ENHANCING THE QUALITY OF CITIZENS' PARTICIPATION

Ten Principles with Key Questions and Recommendations

Alliance for a **Diverse Democracy**

Contents

Introduction

Citizens' participation is when societal players participate in and contribute to planning and decision-making processes via mutual information exchange, consultation and cooperation. Good participation increases the degree of confidence citizens have in political decisions as well as the legitimacy of such decisions. It promotes a culture of citizens' participation. And it strengthens the degree of diversity in a democracy.

However, participation processes aren't always done well. It often happens that those in charge start the citizens' participation too late, don't give themselves enough time for the complex process, and supply no or only inadequate feedback regarding how to handle the results. But that hurts the citizens' participation overall. As a result, citizens don't get involved with new participation offers, and the initiators give up on launching any future citizens' participations. For this reason, citizens' participation has to be done well.

The following ten principles for enhancing the quality level of citizens' participation have proven to be the key factors behind the success of citizens' participation in numerous projects, and they are well suited for promoting good and successful participation. They are geared toward the initiators and organizers of participation processes as well as to moderators and all other individuals involved in them.

Are you planning a citizens' participation process?

If you are a mayor or member of a local council who would like your constituents to participate in a certain project, these ten priciples help you to evaluate and improve this participation process. They provide you with guidance and certainty. They offer you an opportunity to make your participation offer satisfactory and profitable to everyone involved.

The ten principles for enhancing the quality of citizens' participation are substantiated with key questions and practical recommendations. For each principle, you will find several key questions that you can answer (either by yourself or together with others) as well as recommendations that will provide you with guidance on how to answer them. The principles are supplemented by a suggested wording for a

Benefits of the quality principles for citizens' participation

The quality principles …
➜ significantly increase the citizens' participation's chances of success
➜ provide clarity and guidance
➜ supply structure and reduce complexity
➜ give specific suggestions and assistance
➜ help with setting realistic goals
➜ increase credibility in the public eye

"voluntary commitment for good citizens' participation" as well as a brief evaluation questionnaire with which you can check for yourself whether the quality principles have been adhered to.

The ten principles and the additional material are valid for all processes of citizens' participation: for participation at the municipal, state and national level as well as for participation processes with public or private project sponsors.

But be careful! There is no "one size fits all" solution. Instead, in the specific design of a participation process, successful citizens' participation must flexibly react to the individual participation project and the specific framework conditions. For this reason, adjusting the ten principles for enhancing the quality of citizens' participation to the specific conditions of the specific participation project is always a special task for those in charge of the process as well as those involved in it.

Ten principles for enhancing the quality of citizens' participation

Good citizens' participation …

… requires a willingness to engage in dialogue.

… considers the issues, actors and framework conditions.

… requires clear goals and opportunities to contribute.

… starts early and binds all participants.

… requires sufficient resources.

… makes it possible to contribute in multiple ways.

… requires a common understanding of procedural rules.

… requires a careful and competent process design.

… is based on transparency and reliable information sharing.

… learns from experience.

Good citizens' participation
requires a willingness to engage in dialogue.

One important precondition for the success of a citizens' participation process is that all the actors involved have an open and constructive attitude.

This also means that all participants must be willing to engage in participation processes as well as to treat each other fairly and respectfully – no matter what their positions are on the particular content of the participation project.

This also includes a willingness to search for some scope for action, to jointly develop solutions and to accept framework conditions.

Ideally, participants take note of information and arguments, and are willing to question their own positions and assessments.

Key questions and recommendations for your citizens' participation process

Are you entering into the participation process with an open and respectful attitude?

➔ Show that you are open to and interested in the opinions, ideas and suggestions of other participants.

➔ Be willing to respectfully listen to the input of other participants as well as to deal with any critical or contradictory input.

➔ Be willing to include input from the participation process in the decision-making phase.

Put yourself in the other participants' position.

➔ Are participants being given an opportunity to express their concerns as well as possible misgivings, anger, worries or objections so that they can later enter into constructive collaboration?

➔ Are the participants being encouraged to put themselves in the positions of the various impacted groups and to sympathize with their concerns?

How can you create an atmosphere conducive to good participation?

➔ Make sure that the participants have enough time and opportunities to contribute.

➔ Make sure that the full range of opinions are heard – even if they can sometimes be uncomfortable.

➔ Create a respectful atmosphere with the help of external moderation.

