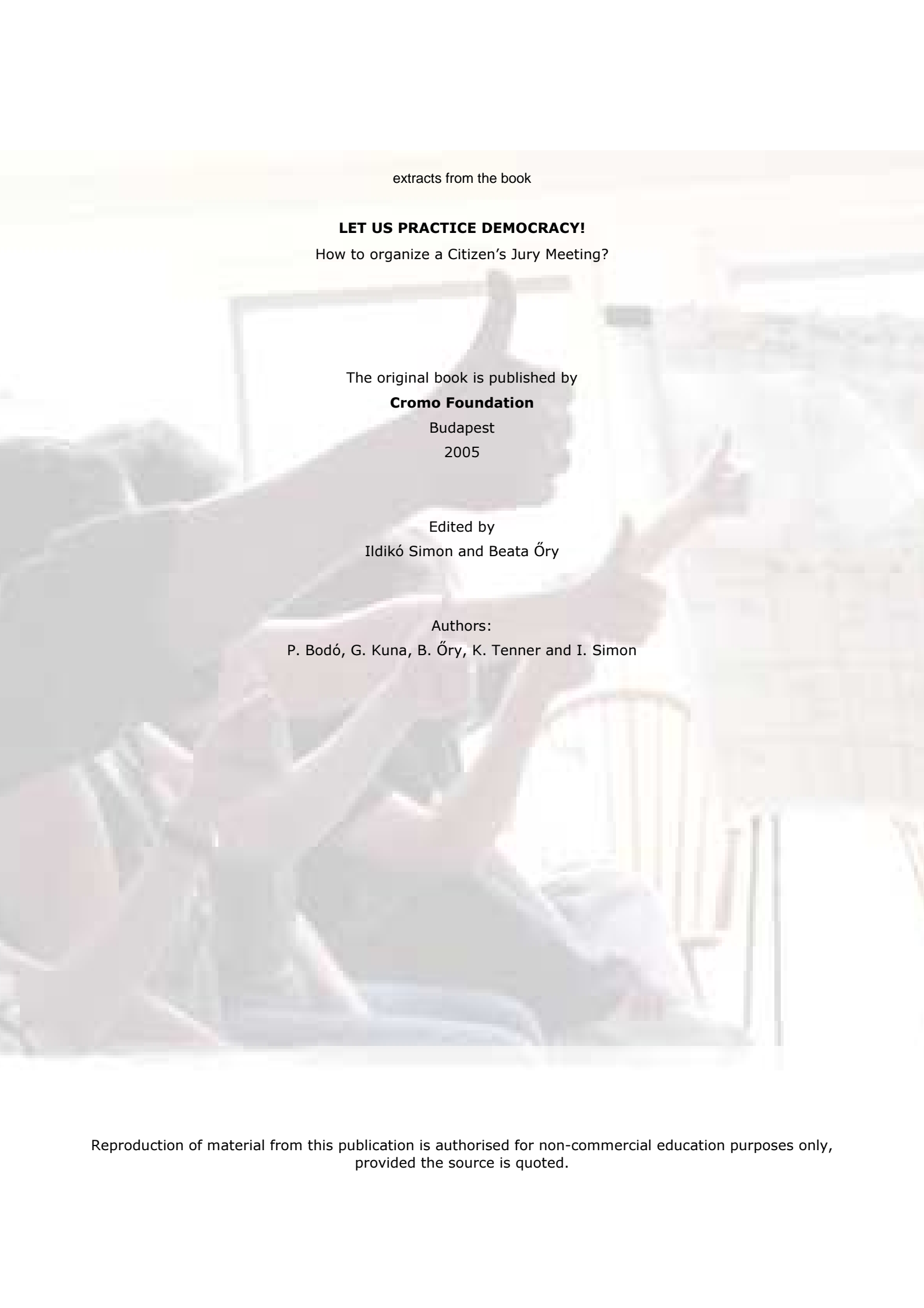




**Let Us Practice Democracy!**

**How to Organise Citizen's Jury Meeting?**



extracts from the book

**LET US PRACTICE DEMOCRACY!**

How to organize a Citizen's Jury Meeting?

