servants and strengthening their commitment to the anti-corruption drive. <p><u>Public-Private Partnerships</u></p> <ul style="list-style-type: none"> - <i>Joint Inspection with Citizens</i>: There are more than 130 000 restaurants and bars in Seoul. In order to maintain fairness in the method of inspection, civil volunteers have been invited to take part in a joint public-private inspection team. - <i>Citizens Ombudsman and Direct Dialogue Channel</i>: The Ombudsman system assists citizens who have been disadvantaged by irrational administrative treatment. Two citizen "ombudsmen" hear civil issues and grievances and investigate them. In addition, various channels of direct dialogue are available between citizens and the mayor (hotlines, emails, "Mayors Saturday Date with Citizens" programme).
	What advocacy and media activities support the initiative?	Internet No information about other means
	Were there any specific tools used to ensure that target groups were engaged?	No information
Results and Impact	What (if any) has been the impact of the initiative?	No information
	Has the target group been reached? How inclusive was the initiative?	No information
	Has the initiative been scaled up?	No information

	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	No information
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	No information
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	No information
	Specific challenges identified	No information
	Other important information or comments	
Further References	Web sources	http://english.seoul.gov.kr
	Documents and reports	
	Resource persons/contacts	

MEXICO:

BUDGET AND PUBLIC EXPENSES PROGRAM

Type of Interaction		(i) Information (e.g. Independent budget analysis, Budget literacy)
Basic Information	Name of Intervention	Programa de Presupuesto y Gasto Publico "CIDE" (Budget and Public Expenses Program)
	Primary agency running Intervention (Initiator)	Program of Budgeting and Public Spending
	Who is being held accountable?	National/regional units of federation, Local governments
	Location	Mexico
	Institutional level	National/Regional/Local
	Population	
	Sector	Public Expenditure
	Year of implementation and duration	1998 -
	Is this a one-off event or repeated regularly?	Since 1998 the CIDE has led work on Independent Budget Analysis and Government Reform
Context and Scope	What are the main objectives?	<ul style="list-style-type: none"> - To help members of the general public understand their rights to know the way public resources are spent. - To provide professional analysis of the best alternatives for allocation of resources for maximum impact for the benefit of society. - To enhance debate about feasible public expenditure alternatives.
	Who is the target audience or demographic focus?	Decision makers, CSOs, media, and the public in general
	Is the initiative or methodology based on legal requirements?	No
	Stage of decision-making cycle	Agenda setting (budgeting), law making (state reform), implementation (state reform)
	What budget and/or human resources were allocated to this SA initiative by the initiator?	No information
	What are the costs to citizens and CSOs?	<p>Citizens and CSOs can consult the IBA and state reform reports free of charge.</p> <p>Citizens and decision makers and can follow a training on Independent Budget Analysis to effectuate the analysis according to their sectors of interest.</p>

	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	
Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	<p><u>IBA Reports:</u> The IBA programme produces solid analytical reports that are accessible to governmental decision makers, the media and the general public. CIDE is concerned with questions related to transparency, corruption, distribution of income, decentralisation, expenditure incidence, and administrative and fiscal reform.</p> <p><u>IBA Training:</u> A training course, "Tools for the analysis of the federal public budget", is offered by CIDE to members of the media, CSOs and decision makers in general. Participants gain a general understanding of the broad contours of Mexico's federal budget, exposing them to the origin, approval, administration, destination and impact of public resources. The course is designed for members of Congress, legislatures staff, journalists specialised in public finance and CSO staff concerned with the budget process. More specifically, this training:</p> <ul style="list-style-type: none"> - Describes the political and legal context in which the budget is negotiated. - Reviews the operational framework of the budget. - Provides tools for macroeconomic and socioeconomic analysis of the budget. - Offers tools for assessing the effectiveness of current budget policies.
	What advocacy and media activities support the initiative?	Internet No information on additional means
	Were there any specific tools used to ensure that target groups were engaged?	No information
Results and Impact	What (if any) has been the impact of the initiative?	No information
	Has the target group been reached? How inclusive was the initiative?	No information
	Has the initiative been scaled up?	No information

	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	No information is available about formal partnerships; however, MPs, members of CSOs and journalists have participated in the training.
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	No information
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	No information
	Specific challenges identified	No information
	Other important information or comments	
Further References	Web sources	www.presupuestoygastopublico.org
	Documents and reports	
	Resource persons/contacts	

MEXICO:

SOCIAL WITNESSES ON PUBLIC PROCUREMENT

Type of Interaction	(i) Information (e.g. Independent budget analysis, Budget literacy) (ii) Consultation (e.g. Citizen feedback on multi-year planning)	
Basic Information	Name of Intervention	Social Witness
	Primary agency running Intervention (Initiator)	Central Government – Inter-ministerial Commission for Transparency and to Combat Corruption This initiative concerns public contracts from the following state organisations (main public buyers in Mexico): Federal Commission of Electricity, Petroleos Mexicanos, Office of the Secretary of Communications and Transportation.
	Who is being held accountable?	National government/ Ministries
	Location	Mexico
	Institutional level	National
	Population	
	Sector	General/Public Finances
	Year of implementation and duration	2004 -
	Is this a one-off event or repeated regularly?	Repeated every time there is a public contract in the participating organisations.
Context and Scope	What are the main objectives?	To fight corruption and to promote transparency
	Who is the target audience or demographic focus?	State organisations
	Is the initiative or methodology based on legal requirements?	No specific legal requirements. However, the initiative is in the framework of a broader national programme to combat corruption.
	Stage of decision-making cycle	Execution
	What budget and/or human resources were allocated to this SA initiative by the initiator?	No information
	What are the costs to citizens and CSOs?	

	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	
Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	The social witness is a representative of the civil society of recognised professional, ethical and moral prestige who participates in the contracting procedure as an external observer. The social witness works with the individual/organisation participating in the contracting procedure to devise the terms of tender and even the emission of the corresponding award. The social witness makes recommendations to promote transparency, to diminish the risks of corruption and increase efficiency and effectiveness. Once the procedure is finished, the social witness releases public testimony that describes what has been observed during the process, and making recommendations to improve such processes.
	What advocacy and media activities support the initiative?	No information
	Were there any specific tools used to ensure that target groups were engaged?	No information
Results and Impact	What (if any) has been the impact of the initiative?	The following beneficial results indicate the success of this programme. For example, for contracts with the Commission Federal de Electricidad: - A savings of USD 26 million was achieved, due to recommendations by the social witness to eliminate requirements that increased prices and limited participation. - Because interested bidders' questions were answered in a more precise and clear manner during meetings, the number of bidder participants increased by over 50%. - The time limit for the presentation of proposals has been expanded based on the recommendations of the social witnesses.
	Has the target group been reached? How inclusive was the initiative?	No information
	Has the initiative been scaled up?	Yes

	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	Several partnerships exist with CSOs, which act as social witnesses (for example, the Mexican chapter of International Transparency).
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	No public deliberation
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	
	Specific challenges identified	
	Other important information or comments	<p>Because use of the social witness is increasing, further guidance was needed to describe the reach of witness participation and the limits of their responsibility. A consultation process with CSOs, federal organisations, and associations of professionals was launched. New regulations include:</p> <ul style="list-style-type: none"> - A registration in charge of the Administration Public Secretary Function. - Statutes forbidding social witnesses to hinder contracting procedures. - Requirement that bidders be notified of social witness participation in contracting. - Requirement that social witnesses behave ethically and professionally. - Statutes granting social witnesses the right to remuneration for their services, to be established by a Committee of Designation. - Creation of a Social Witness Designation Committee, to include public officials and union representatives. - Implementation of sanctions for social witnesses who make undue use of the information they obtain during their official function.
Further References	Web sources	www.programaanticorruptcion.gob.mx
	Documents and reports	
	Resource persons/contacts	

NETHERLANDS:

PARTICIPATORY BUDGETING OF THE YOUNG

Type of Interaction	(iii) Participation (e.g. Participatory budgeting)	
Basic Information	Name of Intervention	Find Your Way in Local Government
	Primary agency running Intervention (Initiator)	Dutch Centre for Political Participation (Instituut voor Publiek en Politiek), Amsterdam
	Who is being held accountable?	Local government
	Location	Implemented in various municipalities
	Institutional level	Local government
	Population	Young people aged 14-19
	Sector	Local government, secondary education
	Year of implementation and duration	From 1994, 20-30 times per year.
	Is this a one-off event or repeated regularly?	From 1994, 20-30 times per year.
Context and Scope	What are the main objectives?	<p>The Find Your Way in Local Government project aims to give young people aged 14-19 the opportunity to acquire skills necessary to actively take part in local democratic decision-making processes. These aims and objectives will be realised in co-operation with participating municipalities. The main objective is to help young people achieve political goals and learn about local politics. The work is done by and for young people.</p> <p>Most young people find politics boring. This programme aims to change this attitude by giving young people funding and responsibility to develop and implement local government measures. Programme participants create plans and determine how to spend their budgets. Municipalities then work with them to implement selected projects. This shows young people that being involved in politics works.</p>
	Who is the target audience or demographic focus?	Young people aged 14-19
	Is the initiative or methodology based on legal requirements?	No

	Stage of decision-making cycle	
	What budget and/or human resources were allocated to this SA initiative by the initiator?	Local authorities pay for the projects (action days) in the municipalities. This includes hourly payments to IPP employees who are involved in preparation and organisation, facilities costs, and actual implementation of selected projects.
	What are the costs to citizens and CSOs?	None
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	
Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	<p>Students prepare for the action day during two classes at school. Generally, the first lesson gives a general introduction to local government/politics and the second lesson provides practical information on the action day.</p> <p>The local government creates a budget to execute the “best” project, selected by students during the action day. Project proposals are made in accordance with a theme or policy field (selected by local government in agreement with teachers).</p> <p>During the action day, students are divided into small groups (eight to ten students) to create policy proposals around this theme. A press group publishes an action day newspaper. Throughout the day, students meet with “real politicians” – civil servants and interest group representatives, council representatives, etc. They can ask questions about the feasibility of their project proposals and address local political subjects of interest to young people. In the evening, all project proposals are presented at a youth council meeting (including representatives of each project group), where delegates decide by majority vote which project proposal will be executed.</p>
	What advocacy and media activities support the initiative?	Student-produced action day newspapers, widespread local media coverage.

	Were there any specific tools used to ensure that target groups were engaged?	Local media outreach
Results and Impact	What (if any) has been the impact of the initiative?	<p>The project is a major IPP success story. Between 20 and 30 action days are organised each year. Advocacy and publicity activities will be increased for future events to ensure continuity and growth of the programme.</p> <p>The project gives municipalities an opportunity to connect directly with young people, and aims to increase young people's interest in the political process. It can therefore contribute enormously to young people's feelings of political efficacy. The voters of tomorrow, young people must become aware of and support municipal policy – which often most affects citizens.</p> <p>The local media is always interested in action days, allowing municipalities to present themselves in a positive and approachable manner.</p>
	Has the target group been reached? How inclusive was the initiative?	No information
	Has the initiative been scaled up?	Plans are forthcoming.
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	Plans are underway to implement the programme abroad, in the Balkan countries. Partnerships have therefore been established with organisations in Romania, Bosnia, Croatia and Kosovo. Representatives of these groups attended training in the Netherlands in May 2006 and are now preparing for local implementation.
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	Young people are put in contact with politicians and representatives of advocacy organisations for assistance in creating their proposals.
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	The action days are evaluated annually. For next year, a larger-scale and more thorough evaluation of the methodology is planned to ensure the future of the project.
	Specific challenges identified	<ul style="list-style-type: none"> - To ensure that every municipality in the Netherlands organises at least one action day per year. - To further stimulate and train foreign partner organisations to implement this programme abroad.