➔ Make sure that the event locations have a pleasant design, and that the participants can feel comfortable and welcome in them. This also includes providing the appropriate food and refreshments.

Good citizens' participation
considers the issues, actors and framework conditions.

Every citizens' participation process begins with a context analysis.

This process entails:

- analyzing the subject matter of the participation process and its framework conditions (topic area analysis),
- analyzing the groups of actors and their interests (stakeholder analysis), and
- transforming the results of these analyses into a suitable participation process and a schedule.

The scope and intensity of the analyses depend on the objectives in consulting, the complexity of the subject matter of the participation process, the issue's potential for sparking conflict, and the prior knowledge of the decision-makers.

Key questions and recommendations for your citizens' participation process

What is the topic of the participation process?

➜ Clarify the specific issue that the participation process will deal with.

➜ Clarify which surrounding issues also need to be taken into account or could play a role as well as whether the issue has a backstory.

➜ Clarify whether the issue is sensitive or controversial.

➜ Determine whether the issue is already something being discussed in public or in the media.

➜ Identify any hidden issues or interests.

Who is impacted and interested?

➜ Research which groups and individuals are impacted by the issue and its outcomes.

➜ Speak with actors to learn who has which interests and needs, who represents which positions, who the thought leaders are, and who is well-versed on the matter.

➜ Determine whether any conflicts of interest could arise, what they are, and who could feel like the winner or loser of such conflicts.

Which formal framework conditions must be kept in mind?

➜ Identify who is formally responsible for the issue and the participation process.

➜ Describe who will ultimately be making the decision on it.

➜ Identify which deadlines and decision points must be kept in mind.

➜ Determine whether there are any formal rules regarding the participation process.

Put yourself in the other participants' position.
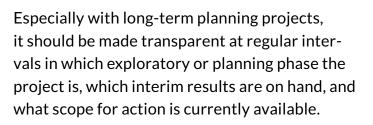
➜ Are the impacted parties familiar with the issue, or is it new?

➜ Are the impacted parties already engaged in conflicts?

➜ Do the impacted groups have the time, skills and desire to get involved in the participation process?

Good citizens' participation
requires clear goals and opportunities to contribute.

Some important conditions for the success of a citizens' participation are setting clear objectives and concrete room for manoeuvre.

All participants must have a clear idea of how much negotiable scope for design there is, where its limits are, and what is no longer up for negotiation.

Communicating on the framework conditions and limits of the participation process early, frankly and transparently prevents the actors from participating in the process with incorrect assumptions and from having their expectations disappointed.

Especially with long-term planning projects, it should be made transparent at regular intervals in which exploratory or planning phase the project is, which interim results are on hand, and what scope for action is currently available.

If the results of the participation process cannot be accepted by all parties, a fair balancing of the interests of everyone involved and the possibility of compensation should be sought.

Key questions and recommendations for your citizens' participation process

Why don't you plan / work / make decisions alone behind closed doors?

➜ Get a clear idea of your motives for the participation process:

– You want to gather new and diverse ideas.

– You want good solutions and to bring together the local knowledge of the participants.

– You want to gather feedback on a draft plan.

– You want to develop commonly supported solutions with the impacted parties as well as make joint decisions, if necessary.

– You want to constructively work through (potential) conflicts and reach a consensus.

– You are reacting to outside pressure.

Which issues do you want to discuss with the participants? In contrast, which ones aren't open for discussion?

➜ Clarify what those involved in the participation process can help shape and influence.

➜ Clarify whether the "WHETHER" of the project is also open for discussion, or whether it is all about "HOW".

➜ Clarify which fixed points in terms of content must be kept in mind during the participation process, such as political decisions or technical or legal requirements.

➜ Recognize that participation only has a chance of success if the result isn't already set in stone.

Put yourself in the other participants' position.

➜ Which goals could those involved in the participation process pursue?

➜ How much scope for action could they need?

➜ What could be important to those involved in the participation process?

➜ Are the issues interesting to those involved?

➜ Is the scope for action big enough to make collaboration worth it to those involved?

Do you really want to have the participation project even if it will cost you time, money and personal commitment?

➜ Look at the participation project as an investment: First give it some time, money and engagement. With a quality participation, this commitment can pay off many times over!

➜ Recognize that participation can benefit both your organization and you personally.

Good citizens' participation
starts early and binds all participants.

A participation process begins early enough to make it possible for people to contribute their knowledge, opinions and preferences to the decision-making process already in the phases in which there is the widest scope for action.

