SF 4: Development of visions/goals together with civil society

Fr	B	C	NY	S	T	Total
9	8		3	0	0	20

Beispiel:

The dialogue process (business or private) in Denmark is generally based on an open, respectful and consensus-oriented way of dealing with each other. The Danish culture can, therefore, be described as a so-called „Yes Culture", whose main characteristic is consensus-based decision-making. This principle is also put into practice in Copenhagen's city administration. Decisions are made jointly or often discussed in advance by the decision-relevant persons, even if this means that very many stakeholders come together in the process. Also, different hierarchical levels or even the inclusion of external opinions (citizens, citizens' representatives or other organisations that will later be affected by specific projects) are not perceived as an obstacle. Rather, the benefits of early discussion are highlighted. These lie in the fact that, while coordinating everything in the run-up to making a decision takes a little longer (period until a final decision is taken or the solution is adopted), the chosen solution is often, however, of a high quality and is mutually supported by all those involved in its implementation as well as by the stakeholders affected. This is reflected, among other things, by the fact that (even large) projects are usually successfully completed and that one can tend to expect less resistance when they are implemented.

One example of a highly participatory process to develop guiding principles can be observed in the municipality of Albertslund located west of Copenhagen. The residents of the „Hyldespjældet" district have set up on their own initiative a local „Agenda Centre" to be able to influence the plans for a local Agenda 21 ({Montreal # 34}) and in some respects (e.g. with regard to the sorting of waste) have even adopted their own Agenda 21 plans ({Markussen, Povl # 35}).

1. Differentiated description of the key field

As far as contents are concerned, the focus of the discussion regarding the guiding principle or the purpose of guiding principles, visions, goals (developed in a participatory way):

Guiding principles, visions and goals serve to determine the common principles and targets for the most limited stakeholder group – such as the municipal sphere of activity. They are thus an element of collective opinion making and fulfil their purpose only if they are respected by all parties. They act as a control concept, which, in the best case, is decided jointly by political, administrative and civil actors and act as a form of guidance in daily activities ({Public Gover-

nance Summer 2011 # 36}). They address broad-based topics such as environmental issues, economic objectives or the concerns of certain population groups (social housing, etc.). That is why they usually do not contain detailed specifications; rather, they are general in nature and usually do not address very specific aspects of certain issues. All guiding principles, visions and goals – even those that are developed with the participation of the local population – are oriented to the present and future and therefore reflect mostly trend-setting focal points. They show how current problems could be solved or what future challenges the municipalities are faced with and which anticipative solutions are especially suitable for this purpose. For example, with regard to economic development, they provide hints on possible growth markets within the municipality.

One example of locally implemented guidelines regarding public action is a local „Agenda 21", which, with reference to the implementation of projects for sustainable urban development, defines specific measures or process-related guidelines.

Municipal ideals, visions and goals can be differentiated according to the following participation-related criteria:
- Initiator: City administration, private individuals, other actors, organisations ...;
- System: Compilation and communication (written, oral) of the guiding principles, vision and objectives, documentation of the results or the development process in reports, etc., involvement of citizens through questionnaires, etc.;
- Communication framework and organisation of the dialogue process: E.g. expert dialogue, opinion formation within the city administration and city government and citizen dialogue
- Depth of participation: Information, discussion, co-decision-making (joint prioritisation of measures) or even unilateral decisions of stakeholders (outside the city administration)

The intensity of participation (presence or interactive participation) can be further divided according to the following formats, methods and tools:
Citizens' forum, participatory budgeting, „hearing" dates, recording and analysis of opinions through questionnaires, project competition, thematic working groups, interdisciplinary working circles and groups, workshops, discussion of policy frameworks at public events, systematic integration of topics in specialist events open to the public such as conferences on the future, etc.; website as a portal for expressing one's opinion or participation (see SF 105)

Cities generally regard the participation of their citizens in local sustainability projects as very important; in one study (n = 115 cities) 81.7% of all participating municipalities rated the integration of citizens as helpful. The citizens in 46.8% of the surveyed municipalities contributed to the

participatory development of the guiding principles by means of their suggestions ({Institute for Public Sector # 37}).