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## Chapter I. About the Citizen's Jury

### About civic participation



In today's Hungary civic participation in local decisions and the democratic process is rather low. Practicing democracy became too much indirect and mostly limited to the elections. Citizens do not have enough information about public matters and do not feel to have influence over decision-making in their local community. They regard organizations and elected public bodies as enemies. The lack of information and diffidence make open communication and cooperation between the community and its decision-makers impossible.

As a result, the social acceptance of the nearest local decisions and plans is extremely low. The inhabitants mostly question these decisions and do not participate in the execution of plans. The drawbacks of these phenomena can be experienced everyday, but at the same time a demand for change is also articulated. If the appropriate means are provided, people take willingly and competently their issues into their own hands. We must help, in all possible ways, a growing number of people to become from narrow-minded consumers conscious citizens, responsible for their decisions, environment and their community.

In order to achieve these goals, the Cromo Foundation developed a method, which may enhance the social activity and consciousness of the community: the so called Citizen's Jury that functioned successfully in the United States and in several Western European countries.

### The Citizen's Jury Method

The role of the Citizen's Jury is to prepare the ground for making decisions, with the participation of 15-30 persons, representatives of their own micro-community.

The working of the Citizen's Jury is based on three hypotheses:

1. If sufficient information is provided, then the participants will be able to take responsible decisions even in complex issues.
2. If all the related parties are involved well in advance in the decision-making, there is a possibility to reach a consensus of all the parties.
3. A well-founded civic decision equals in its grounding and validity with the decisions of the elected public bodies and

authorities, hence the citizens take part with equal weight in decision-making and planning.

The goal of the Citizen's Jury is to formulate proposals and submit them in a written form to the decision-makers and ask their being taken into consideration when making local decisions and plans.

The Citizen's Jury works in the presence of the following basic criteria:

1. The participants must represent the community, which delegates them, i. e. they must represent the structure of their community in the most possible aspects: gender, age, profession, financial situation etc. Such an all-encompassing representation is of course impossible, the organizers should decide always on the basis of the issue in question about the factors they regard the most representative. The most important factor, however, must be the representation of various opinions. During the preparations the greatest diversity of opinions must be mapped and the organizers should delegate representatives into the Citizen's Jury for all the possible pro and contra opinions.
2. The final decision must be preceded by the audition of experts. The role of experts is to provide information about the technical, social, economical and legal background of the given issue. The experts must
  - possess a good theoretical knowledge and practical experience
  - be neutral, that is, possibly not from the members of the local community
  - aim at equilibrium, highlighting the greatest number of viewpoints, the pro and contra opinions on the scientific level as well.
3. The final result must be a decision based on consensus, which can be regarded both by the decision-makers and the inhabitants as their own. A decision made in such a way will urge the community to act together, instead of dividing it into factions.
4. The best way to communicate the decision of the Citizen's Jury to the public is through the local media. It is crucial, that the Citizen's Jury should prepare, organize and carry out the decision-making process

in front of the widest possible public.

5. The work of the Citizen's Jury is directed by independent moderators. A local civic organization or even an ad hoc group of citizens may prepare and organize the whole programme but for moderating the public debates an independent professional is needed, for two reasons:
  - a, A professional moderator has the skills that facilitate the decision-making and may resolve the possible conflicts.
  - b, He or she is not a member of the local community, thus holds no personal interest and will be able to remain objective.

### **Advantages and possible results**

1. Directly: solving the issue in question.
2. Indirectly: strengthening the citizens' self-confidence and sense of competence in handling of communal issues.
3. The open communication enhances the legitimacy and efficacy of the authorities.
4. To learn to reach a unanimous or widely accepted decision and to avoid the exacerbation of the problem.
5. The techniques of conflict resolution and open decision-making can be used in the individuals' private and professional life as well.

### **When is it useful to apply the Citizen's Jury Method?**

1. In the case of a yes or no question (e.g. Should the community agree with an industrial project?). Such questions can be decided with a referendum as well but then it cannot be ascertained how the citizens were informed, on the basis of what premises they voted etc. Danger: exposition to false information and manipulation by interest groups; debates over years.
2. To analyse social resistance or support to a given project, to obtain support. The lack of support seriously jeopardizes even the most useful and well-grounded project.
3. Projects for the future: the most important field. With the help of the Citizen's Jury those project can be outlined, which answer a real demand of the community and in the execution of which the municipal bodies can rely on the citizens' support.

