

Report

**to the Symposium:
Citizens' Participation in Local Public Policy Making:
European Experiences in Global Perspectives**

The Hague, 8-10 November 2004

ACKNOWLEDGEMENT

This Symposium was organised by VNG International (the Netherlands) and the Development System Open Research Centre (LORC) of the Ryukoku University (Japan).

Organising this Symposium was possible thanks to the financial support of the Japanese "Open Research Centre" Project for Private Universities: matching fund subsidy from the Ministry of Education, Culture, Sports, Science and Technology, 2003-2007.

The views and opinions in this report are made on personal account. They do not necessarily reflect the view of VNG International and/or LORC.

Table of Contents

Acknowledgement	2
Summary	4
Introduction	7
<i>Explanation of the background, significance and objectives of the Symposium</i>	7
<i>Recent trends in European citizens' participation at local level</i>	7
<i>Brief comments</i>	10
Elaboration	13
<i>Workshop 1 (Policy): why European municipalities still develop citizens participation</i>	13
<i>Workshop 2 (Models): How European citizens and municipalities develop citizen participation</i>	19
<i>Workshop 3 (Practice): the effects of citizens' participation (case studies)</i>	25
Presentation toolkit citizen participation	32
Final conclusions	35
Excursion	36
<i>Action Neighbourhood: Information Office Transvaal</i>	36
<i>A better quality of life for all: the Vermeerpark</i>	38
Further reading	39
About the speakers	40
List of participants	42
More information	43

SUMMARY

Local authorities in Europe are constantly innovating their approaches that aim at the involvement of citizens in the policy making process and implementation. “What are the latest trends”, the LORC research network of the Japanese Ryukoku University wondered, “and to what extent can they be used elsewhere?” To find an answer to this question, VNG International, the international agency of the Association of Netherlands Municipalities, organised the symposium “Citizen participation in local public policy making: European experiences in global perspectives”, 8-10 November 2004.

The most important conclusion: citizen participation may be an instrument that is used and needed by municipalities worldwide. At the same time, the way in which citizen participation is applied in order to be successful is very context-specific and not as universally applicable as we sometimes tend to think.

In three days, almost twenty participants and six experts (see list of participants) focussed on the questions why European municipalities still develop citizens participation, how they innovate citizen participation, and how successful these improvements turn out to be. As input they used a e-publication on this topic (see the further reading section of this report).

*The symposium started with an introduction in European citizen participation by Dr. Linze Schaap. On the basis of his research *Citizen and City. Development in fifteen local democracies in Europe*, he concluded that developments in citizen participation take place everywhere in Europe, but that countries develop in different directions and choose different approaches (representation, client orientation, co production of policies). Looking at the renewal attempts he analysed that local democracy is most innovative in this sense, that it is most complete in Germany and the Netherlands and is most deeply felt in Spain. New Public Management is, generally speaking, the dominant approach in improving the relations between local authorities and citizens. However, Dr. Schaap stated, that to solve the current problems in local European governance, this must be combined with democratic renewal). Finally he concluded that most local governments work on an ad hoc basis; and that much study is, therefore, needed.*

To find an answer to each of the three central questions why, how and with what results citizen participation is renewed, three focus groups were installed, where experts on citizens participation set out their views on the above mentioned questions and gave their view on new and needed developments. Mr. Freek de Meere from the Verweij-Jonker Institute in the Netherlands and Mr. Cezary Trutkowski from the Foundation in Support of Local Democracy in Poland elaborated on the question why municipalities still develop citizens participation. They concluded that renewal depends on the tradition of the country in citizens' participation by means of law, common practice and a challenge for local authorities for better politics. Tradition seems to be the key to successful citizens participation. The most important problems in other countries are mistrust, education, sincerity and the framework.

Ms. Nel van Dijk from the Institute for Public and Politics in the Netherlands and Dr. Elke Löffler, chief executive of governance international, discussed how European municipalities can develop citizens participation in the 21st century. Based on the experiences in the Netherlands their most important conclusion was that by building up trust, communicating, consulting and co-operating, a sustainable citizens' participation environment can be created. Participation must be seen as a two-track system: on the one hand voting, on the other participation as a stakeholder.

Ms. Heini Parkkunen from the municipality of Turku in Finland and Ms. Simona Pascariu from Partners Foundation Local Government in Romania discussed the effects of citizens participation on the hand of two case studies in Turku and Horezu. Together with the participants they concluded and of their conclusions were that it is very important to have motivated and committed participants. Furthermore, one needs some money to realise things quickly/to show results and a coordinator who can coordinate the whole process from beginning to end. Both of them warned not to make participation too administrative, but to respect the voluntary aspect instead. The participation processes should be ordered in small and simple steps. They take time, but should not take too long because people might loose interest and confidence. Moreover, be clear and honest, do not give false expectations, take concrete actions, solve problems and show results.

The last day the participants visited two projects in The Hague (the Netherlands), where citizens are closely involved in the policy making process. The neighbourhood Transvaal invites citizens asked to give their opinions about what should be done with the 3 million Euros extra investment from the central government, within the framework of social cohesion, public life and integration in the neighbourhood. The 'Vermeerpark', the second excursion, is a park created on the initiative of a citizen, which resulted to be a beautiful, dynamic and safe place for children to play and parents to meet each other. Lots of citizens were involved in the creation of the park and sustainability is made sure by lots of volunteers and visitors.

Although there are successful case stories to tell, projects also fail and the most important conclusion of the symposium was, as earlier mentioned, that citizen participation is not an instrument as universally applicable as some of us sometimes tend to think. Questions maintain like: "What is the need to continue pursuing citizen participation, if it is so difficult to find successes?", and "Even if Europeans find new solutions how can they be applied in other countries?", "People tend to build their own schools and houses: they wonder why they need to pay taxes and why they need the government?"

These remaining questions show very clearly that citizen participation is not a panacea to all local problems. It shows, moreover, it can only be a functional tool when other components of good local governance are in place. In an environment where local authorities do not have the capacity nor the competence to achieve much, citizen participation will most likely remain an empty shell that does more harm than good to the involvement of citizens in local politics. But, although citizen participation

needs to be embedded in an integrated approach to strengthen good local governance and although it is sometimes difficult to achieve sustainable results, it is and remains an indispensable tool.

As Mr. Knip concluded at the end of the Symposium: “what we share is the belief in good and autonomous local government”. The ways how we can reach this aim and how we can use citizen participation in this process is as diverse as it is inspirational.

INTRODUCTION

Explanation of the background, significance and objectives of the Symposium - *Professor Tomino*

In Japan the Ministry of Science and the Ministry of Culture support a system of decentralisation. This is the second symposium in a programme on that subject. Goal of the symposium is to understand why and how European local governments innovate their ways to interact with their citizens.

In Japan the current general feeling is that many people do not want to participate, arguing: 'we've elected politicians to do the job, now they shouldn't come back to us to help them making politics'. The question is whether the same trend is visible in Europe. If it is, it would be very interesting to compare reasons and reactions.

Recent trends in European citizens' participation at local level¹ *Dr. Linze Schaap*

Senior Lecturer of the Centre for Local Democracy, Dep. of Public Administration (Erasmus University Rotterdam)

Dr. Linze Schaap sketched the framework for the Symposium, by elaborating on several key issues:

1. Why must we renew citizen participation in Europe?
2. What are the strategies and the barriers to implement these new ways of citizen participation?
3. What are the current ideas and reactions on this renewal?

Several reasons force local governments to renew their instruments in reaching their citizens and to innovate their citizen participation methods:

1. the turnout during elections is decreasing;
2. citizens are in doubt and confused about the way they are governed;
3. citizens and local governments alike are concerned about the level of democracy and representation;
4. local authorities want to improve the way in which they communicate with their citizens (are more aware of this necessity);
5. these trends take place on all levels, but are extremely important at the local level, since local democracy is the foundation of democracy; there politicians and citizens have most opportunities to make local policies together.

Issue number three –the concern about local democracy– deserves some extra attention. Currently, many European local governments feel that the democratic level in their municipality is not good enough. This has to do with the following trends and backgrounds:

¹ This contribution of Dr. Linze Schaap is an elaboration of the book he co-edited: H.H.F.M. Daemen, & L. Schaap (eds), *Citizen and City. Developments in fifteen local democracies in Europe* (Delft 2000). This book was distributed during the seminar. It can be obtained through the Centre for Local Democracy of the Erasmus University in Rotterdam.

1. Scale: some feel they are too small to be an efficient authority, whereas others think they are too big to be an democratic authorities (in the last place this problem can be partly solved through decentralisation within the city);
2. status of local democracy: in many cases authorities feel they have to work with a legitimacy crisis in representative democracy caused by a vicious circle: citizens are unsatisfied, do not participate, and believe that the systems fails (negative image), ...
3. As a result of this, the stability of local democracy is at stake.
4. this legitimacy crisis can be partly explained by an inadequate client orientation: citizens are not satisfied with the municipal services, because:
 - as clients they cannot always decide on their services;
 - services can be delivered late;
 - there can be a quality difference between public and private services.
5. Local governments do not know how to involve civil society, find the right representative organisations etc.

This introduction of Dr. Schaap provokes several questions. Japan is a complex society. There is no effective system. In Japan the average municipality has about 10,000 residents. There are some 3,000 municipalities, but they strive to achieve an amount of 1,000 municipalities by merger, although 2,000 will be more realistic. Decentralisation entails a struggle with the central government: what responsibility will go to the municipality? The first question is therefore whether the lack of citizen participation can be explained as a scale problem.

Dr. Schaap: there is no ideal size of a municipality. It is just a matter of organising. Even if a municipality is small, other institutions can get the responsibility to be involved in the decision-making process and the implementation of policy. No municipality can do it on its own, cooperation with others is always needed. Added to this analysis is the remark that in Japan funds were often misused, so more efficiency, a more customer orientated approach and a feeling of responsibility is also requested.

Dr. Schaap discerns four strategies to solve the legitimacy crisis of European local governments:

1. Improve representative democracy
2. Improve client orientation
3. Improve participative democracy
4. Strengthen local autonomy

In defining a strategy to renew citizen participation, it is very important to bear in mind that municipalities should not want that every citizen participates. They rather must make sure, and explain that each citizen has the possibility to do so if he/she wishes. Next to this local governments must communicate that citizens must understand that not all their wishes can succeed. Discussing these backgrounds and strategies it is very important to clearly define the different roles that citizens play and in which they regard themselves. First of all, citizens are (or rather: can be) voters during each election. Between the elections all citizens are customers of local government policies. Depending on the ability and willingness of both citizens and local governments they can also be co-producer of policies.

The first strategy that Dr. Schaap identifies to come to terms with the legitimacy crisis of European local governments is the improvement of representative democracy. In the Netherlands, but also in other European countries, this has been achieved through:

- better information to the citizens;

- improving and strengthening the position and functioning of council and councillors (legal and practical);
- renew the position and functioning of mayors (in the Netherlands there is a trend to the direct election of mayors);
- use local referenda.

Dr. Löffler reacts on this analysis in saying that the current representative democracy does not represent the society anymore, as local councillors do not reflect society anymore. Dr. Saito agrees to this: in –for example– a participative democracy a quota system for minorities is used, but members of a quota group are not treated as equals.

Dr. Schaap shares these conclusions, but emphasises that there are more instruments to solve the legitimacy crisis in local politics. The second instruments he identifies is improving the client orientation. Instruments to improve this orientation include one-stop shops, citizen charters and complaint procedures.

Thirdly, Dr. Schaap comes to the topic of citizen participation itself. The current crisis in European local governance can be solved through the very use of participative democracy. Useful tools include (functional) committees, consultation and co-production with citizens and voluntary organisations. The citizen participation tools will be discussed the coming days. A last solution to solve the legitimacy crisis is the strengthening local autonomy (decentralisation).

If we focus on the third strategy –citizen participation–, it is clearly visible that local authorities face several implementation barriers in implementing their strategies to involve citizens:

- For citizens it can be very difficult to communicate with civil servants that are part of a bureaucracy (street level versus highly trained, disciplined and very well educated people at the municipal office);
- The role of councillors is decreasing, although they try to maintain their position;
- Many forms of citizen participation are not representative (it is difficult to find the new group of participants, minorities etc, often they only see their own views and interests, although general decisions have to be made);
- The scope of decision making is not easy to define (small versus large politics and issues: when do citizens participate? With small issues? Large ones? Or both?)
- And success is difficult to reach and hard to visualise (it is hard to find good examples of success).

Taking into account these barriers in stimulating citizen participation, European local authorities react in several ways. Dr. Schaap identifies the following main tendencies:

- 1) New Public Management: more efficiency and the use of knowledge institutions;
- 2) Democratic renewal;
- 3) Communitarism: the sense of a community, a shared identity.

Conclusions

1. Developments in citizen participation take place everywhere in Europe;
2. Countries develop in different directions and choose different approaches (representation, client orientation, co production of policies);
3. Local democracy is most innovative in this renewal; it is most complete in Germany and the Netherlands and is most deeply felt in Spain;

4. Generally speaking *New Public Management* is the dominant approach in improving the relations between local authorities and citizens (to solve the current problems in local European governance, this must, however, be combined with democratic renewal);
5. Most local governments, however, work on an *ad hoc* basis;
6. Much study is, therefore, needed.

Brief comments & discussion on keynote speech

Contributions by Prof. Hisashi Nakamura, Dr. Frederick Golooba-Mutebi and Simona Pascariu

Prof. Hisashi Nakamura starts his contribution in stating that it is utmost important for this seminar that the definitions of *citizens*, *citizenship*, *civil society* and *communitarism* are discussed. As reaction to the keynote speech, he argues that in Japan, the community concept is highly valued. New Public Management is a form of new ideas in local democracies and new ways of implementation. In this symposium on citizen participation, the role of outsiders should be discussed, as they have a big influence on community builders. Another question Prof. Hisashi Nakamura wants to focus on is the fact that only 30% of the resources to mobilise local democracy is used. How can we secure more resources?

Reacting on Dr. Linze Schaap, Prof. Hisashi Nakamura wonders why municipalities should renew citizens' participation, when the citizens are in doubt? Where do they take their profit? It is assumed that people are informed and that they should be informed; but are they informed?

Dr. Frederick Golooba-Mutebi reacts on Dr. Linze Schaap in pointing out the difference between citizen participation developments in Europe and Africa. In Europe there is a foundation of democracy. But this is not everywhere the case. Why is there no such organisation, such foundation elsewhere? For example, Uganda has a history of Chiefs, local people making decisions, that are followed-up by implementation. Elected leaders can involve citizens in their decision making process, but since they are unable to enforce decisions and implementations, this does not work in the long run. Since implementation hardly takes place, opposition is not apparent at the local level.

The difference between Europe and Africa in co-decision becomes clearer if we look at the difference in co-production. Co-production of services is very popular in Uganda, because of the free labour of money and people. People build their own schools and houses. They wonder why they need to pay taxes and why they need the government. How does co-production takes place in Europe? Are people mobilized on their own initiative? Are they proactive?

Co-decision and co-production are closely related to a perception of community. But on what basis are communities formed across the world? How are districts formed? And on what basis are they too big or too small? Dr. Frederick Golooba-Mutebi wonders whether it is possible to create a sense of communitarism? And if not, should we then give up, if there is none? How can you sustain change? If citizens didn't ask for democracy, why would they sustain it? In Europe democracy is built from within society, in Africa not.

Until now I had the idea that Westerners know how to promote participation. But if there is a legitimacy crisis in Europe, what does this say about participation in developing countries? What, he concludes, is the need to continue pursuing citizen participation, if it is so difficult to find successes.

Ms. Simona Pascariu reacts on Dr. Linze Schaap with a view from her practical background in her transitional country Romania. Each culture, she states, gives his own interpretation to citizens participation. There is always a mix of participants. Citizens interests differ per area. It is all about understanding each other; only if you do, you can participate. Often many perceive a process of the political level versus citizens participation. So the strategy of all people involved has always to be that each one is different, everybody must show patience, and that decision must be based on a careful analysis what is needed. It is thereby important to decide about the importance of issues, since small issues can be perceived as big. A last essential issue is the availability of information. How can we reduce the gap of exchange of information?

The discussion that followed on the reactions from Japan, Uganda and Romania starts with an answer of Dr. Linze Schaap on the remark of Dr. Frederick Golooba-Mutebi that “if developed countries cannot achieve citizen participation, why developing countries can do so”. Dr. Schaap does not believe that there is just one way. There are always societies with their own tradition and their own values, ideas and concepts. The kind of people differ. There is not one model. Therefore the way of developing citizen participation is different. It is therefore important and necessary to try to find your own way. Mr. Knip adds that what we all share is the believe in autonomous local government. We think that this should be universal.

Dr. Schaap then responds to Dr. Golooba-Mutebi’s notion of identity and communitarism? This differs, he states. Some do feel a sense of autonomy or a sense of shared identity in their city or their province. This can’t be created, but can be influenced by ideas. The question that matters is what does a group of people want to be as a society. This public debate influences identity.

Lastly, Dr. Schaap mentions the ‘burden of local authority’. Why do we think that some are burdened, he asks. Because they never make a decision and because they never implement. He therefore appeals to try to deal with the problems, create checks and balances, prevent an ultimate or veto power. Supervision is always needed: a rule of law, a clear written constitution or a democratic culture.

Reactions

Prof. Brij Maharaj states that a big difference with Europe is the fact that in South Africa local governments are invisibly influenced by big business. They appoint councillors, not the people.

Dr. Saito: apathy is observed at the local level in Europe. But on what level? And has it to do with representation or participation or elections? Dr. Schaap replies that there is apathy at various levels. There is an increasing lack of trust in traditional politics. In The Netherlands, national politicians are better trusted than locals. This is measured by opinion polls. But this differs with other countries. Mrs. Pascariu: Apathy could be identified in different ways, it can be a money issue, time problem, scale issue. It is not a black and white issue.

Dr. Löffler: Dr. Löffler states there is no leading country on the field of citizens’ participation anymore, there is a universal learning circle. The people and the budget should be consulted at the same time during the decision-making processes. Maybe the best example now is New Public Management (in the end non-European). Local level can’t solve all the problems: the national and here the EU level

should be involved. But this seems a contradiction: more autonomy to local people versus to international organisations.

Mr. Knip: the European Union stimulates the strengthening of regions. On the other side, like VNG, there is the struggle for local autonomy as a universal principle. Dr. Schaap: the international level is not only a threat. In whole Europe political parties play a role. A tendency might be that not political parties, but politicians (individuals) rule.

Dr. Tomino: In Japan no local political parties are functioning. The people do not think in terms of political party of politicians, they only vote for their interests. At local level nobody trusts party politics. They want things done. Therefore we should be concerned about citizens involvement instead of party involvement.

Dr. Matsuura: what role does the media play? In The Netherlands I have seen there is an open channel where everyone, also minority groups can express their opinion. What kind of opportunity is this to participate? Dr. Schaap: especially local media can play an important role, by spreading ideas of a multiethnic society. They have a role in creating respect amongst the people. (newspapers, television, internet, chatting boards)

Dr. Shiraishi: Citizens' Participation in Japan has two components, participation and involvement or commitment. Because of the budget crisis there is a focus on involvement of commitment. Strategic partners are looked for to accomplish effectiveness and cost cutting.

Dr. Golooba-Mutebi: when people don't trust their politicians, do people trust each other? Dr. Löffler: also this differs per country. People in the neighbourhood can know each other, for example in Paris every summer there are parties for people who live in a certain neighbourhood.

Dr. Bu-Young Han: how can we promote citizens' participation at local level, in Korea it is already done at national level by information transparency, training and organisation of citizens. Mrs. Pascariu replies that they train citizens, give workshops on bases of concrete initiatives or problems in Romania. There are manuals. But there is one condition: only key representatives of society are trained. Those who can bring with them some feedback of the group. Dr. Golooba-Mutebi adds that it is important that training should not be indoctrination. Does training help by the poor and incompetent? It is a matter of culture, what difference does training make? Mrs. Pascariu replies that training helps, when everybody chooses his/her own part. The trainer only brings the instruments. Dr. Löffler disagrees here; she does not think that people can be taught Citizens' Participation. Only learning by doing works. Give them money and let them decide, they must feel that they can influence the results.