	Other important information or comments	
Further References	Web sources	<i>www.publiek-politiek.nl</i>
	Documents and reports	
	Resource persons/contacts	Karel Ploeger Email: k.ploeger@publiek-politiek.nl Telephone +31 20 521 7673

NEW ZEALAND:

WELLINGTON LONG TERM COUNCIL COMMUNITY PLAN

Type of Interaction	(ii) Consultation (e.g. Citizen feedback on multi-year planning)	
Basic Information	Name of Intervention	<p>Consultation on the Wellington City Council 2006-2016 Long Term Council Community Plan (LTCCP).</p> <p>The draft LTCCP is a core document for the city. It details over the medium to long term what the Council aims to achieve for Wellington, the projects it will deliver to accomplish these aims, the costs of providing them, who will pay for them, and how we intend to measure progress towards these goals.</p>
	Primary agency running Intervention (Initiator)	Wellington City Council
	Who is being held accountable?	City Council representatives
	Location	Wellington, New Zealand
	Institutional level	Local government
	Population	183 000
	Sector	City Council
	Year of implementation and duration	<p>The consultation period ran for four weeks from 12 April 2006 to 12 May 2006. The final Long Term Council Community Plan was adopted on 28 June by Council and came into effect on 1 July 2006.</p> <p>Prior to consulting on the Long Term Council Community Plan, community outcomes were drafted, consulted on for four weeks and adopted by a cross section of community representatives. Council facilitated the process but did not take part in the discussion or decision-making processes. These outcomes were used by council in the planning of council outcomes and levels of service.</p>

	Is this a one-off event or repeated regularly?	The Long Term Council Community Plan covers a 10-year period. It covers the first three years in detail and provides an outline for the remaining seven. Variations to the Plan are consulted on every year through the Annual Plan. A new Long Term Council Community Plan is consulted on and adopted every three years.
Context and Scope	What are the main objectives?	<p>The objective of the Long Term Council Community Plan is to provide:</p> <ul style="list-style-type: none"> - integrated planning and a long-term focus for the decisions and activities of the City Council. - a basis of accountability of Council to the community. <p>The Consultation and Communication plan for the Long Term Council Community Plan sought to encourage community participation in the decision-making process through:</p> <ul style="list-style-type: none"> - raising awareness of the LTCCP process and communicating the importance for the community to participate in the consultation exercise. - raising awareness in the community of specific proposals and levels of service proposed within the LTCCP. - making it easy for citizens to provide feedback. <p>Issues addressed in the consultation include:</p> <ul style="list-style-type: none"> - levels of service. - the Council's work programme for the coming three years. - budget. - fees and charges. - performance measures. - outcomes. - policies.
	Who is the target audience or demographic focus?	The target audience was all Wellington residents, with targeted efforts towards specific sectors (youth, disabled, etc.).
	Is the initiative or methodology based on legal requirements?	Part 6 of the Local Government Act of 2002 requires the Council to adopt the LTCCP and consultation processes.
	Stage of decision-making cycle	Agenda setting

	What budget and/or human resources were allocated to this SA initiative by the initiator?	The LTCCP process was overseen by the Planning, Performance and Research, and Finance business units, which are responsible for overall planning and consulting with the public.
	What are the costs to citizens and CSOs?	There were no direct costs to the residents of Wellington in providing feedback. All information, including free post submission forms, were readily available at 12 libraries and service centres. All information and submission forms were also available online. Public meetings were also held during the consultation period, where elected representatives outlined various proposals and answered questions
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	
Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	Council engaged with the community in a number of ways leading up to and during the consultation period.

	What advocacy and media activities support the initiative?	<p>Consultation tools included:</p> <ul style="list-style-type: none"> - News releases provided at regular intervals leading up to and during the consultation period. - The Council's Web site outlined the consultation process, provided consultation documents, submission forms, and contact details for more information. - A letter outlining the timing and the scope of the LTCCP was sent to the 500 (approximate) customers on the Council database. - The planning process and timelines were outlined in a letter to resident and progressive associations. - Public notices were placed in local newspapers. - A series of editorials was published over four weeks in the <i>Dominion Post</i> and local papers prior to and throughout the consultation period. - The Council's direct mail publications were used to highlight the timeline, process and some key areas of new activity. - A series of radio ads highlighting key issues and the availability of the draft were aired prior and during consultation. - Posters outlining timelines, the availability of the draft and public meetings were posted in Council-owned facilities and other key public areas. - Numerous public meetings included a video outlining the long-term plans. Elected members were on hand to answer any questions. - Informal communication was used with council's existing networks <i>i.e.</i> city communities and other business units with high contact time with the community were briefed on draft LTCCP matters and asked to raise awareness of the draft LTCCP and the proposals contained therein in their daily contact with the community. Informal communication remains a very effective mechanism to raise awareness about issues, especially with hard-to-reach audiences such as youth, etc.
	Were there any specific tools used to ensure that target groups were engaged?	Maori, Pacific Islanders, youth, and the disabled were targeted through radio advertising.

Results and Impact	What (if any) has been the impact of the initiative?	<p>1 368 written submissions were received. More than 100 individuals and/or organisations also made oral submissions.</p> <p>Approximately 50% of all submissions were made online.</p> <p>Once decisions were made, all submitters received a response outlining the decisions made in regard to the points they raised. Major decisions were also communicated through media releases and advertisements in local newspapers.</p> <p>As a result of submissions, some proposals were rejected and others amended.</p>
	Has the target group been reached? How inclusive was the initiative?	The target groups have been reached. Overall, the percentage of submissions received by age group, gender and ethnicity reflects Wellington's demographics. There was also a good mix between individual submitters and those representing business, cultural, social or environmental groups.
	Has the initiative been scaled up?	No
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	Council worked with key partners and stakeholders in the development of various initiatives as part of the LTCCP throughout the planning, consultation and implementation stages.
	To what extent did the SA methodology encourage public deliberation (i.e. multilateral interactivity)?	Not formally
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	<p>All submissions are collated and evaluated. A summary of these is then presented to elected members.</p> <p>As a result of the consultation a number of proposals were amended or rejected.</p>
	Specific challenges identified	Still being evaluated

	Other important information or comments	Council has seen a steady increase in the number of submissions received as part of the annual and long-term planning exercises. Much of this increase can be attributed to the increase in online and emailed submissions. This has been a result of a comprehensive review of the Council's consultation policy undertaken over the last year, which included a revised engagement policy aimed at enhancing relations with the community. This policy is currently out for consultation.
Further References	Web sources	http://www.wellington.govt.nz/plans/annualplan/0607/volume01.html
	Documents and reports	http://www.wellington.govt.nz/plans/annualplan/0607/volume02.html
	Resource persons/contacts	Baz Kaufman, Corporate Planning Advisor Planning, Performance and Research Wellington City Council Email: Baz.kaufman@wcc.govt.nz

NORWAY:

OMBUDSMAN

Type of Interaction	(i) Information (e.g. Independent budget analysis, Budget literacy) (ii) Consultation (e.g. Citizens feedback on multi-year planning)	
Basic Information	Name of Intervention	The Parliamentary Ombudsman for Public Administration
	Primary agency running Intervention (Initiator)	Parliament
	Who is being held accountable?	Government (Public Administration)
	Location	Norway
	Institutional level	All levels
	Population	
	Sector	General (Public Administration)
	Year of implementation and duration	
	Is this a one-off event or repeated regularly?	It is a permanent initiative.
Context and Scope	What are the main objectives?	<ul style="list-style-type: none"> - To investigate complaints from citizens concerning the public administration. - To ensure that human rights are respected. - To improve administrative agencies in general. - To strengthen citizen confidence in the public administration.
	Who is the target audience or demographic focus?	All citizens who believe that they have been unjustly treated by the public authorities or subject to a bad government decision.
	Is the initiative or methodology based on legal requirements?	<p>The Constitution of the Kingdom of Norway of 17 May 1814 requires the Parliament:</p> <p><i>“to appoint a person, not a member of the Storting, in a manner prescribed by statute, to supervise the public administration and all who work in its service, to ensure that no injustice is done against the individual citizen.”</i> (Article 75, 1)</p>
	Stage of decision-making cycle	Decision making, implementation

	What budget and/or human resources were allocated to this SA initiative by the initiator?	<p>The Ombudsman's office employs a staff of 39, including five Heads of Division, one Assistant Head of Division and one Head of Administration. In addition, the office has 21 legal executive officers and 10 people employed in administration. IT system support is hired on an hourly basis.</p> <p>The Ombudsman's office has four divisions, each with its own area of expertise.</p>
	What are the costs to citizens and CSOs?	<p>Registering complaints with the Ombudsman's office is free of charge. Complaints must be in writing and signed by the complainant (with proof of identity) or by another person authorised by the complainant. An ordinary letter is sufficient, and there are no special requirements with regard to the form of the letter. The complainant should provide an explanation of the injustice or error and preferably enclose any documents relating to the case.</p>
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	

Tools & Methodologies Used	<p>What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.</p>	<p>Election: After each General Election the Storting elects an Ombudsman for Public Administration, the Civil Ombudsman, to a four-year term from 1 January of the year following the General Election. The Ombudsman must meet the qualifications prescribed for appointment as a Supreme Court Judge, and must not be a member of the Parliament.</p> <p>Process: When it has been determined that a complaint rightfully comes under the jurisdiction of the Ombudsman, the first decision is whether there are sufficient grounds for the Ombudsman to process the complaint. For all accepted cases, the Ombudsman decides the scope of the investigation, using documents as well as information and statements from the administration, when necessary. (Investigations generally are limited to a study of case documents and other written documents, but conferences with the Ombudsman or a staff member can be requested.) The Ombudsman investigates cases in an objective and impartial manner, and may not act as counsel, attorney or other form of representative on behalf of the individual citizen in relation to the public authorities. The Ombudsman may, however, express an opinion on matters under the office jurisdiction. Investigations made by the Ombudsman may therefore result in criticism of, and requests and recommendations to, the public authorities. The Ombudsman may point out that errors have been made or that there has been neglect on the part of the public body or a civil servant, and may also request the public body in question to correct errors, neglect or bias. Moreover, public agencies have a legal obligation to evaluate the question of public disclosure, and the Ombudsman will point out if no such evaluation has been made.</p>
	<p>What advocacy and media activities support the initiative?</p>	<p>Information on the Ombudsman programme is available through different channels (on the Internet, in newspapers, by personal application, and from administrative agencies.)</p>

	Were there any specific tools used to ensure that target groups were engaged?	Information on the Ombudsman programme is available through different channels (on the Internet, in newspapers, by personal application, and from administrative agencies.)
Results and Impact	What (if any) has been the impact of the initiative?	According to the 2004 official report: "In 2004, the Parliamentary Ombudsman received 1932 complaints concerning administrative agencies. In addition, the Ombudsman dealt with 18 cases on his own initiative. 2035 cases were concluded (completed and closed) in 2004."
	Has the target group been reached? How inclusive was the initiative?	
	Has the initiative been scaled up?	No
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	
	To what extent did the SA methodology encourage public deliberation (i.e. multilateral interactivity)?	The initiative does not include public deliberation.
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	No. An annual report is submitted to the Parliament.
	Specific challenges identified	
	Other important information or comments	A reorganisation of the office that commenced on 1 October 2002 was reviewed in November 2004. It led to creation of divisions within the office, providing a higher degree of specialisation in different legal areas; this is now regarded as a success, even by those who were previously sceptical. However, the review showed that work pressure in the different specialist divisions is somewhat unequal. This will be taken into consideration when following up the review in order to achieve a more equal distribution of the workload and personnel.
Further References	Web sources	http://www.sivilombudsmannen.no/eng/statisk/som.html
	Documents and reports	http://www.sivilombudsmannen.no/eng/files/AnnualReport2004.pdf