2.   Reference to sustainability:

Beyond involving citizens in the development of specific sustainable urban development goals, the city can prioritise its actions and also make meaningful assessments of the progress it has made as regards development.

By (at least partially) collective opinion formation, the moods of the citizens are captured and this provides important information for the successful implementation and execution of the planned initiatives. With regard to resilience, solutions developed in a participatory manner are usually more durable. Since the solutions are developed in a participatory way, they are also more socially acceptable and are supported by large parts of the stakeholders affected by them.

3.   Relevance to industrial sectors?

Mobility :
Energy:
Production & logistics:
Security:
ICT:
Water infrastructure:
 Buildings:
Governance:

4.   Impact (positive & negative)

Positive:
- Consensus is achieved at an early stage of the projects in question
- Time is saved in the implementation phase (of the projects), since problems or interfaces are avoided thanks to the early involvement of many actors
- Current issues or advanced solutions are introduced into the discussion and thus assimilated in the development of the guiding principles
- Inclusion of the city's population in order to derive realistic (in the sense of realisable) initiatives

Negative:
- Lengthy process to develop goals or guiding principles Discussion not necessarily constructive, as often all parties represent their interests and do not deviate from them
- Minimal consensus that does not cover all the suggestions or viewpoints of all the actors involved in the discussion
- Conflicts (which have already existed for a while) between the actors involved can unnecessarily delay finding any consensus or solutions or even make them impossible

5.   Implementation measures:

- Identification of networks of relationships and the interests of the individual actors in order to allow a clear and transparent discussion
- Technical infrastructure and administrative structures for citizen participation must be created

6.   Actors: Who can shape things?

The stakeholder groups involved are/could be:
- City: City administration (internal administrative project groups as a focal point as well as an implementation and realization organ), city council, the mayor (as the driving force, a symbolic impact), citizens office (Bürgerbüro), public utilities
- Citizens: Citizens, citizens' council, citizens' initiatives on specific topics or projects
- Business: Companies, business stakeholders such as the CCI/CFT (or other associations and intermediaries), individual (technical) experts on specific topics such as innovative clean tech solutions, etc.
- Science: Universities, other research facilities
- Other: Funding bodies (national government, foundations), media (reporting), consultants, supralocal (state) actors and their regulations (federal and state governments, the EU, ...)

7.   Prerequisites:

Integration of relevant stakeholders from the city administration, politics and society (citizens, representatives) as well as businesses at the start of the joint development of the guiding principles so that consensus exists or emerges.
- There must be a transparent basis for discussion, since otherwise no trust and no open discussion (or even manipulation or corruption) in the process of the development the guiding principles will arise
- Clear rules of behaviour (cultural, as regards language, etc.) to ensure fairness in the discussion process
- Motivation and also dealing with the over-commitment of certain actors must be purposefully controlled
- Presentation of the contents and objectives for all those involved on the same level (make complex expert or technical terms, e.g. those that emanate from the city administration or the participating companies, easy for „normal" people to understand, etc.)
- Equal voting rights for all actors (or groups of actors), so that no group per se receives a majority of votes or specific actors are discriminated against

8.   Obstacles/barriers:

- Requires a lot of personnel (coordinative), time and, in part, finance

- Review of the progress (dialogue process) as well as the success of the development of guiding principles or objectives is difficult to assess or measure (at most qualitatively)
- Established political structures and demographic factors (access to education, age structure, etc.)

9.   Indicators:

- Presence of Agenda 21 plans or other guiding principles
- Participation platforms initiated by the city (website with comment function, ...), etc.
- Proportion of civil society representatives in important advisory bodies (local councils)
- Existence of a master plan, strategy document or roadmap that defines a consistent approach between the city and its citizenry.

10.   Special features/remarks: