OECD Guidelines

for **citizen participation** processes

Highlights

OECD
BETTER POLICIES FOR BETTER LIVES

Citizen participation: what and why?

These guidelines are for any individual or organisation interested in designing, planning, and implementing a participatory process.

Citizen and stakeholder participation includes **"all the ways in which stakeholders (including citizens) can be involved in the policy cycle and in service design and delivery"** (OECD, 2017). It refers to the efforts by public institutions to hear the views, perspectives, and inputs from citizens and stakeholders. Participation allows citizens and stakeholders to influence the activities and decisions of public authorities at different stages of the policy cycle.

It is good for democracy

- [x] Citizen participation has intrinsic benefits. It leads to better and more democratic policy making, which becomes more transparent, inclusive, legitimate, and accountable.

- [x] Citizen participation enhances public trust in government and democratic institutions by giving citizens a role in public decision making.

It is good for policies, services, and projects

- [x] Citizen participation has instrumental benefits. It leads to better results that take into account collective knowledge to address citizens' most pressing needs.

- [x] The quality of policies, laws, and services is improved, as they were developed, implemented, and evaluated based on up-to-date evidence and a well-informed policy choice could be made.

It is good for inclusion and diversity

- [x] Citizen participation can make governance and decision making more inclusive by opening the door to more representative groups of people.

- [x] Through participatory processes, public authorities can include the voice of the "silent majority" and strengthen the representation of minorities and often excluded groups like informal workers, migrants, women, indigenous populations, LGBTI communities, etc.

It is good for legitimacy and facilitates implementation

- [x] Involving citizens in the decision-making process supports the public understanding of the outcome and enhances its uptake.

- [x] Citizen participation can allow the public to follow, influence, and understand the process leading to a decision, which in turn enhances the legitimacy of hard choices and social support for change.

In addition, **citizen participation can help public authorities solve problems**, and can support public servants in their daily activities to **take better decisions** and provide services and policies that respond to citizens' needs.

Involving the public: citizens or stakeholders?

Citizen and stakeholder participation are not mutually exclusive – stakeholders often have a role in designing, implementing, or providing their perspectives during a citizen participation process. Some methods included in these guidelines can be adapted to both types of participants. For example, public consultations can be used to involve both stakeholders and citizens.

The line between these groups can be blurry and, in reality, is not always perfectly neat. **No value or preference is given to citizens or stakeholders in particular**, as both groups can enrich public decisions, projects, policies, and services.

STAKEHOLDERS

Any interested and/or affected party, including institutions and organisations, whether governmental or non-governmental, from civil society, academia, the media, or the private sector.

CITIZENS

Individuals, regardless of their age, gender, sexual orientation, religious, and political affiliations. The term is meant in the larger sense of 'an inhabitant of a particular place', which can be in reference to a village, town, city, region, state, or country depending on the context. It is not meant in the more restrictive sense of 'a legally recognised national of a state'. In this larger sense, it is equivalent of people.