	Resource persons/contacts	Postal address: Sivilombudsmannen P.O. Box 3 Sentrum, 0101 Oslo Telephone +47 22 82 85 00
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POLAND:

QUARTERLY BULLETIN OF PUBLIC FINANCE

Type of Interaction	(i) Information (e.g. Independent budget analysis, Budget literacy)	
Basic Information	Name of Intervention	Quarterly Bulletin of Public Finance
	Primary agency running Intervention (Initiator)	NGO: Gdansk Institute for Market Economics, Public Finance Section
	Who is being held accountable?	Executive/Legislature
	Location	Poland
	Institutional level	National
	Population	Total population
	Sector	Public Finance
	Year of implementation and duration	Since 2002
	Is this a one-off event or repeated regularly?	<i>Public Finance Bulletin</i> is published every quarter, and a press conference presenting the research findings is held for each publication.
Context and Scope	What are the main objectives?	<ul style="list-style-type: none"> - Current information on public finance in Poland. - Assessment of Poland's public finance in terms of international transparency standards. - Assessment of new bills (proposed by government, private member bills, etc.).
	Who is the target audience or demographic focus?	Journalists, NGOs, universities, business sector (especially banks and consulting companies)
	Is the initiative or methodology based on legal requirements?	No
	Stage of decision-making cycle	Independent assessments of the economy for the business sector and public opinion
	What budget and/or human resources were allocated to this SA initiative by the initiator?	Four staff from Public Finance Section
	What are the costs to citizens and CSOs?	

	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	
Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	The bulletin contains the current expertise on the state of public finance in Poland: state budget execution, public debt, local self-government finance, appropriated funds, descriptions of new legislation concerning public finance, and other articles. It includes forecasts of public revenues and expenditures, and describes the relation between fiscal policy and macroeconomic performance of the economy. A press conference presenting the research findings takes place every quarter.
	What advocacy and media activities support the initiative?	Public Finance Bulletin, newspaper ads, radio interviews, press releases available for download on the Internet site (Polish only) http://www.ibnegr.edu.pl/pdf/konferencje/konf-4082006.pdf
	Were there any specific tools used to ensure that target groups were engaged?	
Results and Impact	What (if any) has been the impact of the initiative?	The impact was: - proposals of the necessary changes in the general government sector. - enhancing government accountability in general.
	Has the target group been reached? How inclusive was the initiative?	Information is usually made available in the daily newspapers and on the radio.
	Has the initiative been scaled up?	No, but the Bulletin will be available online once financing is available.
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	Only informal partnerships
	To what extent did the SA methodology encourage public deliberation (i.e. multilateral interactivity)?	
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	No
	Specific challenges identified	
	Other important information or comments	

Further References	Web sources	
	Documents and reports	Sample of the bulletin available on the Web site for free download: <i>http://www.ibngr.edu.pl/pdf/publikacje/biuletyn/bfp17.pdf</i>
	Resource persons/contacts	

PORTUGAL:

PARTICIPATORY BUDGETING OF PALMELA

Type of Interaction		(iii) Participation (e.g. Participatory budgeting)
Basic Information	Name of Intervention	Participatory Budgeting of Palmela
	Primary agency running Intervention (Initiator)	Executive
	Who is being held accountable?	Local government
	Location	Palmela, Portugal
	Institutional level	Local level
	Population	53 535 inhabitants
	Sector	All sectors of public administration
	Year of implementation and duration	Since 2002
	Is this a one-off event or repeated regularly?	Every year since 2002
Context and Scope	What are the main objectives?	<ul style="list-style-type: none"> - To enhance public participation in the elaboration of the budget. - To increase quantitatively and qualitatively the participation of citizens in public management. - To increase transparency and efficiency of the local administration.
	Who is the target audience or demographic focus?	All local citizens
	Is the initiative or methodology based on legal requirements?	Methodology approved by the local council.
	Stage of decision-making cycle	Agenda setting, implementation, evaluation
	What budget and/or human resources were allocated to this SA initiative by the initiator?	Five persons for two months, and a part-time team of three persons.
	What are the costs to citizens and CSOs?	Spending two hours at a public meeting.
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	Full budget is based on discussion, consultation.

Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	Inquires, direct observation and data processing for two-way communication with citizens.
	What advocacy and media activities support the initiative?	Web site, information campaigns, newspaper ads, radio information.
	Were there any specific tools used to ensure that target groups were engaged?	Not at the moment; however there are possible plans to begin this type of work with local schools and young people.
Results and Impact	What (if any) has been the impact of the initiative?	Better decisions, more responsive to the information and needs addressed in the public meetings.
	Has the target group been reached? How inclusive was the initiative?	
	Has the initiative been scaled up?	No
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	Yes, with neighbourhood associations, to survey the process.
	To what extent did the SA methodology encourage public deliberation (i.e. multilateral interactivity)?	More interactivity between citizens and local government.
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	Yes, the number of territorial meetings has been increased to promote the programme and make easier for citizens to participate. Evaluation is still ongoing, and is expected to lead to further changes in the process.
	Specific challenges identified	- More debate on specific issues, and more local interventions to be addressed. - Better information, provided in time to be used in public meetings.
	Other important information or comments	- Participation on Process URBAL Red 9, in FAL (local authority Forum), OIDP International Observatory of Participatory Democracy. - Continuous search for similar processes in Europe to exchange experiences.
Further References	Web sources	www.cm-palmela.pt http://op-palmela.slworks.net
	Documents and reports	http://op-palmela.slworks.net

	Resource persons/contacts	Luís Guerreiro/ António Mestre Email: cmp.divcultural.mail.telepac.pt
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SLOVAK REPUBLIC:

ASSESSMENT OF ANNUAL REPORTS OF STATE ORGANISATIONS

Type of Interaction		(i) Information (e.g. Independent budget analysis, Budget literacy)
Basic Information	Name of Intervention	Assessment of Annual Reports of State Organisations
	Primary agency running Intervention (Initiator)	Slovak Governance Institute (CSO)
	Who is being held accountable?	State organisations
	Location	Slovak Republic
	Institutional level	National
	Population	
	Sector	General (all state organisations)
	Year of implementation and duration	2002
	Is this a one-off event or repeated regularly?	No information
Context and Scope	What are the main objectives?	To assess annual reports of state organisations.
	Who is the target audience or demographic focus?	The organisations themselves, the public at large
	Is the initiative or methodology based on legal requirements?	No information
	Stage of decision-making cycle	
	What budget and/or human resources were allocated to this SA initiative by the initiator?	No information
	What are the costs to citizens and CSOs?	No information
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	

Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	Since 2001 the Slovak Republic has specified which state organisations are obliged to produce and to publish their annual reports. The annual reports must contain information about the organisational mission and mid-term outlook, activities and related costs, and detailed information on budgets and human resources; they must also assess their benefits to citizens. The annual reports assessment project seeks to provide feedback to the organisations that produce annual reports and to increase the awareness of their status.
	What advocacy and media activities support the initiative?	No information
	Were there any specific tools used to ensure that target groups were engaged?	No information
Results and Impact	What (if any) has been the impact of the initiative?	No information
	Has the target group been reached? How inclusive was the initiative?	No information
	Has the initiative been scaled up?	No information
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	The team of assessors is made up of journalists, civil servants and representatives of the business sector and CSOs.
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	No information
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	No information
	Specific challenges identified	No information
	Other important information or comments	
Further References	Web sources	www.governance.sk
	Documents and reports	
	Resource persons/contacts	

SPAIN:

INTERACTIVE CITY COUNCIL OF JUN CITY

Type of Interaction	(i) Information (e.g. Independent budget analysis, Budget literacy) (ii) Consultation (e.g. Citizen feedback on multi-year planning)	
Basic Information	Name of Intervention	Interactive Municipal City Council
	Primary agency running Intervention (Initiator)	Executive/Legislative
	Who is being held accountable?	Local government
	Location	Jun, Spain
	Institutional level	Local
	Population	
	Sector	General: Lawmaking, Public Finances
	Year of implementation and duration	1999-
	Is this a one-off event or repeated regularly?	
Context and Scope	What are the main objectives?	<ul style="list-style-type: none"> - To improve communication/information processes of local government. - To increase local government transparency. - To reinforce local democracy.
	Who is the target audience or demographic focus?	All citizens
	Is the initiative or methodology based on legal requirements?	
	Stage of decision-making cycle	Agenda setting, lawmaking
	What budget and/or human resources were allocated to this SA initiative by the initiator?	No information
	What are the costs to citizens and CSOs?	To access the Internet to make suggestions for the agenda of City Council sessions, and/or to access the Internet to make suggestions concerning the budget, and/or to access the Internet to interact with the Mayor and City Council members, and to answer participate in online consultations concerning lawmaking and budgeting.
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	

Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	The process starts 15 days before the City Council meeting, with an open agenda for the Council sessions. Citizens must then propose subjects to be addressed during the meeting. If a Council session concerns budgetary questions, citizens may make budgetary proposals – either a global budget or a specific proposition concerning the allocation of resources. During the Council sessions, citizens can interact with their elected officials via a live Internet broadcast. Online consultations concerning timely policy issues are also offered.
	What advocacy and media activities support the initiative?	Internet No information about other means
	Were there any specific tools used to ensure that target groups were engaged?	In order to ensure that citizens were able to use the Internet and to access the online tools, a digital inclusion program was implemented; it has reached 80% of the total population of Jun.
Results and Impact	What (if any) has been the impact of the initiative?	No information
	Has the target group been reached? How inclusive was the initiative?	No information
	Has the initiative been scaled up?	No information
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	No information
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	Public deliberation is encouraged to the extent that citizens can interact with their elected officials during the sessions of the City Council; these interactions are simultaneously broadcast to all other citizens connected to the Internet.
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	No information
	Specific challenges identified	No information
	Other important information or comments	
Further References	Web sources	www.ayuntamientojun.org
	Documents and reports	
	Resource persons/contacts	

SPAIN:

SEVILLE PARTICIPATORY BUDGETING

Type of Interaction		(iii) Participation (e.g. Participatory budgeting)
Basic Information	Name of Intervention	Participatory Budgeting of Sevilla
	Primary agency running Intervention (Initiator)	Executive
	Who is being held accountable?	The Municipal Council
	Location	Seville, Spain
	Institutional level	Local
	Population	713 000
	Sector	Citizen participation, sport, urban planning, employment, district councils
	Year of implementation and duration	2004 to present
	Is this a one-off event or repeated regularly?	Regularly throughout the year
Context and Scope	What are the main objectives?	<p><u>Social</u>: To foster social justice through citizen participation and “territorial affirmative action”.</p> <p><u>Administrative</u>: To lead to an administrative modernisation.</p> <p><u>Political</u>: To increase the legitimacy of the local political system and to strengthen democracy.</p>
	Who is the target audience or demographic focus?	Every citizen in the city
	Is the initiative or methodology based on legal requirements?	No
	Stage of decision-making cycle	Agenda setting, decision making, monitoring of implementation
	What budget and/or human resources were allocated to this SA initiative by the initiator?	No information
	What are the costs to citizens and CSOs?	To attend participatory budgeting assemblies.
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	Around 2%

Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	The city is divided into three territorial levels: neighbourhoods, districts and the city as a whole. Each territorial level has a specific deliberative body. The neighbourhood assembly is open to all residents, who can make proposals within the limits of the city's competences; they also elect delegates to represent them at the district- and city-level assemblies. At these two higher levels, delegates prioritise citizens' proposals following "social justice criteria." A final list of proposals is established and integrated into the municipal budget. The following year a specific commission is set up to monitor the implementation of the participatory budget.
	What advocacy and media activities support the initiative?	Public advertisement campaigns in local newspapers and TV channels.
	Were there any specific tools used to ensure that target groups were engaged?	<u>Gender Mainstreaming</u> : It was determined that the half of the positions within the PB should be held by women. Half of the delegates are also women.
Results and Impact	What (if any) has been the impact of the initiative?	<ul style="list-style-type: none"> - Territorial redistribution of municipal funds towards the neediest neighbourhoods. - Increased link between the administration and local civil society. - Empowerment of local communities.
	Has the target group been reached? How inclusive was the initiative?	There has been strong participation by women, but lower levels by socially deprived groups and ethnic minorities. The initiative is highly inclusive even if there is a relative over-representation of association and political party members.
	Has the initiative been scaled up?	No
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	Formally, no. However, many informal contacts with local associations and community leaders lead to their inclusion as much as possible in the process.
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	Few large group deliberations, but widespread deliberation in small groups among delegates to evaluate the sustainability of PB proposals.
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	Evaluation of the quality of deliberation by a research group from the University of Seville.

	Specific challenges identified	<ul style="list-style-type: none"> - Participation by socially deprived groups. - Division of the municipal majority between pro- and anti-PB factions.
	Other important information or comments	This is the biggest PB in Europe.
Further References	Web sources	www.participacionciudadana.sevilla.org
	Documents and reports	Available on Web site
	Resource persons/contacts	Virginia Gutierrez

SWITZERLAND:

PB OF BOLLIGEN

Type of Interaction	(iii) Participation (e.g. Participatory budgeting)	
Basic Information	Name of Intervention	Participatory Budgeting of Bolligen
	Primary agency running Intervention (Initiator)	Municipality of Bolligen
	Who is being held accountable?	Local government authorities
	Location	Bolligen, Switzerland
	Institutional level	Local
	Population	
	Sector	Public Finance
	Year of implementation and duration	
	Is this a one-off event or repeated regularly?	Repeated regularly
Context and Scope	What are the main objectives?	Enhance public participation in the public finance sector
	Who is the target audience or demographic focus?	Every local citizen
	Is the initiative or methodology based on legal requirements?	No information
	Stage of decision-making cycle	Agenda setting
	What budget and/or human resources were allocated to this SA initiative by the initiator?	No information
	What are the costs to citizens and CSOs?	Cost of attendance at public meetings of the PB
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	

Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	<p>The Municipal Assembly of citizens approves the budget, decides on the tax rate, and approves the annual accounts. The Municipal Council, which proposes the budget, is elected by the citizens.</p> <p>The instruments applied include:</p> <ul style="list-style-type: none"> - Public debate. - Approval/adaptation/rejection of budget and tax rate by citizens' assembly. - Information on long-term financial planning for four to eight years. - Financial referendum. - Involvement of citizens through political system.
	What advocacy and media activities support the initiative?	No information
	Were there any specific tools used to ensure that target groups were engaged?	No information
Results and Impact	What (if any) has been the impact of the initiative?	<ul style="list-style-type: none"> - Identification of citizens with strong interest in local affairs. - Majority-driven decisions by multi-stakeholder participation. - Legitimacy and acceptance of decisions (of particular importance regarding tax rates).
	Has the target group been reached? How inclusive was the initiative?	No information
	Has the initiative been scaled up?	No information
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	No information
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	Public debates are part of the methodology; however, there is no current information about the quantity and quality of deliberation that takes place during the public debates.
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	No information
	Specific challenges identified	<ul style="list-style-type: none"> - Co-operation and co-ordination beyond boundaries of local entities. - Low participation and accidental majorities at the Citizen's Assembly is an inherent risk.
	Other important information or comments	

Further References	Web sources	http://www.bollingen.ch/
	Documents and reports	
	Resource persons/contacts	Tel.: 055 225 70 00 Fax: 055 225 70 01

TURKEY:

ISTANBUL IS CHOOSING NEW FERRIES

Type of Interaction	(i) Information (e.g. Independent budget analysis, Budget literacy) (iii) Participation (e.g. Participatory budgeting)	
Basic Information	Name of Intervention	Istanbul is Choosing New Ferries
	Primary agency running Intervention (Initiator)	Metropolitan Municipality (Executive)
	Who is being held accountable?	Istanbul Metropolitan Municipality Executive
	Location	Istanbul
	Institutional level	Local
	Population	14 million
	Sector	Sea transportation
	Year of implementation and duration	2006-2007
	Is this a one-off event or repeated regularly?	One-off
Context and Scope	What are the main objectives?	<p>IDO was founded by the Istanbul Metropolitan Municipality in 1987 to help with the sea transportation, thereby easing traffic problems in the city. Travel via sea is one of the most promising solutions to the traffic problem, as Istanbul is located on the Bosphorus sea.</p> <p>Istanbul has a population of 14 million and 234 kilometers seashore; however, sea transportation is only 4 %. In 2004, IDO served 12 million passengers and carried 960 000 vehicles. Istanbul Metropolitan Municipality aims to increase sea transportation by 10%. In order to achieve this goal, ferries will be renewed and modernised, in order to:</p> <ul style="list-style-type: none"> - Identify the sea transportation needs. - Improve the technical capacity of ferries. - Encourage citizens to choose ferries. - Gather views and ideas about new ferries. - Improve the quality of service by encouraging citizen participation in the decision-making process.
	Who is the target audience or demographic focus?	All citizens who travel by ferry.
	Is the initiative or methodology based on legal requirements?	No

	Stage of decision-making cycle	Decision making, implementation
	What budget and/or human resources were allocated to this SA initiative by the initiator?	No information
	What are the costs to citizens and CSOs?	To answer a questionnaire
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	No information
Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	- Public debate - Surveys (Internet, ports, shopping malls, metro stations)
	What advocacy and media activities support the initiative?	Information campaigns; online banners; newspaper ads; TV news; Web sites; newspaper articles; press releases
	Were there any specific tools used to ensure that target groups were engaged?	No information
Results and Impact	What (if any) has been the impact of the initiative?	Outputs and outcomes: models for the ferries have been discussed, new technologies have been approved, the budget has been debated
	Has the target group been reached? How inclusive was the initiative?	Surveys involved 368 000 people, 230 000 through the Internet
	Has the initiative been scaled up?	No
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	Formal agreement between Istanbul Technical University and the Metropolitan Municipality
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	Citizen debates on local public expenditures; methodology enhanced the dialogue between NGOs and the municipality
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	Internal evaluation by municipality; no information about reforms

	Specific challenges identified	<ul style="list-style-type: none"> - Increase participation by citizens who are not active - Address resistance to new technology - Address distrust on the part of citizens towards municipality's public expenditures
	Other important information or Comments	No information
Further References	Web sources	www.ido.com.tr/index.cfm?page+SubPage&textid=526&ln=Tr www.ido.com.tr/index.cfm?page=SubPage&textid=522&ln=Tr
	Documents and reports	
	Resource persons/contacts	<p>Ahmet Paksoy General Manager</p> <p>Email address: ahmetpaksoy@ido.com.tr </p> <p>Telephone +90 212 455 69 70</p>

UNITED KINGDOM:

BRADFORD PARTICIPATORY BUDGETING

Type of Interaction		(iii) Participation (e.g. Participatory budgeting)
Basic Information	Name of Intervention	Bradford Participatory Budgeting
	Primary agency running Intervention (Initiator)	Government-led
	Who is being held accountable?	The Government Office, Neighbourhood Renewal Unit, is accountable for funds disbursed through Bradford Vision, the local strategic partnership.
	Location	Bradford
	Institutional level	Local
	Population	207 000 in Neighbourhood Renewal areas and (460 000 total in Bradford District)
	Sector	Environment
	Year of implementation and duration	2004-March 2006
	Is this a one-off event or repeated regularly?	The initiative is expected to be repeated in 2006 and 2008.
Context and Scope	What are the main objectives?	<ul style="list-style-type: none"> - To encourage innovation in local environmental projects. - To link local priorities to the LSP strategy.
	Who is the target audience or demographic focus?	All residents living in areas eligible for NR funding.
	Is the initiative or methodology based on legal requirements?	It is part of the NR strategy.
	Stage of decision-making cycle	Agenda setting, decision making
	What budget and/or human resources were allocated to this SA initiative by the initiator?	One full-time employee to conduct financial monitoring, October 2004-March 2006. One full-time employee for on-the-ground project support. Approximately 250 person hours for event planning/facilitation.
	What are the costs to citizens and CSOs?	Projects delivered by "mixed economy" of voluntary/community and statutory providers, so some activists committed to applying, attending PB day and project delivery, while others supported projects delivered by professional organisations.

	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	GBP 700 000 was allocated from the total NR budget (GBP 2.1 million for environmental initiatives in the District).
Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	<p>This initiative allows groups to distribute funds to themselves: participatory budgeting using intra-community allocation. Individuals and community groups pitch project proposals to a collection of their peers, competing for GBP 600 000 for environmental improvements within the LSP budget.</p> <p>Qualifying projects were pre-selected through Neighbourhood Action Partnerships, each of which entered two projects. Participants were given three minutes to present their ideas to the other representatives.</p> <p>Those who were not chosen were given assistance in the search for alternative funding and improvement of the proposal itself.</p>
	What advocacy and media activities support the initiative?	Information campaigns, online banners, newspaper ads
	Were there any specific tools used to ensure that target groups were engaged?	An example: for the target group “single mothers”, the cost of transport/child care to attend the meetings was covered.
Results and Impact	What (if any) has been the impact of the initiative?	<ul style="list-style-type: none"> - Funding released to projects quickly and transparently. - “Political education” process of participants in terms of understanding issues relating to resource allocation. - Increased understanding by statutory agencies of local citizens’ ability to be responsible for allocation/delivery.
	Has the target group been reached? How inclusive was the initiative?	The initial NR areas were self-selecting, and projects in the PB initiative were initiated through contact with these local neighbourhood partnerships, so access to “hard-to-reach” groups within disadvantaged areas was limited.

	Has the initiative been scaled up?	The LSP is currently piloting a more developed PB initiative in Keighley Constituency, where residents identify themed priorities (environment, health, etc.); they will then be invited to vote on proposals under these themes, and subsequently take part in scrutiny of project delivery. The total amount available is GBP150 000 (from NRF funds) for the Keighley area (one of five constituencies in Bradford District), to be spent in the 2006-March 2008 NRF budget.
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	Bradford Vision (the LSP) is a member of: - the PB National Reference Group (membership includes Treasury and Audit Commission reps). - a PB practitioners group (facilitated by the Manchester-based PB unit). The PB unit is also providing consultancy support to the Keighly PB pilot. Bradford University is conducting a research study into five case studies: three in South America, one in Salford, and the Keighley Pilot.
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	Community activists were involved in the event itself and had informal networking opportunities as a result. The Keighley Pilot is aiming to increase levels of public interaction around the PB topic.
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	An evaluation of the event/process was carried out by the PB unit. Internal evaluation/reports for the NR unit were produced as part of the project monitoring process.
	Specific challenges identified	The process requires a lot of “front-loaded” support, particularly in terms of time resources. Bradford Vision was well placed to provide this in partnership with other organisations. The challenge remains to find ways of mainstreaming this methodology once NR funding stops.