### **Target groups of the Citizen's Jury**

#### *1. The local community*

For the efficacy of the Citizen's Jury it is crucial to inform the local community about what is happening and why. A clear, easily understandable information campaign must highlight the goals and expected results of the project. The decisions and proposals of the Citizen's Jury must be made accessible to the widest possible public.

#### *2. The members of the Citizen's Jury*

Providing information is all the more important for the invited members of the Citizen's Jury. They should know the aim of the project with its consecutive steps; they must be told about their individual role in the project and the way they were elected for it.

#### *3. The public*

One of the most crucial values of the programme is its being executed in front of the public of the local inhabitants. Yet the other essential element of the method is that in the debates and decision-making only the previously selected and personally invited citizens may take part. The Citizen's Jury must be advertised but the local public, with the exception of the personally invited members, can only act as observers, as an audience. During the discussions some possibilities occasionally can be given for the expression of their opinion but it should be made clear that they constitute the audience.

#### *4. The municipality and other decision-making bodies*

A condition for the successful establishment and function of the Citizen's Jury is to melt the opposition of the decision-making bodies of the given community, to answer their questions and doubts. We must make it clear that the Citizen's Jury has not right to overtake tasks and legal spheres of decision-making from the elected bodies. The role of the Citizen's Jury is only to formulate proposals. It aims at a cooperation and support not at the division of powers.

The other frequent counterargument is that to organize the Citizen's Jury takes a lot of time and money, and it slows down the decision-making processes of the elected bodies. It is worth considering how a long-term cooperation between the locals and the municipal bodies can render the decision-making work of the municipality more efficacious. It is also to be considered what costs a quick but unfounded decision can generate. As our experience shows, instead of the financial sources of the decision-



making bodies, the proposals made by the Citizen's Jury are rather based on the knowledge of civic organizations and individuals and mobilize their resources in order to solve the problem.

The local decision-makers (e.g. the major and the elected members of the municipality) may take part in the audience and they even express their opinion as experts because of the relevance of the information they possess, but they cannot be members of the Citizen's Jury. The moderator should take care that they, both as experts and audience, respect the rules.

#### 5. *The Press*

It has a role in

- supporting the programme
- spreading information
- communicating the final decisions

It gives credit to the programme if the community learns the most often and in the most detailed way about the project, through the local as well as the national media.



## Chapter II. The story of four Citizen's Juries in theory and practice

### Preparations



#### *Training for civic organizations*

1. step: to reach those smaller, local civic organizations who show interest towards the Citizen's Jury and see its functioning possible in their local environment.

Contact: through micro-regional managers and the web.

2. step: all the participating civic organizations must use the same concepts in order to understand and represent the basic values of the project. To achieve this, we held a four-day training in January 2005 for the four local civic organizations participating in the project.

3. step: the aim of the training:

- to outline the methodology and the goals of the Citizen's Jury, showing step by step how to organize a session
- to clarify and advertise how the Citizen's Jury works and to render the participants able to organize it

On the basis of the four cases the selection of the partner-localities started already during this first training. Personal motivation, engagement to one's own community played a decisive role for the future cooperation of the participants over nine months.

In this phase of the project we observed how differently the local communities could be in contact with civic organizations and the individual inhabitants as well.

### Selection of the localities

The maximum plan of the Citizen's Jury tender was to outline shared problems of each the four micro regions. The minimum plan was to help a single locality within the micro region with the Citizen's Jury method. In the lack of precise details at this phase it was important to leave a wide range of operation (the minimum and maximum plan) for the project.



#### *Conclusion*

Difficulties we encountered: in today's Hungary it is still hard to interpret solidarity in a micro-region. It is difficult to outline problems people have in common, interests, demands and solutions that reach over the borders of the localities.

Positive aspects: the engagement and ambition of a few number of inhabitants (mostly leaders

of civic organizations) provided immense help.

Hence it proved true that not only on a municipal level but in the civic sphere as well that activity based on personal charisma may determine the rhythm and direction of local development.

In what all the partners agreed: that we should organize the first Citizen's Jury around a problem, the solution of which will be doubtlessly successful, otherwise both themselves, their organizations and the method itself will be at risk, and urging local civic activity later will be even more difficult.