Those involved commit themselves to accept the achieved outcomes and to participate in additional processes.

Good citizens' participation is closely linked with existing decision-making structures: The decision-makers provide an account to those involved and the public on whether and how the results of the participation process will be integrated into the implementation of the project. If their decisions are not aligned with the results of the participation process, they must supply the reasons for why this is so.

During the participation process, no political decisions that are related to the subject matter of the participation process should be made.

Key questions and recommendations for your citizens' participation process

Have you invited others to the participation process as early as possible?

➜ Start your participation process at a time when all options are still on the table and when an effective participation process can take place.

➜ Recognize that starting your participation early helps preventatively work through any potential conflicts you might have with the impacted parties. This allows you to avoid any strife, resistance, anger or extra work.

➜ Do not put forward a suggested solution already at the beginning of the participation process. Participation makes sense when it is about exploring ideas or illuminating an issue from various angles.

How can you encourage "fair play" in the participation process?

➜ Only carry out a participation process if decisions are actually pending. Those involved can influence these decisions.

➜ Ensure that all input is listened to and respected to the same degree.

➜ Provide participants with information on which input will be incorporated into the decisions as well as which won't and why not.

Have you clarified beforehand how the results will be handled?

➜ Provide those involved with information on the scope for action you have.

➜ Ensure that promises are kept.

➜ Ensure that the decision-makers clarify early on how they intend to provide an account to those involved and the public.

Put yourself in the other participants' position. What might be particularly important to them?

➜ Has the participation process been launched early enough that there is sufficient latitude for the participants to find solutions that as many of them as possible can "live with"?

➜ Can those involved also jointly envision and support the jointly achieved outcome?

➜ Can those involved be confident that they will be informed about political decisions promptly and comprehensively?

Good citizens' participation
requires sufficient resources.

An adequate supply of resources must be available to have a successful participation process.

Depending on the scope of the participation process, this involves both human and material resources (e. g., for coordination, information sharing, record keeping, documentation and publications) in addition to a sufficient amount of time on the part of those in charge of the process.

With contentious projects, it is also sometimes necessary to have funds for unbiased (external) moderation for either individual events or the entire process.

Key questions and recommendations for your citizens' participation process

How much time do you have for the participation process?

➔ In your planning, take into account that a high-quality participation requires time, both for preparation as well as for the events and processing of input from the participants.

➔ Since every detail of the participation process can't be planned for, arrange to have a time buffer for the unexpected.

➔ Keep in mind that too much time pressure reduces the quality of a participation process and can even lead to its failure.

How much and which personnel do you have for the participation process?

➔ Make sure that enough qualified staff members are available to you to be able to organize the participation process and to process the results.

➔ Keep in mind that external process facilitators could help you when it comes to designing the participation process and to moderating the events.

➔ With contentious issues, keep in mind that having an unbiased external moderator is indispensable. This ensures interaction on an equal footing.

How much money do you have for the participation process?

➔ Take into account the fact that extra costs can arise for process facilitators, moderation, information material, visualizations, event venues, travel, websites and provisions for the participants.

➔ Check to see whether you can secure any grant funding for your participation process.

Put yourself in the other participants' position. Which resources could the participants need?

➔ Do the participants have enough time to familiarize themselves with the issue, to prepare themselves for meetings, and to develop their own input?

➔ Are there possible ways to participate that require different degrees of time and effort, so that everyone can play a role?

➔ Do the participants need compensation for expenses or child care?

Good citizens' participation
makes it possible to contribute in multiple ways.

A citizens' participation process should not be determined by individual interests.

For this reason, it should be organized and moderated so that the various interests, concerns and opinions are visible and fairly taken into consideration during the process.

Groups of actors who are difficult to reach but will be affected by an undertaking should be addressed in a targeted and motivating fashion as well as assisted in contributing.

Key questions and recommendations for your citizens' participation process

Are all the interests impacted in your participation process being given an equal hearing?

➔ Getting all the affected individuals involved is unrealistic. Therefore, make sure that the interests of all impacted groups can find their way into your participation process.

➔ Citizens cannot always be involved in person. In such cases, consult those representing their interests from associations or NGOs.

➔ If your participation process is dominated by vociferous representatives of individual interests, make the wide range of opinions transparent and repeatedly ask which other interests should be taken into account.

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Have you also made an effort to include groups that are difficult to reach?