	Other important information or comments	It is hoped that the work undertaken so far, as well as the Keighley pilot, will make a strong argument for mainstreaming the PB method for future non-mainstream funding and/or a small, but significant percentage of mainstream budget allocation. (Through this work, the necessary processes become more streamlined and deliverable.)
Further References	Web sources	http://www.bradfordvision.net/index.php www.involve.org.uk
	Documents and reports	"Participatory Budgeting – Involve Briefing Sheet" – www.involve.org.uk
	Resource persons/contacts	alan.budge@bradfordvision.com

UNITED KINGDOM:

HARROW OPEN BUDGET

Type of Interaction	(iii) Participation (e.g. Participatory budgeting)	
Basic Information	Name of Intervention	Harrow Open Budget
	Primary agency running Intervention (Initiator)	Harrow Council; run by independent organisation "Power Inquiry"
	Who is being held accountable?	Local government
	Location	London Borough of Harrow, UK
	Institutional level	Local
	Population	210 000
	Sector	General (Public Finances)
	Year of implementation and duration	2005
	Is this a one-off event or repeated regularly?	The first initiative was in 2005. The intent is for the Open Budget to take place yearly, but at present it is unclear if this will happen.

Context and Scope	What are the main objectives?	<ul style="list-style-type: none"> - To rebuild public faith in local council decision making, which has witnessed significant popular distrust in recent years. - To engage even the most vociferous and dissatisfied elements of the community in considered deliberations. - To provide a popular sense of “ownership” of the final budget priorities. - To help residents understand the issues facing elected officials. - To elected officials understand the concerns and needs of residents. - To offer opportunities to engage the local media (in contrast to other forms of community engagement, which happen “below the radar” of media and most residents). - To begin a larger process of rebuilding democratic engagement and dialogue. - To take community engagement seriously and employ innovation in involving citizens. - To increase the profile and importance of local Councillors by allowing them to engage in direct dialogue with Harrow residents and stakeholders about the most central decisions facing the authority in a structured and resourced fashion.
	Who is the target audience or demographic focus?	Every citizen of the borough
	Is the initiative or methodology based on legal requirements?	No
	Stage of decision-making cycle	Agenda setting
	What budget and/or human resources were allocated to this SA initiative by the initiator?	<p><u>London Borough of Harrow</u>: paid for venue, IT equipment and expenses.</p> <p><u>POWER Inquiry</u>: Provided staff time to manage process and designed the engagement process itself.</p> <p>Unofficial estimates put the participant and facilitator costs at around GBP 10 000 (excluding travel and childcare expenses). The technology was provided at a much reduced rate (around GBP 10 000).</p>

	What are the costs to citizens and CSOs?	All participants attend an assembly that takes place from 12:30 to 18:00 on a Sunday. The 30 citizens that make up the panel of elected citizens must scrutinise the Council's decision on the budget and report back to everyone interested in the process. This involves a number of evening meetings over the course of six months to a year.
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	Less than 50%. Note: the process only allows participants to give broad preferences for what the council should deliver rather than detailed proposals. Large areas of council spending were left out of the process because central targets leave no local discretion for spending.

<p>Tools & Methodologies Used</p>	<p>What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.</p>	<ul style="list-style-type: none"> - In August and September, Directorates begin to draft “High Level Service Plans”, laying out the broad options and priorities for the coming three years. - The Council has decided to use the results of the Harrow Open Budget Process in its budgetary decisions. The Open Budget process was designed based on the participatory budgeting process in Porto Alegre (Brazil) and the use of wireless technology for the AmericaSpeaks process from the USA. - An assembly of 300 residents meets and agrees upon a set of priorities for the next years’ budgets. This set of options is identified by the officers who run the council and the councillors. These options are wide enough in scope to present real choice to the citizens, but detailed enough to allow the public to make informed choices and to understand the constraints in which the council operates. However, some participants criticised the process for predetermining the discussion around the options without allowing participants to submit their own. - The assembly is designed to encourage people to discuss issues in a detailed and creative way: it is divided in tables of ten citizens each, with each table guided through a by a trained facilitator who ensures that no one person dominates the debate or causes undue conflict. Each table uses wireless laptops to transmit their collective views and decisions to a team that displays them to the assembly as a whole. Following this, participants vote on the options individually using electronic vote pads. The results appear immediately on screens. - The Assembly also elects one person per panel to a panel of citizens to scrutinise the Council’s decision and report on the assembly process and participants. - The panel of 30 elected residents works creatively with the Council to implement the assembly’s priorities as the budget is developed. - The Open Budget is organised by an independent body, “Power Inquiry”, to ensure that it is run in the interests of the citizens and that it is not controlled by the Council of Harrow.
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	What advocacy and media activities support the initiative?	Internet, wide outreach with articles in local and national media, paid advertisements in local newspapers to recruit participants
	Were there any specific tools used to ensure that target groups were engaged?	Assembly participants are recruited through the local media and local civil society. Care is taken so that the gender, age, ethnic and area make-up of the assembly is as close to the make-up of the city as possible. As wide a range of people as possible is encouraged to participate. The organisers actively recruit participants from groups who do not apply in sufficient numbers.
Results and Impact	What (if any) has been the impact of the initiative?	<p>It has been a short time since the event; however:</p> <p><u>Participant satisfaction:</u> The participant evaluation forms revealed very high levels of satisfaction with the assembly and a positive impact on views of the council:</p> <ul style="list-style-type: none"> - 90% regarded the event as “good” or “very good”. - 74% felt the process should “definitely” be repeated next year. - 43% stated they now had an improved view of the Council. - 55% reported no change in their view. - 80% stated they would now be more interested in Council decisions. <p>While it was hard for the panel to determine the exact impact of the Open Budget process on the final council budget, the panel found that “in the broadest terms, Harrow Council did appear to have attempted to reflect the wishes arising from the Assembly across most of the five budgetary areas covered with the 2006/2007 Budget.”</p>

	Has the target group been reached? How inclusive was the initiative?	Local media: The assembly was a very accurate reflection of Harrow's ethnic diversity. Geographic representation from across the borough was also good. All age groups were over-represented (including 16- to 19-year-olds), except the 20-44 age group, which was under-represented. There was also a small gender imbalance with 40 more men than women attending. However, these imbalances have been rectified in the panel, which has the 20-44 age group over-represented and only four more men than women. It is also notable that there are eight 16- to 19-year olds on the Panel of 34.
	Has the initiative been scaled up?	No
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	The event itself was a partnership between the London Borough of Harrow and the "Power Inquiry". Due to a revised mission, it is unlikely that the Inquiry will play a similar role if the process is repeated in the future.
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	The activity is essentially deliberative, with a methodology (<i>i.e.</i> tables of ten, facilitators) that enhances the quality of the debate.

	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	<p>The Open Budget was evaluated by Power Inquiry. The final report of the Open Budget Panel also had elements of an evaluation.</p> <p>Both sources identified the Open Budget as an overall success; however, there were also areas of concern. The panel felt that its role was unclear and that it did not receive the support it required. The official evaluation found the following problems:</p> <ul style="list-style-type: none"> - failure to engage Councillors more deeply in the process. - failure to allocate resources and planning more appropriately between the assembly and the panel. - failure to allow more time for the pre-assembly consultation to engage with the wider community. <p>Recommendations for future events include:</p> <ul style="list-style-type: none"> - The process should take place over the whole annual budget cycle. - Much more resources, effort and particularly time needs to be allowed to ensure that the pre-assembly consultation engages with community groups. - Resources and planning should be allocated more evenly between the assembly and the panel.
	Specific challenges identified	No information
	Other important information or comments	
Further References	Web sources	www.harrowopenbudget.org www.powerinquiry.org
	Documents and reports	The Power Inquiry(2006) Harrow Open Budget – Final Evaluation Harrow Open Budget Panel Report (2006) Harrow Open Budget Panel
	Resource persons/contacts	Edward Andersson, Involve Email: edward@involve.org.uk

UNITED STATES:

CALIFORNIA BUDGET PROJECT

Type of Interaction	(i) Information (e.g. Independent budget analysis, Budget literacy)	
Basic Information	Name of Intervention	California Budget Project
	Primary agency running Intervention (Initiator)	CSO-led
	Who is being held accountable?	Executive/Legislature
	Location	State of California, USA
	Institutional level	Regional (State level)
	Population	34 440 000
	Sector	Public Finances
	Year of implementation and duration	
	Is this a one-off event or repeated regularly?	It is a permanent event.
Context and Scope	What are the main objectives?	To improve public policies affecting the economic and social well-being of low- and medium-income Californians.
	Who is the target audience or demographic focus?	- Low- and medium-income citizens. - Local and state policy makers.
	Is the initiative or methodology based on legal requirements?	No
	Stage of decision-making cycle	Agenda setting, decision making
	What budget and/or human resources were allocated to this SA initiative by the initiator?	No information
	What are the costs to citizens and CSOs?	Citizens normally bear the cost of informing themselves (for example, reading the quarterly newsletter of budget analysis).
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	

Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	<p>The California Budget Project (CBP) serves as a resource for the media, policy makers, and state and local constituency groups seeking accurate information and analysis of a range of state policy issues. It provides: independent fiscal and policy analysis; public education; and collaboration with other organisations.</p> <p>The CBP presents research findings and policy analyses to state and local policy makers in the form of testimony, written reports and briefing materials. To increase public understanding of state fiscal policy issues, the CBP conducts an active outreach programme involving presentations and workshops for a range of state and local organisations.</p> <p>Along with periodic briefing papers and in-depth reports, the CBP publishes a quarterly newsletter, Budget Watch, keeping readers updated on important developments in state and federal policy.</p>
	What advocacy and media activities support the initiative?	California Budget Project initiatives and analysis are widely covered by local and state media, particularly newspapers.
	Were there any specific tools used to ensure that target groups were engaged?	The media support should ensure that target groups are affected.
Results and Impact	What (if any) has been the impact of the initiative?	
	Has the target group been reached? How inclusive was the initiative?	Only 50% of the expected target group was reached. It was not possible to include young people in the initiative.
	Has the initiative been scaled up?	Yes, from the local to the regional level.
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	The CBP has partnerships with grant foundations that offer financial support for its activities.
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	The information provided can be used as an input to informed deliberation.
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	No information
	Specific challenges identified	No information
	Other important information or comments	

Further References	Web sources	
	Documents and reports	
	Resource persons/contacts	

UNITED STATES:

CIVIC ENGAGEMENT PROJECT

Type of Interaction	(ii) Consultation (e.g. Citizen feedback on multi-year planning) (iii) Participation (e.g. Participatory budgeting)	
Basic Information	Name of Intervention	CEP: Civic Engagement Project
	Primary agency running Intervention (Initiator)	CSO-led
	Who is being held accountable?	Executive
	Location	Eight counties in the State of California
	Institutional level	Local
	Population	
	Sector	Young children and families
	Year of implementation and duration	November 1999 to February 2004
	Is this a one-off event or repeated regularly?	One-off event
Context and Scope	What are the main objectives?	<ul style="list-style-type: none"> - To build long-term partnerships among a wide diversity of communities and public policy makers. - To promote the collaborative development and implementation of public policy on behalf of young children and families.
	Who is the target audience or demographic focus?	The aim is to include new, and often unheard, voices in policy development. These include: parents and grandparents; low-income communities; pregnant and parenting teens; ethnic minorities; urban and tribal American Indian communities; migrant and new immigrant populations; and the faith and business communities.
	Is the initiative or methodology based on legal requirements?	The initiative is grounded in California Proposition 10, the "Children and Families Act of 1998", which came into effect on 1 January 1999 and provided USD 700 million annually to fund public policies concerning children and families.
	Stage of decision-making cycle	Agenda setting, decision making
	What budget and/or human resources were allocated to this SA initiative by the initiator?	The CEP was funded by five foundations that pooled over USD 4 million to implement the project.