## Contract and Preliminary Forum



The engagement of the partners and of the civic organizations was one of the key elements of the Citizen's Jury project. The Cromo Foundation provided the methodological background, the organization of the Citizen's Juries awaited the local partners. Their involvement at the same time meant their learning of the method as well, in a way that in the future they would be able to organize the next Citizen's Jury independently.

### Contract

The first step: to consult with the future partners, clarify the tasks and the involvement, the planned outcome and state all of these issues in a written contract.

### Preliminary Forum

Second step: to organize a roundtable, inviting all those persons of the village whose opinion count and who, by their profession or personality shape public opinion, e.g. the local priest, school teacher, postman, shopkeeper etc. They are the persons who know about the problems and opinions concerning local issues. The aim of this forum is to outline those issues that concern the entire community and generate wide interest. It should be remembered that since they select the topic, they are keen to encourage the selected members of the Citizen's Jury to participate. For the preliminary forum we invited the representatives of civic organizations as well in each community, in order to help in spreading the method and in the personal preparations of the Jury's members.

We repeated in each village the meeting that presented the Citizen's Jury method and at this occasion the participants selected the topic as well. We recommended that they select among the emerging topic the one, which does not sharpen further already existing conflicts but the solution of which will have a positive impact on the entire locality. Thinking together creates bounds among the inhabitants and a successful Citizen's Jury may provide a good example for future initiatives. This aspect is especially important if we note that there are dividing forces in the community (political differences, gap between the original inhabitants and newcomers or other sorts of hidden conflicts).

## Communication and informing the public

In all the parallel and consecutive steps of the project we should always keep in mind how important it is to inform constantly the public

through the local media (local papers, internet forums, local TV and radio, posters, mail, or in personal meeting).

Before the preliminary forum a questionnaire should be compiled that monitors the inhabitants' opinions and actual problems. We must aim that the greatest number of persons fills this form, with the possible help of local volunteers (NGO activists, university students involved by them).



### Conclusions

Difficulty: it is difficult to maintain contact with working people, especially if we have only one contact person in the village. It seemed better to involve more than one local assistant.

Before the Preliminary Forum it is important to clarify with our contact person the difficulties and risks that may emerge and provide in advance carefully planned solutions for them. It is natural that the arrival of a new (unknown) organization is followed with suspicion; hence it is crucial to establish confidence.

Because of the basic values of the method the two steps of Preliminary Forum and Citizen's Jury session are very important in a country where communal decision-making and reciprocal attention are hardly used methods.

## Public presentation and communication before the Citizen's Jury session

Beside the organization of the flow of information we should inform the widest possible public, otherwise rumours can start in the village that may ruin our work.

Just as in the case of the Preliminary Forum, we have to inform the inhabitants about the session as well, encourage them to participate as audience: through posters, local media, personal communication, and information about what happened so far. We tried to get in the local as well as in the national media, through the press presentations we held regularly. Our appearance in the national media: in a morning conversation programme on the Magyar ATV we introduced our future Citizen Jury project in Diósd; in the Info Radio we gave a two-minutes interview about the basic values of the project and the core elements of the method; the MTI gave a short notice about the Citizen's Jury at Pócsmegyer.



### Conclusions

In localities of a few thousands of inhabitants the best way to spread information is through



local media, personal communication and putting up posters at frequented places.

Mistakes we made: we did not involve all the local leaders from the very start and did not sign the contract always with them. Fortunately this error did not cause lasting problems but cooperation could go smoother if the all the mayors had understood from the beginning our intentions and had not regarded our foundation as an enemy.

### **Selection and preparation of experts**

After that the topics were selected at the Preliminary Forum, we had to think over who might be those recognized experts, independent of the localities, who could enlighten the issues in an objective way, with various and essential pieces of information in order to help the participant of the Citizen's Jury session in planning and making decisions. It is worth contacting the independent experts in good time – immediately after the selection of the topic – in order to avoid last minute rush.



### *Conclusions*

The most important conclusion: the date of the Citizen's Jury must be planned for a period when most of the people are accessible. In order to secure the participation of experts, we should try to find funding for their remuneration and covering their emerging costs. In our experience the majority of the invited experts are willing to help even without payment, if their time permits, but the lack of sources should not become an obstacle for inviting an indeed important expert.