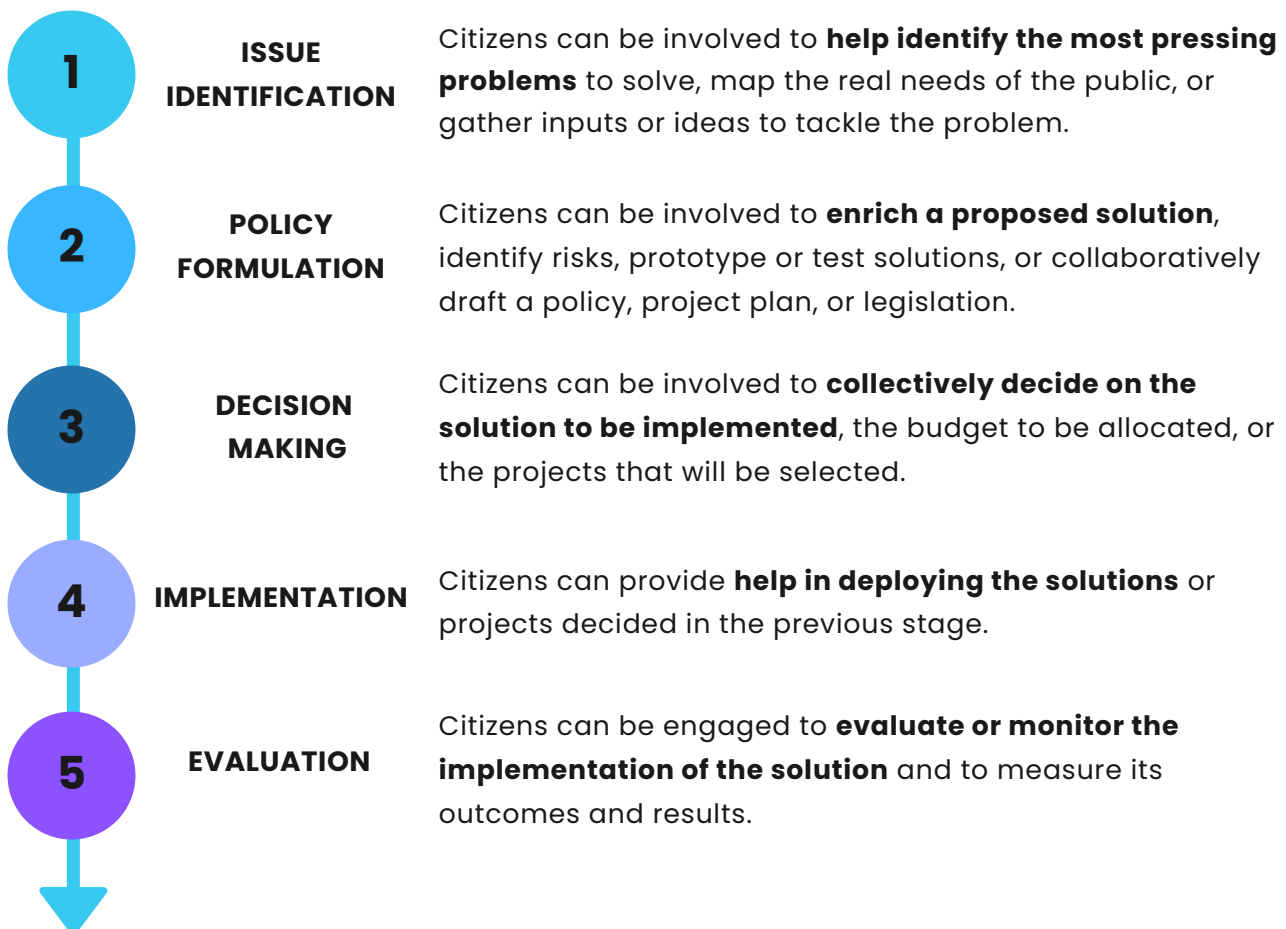| Benefits of involving stakeholders	Benefits of involving citizens
- Brings in official stakeholder perspectives - Yields expert opinion and knowledge, can point to relevant evidence and studies - Ensures representation of key actors - Depending on the type of stakeholder, can help mobilise support and resources needed to implement a policy or an initiative - Builds on existing networks or partnerships	- Brings in public opinion or public judgement - Can bring a diversity of views and include rarely heard voices - Can be representative of the broader public (if a representative group is engaged) - Helps raise awareness and facilitates public learning about an issue - Strengthens democratic institutions
Considerations when involving stakeholders	**Considerations when involving citizens**
- Threshold to participate is low - Have dedicated time and resources for getting informed about the issue and to participate - Often have clear interest and incentives to participate - Often have experience interacting with public authorities and having a role in the decision-making process - Important to avoid policy capture by certain influential groups or individual interests	- Threshold to participate is high - Do not have dedicated time and resources for getting informed about the issue and to participate – conditions should be built into the process - Often do not have personal interest or incentives to participate. Their motivation to participate should be ignited - Often do not have a strong sense that they can have an impact on decisions. This sense should be nurtured by establishing clear links to decision making

Ten steps to plan and implement
a citizen participation process

1 — Identifying the **problem** to solve and the **moment** for participation

2 — Defining the expected **results**

3 — **Identifying** the relevant group of people to involve and **recruiting participants**

4 — Choosing the **participation method**

5 — Choosing the right **digital tools**

6 — **Communicating** about the process

7 — **Implementing** a participatory process

8 — Using **citizen input** and providing **feedback**

9 — **Evaluating** the participation process

10 — Cultivating a **culture of participation**

01 Identifying the **problem** to solve and the **moment** for participation

Citizen participation can be helpful to address problems in most policy areas, from climate change, public health, infrastructure, to combating inequality and social exclusion, among others. Regardless of the policy area, **the first step when planning a citizen participation process is to identify if there is a genuine problem that the public can help solve.** If there is, then the problem needs to be defined and framed as a question or issue. Defining a precise problem or question is one of the most important elements of successfully engaging citizens, as it gives them a clear ask with a clear task.

It is also important to be clear about the stage of the decision-making process. **Clarity about the problem and the timing will then help define the type of input** that is needed, the type of participants that should be involved, and the most appropriate method to engage them.

1 ISSUE IDENTIFICATION
Citizens can be involved to **help identify the most pressing problems** to solve, map the real needs of the public, or gather inputs or ideas to tackle the problem.

2 POLICY FORMULATION
Citizens can be involved to **enrich a proposed solution**, identify risks, prototype or test solutions, or collaboratively draft a policy, project plan, or legislation.

3 DECISION MAKING
Citizens can be involved to **collectively decide on the solution to be implemented**, the budget to be allocated, or the projects that will be selected.

4 IMPLEMENTATION
Citizens can provide **help in deploying the solutions** or projects decided in the previous stage.

5 EVALUATION
Citizens can be engaged to **evaluate or monitor the implementation of the solution** and to measure its outcomes and results.

Questions to answer:

- What problem do you need to solve?
- Where in the decision-making or policy cycle are you?
- How can citizens and/or stakeholders help you solve this problem?

02 Defining the expected **results**

Before involving citizens, **it is essential to have a clear understanding of the expected outcomes or results of the process**. This will enable clarification about the desired inputs or contributions from citizens and the impact they will have on the final decision. This step will help to identify the right public to involve (step 3) and choose the right participation method (step 4).

The public needs to understand the future outcome of their contribution. This manages citizens' expectations and enhances their trust in the process and its result.

Expected objectives of the participatory process	Examples of inputs gathered through a participatory process	Suggested methodology
Tap into the collective intelligence of the public to get ideas and inspiration that will help public authorities develop a plan for improving cycling infrastructure (Consultation).	Ideas and proposals to improve the cycling infrastructure in a metropolitan area.	Public consultation Crowdsourcing Open Meeting
Give citizens and stakeholders the possibility to decide on the use of public resources through a participatory budget (Engagement)	Ideas and collective decision on how to distribute public resources for a specific purpose.	Participatory Budget
Integrate the recommendations to proposed legislative amendments or policy documents (Engagement).	Informe recommendations on policy changes needed to ensure gender equality in the workplace.	Representative deliberative process.
Allow citizens to monitor the quality of public services or to inform about wrongdoings (Consultation)	Feedback or alerts on the quality of public services or the use of public funds	Civic monitoring

Questions to answer:
- What is the objective of involving citizens and or stakeholders?
- What type(s) of inputs or contributions would you like to receive from participants?
- How will you use these inputs to solve your problem?