➔ Try to reach certain groups by approaching them in parks, in retirement homes, at street festivals, in youth centers or in sports clubs.

➔ If you are especially interested in having people from other countries participate, use informational material in their native language.

➔ Some people don't have a lot of time to participate. Offer them an opportunity to participate as an aside in the shopping center, at the bus stop, outside the kindergarten or online.

➔ Take into account the fact that it can be helpful to provide compensation for travel or other expenses for participation processes that require more time and expenses.

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Have you made an effort to assemble a group of participants who are as diverse as possible?

➔ Take into account that various target groups (e. g., youths, people with jobs, etc.) need different methods to be able to contribute well.

➔ Make sure that you also include groups that are not organized. Random selection (e. g., from the population register) can also help you attract people to the participation process who otherwise might not have participated of their own accord.

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Put yourself in the other participants' position. Are your offers for participation as diverse as your target groups?

➔ Do participants have opportunities to participate both once or on a sustained basis?

➔ Is there a mix of different participation methods and formats, both at events and online?

➔ Is there any alternation between verbal and more creatively designed input?

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Good citizens' participation
requires a common understanding of procedural rules.

A citizens' participation process requires that all actors work together in a trusting manner.

In order to establish this trust, the actors involved must reach an agreement on the rules of the participation process at the beginning of the process.

This includes: how actors will interact; the subject matter of the participation process; the goal, progression and forms of the participation process; management; documentation; and how the results of the participation process will be dealt with.

Key questions and recommendations for your citizens' participation process

When are procedural rules particularly helpful?

➜ Keep in mind that procedural rules can strengthen the trust among participants as well as the foundation for constructive collaboration.

➜ Take into consideration the fact that procedural rules especially make sense when you have longer participation processes in which the participants work together intensively (e. g., roundtables or working groups).

What should the participation process look like?

➜ Reach an agreement on how the process will be carried out, what its building blocks will be, and which method(s) will be employed.

Put yourself in the other participants' position. What might be particularly important to the participants?

➜ Are the participants allowed to help design the procedural rules?

➜ What are the decisions that the participants can make during the process, and which decisions will be made by other bodies?

➜ When and in which form will the participants receive feedback on how their input was taken into consideration?

How do the participants want to interact?

➜ Reach an agreement on which rights and obligations the participants have.

➜ Reach an agreement on which phases of the participation process will be public and which will remain behind closed doors.

➜ Stipulate how the results will be documented and disclosed.

➜ Stipulate when those in charge and the public will be informed about (interim) results.

Good citizens' participation
requires a careful and competent process design.

Competent implementation is the foundation of a successful citizens' participation. Participation processes should be realized in a manner that is flexible and appropriate to the individual case as well as adapted in response to any developments.

A careful selection of methods and processes is important for concrete implementation. A successful participation process is frequently based on the precisely tailored combination of various elements.

It requires a process coordination whose tasks are transparent and comprehensible to everyone.

Particularly in contentious situations, unbiased and trained moderators or mediators can help keep a dialogue between participants balanced.

Key questions and recommendations for your citizens' participation process

How can you design your participation process in a way that is tailored to your specific case?

➔ Think about the stages in which you intend to work through the issue.

➔ Think about which groups will be involved in the individual stages as well as what their respective participation goals will be.

➔ Ask your target groups how they would like to participate.

➔ Think about whether representatives of your target groups could already be involved in designing the participation process as well as which representatives these should be.

Which methods of participation would be suitable?

➔ Keep in mind that there are appropriate methods for each participation goal and for each target group.

➔ There are methods for the participation of large groups, e. g., an exhibit with discussion booths or participation via the internet.

➔ There are methods for the participation of small groups, e. g., a working group or a roundtable.

➔ Please take into account that success is usually reached by using a fine-tuned combination of methods rather than a single one.

Have you brought in competent process facilitators?

➔ Consider getting outside support – for designing your process, selecting methods and moderating the events – from process facilitators who are experienced and familiar with a wide range of participation methods.

➔ In doing so, keep in mind that the process facilitators are only responsible for the process and not for its content or results.

Put yourself in the other participants' position.

➔ Is your participation process appealing to your target groups?

➔ Are there participation options tailored to all groups?

➔ Has the participation process been designed flexibly enough so that it can be readjusted, if necessary, and adapted to the requirements of the participating groups?

Good citizens' participation
is based on transparency and reliable information sharing.