	What are the costs to citizens and CSOs?	No financial costs; costs of participation depending on the activity level of each CSO and citizen.
Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	<p>Proposition 10 funds were intended to promote, support and improve early childhood development by co-ordinating resources and programmes that emphasise family support, parent education, child care and development, and health care. In a historic effort to gather input from the public, each county was directed to create a strategic plan based on extensive input from communities including families, service providers and advocacy groups. The funding priority was programmes that would enhance civic participation. Eight counties participated in the CEP.</p> <p>The programme had three main goals:</p> <ul style="list-style-type: none"> - To improve decision-making processes by incorporating community perspectives through deliberative dialogue. - To increase community benefit by promoting decisions that produce meaningful improvements for children aged 0-5 and their families. - To enhance the relationship between the community and public officials and elected authorities. <p>The core activities of the CEP included:</p> <ul style="list-style-type: none"> - Community discussions with public officials about general and specific policy issues. - Small-Scale Grants: Some counties awarded small-scale grants to programmes that promoted civic engagement through direct grants to community members. - Governance Structures: In an effort to integrate the community's voice, most counties established a governing structure such as an advisory committee. - Leadership Opportunities: Many counties undertook additional activities for community members to lead community improvement projects or build their capacity as civic leaders.

	What advocacy and media activities support the initiative?	Workshops, seminars, and information material were used to inform the participants in the project as well as the larger public.
	Were there any specific tools used to ensure that target groups were engaged?	The involvement of diverse communities was explicitly encouraged. Governance structures addressed issues of ethnicity, language and culture. Many counties and staff aimed to work in culturally appropriate ways to encourage the greatest levels of community volunteer participation from different ethnic groups.
Results and Impact	What (if any) has been the impact of the initiative?	<p>An evaluation report identified the following main impacts:</p> <ul style="list-style-type: none"> - Communities' visions and preferences were incorporated to the process of decision making (e.g. slower decision-making). - An overwhelming majority of surveys conducted with community participants indicated that they gained "some" or "a lot" of skills (90%) and knowledge (97%). Skills related to topics such as: parenting, leadership, grant management, communication, networking, event organising and computers. - All eight counties participating in the project confirmed that the incorporation of community perspectives achieved through deliberative dialogue helped them to develop more effective plans. <p>CEP offers online and free of charge:</p> <ul style="list-style-type: none"> - The 150-page bilingual (Spanish/English) guidebook "Promising Practices: Innovative Strategies for Engaging Our Communities". - Access to a video toolkit of five clips that illustrate the benefits and impacts of civic engagement on communities. (California residents can borrow the full version of the videos.) - Training handouts used during the project.
	Has the target group been reached? How inclusive was the initiative?	No information
	Has the initiative been scaled up?	No

	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	There was a formal agreement with the counties that participated in the project.
	To what extent did the SA methodology encourage public deliberation (i.e. multilateral interactivity)?	Governance structures and community discussions were designed to enhance the deliberation processes.
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	An independent evaluation has been made by the consulting firm Harder+Company Community Research . Since the evaluation was a final evaluation, it has not led to any changes in the process.
	Specific challenges identified	<ul style="list-style-type: none"> - Significant staff turnover in the County Commissions that worked with the community participants during the project. - Slowness of system change in the decision-making process. - Finding enough volunteers to work on the projects. - Obtaining full participation in the Commissions (for decision making). - Gaining the community's trust. - Designing programmes that were responsive to diverse communities with disparate needs and priorities. - Organisational challenges such as programme management, organisation of activities, finding qualified staff to work on activities.
	Other important information or comments	
Further References	Web sources	http://www.f5ac.org/civicengagement/
	Documents and reports	Evaluation Report: http://www.f5ac.org/civicengagement/our_work/CEP%20Evaluation.pdf
	Resource persons/contacts	Email: mphf@mphf.org Postal address: Miriam and Peter Haas Fund 201 Filbert Street, 5th Floor San Francisco, CA 94133 Telephone +1 415 296 9249 Fax +1 415 296 8842

UNITED STATES:

HARD CHOICES

Type of Interaction	(i) Information (e.g. Independent budget analysis, Budget literacy)	
Basic Information	Name of Intervention	Exercise in Hard Choices
	Primary agency running Intervention (Initiator)	CSO-led/Committee for a Responsible Federal Government
	Who is being held accountable?	
	Location	United States
	Institutional level	National
	Population	
	Sector	National Budget
	Year of implementation and duration	Since 1983
	Is this a one-off event or repeated regularly?	Regularly
Context and Scope	What are the main objectives?	To educate the public about the choices involved in achieving and maintaining a responsible budget
	Who is the target audience or demographic focus?	General public
	Is the initiative or methodology based on legal requirements?	No
	Stage of decision-making cycle	Agenda setting, decision making
	What budget and/or human resources were allocated to this SA initiative by the initiator?	The average cost per Exercise is USD 16 000-20 000 in direct costs for space, materials, travel, etc.
	What are the costs to citizens and CSOs?	The cost to citizens to participate is three-four hours. The activity is very labour intensive for the CSO, which annually updates the materials, organises the Exercises, raises funds, conducts the meetings, and tabulates, analyses and publishes the results.
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	

<p>Tools & Methodologies Used</p>	<p>What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.</p>	<p>The “Exercise in Hard Choices” allows citizens to mimic Congressional debate over the budget by negotiating a series of budget decisions that reflect current opinions and issues.</p> <p>The Exercise aims to educate citizens about budget issues and the budget process – particularly the constraints of compromising and of decision making in a context where demands are limitless but resources are limited.</p> <p>Exercises are typically co-sponsored by local media partners, who publicise the event and provide registration information. In addition a Member (or Members) of Congress help host the event.</p> <p>Before an Exercise, participants receive an Exercise booklet, which contains background information to familiarise them with budget facts that are essential to their decision making.</p> <p>The Exercise, moderated by a CRFB representative, takes place over three to four hours. Sessions of up to several hundred people are divided into small groups of eight to ten.</p> <p>In order to ensure diversity, the small groups are formed according to the responses to a demographic questionnaire answered by participants in advance.</p> <p>Each small group organises itself and works independently through the decisions.</p> <p>The results of each budget Exercise are reported to Congressional representative(s) and to each participant. The results of all Exercises conducted during the year are compiled into an annual report, which is sent to every member of Congress, members of the President’s Cabinet and representatives of the national media (and local co-sponsoring media organisations). It provides feedback to policy makers concerning citizen perceptions on budgetary matters.</p>
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	What advocacy and media activities support the initiative?	Local media agencies serve as Exercise co-sponsors and help to publicise the event. Interest groups are recruited by the CRFB to publicise Exercises and urge their members to participate.
	Were there any specific tools used to ensure that target groups were engaged?	Special outreach activities are conducted to attract members of groups that are often under-represented (e.g. people under the age of 30, people of color). Exercise groups are formed according to responses to a demographic questionnaire.
Results and Impact	What (if any) has been the impact of the initiative?	Since 1983, over 15 000 people have participated in the Exercise. Congressional participants have expressed interest in the Exercises, which serve as a type of focus group on policy options.
	Has the target group been reached? How inclusive was the initiative?	Participants tend to be representative of the voting public.
	Has the initiative been scaled up?	Yes
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	The University of Akron has received a federal grant to develop an online version of the Exercise accessible to high school and college students.
	To what extent did the SA methodology encourage public deliberation (i.e. multilateral interactivity)?	The initiative encourages deliberation to the extent that participants are able to debate on an informed basis aiming at final decisions.
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	No outside evaluations have been conducted. However, the University of Akron evaluated the Exercise as part of its assessment of its online model and found it to be an effective means of improving participants' knowledge of the budget and the budget process.
	Specific challenges identified	Dissemination of the Exercise to a wider audience.
	Other important information or comments	
Further References	Web sources	www.crfb.org

	Documents and reports	<p><i>An Exercise in Hard Choices: Using Technology to Engage in Long-Distance Group Decision Making</i> by Evangeline Varonis, Dwight Bishop, Chris Collins, John Kelley and Sayee Rajamany at the University of Akron</p> <p>www.olin.org/conferences/ODCE2004/papers/OCDE2004_Hard_Choices.pdf</p>
	Resource persons/contacts	<p>Susan Tanaka, Consultant</p> <p>Email: susan_tanaka@verizon.net</p> <p>Maya Macguineas, President, Committee for a Responsible Federal Budget</p> <p>Email: macguineas@newamerica.net</p>

EUROPEAN UNION:

E-AGORA: DISTANCE LEARNING ON PARTICIPATORY DEMOCRACY

Type of Interaction		(i) Information (e.g. Independent budget analysis, Budget literacy)
Basic Information	Name of Intervention	e-Agora Project Program on Local e-Democracy and New Forms of Governance: Opening ways to the implementation of practices in local democracy
	Primary agency running Intervention (Initiator)	e-Agora Project: Municipality of Issy-les-Moulineaux, France Participatory Democracy Project: PRODEP, Brazil (in the framework of the European Program URB-AL)
	Who is being held accountable?	
	Location	Training given in 11 different countries including France, Belgium, Portugal, Spain, Brazil and Chile
	Institutional level	EU Level (European Program URB-AL)
	Population	
	Sector	Participatory Democracy, Social Accountability
	Year of implementation and duration	2005, duration of eight months
	Is this a one-off event or repeated regularly?	New versions of similar training are carried out by the Participatory Democracy Project (PRODEP)
Context and Scope	What are the main objectives?	<ul style="list-style-type: none"> - It was intended to carry out a distance training program to link civil servants and other relevant actors (e.g. citizens, CSOs) from several European and Latin American cities. - The goal was to provide social and public actors with tools that promote participatory processes at the local level. - To enable local government actors and citizens to actively take part in the process of implementation of participatory initiatives.

	Who is the target audience or demographic focus?	<p>The program aimed to reach different countries and cultures – particularly from the EU and Latin America. Online courses were therefore provided in three languages (Portuguese, French and Spanish) to the following target groups:</p> <ul style="list-style-type: none"> - Civil servants - Public authorities - Other relevant stakeholders expected to have a multiplier potential (e.g. CSO members, citizen representatives, youth representatives)
	Is the initiative or methodology based on legal requirements?	No
	Stage of decision-making cycle	All
	What budget and/or human resources were allocated to this SA initiative by the initiator?	Overall costs: EUR 40 000 (EC funding) for a capacity of 110 enrolled participants, so EUR 364 per participant
	What are the costs to citizens and CSOs?	As the program was funded through the EC, the training was offered to participants free of charge. However, participants were required to: have access to the Internet (public or private); be available to participate in the online discussion with teachers and colleagues; read the texts provided for each course (7 modules, including participatory democracy, social accountability, etc.)
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	

Tools & Methodologies Used	<p>What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.</p>	<p>The structure of this training program included 7 modules offered in three languages: Portuguese, Spanish and French. Teachers participated from Brazil, Argentina, France and Switzerland. Altogether, 110 citizens and municipal actors from 11 countries were enrolled in the program.</p> <p>The challenge was to create a training environment which could offer students theoretical background on several subjects, giving them systematisation tools linked to their particular situations. At the same time, students were stimulated to interact with teachers and colleagues in an open environment. The program focused on the development and promotion of participation practices.</p> <p>To ensure that all participants from different countries and languages had a similar understanding of the program and its supporting structure, information was online (www.democraciaparticipativa.org). From this Web site, students could access e-ProInfo's distance learning environment (www.eproinfo.mec.gov.br).</p> <p>Each student had a user login identifier and a password which gave them access to the courses. One of the main supporting tools were videos to explain the contents of their courses. The teachers also used obligatory readings in all three languages.</p> <p>Interactive chats allowed participants to talk to the teacher, to other students and to the technical team. This enabled the exchange of information and experiences between different cultures, nationalities and languages. Another interactive feature was the discussion forum (35 topics).</p>
	<p>What advocacy and media activities support the initiative?</p>	<p>Existing networks (e.g. municipality associations, CSOs) publicised the existence of the training course. This allowed the program to reach its target groups with very low costs.</p>

	Were there any specific tools used to ensure that target groups were engaged?	<p>The first step was to rely on existing networks with good access to the target groups.</p> <p>For the second session, with high demand for the 110 places, a selection was made based on geographical distribution, heterogeneity of stakeholder functions (e.g. civil servants, elected officials, CSOs), and gender.</p>
Results and Impact	What (if any) has been the impact of the initiative?	<p>General impacts:</p> <ul style="list-style-type: none"> - At the conclusion of the training, participants were enabled to actively take part in participatory democracy processes at all stages, from implementation to evaluation. - The contact established between citizens, elected officials and civil servants (charged with creation, implementation and evaluation of public policies), and university teachers/researchers demonstrated various viewpoints on each issue and pointed to concrete methods for improving democracy. <p>Specific impacts:</p> <ul style="list-style-type: none"> - Out of 110 participants, 98 have participated officially in at least one module. The Federal University of Minas Gerais (Brazil) granted 35 Professional Masters degrees and 20 certificates on "New forms of Governance" to individuals who met all training requirements.
	Has the target group been reached? How inclusive was the initiative?	The program has taken specific measures to ensure geographic distribution, heterogeneity of stakeholder functions, and gender balance.
	Has the initiative been scaled up?	It is expected to be scaled up, and negotiations to do so are ongoing.

	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	<p>The initiative resulted from a partnership between:</p> <ul style="list-style-type: none"> - e-Agora Project (city of Issy-les-Moulineaux, France), European Program URB-AL - Participatory Democracy Project (PRODEP): Federal University of Minas Gerais (UFMG), Brazil - E-PROINFO: Brazilian Ministry of Education <p>The project also received support from the Electronic Democracy Centre (e-DC) in Switzerland.</p>
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	The training initiative enabled participants to better implement, conduct, and evaluate public deliberation methodologies.
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	The initiative has been evaluated and the impacts cited above have been confirmed.
	Specific challenges identified	Additional funding to scale up the initiative.
	Other important information or comments	<p>Participants from five cities: Issy-les-Moulineaux (France), Frameries (Belgium), Vina del Mar (Chile), Juiz de Fora (Brazil) and Ipatinga (Brazil) simultaneously participated in the effective creation and implementation of social accountability initiatives in their cities. The training was essential for implementation of these initiatives.</p> <p>Testimonials from stakeholders show that this process led to changes in local democracy (from conception to evaluation).</p>
Further References	Web sources	www.democraciaparticipativa.org www.issy.com www.eproinfo.mec.gov.br edc.unige.ch
	Documents and reports	<i>e-Agora: The White Book of Local e-Democracy</i> , www.forum-edemo.org/IMG

	Resource persons/contacts	<p>Marie Virapatirin, e-Agora Project Coordinator</p> <p>Email: marie.virapatirin@wanadoo.fr</p> <p>Professor Leonardo Avritzer, Participatory Democracy Project Coordinator</p> <p>Email: prodep@fafich.ufmg.br</p>
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EUROPEAN UNION:

EVALUATION OF EUROPEAN CONSULTATION POLICIES

Type of Interaction		(ii) Consultation (e.g. Citizen feedback on multi-year planning)
Basic Information	Name of Intervention	Questionnaire on Consumer Representation in Standardisation Activities at National, European and International Level
	Primary agency running Intervention (Initiator)	EC Health and Consumer Directorate
	Who is being held accountable?	EC Health and Consumer Directorate
	Location	EU
	Institutional level	EU level
	Population	
	Sector	Consumers Associations
	Year of implementation and duration	2003
	Is this a one-off event or repeated regularly?	No information
Context and Scope	What are the main objectives?	<ul style="list-style-type: none"> - To collect information on consumer associations' experiences, difficulties, views and proposals on the issue of representation of consumer interests in standardisation activities with a view to identifying future needs and opportunities for improving representation. - To provide a picture of the present situation of consumer representation in standardisation in the European Union.
	Who is the target audience or demographic focus?	European consumer organisations
	Is the initiative or methodology based on legal requirements?	Wide consultation is one of the Commission's duties according to its mandate. Protocol 7 on the application of the principles of subsidiarity and proportionality, annexed to the Amsterdam Treaty , stipulates that "the Commission should ... consult widely before proposing legislation, and, wherever appropriate, publish consultation documents."
	Stage of decision-making cycle	Policy making

	What budget and/or human resources were allocated to this SA initiative by the initiator?	No information
	What are the costs to citizens and CSOs?	Costs to the CSO of answering the questionnaire.
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	
Tools & Methodologies Used	What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.	<p>The Commission has sent 154 questionnaires to Consumers Associations in the 25 Member States. The questionnaires aimed to approach the following questions:</p> <ul style="list-style-type: none"> - Level of awareness, participation, information and involvement in standardisation activities. - National organisation of the representation of consumers in the standardisation process. - Financial, technical and administrative support available to perform standardisation work. - Experience participating in standardisation work. - Critical problems preventing the organisation from participating in the standardisation process; specific problems encountered by the organisations when participating in the process; general problems with the standardisation system itself. - Evaluation of the participation in the standardisation system. - General evaluation of the level of consumer representation and its effectiveness in the standardisation system. - Proposals to improve the participation of consumers' representatives in the standardisation system.
	What advocacy and media activities support the initiative?	No information
	Were there any specific tools used to ensure that target groups were engaged?	The questionnaires were sent directly to the Consumers Associations. However, there is no information about followup to ensure that the associations answered the questionnaires and sent responses to the Commission.

Results and Impact	What (if any) has been the impact of the initiative?	<p>The questionnaire presented the following results:</p> <ul style="list-style-type: none"> - The sample is quite limited: of 154 questionnaires only 39 replied. It is therefore difficult to draw widespread, valid conclusions. - In practice, the level of involvement is diverse, depending on countries and specific situations of the organisations concerned. - There is a general awareness of the importance of consumer representation in standardisation. - Consumer Associations and Consumer Committees within a standardisation body have access to general information on standardisation activities. - Consumer organisations understand their roles; however, in many cases the resources available are limited and consumer organisations experience conflicting priorities preventing adequate involvement and monitoring. - Lack of financial resources and expertise are the main problems preventing full participation of consumer organisations. - In some cases, consumer organisations feel that the added value of consumers' representation is not recognised. - There is a very uneven level of influence of consumer organisations in the standardisation process, ranging from no recognition to full consideration. - The framework for participation is varied: ranging from no formal right to full, institutionalised involvement of consumer organisations. - The majority of requests relate to a more consistent and binding framework and increased financial and technical support. - One particular problem concerns the participation of consumer organisations in international standardisation, which seems to be out of reach at present.
	Has the target group been reached? How inclusive was the initiative?	Of 154 questionnaires sent, only 39 replied.
	Has the initiative been scaled up?	

	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	
	To what extent did the SA methodology encourage public deliberation (<i>i.e.</i> multilateral interactivity)?	No information
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	There is no concrete information about the changes/reforms that may have resulted from the questionnaire.
	Specific challenges identified	
	Other important information or comments	
Further References	Web sources	http://ec.europa.eu/consumers/cons_org/eval_report_en.pdf
	Documents and reports	The Amsterdam Treaty: http://europa.eu/scadplus/leg/en/s50000.htm
	Resource persons/contacts	

EUROPEAN UNION:

ENGAGING CITIZENS IN RURAL AREAS POLICY-MAKING

Type of Interaction	(i) Information (e.g. Independent budget analysis, Budget literacy) (ii) Consultation (e.g. Citizen feedback on multi-year planning)	
Basic Information	Name of Intervention	European Citizens' Panel: Engaging citizens in European policy making – The case of rural areas
	Primary agency running Intervention (Initiator)	European Citizens' Panel
	Who is being held accountable?	EU government officials and public authorities
	Location	Belgium, Germany, France, Ireland, Italy, The Netherlands, Romania, Switzerland, the United Kingdom
	Institutional level	EU level
	Population	
	Sector	European policies affecting rural areas
	Year of implementation and duration	First semester 2006-first semester 2007
	Is this a one-off event or repeated regularly?	One-off event
Context and Scope	What are the main objectives?	<p>Global objective: To encourage a bottom-up contribution from citizens to the discussion on the future of European policies affecting rural areas.</p> <p>Operational objectives:</p> <ul style="list-style-type: none"> - To organise and facilitate structured exchanges between citizens on the future of rural areas at the regional and at European levels on the basis of well-balanced and accessible information. - To facilitate citizens' ability to identify policy priorities in this field at those two levels. - To provide a means for the dissemination of citizen recommendations to policy makers, stakeholders and the wider public. - To design and test a method for a citizen panel at the European level that could be repeated later for other important European policies.
	Who is the target audience or demographic focus?	Policy makers, stakeholders and the wider public

	Is the initiative or methodology based on legal requirements?	No
	Stage of decision-making cycle	Agenda setting, decision making
	What budget and/or human resources were allocated to this SA initiative by the initiator?	No info
	What are the costs to citizens and CSOs?	Citizen participation in the panels runs between three and four full days, including studying preliminary information on the issue selected and participating in a discussion to create recommendations for policy makers.
	If the initiative concerns participatory budgeting: what percentage is it of the total investment budget?	