03 **Identifying** the relevant group of people to involve and **recruiting participants**

Identifying the relevant group of people to involve will affect how the public will be recruited and can help define the participatory method. Different types of groups can be involved in a process, such as:

- **Citizens**: a broad group or a representative sample of a community.
- **Citizens:** a specific geographical area or of a sectoral group;
- **Stakeholders**: NGOs, unions, universities,experts, businesses, etc.

It is important to reach to participants from diverse backgrounds to increase inclusion and representation.

Expected input	Target public	Type of recruitment	Example of participatory process
Informed recommendations on legislative changes needed to ensure gender equality in the workplace	Representative sample of citizens	Civic lottery	Citizens' Assembly on Gender Equality
Prototypes of digital apps to measure the air quality in a former industrial area	A group of citizens with specific skills	Closed call	Citizen science project and a hackathon on air quality
Diversity of stakeholder views and opinions about one topic or issue	Stakeholders representing diverse opinions	Closed call	Consultation (roundtables) with civil society organisations

? Questions to answer:

- Given the problem to solve, what groups should be reflected among the participants? How many people should be involved?
- How will participants be selected?
- How to ensure – and maintain – the interest of participants throughout the process?

04 Choosing the **participation method**

Once the problem to solve (step 1), the expected inputs (step 2), and the public you would like to involve (step 3) have been identified, it is **time to choose the method of participation.** There are many different methods that can be used to engage citizens in any given context, and new methods are continuously developed and implemented. These guidelines include eight different methods that are widely applied across public institutions, but acknowledge that there other methods that public authorities can use for their participatory processes.

The summary of methods detailed below compares their key characteristics.

Participation method	To use when you are looking for...	Considerations	Types of inputs	Moment
ACCESS TO INFORMATION AND DATA Publishing information proactively and providing information reactively.	Ways to raise awareness about an issue or a public decision. Ways to keep the public informed about public decisions.	It is the very minimum that can be done. Should be used in situations where there is no room for citizens to have a say.	Promotes transparency, creates awareness about public issues, and creates conditions for more advanced participation.	Identification Formulation Decision making Implementation Evaluation
OPEN MEETINGS / TOWN HALL MEETINGS Gathering the public in face-to-face meetings with public authorities, in order to provide information and openly discuss topics of interest.	Ways to inform the public about public issues and decisions. Space to have a loosely structured exchange and receive broad initial feedback.	Allows for an exchange between public authorities and the public. Does not yield representative judgement or well-informed solutions.	Information sharing and broad feedback from citizens.	Identification Formulation Decision making Implementation Evaluation
PUBLIC CONSULTATION A two-way relationship in which participants provide feedback to a public institution (comments, perceptions, advice, experiences, and ideas).	Aggregated individual opinions and feedback from the public. Opinions about a policy debate, or a specific question Experts' feedback.	Adaptable to the needs, different methods (surveys, digital platforms, in-person discussions). Not statistically representative and can be difficult to process the inputs received.	Aggregation of individual citizens' preferences or grouped opinions from stakeholders.	Identification Formulation Decision making