The presence of the experts at the Citizen's Jury contributed very fruitfully to informing the participants, to cool tensions and to the emergence of a useful, rational debate.

### **The invitation of preparation of the members of the Citizen's Jury**

As we mentioned at the beginning of our book, the members of the Jury should represent the inhabitants of the locality as well as the opinions concerning the issue in question. Such inhabitants have to be invited who give voice to a plurality of opinions and with whose help a consensus can be reached by contrasting opinions in a democratic and civilized way.

We have to make arrangements with the Jury members right before the session, to ascertain that they understood the rules and purpose of the Citizen's Jury and the role of the

moderators.



### *Conclusions*

During organizing our trainings, we often experience that the promises made concerning participation are not to be taken seriously. Such functions must be organized always by inviting the doubles of those who would be actually present.

It should be stressed more markedly that anybody can come to the Preliminary Forum, it is not a private function.

Not all of the civic organizations have a good social basis; their contact with the locals are often occasional and such organisations are often kept alive by personal ambitions. Occasionally the civic organization found difficult to subscribe entirely to the basic concept of the Citizen's Jury, that even those persons must be involved in cooperation, who do not represent the mainstream opinion.

### **The tools and the executive process of the Citizen's Jury session**

#### *Preparing the agenda*

The ideal duration of the Citizen's Jury session is one or two days. The participation of the inhabitants is mostly secured by a weekend date. In case the members of the Citizen's Jury receive a daily allowance, the session can be held on weekdays as well but for the experts and the audience participation would be more difficult.

What to consider in preparing the agenda: there might be members who have less information about the issue in question, hence it is worth to give word to the experts at the beginning of the session.

The agenda ideally contains the following points:

- Greeting, introduction, time-frames
- Experts' presentation, Part 1.
- Listening to questions, doubts, points of view
- Experts' presentation, Part 2.
- Formulation of an opinion based on consensus: alteration of models of problem-solving and future-planning
- The official record of the session, signing

The moderator of the session at the start reads out the agenda, and together with the participants they make an agreement concerning the individual people's roles at the session. The

moderator is to inform about the rules and the execution of the session as well as about the steps that would follow the session. It is advisable to write these items down on large posters, to be visible for everybody.

The participant probably know each other, it is still useful, however, to make a short, relaxed introduction in order to ease tension.

#### *Basic rules*

The first task of the moderator is to introduce the basic rules of the session, which, in the case of the Citizen's Jury, are the following:

**a, Equality:** of rights, duties and opinions

**b, Time frame:** at the beginning of the session it is to be clarified: how long the session would last; when the breaks would take place.

**c, Disturbing circumstances:** to switch off cell-phones; agree where will be allowed to smoke

**d, Respect:** it should be agreed upon that participants would avoid using ad hominem argument and from revisiting older, personal conflicts which do not belong to the topic of the session

#### *The tools of the moderator*

**a, The technique of equal chances:**

each speaker may get a fixed time to formulate his or her opinion (e.g. 3 minutes). It is a useful tool in case of debates where multiple opinions confront. Thus all of the parties can be listened to and nobody would feel that was left out or that he or she alone has to tell all about the issue.

**b, Roundtable discussion**

When the debate becomes charged with strong emotions and some people take the word, while others remain in silence, the moderator takes the initiative to start a roundtable discussion. One after the other each participant can tell his opinion. There is no time limit. The technique has a calming effect, as everybody knows that his or her turn will also come, thus they would not interrupt each other and all of them can pay more attention to the other's discourse.

**c, The technique of once and twice:**

Nobody can speak for the second time until everyone spoke at least once. This gives chance for those as well to express their opinion, who generally do not take the initiatives. This may become the natural method of the sessions, if the members warn each other that some of them have not spoken yet.

**d, Variety**

The members can be divided into small groups or pairs: preparative work facilitates answers. For the sake of variety, small breaks can be proposed, and background materials on handouts or visual material can be used as well.

**e, Brainstorming**

Everybody can say his or her idea concerning the topic. All ideas are to be written on a large sheet of paper and put up to be visible for everyone. There are strict rules: fast thinking, creativity, whatever idea is accepted even if at first hearing it does not sounds serious enough; the ideas cannot be commented upon or criticized, this is a later task. Ideas can be developed building upon the others' thoughts. It lasts for five – ten minutes.