ELABORATION

Workshop 1 (Policy): why European municipalities still develop citizens participation

Summary

Jan de Waard (chair)

By and large, the sessions of workshop 1 was a repetition of the major themes that Dr. Linze Schaap, the key note speaker, explained to his audience on Monday. Mr. Freek de Meere of the Verwey-Jonker Institute (Netherlands) showed some of the Dutch case studies in detail to point out the three main motives for local governments to promote citizens' participation:

1. obligations to do so by national law;
2. enhancing the quality of the decision making process;
3. building a sense of community to improve social cohesion.

Mr. Cezary Trutkowski of Warsaw University (Poland) presented the results of a recent survey among Polish cities and villages on the quality of the activities that NGO's undertake. These NGO's receive government funding in order to execute public tasks and duties on behalf of the local population, e.g. environmental protection, fighting alcohol abuse, protecting poor people, reducing unemployment. The data the Mr Trutkowski explained show that, contrary to Western European countries, the inhabitants in Eastern European states do not like to engage in citizen participation. The participation rates are low. The study shows that NGO's are active in many fields of interest, but these topics do not rank as governmental officials themselves find important. This indicates a major discrepancy. Officials believe that citizens (by means of NGO's) only take part to collect the public funds that can be obtained and do not deliver effective services and act efficiently.

The discussions of the workshop participants addressed the following issues:

- trust/mistrust (the situation in African countries seems to be similar to what historically happened in Eastern Europe: why should citizens believe that the motives of governments and politicians would be authentic?);
- are councillors sincere in their reasons for transition of power (or do they believe that citizens seek to overtake the role that they believe elected and paid representatives are obliged to carry out themselves?);
- how about the qualifications of the inhabitants of local communities to engage in citizens' participation?;
- is citizens' participation only thinkable on an individual level or can groups of citizens successfully be reached by an collective approach?

Workshop participants concluded at the end that the context is an important factor to be taken into account investigating citizens' participation in various countries. For example, The Netherlands have a long tradition in citizens' participation by means of law, common practice and a challenge for local authorities for better politics. On the other hand, Poland only has a short tradition.

Dr. Freek de Meere - Verwey-Jonker Institute, the Netherlands

Dr. Freek de Meere's contribution dealt with the question why European municipalities still develop citizens' participation.

Dr. Freek de Meere works at the Verwey-Jonker Institute. This institute does research into social issues. Primarily in the Netherlands and for this specific topic not in the European Union (DEMOS Other two sessions). Dr. De Meere is the institute's research leader in liveability and social integration, his address has the following characteristics: it is limited to Dutch experiences; it is limited to the domain of district and neighbourhood questions; and it mixes the concepts Participation and Interactive policy.

In his address Dr. De Meere formulates general reasons why participation of inhabitants is more common in the Netherlands nowadays. Then he puts together a list of possible goals for local governments to use citizen participation. Because there has to be an immediate cause to indeed develop citizen participation, he finishes with three cases with rather different immediate causes.

The emergence of interactive policy can only be understood in the context of several interrelated social and governmental processes (Pröpfer and Steenbeek 1999):

- *Political culture*
the emergence of a 'negotiation culture' in the Netherlands. Since the 1960s, negotiations have involved more social groups whereas the political process has become more open as a result of greater media influence. In contrast with pacification. The elites of social-political pillars no longer work out compromises behind closed doors.
- *Democracy and citizenship*
Since the late-1980s—and in light of widespread democratisation—politicians and academics have been calling for more active participation and direct democracy to satisfy citizens' desire for greater public responsibility and involvement.
- *Interventionist philosophy*
Interactive policy is a product of changing ideas about state intervention and regulation. A state with a modest steering capacity or ambition to do so, can be at the same time an active government, trying to co-operate with all relevant parties at any stage of the policy process.
- *Co-ordination among policy makers, departments and offices*
Co-ordination and integration of policies used to be sought in establishing internal links, but since the 1990s, external means for achieving integration and co-ordination have become more popular. By defining a situation from the perspective of (the needs) of a group or an area, problems can no longer be claimed by or limited to the specific knowledge of one policy department or line of thought.
Urban renewal
- *The learning society*
Interactive policy is also part of a recent focus on the 'learning organisation' and 'learning society'.
Organising feed-back for better policies.

- *A response to declining electoral involvement*

The call for stimulating active participation is also a response to declining political and electoral involvement. As can be seen in the VNG-READER. Turnout for the parliamentary election in 1959 was 96%, in the 1970s this figure was 80%, while 1998 witnessed a new low: 73%. In the latest parliamentary elections 2002 (79%) and 2003 (79.9 %) the voters found their way back to the ballot boxes.

HOWEVER. The focus above is on changes. One could also claim that interactive policy making is no real break with the past. The emergence of interactive policy does not represent a major break with the past (Duyvendak and Krouwel 2001). Interactive policy is a natural continuation of the familiar three C's: 'Consultation, Co-operation, and Consensus formation' of Dutch politics. Actual examples of interactive policy processes do not indicate a complete transformation of Dutch governmental traditions, in part due to the tenacity of old institutions and customs. Institutions and customs do change however with the emergence of interactive policy making.

Why is innovation in citizens' participation needed?

The motivations of governments for formulating district policies interactively may vary. Looking at a great number of practical implementations we can formulate eight reasons for starting a interactive policy process (Fortuin et al., 1998).

Improving policy making in a broad sense:

- 1) expanding public support for certain decisions
- 2) using citizens' (experiential) expertise to improve the quality of policy; better policy preparation by identifying alternatives and complaints at an earlier stage in the decision-making process;
- 3) increasing transparency in the development of plans;

Building better relationships between society and municipality:

- 4) improving the relationship between citizens and government
- 5) building networks between the municipality, residents, and other parties at the district and neighbourhood level.
- 6) complementing and improving existing forms of democracy
- 7) Improving co-operation among residents within the district or neighbourhood,

Empowering citizens:

- 8) allowing people to determine for themselves what their needs are, even in situations where concrete demands are not clear yet.

There are several reasons for citizens' participation. However, no practice starts solely with the reasons as listed above. There has to be some sort of urgency. There has to be an immediate cause. Dr. Freek de Meere therefore names three cases with rather different immediate causes.

1. Vondelparc Utrecht (Fortuin 2003).

Dr. Freek de Meere lives in Utrecht. In Utrecht we have a new build area within the city. It is called Vondelparc.

- Parc is written with a C. That is rather distinguished.

- The name also refers to the Vondelpark in Amsterdam: A famous park for the Dutch

So it attracts a special kind of persons with some high expectations. The location however, is surrounded by two very big vocational training schools. It is located near to the city centre and attracts some junkies etc. So, the people living there experience some inconvenience. They create a sort of half public space, half private space, with special rules and boundaries. The municipality will HAVE to react on this, now or, when a crisis will occur. After all, tasks are done that belong to the sole responsibility of the Dutch police. When the municipality takes action they HAVE to interact with the initiative. The municipality must be glad if they can join in.

2. *Move your neighbourhood (van der Graaf e.a. 2004)*

Dr. Freek de Meere evaluated a 40 million Euros initiative from the Ministry of the Interior that is focussed on problem districts in 30 cities. It is called *Move your own neighbourhood* and its aim is to improve participation of inhabitants and thereby improve safety and liveability.

Each city can make his own plan. Not surprising, the different cities, have exactly the same goals as the initiative. They do different things, but with the same goals. Otherwise there is no subsidy

What problems do arise?? Just two examples

1. Just for three years: not enough time for participants

2. Culture of civil servants versus culture of inhabitants. For example: This is not the first initiative!

Why take this serious. As if this program solves all problems.

Both problems are given by the way it is designed by the Ministry. So the sort of urgency determines the problems you will face later.

3. *Keep Zijpe Liveable (Broenink, N., A. Huygen, F. de Meere en M. Wentink 2003)*

Zijpe is a small village in North-Holland, above Amsterdam. There is an active association of people living there. This association has several working groups. The first working group- the founding working group – is concerned about environmental problems around the flower-growing industry in Zijpe. It is not seriously heard by the municipality. They meet each other in court. But, they find an ear in the region (province). This region collects his information from the association. It discusses plans with Houd Zijpe leefbaar before the municipality knows about it.

These immediate causes for action show that municipalities must be ready to implement different participation strategies. Expectations are high and if you do not keep up, some other bites you in the tail.

What do these three cases show?

- The pressure defines partly the way participation is designed
- The pressures are translated in local institutionalized ways to deal with them.
- A municipality can not let people participate.

Concluding: Why Dutch municipalities still develop citizens' participation?

1. Municipalities are expected to develop citizens participation by their surroundings:

Most important: citizens, other layers of government and civil society (all intermediate organisations).

2. Municipalities STILL do it, because the reasons are nowadays as present as 10 year ago. Maybe the organisers use the word STILL because of some difficulties in doing it right. There are a lot of problems and publications about these problems. Other workshops.

3. The focus is on the motives of municipalities. Another as important question is: Why do people participate? Not explicitly in the other workshops. It is clear, the demand of participants from the municipalities is high. However, various developments constrain the GOOD supply' of participants:

Comments and questions

Does the participation in this case comes from the municipality of the people?

In case of integration it is very hard to reach to group of immigrants. Municipalities actively look for participants in this case. People in the neighbourhoods know each other less than 50 years ago, it is a mix of people. On the other side there are citizen initiatives.

History and culture has decided the role of the citizens and that of the municipality.

How do you encourage citizens' participation? Many people actively avoid to participate. The trust in politicians is gone, when they start asking for help. They elected the politicians to make decisions for them.

There are different forms of citizens participation, for example group forming in political parties.

Why do people want to participate? Differs this per country? Are the motives of the municipality honest or a form of manipulation?

Why? Because of their interest, their social contacts or satisfaction to develop yourself (mostly higher educated people). On part of the municipality: they are obliged to participate although they have seen after so many years that the input is very low. Start by asking questions to the citizens. Why do you live here? Grown up here? What are your ties with the neighbourhood?

Dr. Cezary Trutkowski - Foundation in Support of Local Democracy, Poland

Dr. Cezary Trutkowski bases his address on his experience in Eastern Europe, his own research in Poland and his involvement in the Council of Europe.