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OPEN INNOVATION: CROWDSOURCING, HACKATHONS, AND PUBLIC CHALLENGES Tapping into the collective intelligence to co-create solutions to specific public problems via crowdsourcing, hackathons or public challenges.	Ideas, and collective solutions to framed problems. Involve the public in developing solutions or prototypes.	Requires certain conditions and necessary resources for citizens and stakeholders to work on and develop solutions to public problems. Usually requires certain expertise from participants.	Collective ideation, co-creation of solutions, prototypes.	Identification Formulation Implementation Evaluation
CITIZEN SCIENCE Involving citizens in one or many stages of a scientific (or evidence-based) investigation, including the identification of research questions, collection of data and evidence, conducting observations, analysing data, and using the resulting knowledge.	Help collecting or analysing scientific data. Feedback or guidance on research questions and research design. Collaboration to implement science related projects.	Is suited for scientific endeavours rather than policy questions and dilemmas. Adaptable to the needs – covers a range of participation opportunities in science.	Varies from data collected to guidance on research questions and decisions to implemented citizen projects.	Identification Implementation Evaluation
CIVIC MONITORING Involving citizens in the monitoring and evaluation of public decisions, policies, and services. Civic monitoring can be considered as a social accountability mechanism.	Collaborative oversight and evaluation mechanisms for public decisions and actions. Ongoing monitoring of and feedback on a policy or a project. Community monitoring of a policy or a service.	It is geared towards receiving feedback from individuals during or after implementation. It requires to take into account feedback to improve services or policies.	Citizen feedback, opinions, suggestions.	Implementation Evaluation
PARTICIPATORY BUDGETING Mechanisms that allow citizens and stakeholders to influence budgetary public decisions through the direct allocation of public resources to priorities or projects or by being involved in public deliberations.	Help from the public to identify budget or resource allocation preferences. Ideas and projects from the public to be funded. Increased awareness and understanding of public spending by citizens.	Can yield either an aggregation of participants individual preferences (if takes the form of a voting), or their collective judgements (if it has a deliberative element).	Varies from ideas, projects, prioritisation, to binding allocation of public resources through vote.	Identification Formulation Decision making Implementation
REPRESENTATIVE DELIBERATIVE PROCESSES A randomly selected group of people who are broadly representative of a community spending significant time learning and collaborating through facilitated deliberation to form collective recommendations for policy makers.	Informed, collective public judgements about a complex policy issue. Recommendations that take into account a broad diversity of views. Legitimacy to take tough decisions.	Helpful when tackling complex, long-term policy issues. Can take place in different models ranging from shorter and smaller Citizens' Panels/Juries to larger scale, longer Citizens' Assemblies, or even permanent bodies.	Collective citizen recommendations, position, or judgement.	Identification Formulation Decision making Evaluation

05 Choosing the right **digital tools**

The question about **digital tools should only arise after the first four steps outlined above.** It should not be the starting point when planning or designing a citizen participation process. There should first be clarity about the purpose, stage of the policy cycle, expected inputs and how they will be used, and the methodology.

Digital tools can allow citizens and stakeholders to interact and submit their inputs in different ways. Selecting the right tool will depend on the citizen participation method used, the public to be involved, the expected output, the available resources, etc.

Before using digital tools for participatory processes, public authorities must take into account some considerations:
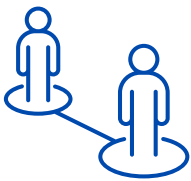
Keeping in mind the existing "digital divides": Societies can be divided into people who do and people who do not have access to - and the capability to use - digital technologies. When possible, digital tools should be implemented alongside in-person methods, to increase inclusion and bridge the digital divide.

Using digital tools requires resources: Using digital tools does not imply that the costs or the needed resources will be reduced, so public authorities should not think about digital as a saving option. A qualitative use of digital tools, one that ensures inclusion and impactful participation requires technical, human, and financial resources.
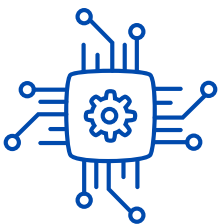
The technological choice: Public authorities should ensure that the technology selected is transparent and accountable. These guidelines do not endorse any digital tool in particular, but evidence shows that open-source software is best suited for democratic processes because it allows for scrutiny, accountability, and collaboration.

Questions to answer:

- Are digital or online tools needed for your process?
- What tools will you use?
- How will you ensure that everyone has access and is able to use those tools?

06 **Communicating** about the process

Quality **communication is a prerequisite to organising a successful participatory process.** It can help at every step of the way – from recruiting citizens, to ensuring transparency of the process, and extending the benefits of learning about specific policy issues to the broader public.