Access to and the exchange of information form the foundation of a process of participation that achieves its goals.

This includes indicators regarding sources of information, the subject matter of the participation process, the participation and decision-making process, and the interests and decision-making authority.

All information that is relevant to the participation and decision-making process must be processed quickly and comprehensibly, and passed on to those participating in the process. Knowledge deficits and matters yet to be resolved should be clearly identified. Assessments of facts should be kept separate from presentations of facts and made clear.

Segments of the public that are not directly involved should be kept informed about the progress of a participation process related to a plan of major public interest via ongoing, grassroots public outreach – using various channels of communication and in an easy-to-understand format.

A clear and simple presentation of the facts helps in speaking to the widest public possible.

Press releases and websites should provide balanced information about the project and the process, and should ideally be designed in collaboration with the participants.

Key questions and recommendations for your citizens' participation process

How are you providing information about the issue and the participation process?

➜ Prepare the information in an objective and balanced fashion.

➜ Keep all interested parties up to date, even if they are not (yet) playing an active role in the participation process.

➜ At the beginning of the process (and when there are changes to it), provide frank information to the participants about the scope for design, the fixed points, the procedure and who will make the final decision.

➜ If you should have to deliver any unpleasant messages, make sure to deliver them to the participants as quickly and comprehensively as possible.

Is the information reliable?

➜ Cite the sources of your information.

➜ Select information that comes from experts who are recognized by all parties (and, if necessary, jointly selected).

Is the information generally understandable?

➜ Make sure to use short, simple sentences.

➜ Translate any technical or legal jargon into everyday language.

➜ Summarize the most important information in understandable, condensed statements.

➜ Present abstract information (e. g., plans) as vividly and visually as possible.

Put yourself in the other participants' position.

➜ Which information is relevant for which target groups so that they can make a knowledgeable contribution?

➜ Which media (newspaper, flyers, internet, etc.) can be used to reach which target groups?

➜ Which multipliers can pass on the information to which target groups?

Good citizens' participation
learns from experience.

Learning from participation processes is an important prerequisite for good participation.

On the basis of continuous reflection and evaluation, the actors involved can optimize the ongoing process, if necessary, and improve the quality of subsequent participation processes.

Moreover, in the event of recurring participation processes, consistent documentation and evaluation supply the basis for the continuity and transferability of good practice.

Key questions and recommendations for your citizens' participation process

How can you learn from your experiences?

→ Repeatedly insert intermediate stops into your participation process in order to question whether you are on the right path to your goals and to readjust the participation process, if necessary.

→ After the participation process is before the participation process: Record your experiences from the participation process.

→ Is your participation process an interesting case for researchers? Carry out accompanying research or an evaluation.

How can you share and disseminate your experiences?

→ Set up regular meetings in your organization during which your colleagues can share their own experiences with participation processes.

→ Create a collection of your experiences that is continually updated and expanded so that you don't make the same mistakes twice.

→ To contribute to the exchange of experiences, report on your participation process at conferences.

Put yourself in the other participants' position. How could they contribute to shared learning?

→ Have participants had an opportunity to give feedback after events or during/after the participation process?

→ Can the gathered findings be made public and discussed with the participants?

Voluntary Commitment to Use the Principles for Enhancing the Quality of Citizens' Participation

Sample declaration

As the initiator or organizer of participation processes, you should pledge to use the principles aimed at enhancing a high-quality citizens' participation. The following statements are to be understood as useful samples for drafting your own declaration.

- Citizens' participation can only succeed if it is done in a good, high-quality manner. If done poorly, citizens' participation yields inadequate results and discourages the actors.

- Only good and high-quality citizens' participation builds trust and increases the quality of decisions.

- A genuine increase in knowledge can only be achieved by a good and high-quality citizens' participation.

- Only good and high-quality citizens' participation can contribute to a balancing of the interests as well as lead to compromises or consensus.

- Citizens' participation is only good and high-quality if it is understood as a common project of politics, public administration, business and civil society.

- Citizens' participation is only good and high-quality if all actors are integrated into the processes of opinion- and decision-making on equal terms.

- Citizens' participation is only good if it is geared toward principles, rules and standards.

For this reason, we voluntary commit ourselves to comply with and observe the Principles for Enhancing the Quality of Citizens' Participation.