All society problems are equal. Why? Because of their policy and their principles. It always starts by the will of the central government. Citizens do not want to participate: why should we do anything? We have elected them to do it for us! Citizens only get involved when something goes wrong, or when they want people out of the government organisation.

Research shows that most activities are financed by public money. So a big reason why people participate is because most of the activities are financed with public money. 76% of the people in Poland does not engage at all. The money to spend on activities is only 1% of the municipal budget in Poland. It is said that the fault is on part of the non-governmental organisations (NGO's). The barometer of cooperation is the average number of NGO's per 10,000 inhabitants. The policy of the state is that NGO's are required to participate.

Most municipalities are well informed about the role of NGO's. There are council resolutions on cooperation with NGO's, however no regulations because those are corruption sensitive. So there is knowledge about activities of NGO's (by municipalities) and trust of the quality of the services they deliver. What do officials lack? They need organisations working in social care area. NGO's in Poland are weak. There is a lot of poverty and it is difficult to access resources. The activities stand versus the needs, sports and leisure versus unemployment, and thus the needs of local government versus activities of citizens' participation.

What proportion of NGO's are funded from outside? There is almost no foreign money involved, because of bad policy. It started with high amounts of foreign investments, but those resigned and NGO's don't know how to achieve acquisition results. Apart from this there is no concept of voluntary work: do something for the public good in your own free time.

This situation doesn't only count for Poland, but for other development countries as well. The European Union and political parties do play an important role in Western countries, but they are absent in development countries. Although this is not a black and white picture.

Comments and questions

- money seems to be the only reason for participation
- a political culture of participation is very important
- communitarism: a nice way to obtain a job and an income. Only people with money and time participate.

The similar situation is seen in Japan. There is no history for NGO forming by the people. The government is too strong for this. But the government budget is shrinking so now a new system is needed. Thus there is no money and no culture to participate. The government asks the people to form NGO's, but reject to invest in it. The culture in Japan is very hierarchical, to follow the government, because the government has been very successful in the economy. How can you change this attitude of the people?

Workshop 2 (Models): How European citizens and municipalities develop citizen participation

Summary

Ed Figee and Jaap Breugem (chairs)

During this workshop an answer was searched to the question how European citizens and municipalities develop citizens participation. Dr. Nel van Dijk, director of the Institute for Public and Politics in the Netherlands, gave a an overview of the functioning and approach of her institute. Furthermore she discussed examples of the efforts local authorities make to improve citizens' participation in Dutch municipalities and the efforts made by citizens to participate. To begin with she gave an overview of developments in the Netherlands to come to this point in municipal citizens' participation. Dr. Elke Löffler, chief executive of governance international, discussed steps to get citizens' participation actual going on in a municipality. From building up trust, communicating, consulting and co-operating, a sustainable citizens' participation environment can be created. Further during this workshop the Dutch model of decentralisation is discussed. What tasks and responsibilities do municipalities have? When does the central level interfere? On the basis of this information the level for participation can be determined. Participation is a two-track system, on the one hand voting, on the other participation as a stakeholder. Critical factors in the discussion during this workshop were the aspects of trust and good information.

Ms. Nel van Dijk - Director Institute for Public and Politics, the Netherlands

Nel van Dijk is the director of the Dutch Institute for Public and Politics. The mission of this institute is to bring politicians and citizens closer together. It has chosen the approach to do both: to equip politician in order to communicate better with the citizens and to equip citizens so that they easily find politicians and the way to influence politics.

In the Netherlands, Ms Van Dijk states, –and probably not only in the Netherlands– there is a close link between politics and civil society. Mainly the NGO's and the not-for-profit organisations do play a vital role in the so-called 'Poldermodel'. They do have a lot of influence to politics on all levels. So for citizens it is not only important to reach the politicians and there parties, but also to make sure to be involved in the work of this organisations in society.

Although her institute does not limit its work to the local level, Ms Van Dijk concentrates on the municipalities, focussing on on examples of efforts made by local authorities to improve citizen's participation and efforts made by citizens on a local level to participate. In all the examples given, the institute of Ms Van Dijk is involved in. This she emphasizes leaves no doubt that there are many other good examples

In our rapidly changing society the policymakers and politicians are constantly looking to the most effective way of decision-making. One of the main issues in decision-making is how to find general support among citizens for the decisions to be made. Citizens become more and more assertive and speak up against politicians that they don't listen to the public, that they don't understand the problems of the public and that that are not interested in the problems of the citizens. It is even often heard that politicians are being looking for the wrong solutions for the wrong problems. May be this kind of feel-

ings is growing in the society, however research still doesn't show that the so called gap between politicians and the citizens is really growing.

Politicians and administrations on all levels are constantly trying to find the right answer to this question. It will not be a surprise, but until now we did not invent the overall satisfactory solution. Since society is permanently changing also the methods of participation must change permanently. So in the last two decades of the last century, certain participation procedures for certain decisions were ruled in Dutch law. From that time on citizens have the possibility to give their opinion before draft decisions become into force. The administration publishes the draft decision and individuals or groups can give their opinion on the draft decision. They also can start a legal procedure in case they think the draft decision is not compatible with existing law. Until now this tool is well used for infrastructural projects. But of course this form of participation extent the procedures. Even so that administrations and politicians complain about the loss of time by this procedures. Also the involved citizens often are not very happy because mostly at the very end the draft decision did not change at all and the project will be realised as foreseen.

Ms Van Dijk's institute drafted long ago a so-called participation ladder. On this ladder 5 stages of participation are distinguished. It is a very simple tool and it easily makes clear how far citizen's participation is developed. These 5 stages are:

1. information,
2. consultation,
3. recommendation,
4. co-production,
5. co-decision.

No need to tell that this form of participation did not go beyond information and consultation.

In the last years another idea became popular. Why not involving citizens in an earlier stage? If you ask them to cooperate in the development of a project from the beginning you can also confront them with the entire dilemma's you normally meet. It has a lot of advantages: all the knowledge of the citizens involved can be used, probably you get a more balanced decision and very probably the support for it will be bigger. We call it interactive policymaking. Especially on the local level, this way of policy making became quit popular and successful in the recent past. Of course there are not only advantages. To be successful it is vital to involve also the local politicians. For politicians, elected to take decisions, it is quit difficult to overcome the fear that such a process will lead to a decision that he or she can defend. What will be the role of an elected politician if the influence on decision-making is diverted towards on other playing field? Will these citizens, without experience in decision making have the right considerations? Are their opinions representing the whole population or do they represent a certain layer of it?

Looking back to the participation ladder it becomes clear that this form of citizen's participation reach the stage of recommendation and co-production, which is really a high stage of participation, having in mind that for co-decision quit different democratic tools have to be used, like referenda.

Recently the local political system has been changed by national law. This reorganisation was also inspired by the necessity to improve citizens' participation. Since a few years local councillors are no longer part of the local government. The alderman and the mayor are now forming the local government while the councillors are controlling them. Hereby the mission of the councillors has been changed. From now on they are supposed to communicate with the citizens and, with that in mind, to

develop political opinions. The councillors together have to charge the local government with a framework of headlines and to control whether they execute these headlines in the right way.

Since the new system became into force the municipalities have new instruments in order improve citizens' participation. One of these instruments is the so-called regulation on the citizen's initiative. This regulation, which has to be drafted and adopted by the city council, gives the right to citizens to directly put a new point on the agenda of the city council. The council has to discuss the item and will take a decision about it. The people who took the initiative will be invited for the discussion on the item and can take part in it. Herewith the exclusive right of the council to decide on its own agenda is broken through. In fact this instrument is a form of direct democracy within the system of representative democracy. It is complementary to the system of politicians elected ones in four years.

From a recent study carried out for the Association of Netherlands Municipalities, Ms Van Dijk's institute learned that this new instrument is not yet very successful. Less than half of the municipalities that reacted on our questionnaire did really adopt a regulation on the citizen's initiative. Out of these 98 municipalities only a very few had received such an initiative. One of the reasons is that municipalities often constructed regulations with a lot of procedural thresholds. In one municipality one individual can present an initiative and in another municipality one need 25,000 signatures to get an item on the agenda of the council. In drafting the regulation, many different kinds of thresholds are used to diminish the possibilities for citizens to table an initiative. In co-operation with the Association of the Netherlands Municipalities we will go on promoting local regulations with conditions that can be met more easily.

Besides this formal way municipalities often welcome other forms of initiatives by earmarking a certain part of the budget for citizen's initiative. For example in the city where I live a yearly budget of € 500,000 is available for this kind of initiatives. The offices in the different neighbourhoods play a role in dividing the money for all kind of initiatives like improving playgrounds for kids, a barbecue on the street in order to improve the cohesion in the neighbourhood. The big advantage is that citizen's feel much more responsible in case they initiated things themselves. In this way it is also a good tool to improve citizenship.

After this more general insight in the development of citizen's participation, Ms Van Dijk gives several examples of participation in which her institute cooperates with municipalities in order to improve citizen's participation.

Since many years her institute carries out a few different projects in order to involve young people and 12 years old kids in local politics. It is vital, Ms Van Dijk states, to start political and social participation already at a younger age. If you learn young people and even kids on their own level how local policy works, they more easily develop their citizenship and more easily become involved in civil society. So what do we do with 12 years old kids?

For the project the institute selected a municipality which is prepared to co-operate and to provide € 6,000 and we need the co-operation of a few primary schools in this municipality. The result is that kids, representing their class, will take a decision on a project in a simulated local council meeting. The meeting will be chaired by the mayor and will take place in the city hall in the same room where the local council normally meets. The project that is decided on by the council meeting will be realised afterwards by the municipality.

For the teachers at school who will prepare the kids for the council meeting, we developed a teaching package. In five lessons the kids will learn about politics, using examples that are familiar for them. In the last lesson every class will think of a project that can be presented during the council meeting. During preparation and during the exiting council meeting we provide students who will accompany and support the different groups of kids.

This project does not only have the advantage that kids become more familiar with local policies. The even bigger advantage may be that parents, grandparents and friends will attend the meeting and get a touch of local politics.

The project IPP carries out for young people between 14 and 19 years old is comparable. Ms Van Dijk's institute normally carries out this project in co-operation with the municipality and a secondary school. Pupils learn how local politics work as they take the seat of a councillor for a day. But the goals are much higher. The pupils also have to deal with local civil servants and with local politicians in order to make sure that they do not exceed the budget for the project that is provided by the municipality.

In the Netherlands, like in other European countries, we do have quite a lot of migrants. Many of them do have the Dutch nationality. In case they live here already for at least five years and they don't have Dutch nationality they also have the right to take part in local politics. Independent of their legal status, in practise it is not that easy for migrants to take part in local politics. Not so many of them are member of a political party and only a very few are elected in the local councils. In recruitment policy of political parties it is quite often relevant whether a candidate for the local council is active in civil society.

But at the same time there is a development that Turkish people vote for a Turkish candidate and that Moroccans vote for a Moroccan candidate. The municipality, the local council and the political parties have to make up their mind how to scout and recruit the best migrant candidates in order to have politicians of high quality. Also for the migrants is it vital that their representatives are of a high quality. So, some big cities are now investing in training and education for migrant people in order to improve their skills for civil and political participation. Migrants are invited to come to informal meetings where they can get information about the structures of Dutch political and civil society in order to find the most attractive party or organisation to become part of.

Migrants who are already member of a political party and want to find out whether they would like to become a local councillor are invited to follow a training course in order to improve their skills. Also political parties ask us to improve their recruitment skills in order to get a better list of candidates for the local elections. In the years to come many more municipalities will urgently feel the need to undertake special action in order to improve the representation of the migrant population in their city councils.

Ms Van Dijk's last example of municipal actions to improve participation, focuses on the participation in elections. It is about a tool that is developed for all kind of elections. In 2001 it was used for local elections for the first time in some big cities in the Netherlands. It is an interactive voting indicator. Maybe the best way to see how it works is to show you the example of the voting indicator we used for the elections of the European Parliament in June. The instrument became famous during the last two elections for the national parliament. At that time more than 2,000,000 Dutch voters used the tool. Also for some bigger municipalities we develop the voting indicator for the local elections.

Comments and questions

There were no comments or questions.

Dr. Elke Löffler - Chief Executive Governance International

The first step in answering the question how European citizens and municipalities develop citizen participation, Dr. Elke Löffler states, is to wonder how to get citizen participation actually going?

The first step: Building up trust. You can build up trust by listening to the citizens. Listening to citizens is a challenge to politicians and civil servants.

An example is “the councillors ask, citizens answer” in Nürtingen, Germany. In this programme the citizens are given the opportunity to meet the councillors and civil servants of their local authority in a relaxed atmosphere on a regular basis. This is a perfect way for the councillors to learn about the needs and perceptions of citizens. In this way the councillor and the citizen are forced to listen to each other.

Furthermore you can build up trust by being transparent and to provide the citizens with relevant information. A problem that often occurs is not the lack of information, but the abundant information. You have to give specific target groups a maximum of 2 pages of relevant information. Give accounts on what has been done and what has not been done. An example is the ‘implementation report’ of the local authority Baar, Switzerland.

Some success factors are communicating, consulting and co-producing with citizens.

The key issue for the different forms of citizen participation is that it reaches the different target groups. To be able to reach all the target groups, people have to speak their languages. One important communication tool is the website. By this modern technology a lot of issues appealing to younger people are discussed. This form is very effective for the younger people, but less for the elderly because they are not used to using a website.

Three forms of citizen participation are:

1. Communication

One way stream of information from the public agency to citizens or vice versa. No dialogue. (e.g. satisfaction surveys)

2. Consultation

Dialogue between public agencies and citizens. More rarely. (e.g. participative budgeting). Consultation is about giving evidence that you have listened to each other. A lot of times the local authorities do not give feedback to the outcome. If you give them for example a leaflet, this gives a feeling that you have listened.

3. Co-production

Active involvement of citizens in public service design and delivery. This hardly takes place, because politicians do not trust the citizens. It takes more often place by a financial crisis. (e.g. management of sports facilities). By co-production is it important to the citizens that they can make a difference. An example is Carrick in the UK. Residents bid for national government money to subsidise the installation of a modern heating system in their houses – and this led to better health, less unemployment and better children’s exam results. This encouraged local people to get in-

volved in cleaning up the estate, reducing traffic problems and having more social activities. Eventually they even tackled the anti-social behaviour of some of their neighbours.

A important issue is how to maintain the commitment. First of all you can facilitate citizen participation by all stakeholders in society. The media and the NGO's play an important role in this process. Media can show photo's for example.

You have to avoid unrealistic expectations and make clear that stakeholder participation cannot be, will not be and should not be representative. This is important because the representatives will say that they already have elected representatives.

Comments and questions

The main part of the discussion was spent to a general overview of the legal position of local authorities in the Netherlands. A second topic was the question on co-decision as a specific form between the consultation and the co-production. Co-production of the public services is a form of implementation. The ideas can rather be regarded as consultation.

Workshop 3 (Practice): the effects of citizens' participation (case studies)

Summary

Cecile Meijs (chair)

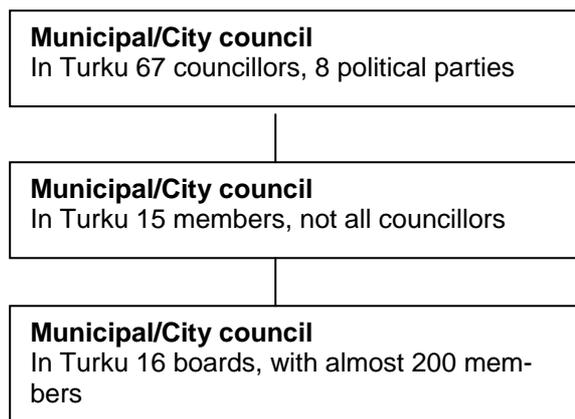
In this workshop, two cases were discussed of successful projects on citizens' participation. In Turku (Finland) there has been developed a system of district workgroups in which inhabitants and organisations from the district can give their opinions and bring up initiatives. The municipal board has reserved some budget to realize small projects. In Horezu (Rumania) a strategic document for the local economy was made by different stakeholders. More than 200 citizens were involved, 50 stakeholders were working together, and also students and university professors took part in the process.

Conclusions from these examples were:

- it is very important to have motivated and committed participants
- you need some money to realise things quickly/to show results
- there should be a coordinator who can coordinate the whole process from beginning to end
- don't make it too administrative, respect the voluntary aspect
- evaluation sheets can be helpful in convincing local governors (show results)
- participation processes should be with small and simple steps. They take time, but shouldn't take too long because then people loose interest and confidence
- be clear and honest, don't give false expectations
- take concrete actions, solve problems and show results
- capacity building can be helpful, on the side of the government as well as on the side of the citizens
- to overcome difficult issues: confront people with the problems related to their own wishes, or let them give priorities
- involve the local politicians in the process and keep them informed: they are the ones who take the final decisions – the projects are an additional instrument to involve citizens and generate ideas

Ms. Heini Parkkunen - Municipality of Turku, Finland

In her contribution Ms Heini Parkkunen focusses on the practical characteristics of citizen participation in Finland. In order to explain these features, she first explains the structure of the Finnish municipal decision making process:



The national context of the decision making process is based on the following points and is equal for each municipality:

1. Decisions are made in municipalities

Finish municipalities have a wide range of independence and responsibilities in several sectors such as social welfare, health care and education. The municipalities are also independent in taking the decisions.

2. Advisory/voluntary forms of participation

This can vary very much by organization, funding etc. There are councils for elderly, youth and handicapped people in many cities. District and neighbourhood participation takes more often place in the bigger cities than in the smaller cities. To make the neighbourhood participation more lively they have tried an innovative manner: "Democracy Dances in Järvenpää".

3. Legal forms of participation

The Constitution guarantees the self-governance of municipalities. For citizens transparency and access for information guaranteed is. The Local Government Act (1995) elaborates on citizen participation possibilities and mentions: suffrage and voting rights, opportunities to participate and exert influence, right of initiative, information, municipal referenda, referendum proposals etc. Section 27 says "The City Council shall ensure that local residents have opportunities to participate and exert influence".

The City Council has the responsibility to ensure that local residents have opportunities to participate and exert influence by:

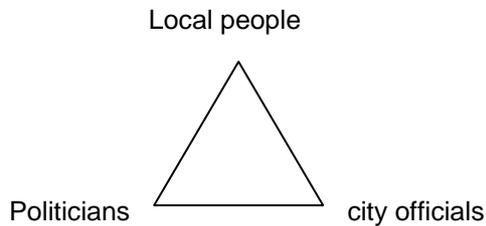
- electing representatives of service users to municipal organs;
- setting up administrations for component areas of a local authority;
- providing information about local affairs and holding hearings;
- finding out residents' opinions before taking decisions;
- providing co-operation in managing the local authority's functions;
- helping residents to manage, prepare and plan matters on their own initiative;
- arranging municipal referenda.

The District Partnership program

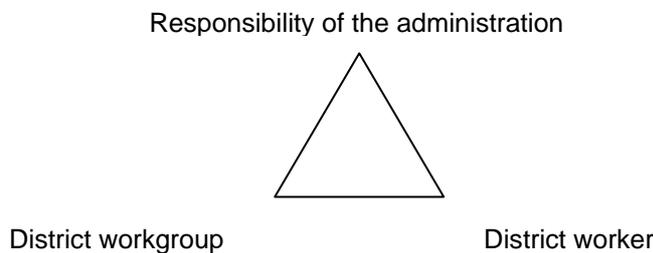
Within this legal framework the District Partnership programme on practical involvement of citizens in local politics. The program focuses on 10 different districts, each district consisting of 3,000-10,000

people. All districts have to work together (see figure). A possible problem that can arise is the difference between the neighbourhood visions and the city vision.

District-neighbourhood visions & ideas



The District “triangle”



The city administration is responsible for the action of the city organization, whereas the district team is responsible for the work and development, including annual plans and reports, development of the group, “every day work”.

The *district workgroup* consist of:

- Inhabitants.
- City organization.
- Other local actors, associations, etc.

The workgroup should not be too big, the maximum is 40-70 people. In smaller groups there will be more possibilities for a forum. You should try to create a permanent workgroup, to guarantee the continuation.