When communicating about any participatory process, it is helpful to:

- Distinguish communication with the participants and the broader public.
- Prepare a communications strategy that follows all the steps of the process.
- Consider which channels are appropriate to reach your audience.
- Promote the use of plain language and avoid technical jargon.

Communication with participants	Communication with the broader public
Purpose: helpful at recruiting participants, keeping them engaged, and ensuring a smooth experience.	**Purpose**: raising interest, understanding, and awareness about the participatory process and the issue it tackles, ensuring transparency and building trust in the decisions made by the participants. Explaining the selection of participants and how decisions were made can be key to the perceived legitimacy of a participation process.
Channel: phone, email, a variety of social media outlets (such as a dedicated Facebook or WhatsApp group), or a dedicated online platform.	**Channels**: ongoing communication on a dedicated website, making relevant information public, social media posts, videos, press releases, or press conferences.

? Questions to answer:

- What will be the communications strategy before, during, and after the participation process?
- Which channels will you use to communicate with participants?
- How will you ensure that citizens who are not directly involved in the process are informed?

07 **Implementing** a participatory process

The **implementation of a participatory process largely depends on the method chosen.** There are some general considerations that concern any participatory process – such as preparing an adequate timeline, identifying the needed resources, ensuring inclusion and accessibility, and considering a citizens' journey through a participatory process.

Tip 1: Preparing an adequate timeline

- ☑ Plan sufficient time to implement the participation process.
- ☑ Align the participatory process with the decision-making process.
- ☑ Prepare a detailed timeline.

Tip 2: Identifying the resources needed

- ☑ Human resources
- ☑ Financial resources
- ☑ Technical resources
- ☑ Institutional structures

Tip 3: Partnering with non-governmental stakeholders

In addition to the resources needed to implement a participatory process, public authorities can build alliances and partnerships with non-governmental stakeholders such as civil society organisations (CSOs), the media, or private sector entities.

These partnerships can help implement the process, broaden the targeted public, increase the impact of communication efforts, etc. For example, CSOs can help public authorities to reach groups beyond the usual suspects (e.g., migrants), disseminate the opportunities to participate through their networks or regular newsletters, and can be a source of potential resources to implement the process (e.g., facilitators).

Tip 4: Ensuring inclusion and accessibility

Everyone should have equal opportunities to take part in any participatory process. Organisers should ensure that usually underrepresented groups and minorities are represented to effectively address the needs of all citizens. Public authorities should take into consideration any special needs and verify that individuals with disabilities are able to exercise their right to participate in comfort.

To ensure an inclusive process:

☑ When mapping participatns, take time to think about underrepresented groups

☑ Reach out beyond the "usual suspects"

☑ Provide information in simple and accessible language

☑ Think about those that do not have access to the internet or to digital devices. If possible, always provide an offline alternative to participate.

To ensure an accessible process:

☑ Ensure physical spaces to participation activities are accessible and safe for all publics

☑ Make sure information is accessible to everyone

Tip 5: Thinking as a citizen

One way to ensure that the process will be successful in recruiting participants and maintaining their interest throughout is by putting yourself in the shoes of the target public.

When thinking about the citizens' journey through a participatory process, organisers can anticipate blind spots that could potentially confuse or demotivate participants and reduce dropouts by making necessary adjustments.

Citizens' journey through a participatory process:

1 Awareness about the opportunity to participate

2 Interest to participate

3 Participation

4 Following the impact

5 Participate again

08 Using citizen input and **providing feedback**

Getting back to participants and the broader public about the results of the participatory process is an important step. Participants should also know which of their recommendations will be taken into account and why some of them might not be used. This increases the transparency and accountability of the process and contributes to building an open government culture.

Taking into account the results of the participatory process

The **inputs received as part of the participatory process should be given careful and respectful consideration and used as set out in the beginning** – with clear justifications and arguments if certain results are not used or implemented. It is possible for public authorities to establish that the process is purely consultative, or to commit to integrate certain recommendations, or to integrate all the inputs received.

The important aspect is to be clear and transparent from the beginning, and to communicate with participants and the wider public about the decisions taken.

Closing the feedback loop

Closing the feedback loop refers to the efforts taken by the conveners of a participatory process to get back to participants about the status of their inputs and the ultimate outcome of their participation. By not properly closing the feedback loop, public authorities risk discouraging people from participating another time and potentially diminishing the benefits of participation, such as increased sense of trust, efficacy, and agency.

Questions to answer:

- Who will respond to the participants' inputs and recommendations? What form will this take?
- How will you recognise and celebrate the work of the participants?
- How and when will you communicate the response to the recommendations?

09 Evaluating the participation process

Evaluation allows to measure and demonstrate the quality and neutrality of a participatory process to the broader public. This can increase trust and legitimacy in the use of citizen participation for public decision making. Evaluation creates an opportunity for learning by providing evidence and lessons for public authorities and practitioners about what went well, and what did not. It gives a basis for the iteration and improvement of the design and implementation of a participation process

How to evaluate?

- **Process evaluations** can help public authorities better understand and improve the implementation and management of a citizen participation process.
- **Impact evaluations** can help public authorities determine whether the citizen participation process reached its intended audience and produced its intended effects.

Evaluation should be planned for from the very start of designing a participatory process. Depending on the method of participation and scale of the participation process, different types of evaluations can be chosen. The results of evaluation should have a real impact on the design of other processes in the future.

Methods to evaluate

- Participant questionnaire
- Organisers self-reflection
- Independent evaluation
- Collection of data and evidence during and after the process

Questions to answer:

- How are you going to evaluate the participation process? When will the evaluation happen?
- What methods will be used?
- What criteria will you be using for evaluation?
- Who will be responsible for the evaluation?

10 Fostering a **culture** of participation

As part of an open government, **citizen participation requires a change of behaviour and mindset to put citizens at the heart of any public action and decision.** This involves changes in individual and institutional values, skills, beliefs, norms of conduct, and expectations, which are materialised in new policies, services, and methodologies, among others.

Besides a change in the public decision making and the mindset of public authorities, **a culture of participation requires democratically-fit citizens** that are interested and have the agency and needed skills to participate.

Moving from ad hoc practices to institutionalised mechanisms

Structural changes to make participation an integral part of the democratic architecture is a way to promote true transformation, as institutionalisation anchors follow-up and response mechanisms in regulations. Ways to institutionalise:

- Legislation, regulation or decree
- Institutional mandate
- Embedded practices

Flexing citizens' democratic muscles and civic readiness

Fostering the culture of participation requires not only the opportunities for citizens to participate, but also citizens who are ready to take on this active role in collaborating, co-creating, and making informed decisions together with public institutions. **A citizenry that is democratically fit has the mandate, but also skills and competences needed to play an active part in a democratic system.**

Civic space is a prerequisite for effective participation

It is not enough for governments to decide they want to engage more with citizens. They need to create an environment in which this is possible and in which citizens are able and willing to come forward and engage with public officials.

The OECD invites countries to protect their vibrant civic spaces (both offline and online) in order to allow for equal, informed, secure, and inclusive participation.

Guiding Principles

01
Clarity and impact

The objective of a citizen participation process should be defined from the outset and linked to a defined public problem or challenge. It should aim for a genuine outcome. A participatory process should have a clear link to decision making, and participants should be able to perceive their impact on public decisions.

02
commitment & accountability

Public authorities should be clear about the expected results of the process to manage participants' expectations. There should be a public commitment to respond to or act on participants' recommendations, following up on the use of their inputs in a timely - and when possible public - manner.

03
Transparency

The participation process should be announced publicly before it begins. The process design and all materials, as well as relevant data collected, should be available to the public in a timely manner. The response to the inputs received from participants and the evaluation after the process should be publicised and have a public communication strategy.