Testing the Quality of a Citizens' Participation

Sample questionnaire

Using the following questions, you can test the quality of your citizens' participation process.
You can do this: a) in the form of a written survey of those participating in your citizens' participation events (this should be used most of the time) or b) in the form of a self-assessment (in which case the questions must be rephrased). Here we provide sample questions that should be adapted to the concrete participation process.

In the following, please indicate which of the following statements apply in your opinion regarding **the goals of or the latitude you have in terms of shaping and making decisions** for the citizens' participation:

	Strongly agree	Agree	Disagree	Strongly Disagree
I know which goals the citizens' participation aims to achieve.				
It is clear to me which topics are open to discussion and which aren't.				
I know which concrete possibilities to contribute I have.				
I know what will happen with the results of the citizens' participation.				
I know who has the final say on the matter.				

In the following, please indicate which of the following statements apply in your opinion regarding the **framework conditions** of the citizens' participation:

	Strongly agree	Agree	Disagree	Strongly Disagree
I know the schedule and sequence of the citizens' participation.				
It is my impression that sufficient financial and human resources are available for the citizens' participation.				
I view the procedural rules as fair and agree to their use.				
The citizens' participation is being carefully and competently planned (e. g., good organization, balanced moderation).				

In the following, please indicate which of the following statements apply in your opinion regarding the **execution** of the citizens' participation:

	Strongly agree	Agree	Disagree	Strongly Disagree
Transparent, reliable and sufficient information is being made available to me.				
The citizens' participation is characterized by respectful mutual interaction.				
I view those participating in the dialogue as open and constructive.				
Participants are being given sufficient opportunities to contribute their own opinion.				
All relevant opinions – including minority opinions – are allowed to be voiced.				
The discussions are being led fairly and objectively.				

In the following, please indicate which of the following statements apply in your opinion regarding the **results** of the citizens' participation:

	Strongly agree	Agree	Disagree	Strongly Disagree
New aspects and ideas arose.				
A consensus was found.				
The opposing sides became even more entrenched.				
I can now form a better judgment on the issue.				
Through the citizens' participation, I've learned something for the future.				
I believe that my collaboration and that of the others had an influence on the results.				
It is my impression that the initiators will deal with the results of the citizens' participation in a responsible manner.				

Glossary and Websites

The glossary explains important terms from the text of this brochure. The texts are translated from quotations taken directly from the cited German-language sources.

Actor analysis

Among other things, an actor analysis is about mapping out which relevance the individual actors in the process of change have as well as which goals they are pursuing – both when it is open/transparent and when it is non-transparent/with a hidden agenda.

➔ GTZ: Instrumente zur AkteursAnalyse

Citizens' participation

When citizens participate in or contribute to a planning and decision-making process via information sharing, consultation or cooperation; with this, both legally stipulated and informal forms of participation are possible. Citizens can participate either directly or indirectly (e. g., though advocacy groups, associations, advisory bodies, etc.).

➔ Federal Ministry of Transport and Digital Infrastructure: Handbuch für eine gute Bürgerbeteiligung

Consultation

A term denoting the participation of groups, government officials and citizens in planning and decision-making processes of all kinds, meaning that the opinion of the groups of individuals listed above is obtained; a public consultation includes an offer to voice an opinion in planning and decision-making processes.

➔ Federal Ministry of Transport and Digital Infrastructure: Handbuch für eine gute Bürgerbeteiligung

Context analysis

Every process is embedded in a specific context. This context is characterized by many aspects and factors that have an influence on the course of the process. Some things aren't visible at first, and some have to be researched and analyzed already during the run-up. The elements of the context analysis include the stakeholder analysis, the topic area analysis, the risk analysis, and consideration of temporal and spatial factors. The guiding question should be: Who do you need to pay attention to and what do you need to watch out for, both now in the run-up to and later during the process?

➔ Martina Eick, the German Environment Agency (UBA)

Cooperation

The possibility to actively contribute to planning processes. The degree of influence can vary in size depending on the subject matter of the individual planning phase and can in some cases mean joint decision-making. The communication between the individuals involved, meaning both the participants and those who should be involved, is an integral component and extensive.

➔ Federal Ministry of Transport and Digital Infrastructure: Handbuch für eine gute Bürgerbeteiligung

Formal citizens' participation

Formal citizens' participation (also: statutory or obligatory (mandatory) participation) means citizens' participation that is prescribed by law (…). These kinds of requirements exist for issues such as: urban land-use planning, regional planning procedures, approval procedures, state and regional planning, and environmental impact assessments.

➔ Kommunalwiki of the Heinrich Böll Foundation

Impacted parties

The individuals whose concerns the project is expected to impact, such as the owners of a piece of property impacted by a plan.

➔ Federal Ministry of Transport and Digital Infrastructure: Handbuch für eine gute Bürgerbeteiligung

Informal citizens' participation

Informal processes of citizens' participation include all processes that are not regulated by law.

➔ Kommunalwiki of the Heinrich Böll Foundation

Information sharing / exchange

Making knowledge available; pure information sharing is the form of the participation process in which participants do not have any active influence on the planning process. Communication primarily goes in one direction, i. e., from the planning and decision-making level to the public.

➔ Federal Ministry of Transport and Digital Infrastructure: Handbuch für eine gute Bürgerbeteiligung

Mediator / Mediation

Mediation (from the Latin "medius" for middle) is a structured, voluntary process aimed at constructively resolving a conflict that is conducted and accompanied by an independent, "non-partisan"

These "Principles for Enhancing the Quality of Citizens' Participation" are also available in an easier-to-read (German) version.

Download here:
www.bertelsmann-stiftung.de/allianz-vielfaeltige-demokratie-ergebnisse

Internet Addresses

➔ www.participedia.net
➔ www.netzwerk-buergerbeteiligung.de/
➔ www.beteiligungskompass.org
➔ https://gut-beteiligt.de/
➔ www.kgst.de/buergerkommune/
➔ www.vhw.de/forschung-und-politik/ lokale-demokratie/

All links were checked on June 15, 2018.

third party. During mediation, the conflicting parties – also known as the mediatees – try to reach a common agreement that corresponds with their requirements and interests.

➔ Wikipedia

Moderation
Moderation is a method for working together in groups with the support of a moderator. The goal is to achieve a shared learning process with all group members.

➔ Wikipedia

NGO
NGO is an abbreviation for "non-governmental organization." This term indicates a private organization that advocates on behalf of societal interests, and that is not under the control of the state or the government.

➔ www.ngo.at

Participation process
A development, a sequence of steps that build upon each other. The collaboration of decision-makers and impacted parties/interested parties, which can range from information sharing to actively contributing to social coexistence.

➔ Das Handbuch Öffentlichkeitsbeteiligung (ÖGUT)

Public outreach
Efforts from organizations or institutions (e. g., political parties, companies, etc.) aimed at giving the public a positive picture of the services provided ("public relations")

➔ www.duden.de

Roundtable
During a roundtable, representatives of the stakeholder groups impacted by a measure join in discussion with experts and representatives drawn from politics and public administration. Together, they try to work out a result that is acceptable to all sides. This method is suited for small groups of up to 30 people. The time frame to be scheduled depends on the complexity of the issue and the intensity of the conflict.

➔ beteiligungsportal.baden-wuerttemberg.de

Stakeholder analysis
The focus of a stakeholder analysis is on individuals or groups of individuals who are able to influence the project in various ways. It is typically first undertaken before or, at the latest, at the start of a project. It should be checked at regular intervals and updated, if necessary. In this context, it is important to analyze not only how those surrounding the issue are actually affected, but also how much they feel themselves to be affected. Thus, while it is possible that influential players are not affected at all, they can nevertheless have an enormous influence on the project.

➔ projektmanagementhandbuch.de

Topic area analysis
A consideration of which themes will play an important role in the process. Examples of this include environmental protection, construction costs or citizens' perception that their property will eventually suffer a loss in value.

➔ Initiative Allianz für Beteiligung: (Neu)Land gestalten

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What is the "Alliance for a Diverse Democracy"?

The "Alliance for a Diverse Democracy" (in German, the "Allianz Vielfältige Demokratie") is a German network made up of 120 pioneers and practitioners from the fields of public administration, politics and civil society. It was initiated by the Bertelsmann Stiftung and founded on October 1, 2015. The Alliance aims to strengthen citizens' participation and to contribute to fostering the constructive interaction of deliberative, direct and representative participation. It engages in efforts aimed at advancing the inclusive and broad participation of all segments of the population in order to counteract the social divide in democracies.

Individuals from both the federal, state and municipal levels are working together to help shape a diverse democracy. They contribute their personal experiences and expertise to this effort. They develop, test and implement specific solutions for democratic practice.

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Integrated Participation · **Transparency** · **Quality** · **Broad Participation** · **Competence**

Alliance for a **Diverse Democracy**