Sub groups – local networks. These are smaller groups than the workgroups and work even better. The subgroups are on a voluntary basis and it is part of your regular job to join the group. We can divide the subgroup in 3 parts:

- Initiative proceeds straight to the city organization by city officials.
- Official initiative is made by the district work group.
- A new project is set up and financing is arranged by the project.

To clarify the working of the sub group, Ms Parkkunen gives an example. In Turku, people started to worry about the young people’s situation. Therefore their situation was discussed in the district workgroup 2000-2001 and we found out that they have to do something themselves. After that a sub group was formed. The subgroup consisted of the department of youth affairs, Rentukka-environmental project and district partnership.

Thirdly there is the settlement of a matter, in this case the sticker map method. This is a very powerful method. The method uses for each 'problem area' a different color, in this way people really see the problem areas. It also clarifies better which areas need development. It is a common method that is not only used for children, but something similar could also be used for adults. Furthermore we had to find a suitable area for planning. The department for City planning helped us with this.

After finding a suitable area we had to finance the planning. It became clear that we had to find ways to do things quickly and that even small money helps. The Real Estate Commission and the City's Sports Department stood us by with this part of the project.

The ideation with the young people was an other point. Local school teachers and local youth workers had to work together. The children came up with ideas and after that they voted for the best plan.

After the ideation process comes planning the realization of ideas. The department of youth affairs, city sports department and the department for city planning helped us with this part. Finally there was the actual realization with the young people. This was the opening of the skateboard park on 12 June 2004.

It is to say that systematic coordination is important with a project like this, otherwise it does not work.

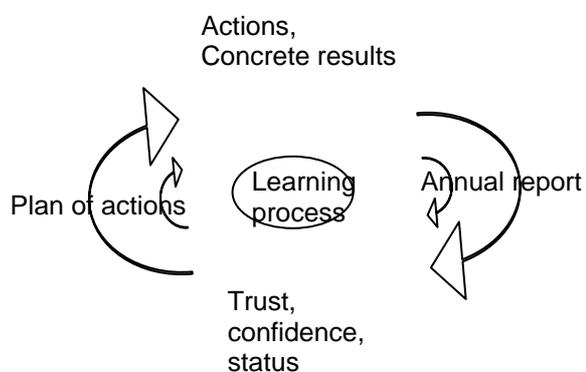
How do we assess the effects?

Learning from the Demos project, the European fifth framework program.

The Demos project fitted well in the ongoing developmental district programs of the cities. By this project the size of the city does not really matter, because problems and the successes are more or less the same. They have experienced that in Turku 175,000 inhabitants and Antwerp 450,000 inhabitants. A 'bottom up' approach (from inhabitants to politicians) is crucial, but on the other hand is a 'top down' support (from politicians to inhabitants) needed as well. The maximum success will be reached when there is good communication. This can be done by new and innovative ways such as a newsletter, the website and discussion groups. The experiences gained from the combination between research and practice are very useful.

A good lesson learned by the youngster is that not everybody has the same interests. If you want your idea to be worked out, you have to speak for it and defend it.

The positive "circle"



This positive circle reflects the way of working of the local government.

The Demos evaluation framework

The collection of information is very important. They work with an online network, so it is open in every district. Nowadays the information is gathered in newsletters, but thanks to the technology this has changed. The mayor uses this tool to decide the finance for the next year.

Number of initiative	Initiative submitted by	Initiative	administration / other parties	Duration	Evaluation
1/2004	Inhabitant	cycle path	real estate office	2 years	Inhabitants did not understand why it took so long
2/2004	Inhabitant	cross walk	traffic planning unit	2 months	Rejected
3/2004	Inhabitant	dustbin to busstop	transport services	not ready	No reaction yet
4/2004	Inhabitant	new fence to dog park	maintenance	1 week	arranged by one single phone call

Comments and questions

Why is there chosen for a skateboard process?

The idea came from the children themselves. All kind of ideas were gathered in the classroom, after that the school has chosen for one idea. In this way it is an idea off the children themselves and they do not feel left outside. They feel involved, because it was their idea. We do not know for how long they will feel this involvement.

Who initiated the process?

The roots lie in the worry of the elder people, but the steps had to be taken by the young people. They had to decide what is wrong and what is good.

The investment in young people is a long term investment. You have to make them aware of a problem. When youngsters feel committed, it is much more powerful. Therefore it is good that the discussions are done in the school.

It was argued that this would not be possible in Japan. In Japan it would not accepted to have a discussion with the children. Ms Parkkunen explains that this is also not every-day life of teachers in Finland, they don't ask their children but they realize that involvement is important.

The key of the whole process was the learning process for the children and the politicians to work together. The action of collecting information had to be done by the children. In this way it was possible for politicians to make everything, even small things visible. One way to make things more visible is the presentation on the website.

Chosen was for a district approach, because of the big historical gab between the people and the central government.

What was the attitude of the political parties in this process?

In the beginning there were a lot of questions. It was seen as a threat for political parties. But the parties were invited to join. Now they are more or less positive. There is more respect amongst the people for the mayor. He visited a lot of people, knows the issues and discusses.

What was the reason behind the rejection of some initiatives?

Of some the issues were too small, or impossible to implement of the problem of money.

How do you keep citizens involved after rejection?

Citizens keep striving themselves to get a result for their initiatives. If not, let the citizen groups make a priority list. Then they can vote themselves over the initiatives and decide what has the priority.

Ms. Simona Pascariu - Partners Foundation Local Development Romania

The FPDL (Foundation Partners Local Development) is a NGO. Website address is www.fpd.ro and email address is fpdl@fpdl.ro.

Several factors explain the increased need for citizen participation:

- The recent political and administrative changes.
- The increasing communication and accessibility.
- The increased mobility.
- The location and de-location of enterprises. This is a support, not a factor.
- The modern family living pattern.
- The development of 'local change agents'.
- The understanding of multi-level governance, the triangle.
- The international interface, this directly changes the citizen participation.
- The direct cross-border relations, this involves the discussions with neighbours.

Ms Pascariu emphasises that these factors not only help to increase the citizen participation, but help also to increase the level of understanding between the countries.

Ms Pascariu identifies three areas of interest for citizen participation:

1. Solving local problems (i.e. Environment, Housing, Multi-ethnic conflicts, Education, Healthcare).
2. Local economic development (i.e. Tourism, Agro-businesses, Income generating activities).
3. Attracting opportunities (i.e. New technologies, Cultural exchanges).

The stakeholders work on different levels:

- Local level. We can divide this sector in the public sector, the private sector and the civil society sector. This last sector consist of organisations (NGO's, CBO's), representatives and individuals.
- County and regional level
- Central and international level

The motivation and the power of citizen participation lies in several aspects. First of all in the stakeholders analysis, in which one identifies in each case the resources, the motivation and the relations of power and influence. Secondly the establishing of a Planning Team is important. This Planning team has legitimate power to information, the right to access and the right to organize. Furthermore you have to develop Vision and Strategic objectives for sustainable development. The last important aspect is identifying and implementing key projects.

In order to make your project successful it needs to meet the following targets:

1. A thorough understanding of the existing situation.
2. A clear idea of Why & What will happen.
3. The organizational capacity and resources to implement it.
4. The key stakeholders committed and involved in its implementation.

To illustrate her analysis, Ms Pascariu presents the case of Horezu, Romania

To be able to implement citizen participation at all, hope is needed. In Horezu, a small group of thoughtful committed citizens gave this hope. Goal was to change the local government in such a way that it would play a new proactive and enabling role for the economic development of the communities. The question was how to make these changes. Two answers: (1) Identifying the change agents and (2) capacity building and equipment.

This was achieved in Horezu in the following way:

- a) Preparation (local planning team; diagnostic study; public awareness; involve children / youth)
- b) Planning (workshop; strategy document of Local Economic Development)
- c) Implementation (approval by Horezu local council; training events for young entrepreneurs and local government officials; summer school for architecture and urban planning university students)
- d) Future steps (Action plans for the four LED main strategic directions; Build capacity of local government representatives and business representatives; Organise the local tasks force for the LED; Develop projects for LED; Establish associative structures as determined by the LED strategy).

During and after citizen participation process it is very important, Ms Pascariu concludes that:

- Problems are formulated;
- Solutions are given
- Short-term objectives are formulated;
- Long-term objectives are formulated (should not be considered as destiny)

Comments and questions

How can we change a communistic regime into a more democratic regime?

You have to get out of something worse and that is a big struggle. Also for them who feel not so much committed. Besides, you have to allow the things to come to you. Citizen participation is most powerful by mixed groups (old and young). Everybody is part of the solution. So you have to take it step by step to before you can understand the things. It is important to take your time and to understand the things before acting.

How can you convince the ones who hesitate?

Two things are important at this point. First you need to have a discussion in a small group and not on a big level. Secondly you have to involve the people by taking the decisions. If you have to solve a problem, ask the citizens to participate. They will participate when they actually see the results. With communication you can get the support of the citizens. This is difficult to build up and very easy to destroy!

1. PRESENTATION TOOLKIT CITIZEN PARTICIPATION

The internet site www.citizenparticipation.com is an interactive toolkit on citizen participation. As one of the board members, Ms Simona Pascariu, explains how this toolkit can be of use.

The toolkit is an initiative of a growing group of civil society and local government organizations from all over the world, working together to promote participatory governance and quality in local governance (understood as a larger concept relating the organizations activities to the needs and interests of its stakeholders).

The key idea is to strengthen citizen participation, representing a strong voice in the decision making process at the local level, using and sharing relevant tools for influencing local policies. The member organisations underline that citizens participatory processes are:

- accepted as important pillars for sustainable development
- the best means for ensuring the effective use of scarce development resources
- the best approach for ensuring the sustainability of hard won benefits
- reducing poverty
- increasing the citizens' responsiveness regarding urban planning and policy-making

The Toolkit Partnership's goal is:

- to address citizens' participation in local government in a systematic manner, by sharing experiences on citizens partnership in local decision making processes related to environmental, social, political and economic development and improvement of habitat.
- to further develop the strategic alliance of civil society and local authorities for the promotion of participatory practices
- to strengthen the capacity of local actors to understand and develop methods for citizen participation;
- to disseminate information and instruments on participatory methods, through:
 - www.toolkitparticipation.nl
 - Development of innovative new products

Toolkit approach is to contribute to local development by valuating the experiences of citizens participation processes from all over the world and spreading it through "changing agents" as:

- equal involvement – dialogue of public and civil organizations (NGO's, CBO's) and individuals
- learning, sharing experience and networking
- communication. Commitment and reciprocity

www.toolkitparticipation.nl is:

- a window to see and a door to come in
- a place to find reliable information and express your own ideas
- a vivid and up-dated cases library
- a round table for policy and development debates
- a common ground for practitioners, civil servants, citizens, urban planners, activists
- a multicultural environment
- a means for communication and sharing experiences and not an end in itself

The Toolkit Partnership is special because it:

- inspires local and regional encounters
- provides key information on best practices but as well on difficult experiences by the analysis of critical factors in each case
- speaks already in English, French and Spanish. For now...
- offers innovative ways of learning from real situations which can be contacted
- invites to dialogue(s), and
- it is a dynamic link inviting you to contribute by adding your personal experiences...

So, bearing in mind that:

Toolkit Partnership promotes the change through citizens' participation all over the world, networking cultures and regions and at the same preserving identity and diversity, and

Understanding priorities, we would like to invite and welcome you to be part of this initiative, by contributing and equally receiving.

Questions and comments

We rethink the mode of autonomy, responsibility, democracy. Stakeholders and local authorities share responsibilities. We think about different levels of participation and search for new modes and methods to continue participation. Social discussion is needed to decide on the rules. A round table could have an autonomous function.

We think we can solve the problem of representative democracy by participative democracy, but that is not the whole question. Dr. Löfflers proposal in this respect is to reduce the amount of political representatives. This is not a popular proposal, but certainly needed in her opinion. Mrs. Pascariu proposes to combine responsibilities to common goals. Politicians have changed over the last years by citizens participation. They have more interest for citizen representation.

For decision-making and service delivery you depend on the state. In Western Europe people speak about a sharing responsibility. But do citizens and municipalities want to share both aspects in co production? In Africa the dependence on the state should not be oversized. People mistrust the state and rely on their own.

In Asia this is another story. There is self-engagement, but in many countries the state was or still is the centre of political power. Many individuals compete for this power. Patriotism takes place everywhere in the world.

Of course there is a limitation of responsibilities. The local authority can't do everything. Sometimes private co operations are much stronger. Each sector involved should take their own responsibilities. In the end we need representative democracy, participation is only an instrument to that. But representation and participation shouldn't exclude each other. We need also participation democracy, because representative democracy has lost the interest of the citizens.

In Romania before 1989 we used to say: we are happy through our representatives.

But money matters very much. The system don't really differ. The system is limited by the financial problems.

The state has the mayor control over resources and only few groups can compete with that. Because the fight over resources by elites the people helped themselves. The issue is that people didn't lost hope in democracy, they didn't yet understood what it is.

You can't have a representative democracy without the involvement of citizens. Are we closer to the point that we force citizens to participate?

Maybe the lesson in Europe is that we made a step too far. Before, we built our own schools, then we decided to transfer responsibilities to the state. Now we only look at the state. Hopefully Africa will find ways to keep activity in people and develop on the other hand a representative democracy.

If everybody goes for its own interests (women parties, gay party etc) society becomes much too fragmented to solve problems. Can those only represent themselves or can those issues also be brought up by any other person?

Issues can be represented by others then the ones directly involved. There is small believe in one-issue political parties.

The value of a representative democracy is the struggle. Citizens and round tables are fine, but somebody has to be responsible. Participation on the other hand should be voluntary, not obliged.

FINAL CONCLUSIONS

Dr. Schaap:

What is the kind of democracy we want? Participative or representative? We want a mixture. We need both for legitimacy and effectiveness. Checks and balances are necessary.

Trust is a request for results out of citizens' participation. Are quota good instruments? I doubt that. It maybe good in other countries, that depends on culture and tradition. Prevent veto rights. Media plays an important role in discussing issues, as well as famous people do.

To finalize: we are convinced that various models of democracy are needed.

Dr. Saito:

It is clear that many stakeholders share 'public domain': not the state alone anymore. But each stakeholder has each own role and responsibility. Participation becomes absolute necessity to find out what each one is going to do. Checks and balances are needed.

EXCURSION

Action Neighbourhood: Information Office Transvaal

The first excursion was focused on the urban area of Transvaal, in the Hague, the Netherlands. The quarter is multi-cultural, much living together apart. A process of change in cooperation with the residents of Transvaal is currently on its way.

Features of Transvaal:

- close to the city centre and big public garden
- good approachable by car and public transport
- all facilities in the neighbourhood
- room for ethnic entrepreneurs and new forms of economy
- a neighbourhood suitable for children
- diversity of cultures
- historical elements

Past – a neighbourhood for workers and civil servants

Present – a neighbourhood with social and physical problems and a lot of unemployed people

Future – a nice neighbourhood for living, working and shopping

The municipality of The Hague is fighting the problems in the area through citizen participation:

1. Integral “big-cities-policy” approach (government). Investments in an approach in which we can see social, economical and physical programs.
2. Partners in working on the neighbourhood. Co-operation of the municipality of The Hague, the government, housing companies, entrepreneurs and local (welfare) organisations.
3. Looking for participation of residents.

But citizen participation is not the only part of the restructuring. Urban plans include:

- Strengthen the urban and architectural identity of Transvaal. The main urban structure of Transvaal will not be changes. The original houses are models for new designed houses.
- Improving the atmosphere for living in Transvaal. Replacing 2,400 houses by 1,600 new houses. 70% rich houses, 30% houses for people with less money (social rent).
- Improving the quality and quantity of public space. Reconstruction of streets, if possible building underground parking places.
- Improving the main structure of Transvaal. Better entrees of the neighbourhood.
- Improving the quality and quantity of nature in Transvaal (green structure). Public garden, public sport terrain, a new green lane, an open space for a new small public garden, if possible we build houses with front yards.
- Improving the multicultural quality of Transvaal.

Investments in education, welfare and liveability:

1. programs for schools, plans for school buildings
2. investments for elderly people
3. central information point Transvaal
4. historical and cultural aspects of Transvaal
5. integration of old and new residents of Transvaal

6. working for a clean and liveable neighbourhood
7. attention for social vulnerable people

Investments in economy and work:

1. stimulating economy in the neighbourhood
2. introducing industrial activities and creating jobs
3. enlarging different shops
4. giving room to little factories

the citizen participation component started with “Communication for changes”:

1. organizations of residents
2. several debates with residents
3. professional assistants for organisations of residents
4. group of residents active in their streets (with paid assistance)
5. program:

The plan was called *Action Neighbourhood* (with extra money of the government). In June 2001 the government paid 3 million Euros for a program for social cohesion, public life and integration in the neighbourhood. Important features are that the people in the neighbourhood participate in the discussion about what kind of activities will be paid with this amount of money. Citizens must participate in the activities. The municipality of The Hague organised a ‘civil consultation’ about how to spend 3 million Euros. People were invited to choose, suggestions were made. With stickers people gave their opinions. One sticker means 250,000 Euros. People in the streets, children in classrooms, professionals in working groups, immigrants in their own houses were asked. The outcome of the consultation was:

1. clean the streets (away with the garbage)
2. organise more activities for the children and youngsters
3. improve the social safety in the neighbourhood
4. improve the cohesion between the people
5. improve the communication

Some projects about communication and participation of residents, especially migrants:

- Conference about the future of Transvaal’
- Maroccan fathers helping other families
- Website for the neighbourhood. www.transvaalkwartier.nl: Residents are members of the Editorial Staff; as a member of staff they possess permanently a digital camera; members also have special software so they can contribute directly to the website from their own personal computers at home. Content: info about clubs, sports, neighbourhood events, immigrant organisations; stories and (immigrant) histories; pictures of (immigrant) residents; Information about countries; project History Transvaal; Foundation Public Debates Transvaal
- Digital paper on flat screens
- Children make streets ‘ look nice’
- Foundation for Public Debates in Transvaal
- People get training in street work
- ‘Mobile open air meeting facility’: We want migrants to participate in meetings. But often it is very hard to get people to come to our meetings. So, when people hardly come to a meetingwe

bring the meeting to the people!! A new idea was born, a new concept was developed. And the result arrived on October the 1st this year in Transvaal.

A better quality of life for all: the Vermeerpark

The Hague: the transformation of the Vermeerpark

The Vermeerpark is a park in the neighbourhood 'Schilderswijk'. This area of the city the Hague is known by its residents: 90% of the residents is part of an ethnic minority. 33,419 people live in the Schilderswijk (to compare: 442,319 in The Hague). Only 5% of the urban area is green area. 17.1% is unemployed, that makes a total of 3,726 job seekers. The problems of the area were: less participation, less activities, less safety.

The restructuring of the Vermeerpark was initiated by citizens. It was built round the concept of participation & cooperation. Neighbourhood residents, neighbourhood organisations and the municipality were active in the project.

After the first physical restructuring activities such as games and sports were organised. The Vermeerpark became a meeting-place. The necessary supervision was in the hands of professionals, supported by volunteers.

The role of the municipality was to support the neighbourhood initiatives, to support the realisation of the initiatives by funding and commitment and permanent attention and advice for initiatives in practice.

The results of the cooperation between citizens and municipality were clear:

- beautiful, dynamic and safe
- mothers feel safe and free in the park
- lots of volunteers and visitors
- getting to know your neighbourhood
- free games and sports for all ages
- integration of diverse cultures
- residents who are involved
- change of local policy green spaces
- a better quality of life for all

FURTHER READING

1 – Why citizens’ participation is renewed (environment)

Giovanni di Stasi, Speech “Strengthening local democracy and democratic participation in a changing world” (Oslo 2004).

Nick Raynsford MP, Speech “Strengthening local democracy and democratic participation in a changing world” (Oslo 2004).

Pekka Kettunen And Markku Kiviniemi, *Democracy under Transition. The Fragmentation of Nation State and Citizen Participation* (ECPR Workshop Paper, Copenhagen 2000)

Daemen, H.H.F.M. and L. Schaap (eds.), *Citizen and City. Development in fifteen local democracies in Europe* (Delft 2000) –Chapter 10 (other chap’s during Symp.)