04
Inclusiveness Accessibility

Any interested person or stakeholder should be able to participate. Efforts are made to reduce barriers to participation and to consider how to involve underrepresented groups. Participation can also be encouraged and supported through remuneration, expenses, and/or providing or paying for childcare and eldercare.

05
Integrity

The process must have an honest intention. Depending on the scale of the process, there can be oversight by an advisory or monitoring board. Efforts should be made to protect the process from private interests or policy capture by specific interest groups.

06
Privacy

There should be respect for participants' privacy. All participants' personal information and data should be treated in compliance with international good practices, and taking into account legal and ethical issues surrounding data collection and sharing, copyright, intellectual property.

07
Information

Participants should have access to a wide range of accurate, relevant, and accessible evidence and expertise. Participation processes should be designed to give citizens full and clear knowledge about a specific issue.

08
Ressources

Public authorities should secure the necessary resources (human, financial and technical) to properly implement participatory processes. Public officials should have access to appropriate skills, guidance, and training as well as an organisational culture that supports both in-person and online participation.

09
Evaluation

Participation processes should be evaluated to create an opportunity to learn and improve. An independent evaluation is recommended for some participatory processes, particularly those that last a significant time.

OECD work on open government

The OECD has been at the forefront of evidence-based analysis of open government reforms in member and non-member countries. The OECD Open Government and Civic Space unit provides countries with a sequence of analysis and actionable support. This includes:

• Open Government Reviews
• Capacity building seminars for public officials and civil society
• Regional networks to exchange common challenges and good practices

More information: **https://www.oecd.org/gov/open-government/**

THE OECD RECOMMENDATION ON OPEN GOVERNMENT

The OECD Recommendation of the Council on Open Government was adopted in 2017 and represents the first international legal instrument in this area. In it, open government is defined as "a culture of governance that promotes the principles of transparency, integrity, accountability and stakeholder participation in support of democracy and inclusive growth".

Moreover, the Recommendation provides a comprehensive overview of the main tenets of the open government strategies and initiatives by setting 10 provisions to guide Adherents to improve their implementation.

OECD WORK ON INNOVATIVE CITIZEN PARTICIPATION

This area of work supports countries in the implementation of Provision 9 of the OECD Recommendation of the Council on Open Government (2017), which focuses on exploring innovative ways to effectively engage with stakeholders to source ideas, co-create solutions, and seize opportunities provided by digital government tools. It focuses on new research in the area of innovative citizen participation practices to analyse the new forms of deliberative, collaborative, and participatory decision making that are evolving across the globe.

As part of this work, the OECD has been engaging with the Innovative Citizen Participation Network, a network of practitioners, designers, academics, researchers, civil servants, and curators to frame the topic and scope of research, to gather feedback and inputs to the research in an ongoing manner, and to strengthen the ties between these important groups of actors.

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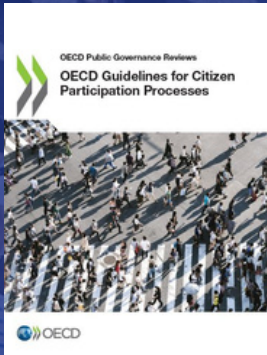
Access the Guidelines here.

Participo is a digital digest co-ordinated by the OECD Innovative Citizen Participation team.
It is a space of exchange between public servants, practitioners, researchers, academics, and designers about the future of democracy more broadly. Check it out at **medium.com/participo**

The **OECD´s Deliberative Democracy Toolbox** explores the use of deliberative processes for public decision making. It includes:

- The OECD Report Innovative Citizen Participation and New Democratic Institutions: Catching the Deliberative Wave
- Good Practice Principles for Deliberative Processes for Public Decision Making
- Evaluation Guidelines for Representative Deliberative Processes
- Eight ways to institutionalise deliberative democracy

More information **https://www.oecd.org/governance/innovative-citizen-participation**

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