Tools & Methodologies Used	<p>What specific SA tools and methodologies are being used? Briefly describe the methodology(/ies) or tools used.</p>	<p>Phase 1: Regional Panels: Nine regional panels, in which citizens from a cross-section of society are invited to participate, will be established.</p> <ul style="list-style-type: none"> - Citizens taking part in panel deliberations represent a microcosm of the diversity of populations at the regional level. - A common communication system (launch event, communication chart and strategy, Internet site, video, etc.) will create a "European image" for the panels (all part of the same pan-European project) and facilitate interaction among participants in the panels and with the public at large. - Each participant, selected in a random manner, will receive similar information on the issues at stake, using a common European "Infopack" adapted to the needs of each region. The information input will be designed at the regional level and can include different support materials: publications, films, field trips, meetings with experts and stakeholders, contact with other regional panels, etc. - Each panel will draw up its report with the help of professional facilitators. The reports will include recommendations to be presented to appropriate decision makers and stakeholders. <p>Phase 2: European Panel:</p> <ul style="list-style-type: none"> - Each panel will identify 10 "delegates", to be gathered in one panel organised at the European level. - Delegates will present and compare their respective proposals, meet new stakeholders to integrate a wider vision of the issues, and together develop a truly European perspective and recommendations. - This document will be presented to institutions and key stakeholders at the European level. The institutions that supported the panel's work at the regional level (regional authorities, foundations, etc.) will also be formal targets of these recommendations. These will also be widely disseminated to the general public.
	<p>What advocacy and media activities support the initiative?</p>	<p>It is expected that the media will cover the process, as they are very interested in this type of activity.</p>

	Were there any specific tools used to ensure that target groups were engaged?	<p>The regional level has been chosen as the basic building block for this initiative, with nine regional panels established to include citizens from a cross-section sample representative of society. About 500 citizens will be taking part in the panels at the regional level, and it is expected that their deliberations will influence policy making and have an impact on the daily life of thousands of people.</p> <p>At the European level, 10 “delegates” will be identified by each regional panel. They will develop European recommendations to be presented to institutions and key stakeholders at the European level. This pilot project will be documented and evaluated by an independent organisation to ensure that it can be replicated and adapted to other issues with an important European dimension.</p>
Results and Impact	What (if any) has been the impact of the initiative?	No information
	Has the target group been reached? How inclusive was the initiative?	<p>The panels were constituted following a methodology that aims to ensure inclusivity and representation of society as a whole.</p> <p>A launch event took place on 10 May to attract the attention of European Institutions and stakeholders to the initiative and to alert policy makers that the citizens’ contribution will be available by the middle of February 2007.</p>
	Has the initiative been scaled up?	No
	Have any partnerships been established with the government, media, NGOs, communities, etc.? Describe them.	The initiative is itself a consortium composed of CSOs, regional governments, funding institutions and universities.
	To what extent did the SA methodology encourage public deliberation (i.e. multilateral interactivity)?	The panels are designed to encourage an informed deliberation composed of representative members of the society.
	Has the SA initiative been evaluated? What were the results? Did it lead to change/reform?	The initiative is ongoing; however, it is expected that an independent organisation will conduct an evaluation to ensure that it can be replicated and adapted to other issues with an important European dimension.

	Specific challenges identified	
	Other important information or comments	
Further References	Web sources	<i>http://www.citizenspanel.org/</i>
	Documents and reports	
	Resource persons/contacts	

ANNEX 3. CROSSTABULATION TABLES

Summary classification of crosstabs by decreasing value of PHI

Crosstabulation	PHI coefficient	Pearson Chi-Square	Significance
GOV / CSO Partnership * Info Evaluation	0.615	.000	significant
Deliberation * Engagement	0.480	.002	significant
CSO * Target Groups	0.434	.006	significant
Info evaluation * Engagement	0.361	.023	significant
Engage * Repeated	0.353	.026	significant
Legal Basis * Repeated	- 0.204	.196	not significant
Proximity * Repeated	- 0.393	.013	significant
Legal basis * Engagement	- 0.403	.011	significant
National * Engagement	- 0.423	.007	significant

Note on the statistics: The following crosstabulations are a selection of the significant results that were found to be relevant to this study.

The Phi coefficient is a measure of the degree of association between two binary variables. In its interpretation, this measure is similar to the correlation coefficient. It varies from 0 to 1. The higher the value of Phi, the higher the degree of association.

Pearson Chi-Square tests the statistical significance of the crosstabulations. Phi coefficients start to be considered significant with values below 0.100. The closer to zero, the higher the significance.

Although there is no absolute rule, statisticians agree that an expected frequency of 5 or less means that the Chi-square test can be problematic. Considering that many of the crosstabulations score low in the number of expected counts, some of the chi-square values can be considered problematic. However, this does not invalidate the exploratory results of the correlations, since *Fishers tests*³⁶ confirm the significance of the results produced (See crosstabulations). Fisher coefficients start to be considered significant with values below 0.05. The closer to zero, the higher the significance.

³⁶ The Fisher exact test of significance is used in place of the Chi-Square test in small 2-by-2 tables.

ENGAGEMENT

National_level * Engagement Crosstabulation

			Engage		Total
			No	Yes	
National_level	No	Count	13	11	24
		% within national_level	54.2%	45.8%	100.0%
	Yes	Count	15	1	16
		% within national_level	93.8%	6.3%	100.0%
Total		Count	28	12	40
		% within national_level	70.0%	30.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	7.163(b)	1	<u>.007</u>		
Continuity Correction(a)	5.402	1	.020		
Likelihood Ratio	8.284	1	.004		
Fisher's Exact Test				<u>.012</u>	.008
Linear-by-Linear Association	6.984	1	.008		
N of Valid Cases	40				

a. Computed only for a 2x2 table

b. 1 cells (25,0%) have expected count less than 5. The minimum expected count is 4,80.

	Value	Approx. Sig.
Phi	<u>-0.423</u>	0.007
Cramer's V	0.423	0.007

Legal_basis * Engage Crosstabulation

			Engage		Total
			No	Yes	
Legal_basis	No	Count	17	12	29
		% within legal_basis	58.6%	41.4%	100.0%
	Yes	Count	11	0	11
		% within legal_basis	100.0%	0%	100.0%
Total		Count	28	12	40
		% within legal_basis	70.0%	30.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	6.502(b)	1	<u>.011</u>		
Continuity Correction(a)	4.681	1	.030		
Likelihood Ratio	9.533	1	.002		
Fisher's Exact Test				<u>.017</u>	.009
Linear-by-Linear Association	6.340	1	.012		
N of Valid Cases	40				

a. Computed only for a 2x2 table

b. 1 cells (25,0%) have expected count less than 5. The minimum expected count is 3,30.

	Value	Approx. Sig.
Phi	<u>-0.403</u>	0.011
Cramer's V	0.403	0.011

Info_evaluation * Engage Crosstabulation

			Engage		Total
			No	Yes	
Info_evaluation	No	Count	18	3	21
		% within info_evaluation	85.7%	14.3%	100.0%
	Yes	Count	10	9	19
		% within info_evaluation	52.6%	47.4%	100.0%
Total		Count	28	12	40
		% within info_evaluation	70.0%	30.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	5.199(b)	1	<u>.023</u>		
Continuity Correction(a)	3.743	1	.053		
Likelihood Ratio	5.357	1	.021		
Fisher's Exact Test				<u>.038</u>	.026
Linear-by-Linear Association	5.069	1	.024		
N of Valid Cases	40				

a. Computed only for a 2x2 table

b. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5,70.

	Value	Approx. Sig.
Phi	<u>0.361</u>	0.023
Cramer's V	0.361	0.023

Deliberation * Engage Crosstabulation

			Engage		Total
			No	Yes	
Deliberation	No	Count	14	0	14
		% within deliberation	100.0%	0%	100.0%
	Yes	Count	14	12	26
		% within deliberation	53.8%	46.2%	100.0%
Total		Count	28	12	40
		% within deliberation	70.0%	30.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	9.231(b)	1	<u>.002</u>		
Continuity Correction(a)	7.164	1	.007		
Likelihood Ratio	12.979	1	.000		
Fisher's Exact Test				<u>.003</u>	.002
Linear-by-Linear Association	9.000	1	.003		
N of Valid Cases	40				

a Computed only for a 2x2 table

b 1 cells (25,0%) have expected count less than 5. The minimum expected count is 4,20.

	Value	Approx. Sig.
Phi	<u>0.480</u>	0.002
Cramer's V	0.480	0.002

INFO EVALUATION

Formal / Informal Partnership * Info Evaluation Crosstabulation

			Info_evaluation		Total
			No	Yes	
F_IPartnership	No	Count	15	2	17
		% within F_IPartnership	88.2%	11.8%	100.0%
	Yes	Count	6	17	23
		% within F_IPartnership	26.1%	73.9%	100.0%
Total		Count	21	19	40
		% within F_IPartnership	52.5%	47.5%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	15.140(b)	1	<u>.000</u>		
Continuity Correction(a)	12.750	1	.000		
Likelihood Ratio	16,.34	1	.000		
Fisher's Exact Test				<u>.000</u>	.000
Linear-by-Linear Association	14.761	1	.000		
N of Valid Cases	40				

a Computed only for a 2x2 table

b 0 cells (.0%) have expected count less than 5. The minimum expected count is 8,08.

	Value	Approx. Sig.
Phi	<u>0.615</u>	0.000
Cramer's V	0.615	0.000

LEGAL BASIS

Legal_basis * Repeat Crosstabulation

			Repeat		Total
			No	Yes	
Legal_basis	No	Count	5	24	29
		% within legal_basis	17.2%	82.8%	100.0%
	Yes	Count	4	7	11
		% within legal_basis	36.4%	63.6%	100.0%
Total		Count	9	31	40
		% within legal_basis	22.5%	77.5%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.672(b)	1	<u>.196</u>		
Continuity Correction(a)	.755	1	.385		
Likelihood Ratio	1.570	1	.210		
Fisher's Exact Test				<u>.227</u>	.190
Linear-by-Linear Association	1.631	1	.202		
N of Valid Cases	40				

a. Computed only for a 2x2 table

b. 1 cells (25,0%) have expected count less than 5. The minimum expected count is 2,48.

	Value	Approx. Sig.
Phi	<u>-0.204</u>	0.196
Cramer's V	0.204	0.196

REPEATED INITIATIVES

Proximity * Repeat Crosstabulation

			Repeat		Total
			No	Yes	
Proximity	No	Count	3	24	27
		% within proximity	11.1%	88.9%	100.0%
	Yes	Count	6	7	13
		% within proximity	46.2%	53.8%	100.0%
Total		Count	9	31	40
		% within proximity	22.5%	77.5%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	6.180(b)	1	<u>.013</u>		
Continuity Correction(a)	4.333	1	.037		
Likelihood Ratio	5.871	1	.015		
Fisher's Exact Test				<u>.038</u>	.021
Linear-by-Linear Association	6.025	1	.014		
N of Valid Cases	40				

a. Computed only for a 2x2 table

b. 1 cells (25,0%) have expected count less than 5. The minimum expected count is 2,93.

	Value	Approx. Sig.
Phi	<u>-0.393</u>	0.013
Cramer's V	0.393	0.013

Engage * Repeat Crosstabulation

			Repeat		Total
			No	Yes	
Engage	No	Count	9	19	28
		% within engage	32.1%	67.9%	100.0%
	Yes	Count	0	12	12
		% within engage	0%	100.0%	100.0%
Total		Count	9	31	40
		% within engage	22.5%	77.5%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.977(b)	1	<u>.026</u>		
Continuity Correction(a)	3.304	1	.069		
Likelihood Ratio	7.488	1	.006		
Fisher's Exact Test				<u>.037</u>	.025
Linear-by-Linear Association	4.853	1	.028		
N of Valid Cases	40				

a. Computed only for a 2x2 table

b. 1 cells (25,0%) have expected count less than 5. The minimum expected count is 2,70.

	Value	Approx. Sig.
Phi	<u>0.353</u>	0.026
Cramer's V	0.353	0.026

TARGET GROUP

Csoled * Targetgroup Crosstabulation

			Targetgroup		Total
			No	Yes	
Csoled	No	Count	18	12	30
		% within csoled	60.0%	40.0%	100.0%
	Yes	Count	1	9	10
		% within csoled	10.0%	90.0%	100.0%
Total		Count	19	21	40
		% within csoled	47.5%	52.5%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	7.519(b)	1	<u>.006</u>		
Continuity Correction(a)	5.647	1	.017		
Likelihood Ratio	8.469	1	.004		
Fisher's Exact Test				<u>.009</u>	.007
Linear-by-Linear Association	7.331	1	.007		
N of Valid Cases	40				

a. Computed only for a 2x2 table

b. 1 cells (25,0%) have expected count less than 5. The minimum expected count is 4,75.

	Value	Approx. Sig.
Phi	<u>0.434</u>	0.006
Cramer's V	0.434	0.006