2 – How citizens’ participation is renewed (process)

Prof. Gerard Stoker, *Experiences of Member States with Policies for the Strengthening of Participation at Local Level* (Council of Europe 2004, provisional)

John Loughlin, “Conclusions: The Transformation of Regional and Local Democracy in Western Europe”, in: Idem, *Subnational Democracy in the European Union: Challenges and Opportunities* (2004).

On the Participation of Citizens in Local Public Life (Recommendation Rec(2001)19 of the Committee of Ministers to member states) and

Vivien Lowndes, Lawrence Pratchett and Gerry Stoker, “Trends In Public Participation: Part 1 – Local Government Perspectives”,

Vivien Lowndes, Lawrence Pratchett and Gerry Stoker, “Trends In Public Participation: Part 1 – Civil Society Perspectives”,

3 – Outcomes of renewed citizens’ participation (instruments & effect)

Hugo Swinnen, Speech “Citizens’ Participation in Cities: an Exiting Story of Tensions. Some Conclusions from Ten Years of Study on Citizens and Their City’s Policy Making” (Utrecht 2003)

Innovation In City Government – Key Lessons from a Transnational Assessment in Demos (Demos Policy Briefing 4, 2003).

Citizens. Innovation. Local Governance. A 21st century approach. Report and Guidelines from the Demos Project (Edinburgh 2004)

ABOUT THE SPEAKERS

Dr. Linze Schaap is lecturer at Erasmus University Rotterdam, Dep. of Public Administration, since 1993. In 1998 he was first appointment there as a research assistant. In 2000 he founded the Centre for Local Democracy (CLD) at Erasmus University (together with dr H.H.F. Daemen). This Centre aims to studying various issues of local democracy. Recently research reports were published on governance culture at the local level, position and functioning of mayors in Europe and an evaluation of participation enhancement policies of Dutch public administration. Linze Schaap is one of co-authors. The CLD co-operates with many universities in the European Union. His main research areas are: governance, sub-national government, citizen-government relations at the local level. Most of his recent research efforts have an international comparative perspective. Linze Schaap is also active in contract research and in guiding PhD-students. Last but not least, since 1999 he is a member of the provincial council of South-Holland. He studied Juridical Public Administrative Sciences at Groningen University.

Mrs. Nel van Dijk is director of the Dutch Centre for Political Participation (IPP) since September 2003. Until then she was since 1998 director of the LBL, Expertise Centre Age and Society. From 1986 until 1998 she was a member of the European Parliament. During this time she was chair of the Commission for transport and tourism and the Commission of women rights. Her key areas were social affairs, transport and environment, equal treatment, institutional affairs and Central and Eastern Europe. In 1982-1984 she was a member of the Provincial States of Noord-Brabant.

Dr. Cezary Trutkowski now works for the Sociology Department of Warsaw University. He was program director of the Foundation in Support of Local Democracy (FSLD), Poland, and director of the Polish Institute for Local Democracy (PILD). FSLD is a non-governmental, non-partisan, non-political, independent and non-commercial organization, supporting the development of local democracy in Central and Eastern Europe, the Balkans and Central Asia”.

Dr. Freek de Meere is project co-ordinator of the liveability and social integration programme at the Dutch Research Institute Verwey-Jonker. The Verwey-Jonker Institute carries out policy-strategic and evaluative research into social issues. Three perspectives are central in their research: that of citizens, of institutions and of governments. The outcomes of the research can be employed to make adjustments in the policies of organisations and governments. By means of research, the institute seeks to encourage the social participation of citizens and contribute to solving social problems.

Dr. Elke Löffler is currently the Chief Executive of Governance International, a non-profit organisation assisting public and non-profit organisations to implement good governance. She is also a Senior Research Associate at the Bristol Business School (University of the West of England). Previously she was a staff member of the Public Management Service of OECD where she worked on performance and intergovernmental management. Prior to joining the OECD, Dr. Löffler did international comparative research on administrative modernization while at the Research Institute for Public Administration (FÖV) in Germany. She has been a consultant for the World Bank, the OECD's TDS Programme, SIGMA, the German Agency for Technical Co-operation (GTZ) and the Federal Ministry of Defense, Civil Protection and Sports in Switzerland. Ms Löffler holds a Ph.D. (with honours) from the German Post-Graduate School of Administrative Sciences of Speyer, a Master of Economics from Washington

University of St. Louis (USA) and Master degrees in Economics and Political Science from the University of Tübingen (Germany).

Dr. Michael Carley is professor of planning and housing in the Centre for Environment and Human Settlements at Heriot-Watt University, Edinburgh, Scotland. His research includes organisational development for global, national and local sustainable development; and management of city-regions around the world. He was a member of the Advisory Group of the Sustainable Europe Campaign.

Mrs. Simona Pascariu is program manager of the Partners Foundation for Local Development (FPDL) in Romania. Her key areas of expertise are good governance, public administration and community development, urban and regional development, environment and conflict management. The FPDL Mission is to enhance: the democratic processes of governance, the civil society development, the generation of a new change & conflict management culture in Romania and CEE/SEE Countries, through Capacity Building Programs.

Chair Ed Figuee is key expert of VNG International and (parliamentary) journalist, editor and senior advisor. Mr. Figuee has gained an extensive professional experience in all kind of fields of communication and communication related subjects. He is very experienced in advising local and regional authorities about their communication strategy towards citizens and about their communication, public relations and lobby towards the national government. Furthermore, he produced numerous publications such as columns, articles, reports, short stories and all kinds of copywriting and he is co-writer and co-editor of several books. During his career and international work he developed several training manuals and modules in the field of communication strategy and provided training to trainers and civil servants.

Chair Jan de Waard is key expert of VNG International and senior advisor on Strategy and Policy at the Welfare department of the Municipality of Leeuwarden. Mr. De Waard has an experience of more than twenty years in public administration on the municipal and regional level, both in management and in staff positions. Specialised in: improving the performance of public administration, organisational structures, quality management, policy evaluation, municipal management and public participation. He is well known with the field of municipal welfare and foreign relations. Expertise in project organisation, social research and planning.

Chair Cecile Meijs is key expert of VNG International and since 1997 communication advisor at the Department of Information and Communication of the municipality of The Hague. Ms. Meijs is an experienced communication professional. After working as a journalist for a local radio station, she became head of the information department of the Dutch municipality of Den Helder (60,000 inhabitants), where she was responsible for the development and implementation of the information and communication policy. From 1993 to 1995 Ms. Meijs has been active in The Sudan for several projects by the Dutch Ministry of Development Co-operation. She also trained university students in theories and practices of journalism (news reports, documentary, cinema, entertainment and advertising).

LIST OF PARTICIPANTS

Prof. Kiichiro Tomino	Professor, Faculty of Law, Ryukoku University, Japan.
Dr. Frederick Golooba-Mutebi	Associate Research Fellow, the Makerere Institute of Social Research, Makerere University Honorary Fellow, the School of Public Health, University of Witwatersrand, Johannesburg, South Africa
Dr. Bu-Young Han	Advisor & Rapporteur for decentralization. Presidential committee on Government Innovation & Decentralization, Korea.
Dr. K.N. Harilal	Associate Fellow, Centre for Development Studies, Thiruvananthapuram, Kerala State, India.
Dr. Moriaki Hirohara	Chairperson, NPO The Uzo Nishiyama Memorial Library Emeritus Professor, Kyoto Prefectural University
Dr. Zhan Jin	Research Assistant (RA) of Group 4, LORC
Prof. Taeyoung Kim	Professor, Kyung Hee University
Mr. Yoshihiko Oyama	Honorary Lecturer, Centre for Urban and Regional Studies, University of Birmingham, England
Prof. Brij Maharaj	Professor, Department of Geography, University of Natal
Dr. Nobutaka Matoba	Post Doctoral Research Fellow (PD), LORC
Dr. Satoko Matsuura	Associate Professor, Faculty of Economics, Ryukoku University
Prof. Hisashi Nakamura	Professor, Faculty of Economics
Prof. Tatsuro Niikawa	Professor, Graduate School of Policy and Management, Doshisya University
Mr. Toshiyuki Nishida	Vice-Director General, Economic-Promotion Bureau, City of Kumamoto
Dr. Fumihiko Saito	Associate Professor, Faculty of Intercultural Communication Deputy Director and Leader of Group 4, LORC
Prof. Masaru Sakamoto	Professor, Faculty of Law, Ryukoku University
Prof. Katsutaka Shiraishi	Professor, Faculty of Law, Ryukoku University Leader of the Group 1, LORC
Dr. Noriko Tsujimoto	Research Assistant (RA) of Group 1, LORC
Mrs. Nel van Dijk	Director of Institute for Public and Politics, The Netherlands
Dr. Elke Löffler	Chief Executive Governance International
Dr. Freek de Meere	Verwey-Jonker Institute, The Netherlands
Mrs. Heini Parkkunen	Municipality of Turku, Finland
Mrs. Simona Pascariu	FPDL (Foundation Partners Local Development), Romania
Dr. Linze Schaap	Senior Lecturer of the Centre for Local Democracy, Dep. of Public Administration (Erasmus University Rotterdam, The Netherlands)
Dr. Cezary Trutkovski	Foundation in Support of Local Democracies, Poland
Mr. Martijn Klem	project manager, VNG International, The Netherlands
Mr. Peter Knip	Director of VNG International, The Netherlands
Mrs. Irene Oostveen	project officer, VNG International, The Netherlands

MORE INFORMATION

For more information on the LORC network, its aims and its approach please visit <http://lorc.ryukoku.ac.jp/> or contact:

Dr. Taka MATOBA
Post Doctoral Research Fellow

Local Human Resources and Public Policy
Development System Open Research Centre (LORC) Ryukoku University
67 Tsukamoto-cho, Fukakusa, Fushimi-ku
Kyoto-shi, 612-8577, JAPAN

tel: +81-75-645-2312
fax: +81-75-645-2240
e-mail: matoba@rnoc.fks.ryukoku.ac.jp

For more information on the seminar and or VNG International, please visit <http://www.vng-international.nl> or contact:

Irene Oostveen
Project Officer

12 Nassaulaan
2514 JS Den Haag, the Netherlands

tel. +31 70 373 8234
fax. +31 70 3738660
e-mail: irene.oostveen@vng.nl