**f, Evaluation of ideas**

In case the participants cannot decide over the emerging ideas, the moderator can suggest giving points to each idea, written on the large sheet, from 1 to 5. Those ideas that receive the highest points, will be discussed again and again, till the one, which is liked by everyone remains.

**g, Pro and Contra**

If there are significantly differing opinions, the moderator asks the representatives of each opinions to elect a mouthpiece. These two or three mouthpieces try to collect pro and contra arguments in a way that everyone attacks his own opinion and defends that of the other party.

**h, Opening – and closing rounds**

It is worth to start each session with asking all the participants what they expect from and how they feel about the session.

At the closing session we can ascertain that everybody understood the final decision and get a feedback about what feeling, thoughts, satisfaction they leave the session.

#### **The facilities of the moderator: some point of views for his selection**

It may well happen, that the organizers of the Citizen's Jury decide to ask an outsider as moderator, one who does not live in the locality, not concerned in the issue but who is qualified to moderate the session.

In the case of an outsider, it is important that he or she would:

- know about all the details of the question
- meet previously the representatives of each opinion

- declare his independence, that he is hired for the professional moderation of the session and for representing the interest of the organization or community that invited him.

Yet it is not a must that the moderator must be an outsider, as in the localities we may well find skilled and acknowledged persons who find the word with everyone and who are neutral or equally distant from the confronting opinions in the issue.

It is important that the moderator must be a calm and sober person, who is able to listen to others, and can actively concentrate; who is not afraid of conflicts; who can be supportive and encouraging; who have the talent to summarise complex arguments in an understandable way.

#### *Record-keeping*

During the Citizen's Jury record keeping is necessary, which customarily contains the interventions, the main points and at the end, the decisions made by the Citizen's Jury.

It is advisable to write the record immediately into a computer, and print it at the place of the session, so that the Jury member could authenticate it with their signature.

#### **Reaching the consensus**

The consensus is a solution everybody agrees with, that is a situation where the result is usually not one of two confronting opinions but a third approach. The reaching of a consensus needs patience, concentration and time.

The forming of a consensus is already a uniting force within the community. What are the ways to reach a consensus?

1. All the members of the group actively participate. The role of the moderator can be decisive in this process, with the help of the techniques described above.
2. An atmosphere of trust. It should be achieved that the participants express their opinion and listen to the others' opinion openly.
3. The problems must be worded in a way understandable to everyone. This phase contributes a lot to reach a consensus. The above-mentioned methods of brainstorming and the evaluation of ideas can be very helpful. It is crucial that we should not proceed to the next steps until defining the real causes, sometime hidden behind the problems of the surface. The participants must signal that they understood all before

turning to the next phase.

An example for the difference between the problems on the surface and the real causes: a question, whether to build or not a hypermarket? may divide the locality, while at a deep analysis of the issue it may be clear that the problem is not the building of the hypermarket but the inadequate search for resources and funding.

1. During the session, the moderator must assure that everybody follows the process, can listen to the other proposals, and is able to share his or her knowledge and ideas without blocking the others to the same thing.
2. Talks and proposals irrelevant to the topic must be stopped immediately.
3. Avoid ad hominem arguments.
4. After that the problem is well defined, we should consider the range of possible solutions, the obstacles and the individual proposals of the participants. It can be done already at the phase of brainstorming, with the moderator's writing down all the ideas and concerning difficulties into groups.
5. The set of proposals, that obtained the consensus of all, must be defined in the most detailed way: what are the exact tasks, who are responsible for what part and what are the deadlines.

If the participants feel that some key-persons are missing to the final solution and execution of the proposals, it must be listed with the proposals that who are to be still involved. In addition to the documentation of the deadlines and responsibilities, it is worth electing already during the Citizen's Jury session some persons, who keep running the initiatives.

To sum up: in reaching a consensus, the usage of two models (either altering or exclusive) seems useful: that of problem solving and / or that of future planning. The aim of the first is to unfold the problem selected for the main topic of the Citizen's Jury, its analysis and its solution. The aim of future planning is to outline a future image of the locality, mapping the existing and missing sources and listing possible solutions.

#### *The list of unexpected situations*

However well organized are the preparations for the session, unexpected difficulties may arise. To solve them we must have in hand an emergency-agenda. Among the organizers or the moderators of the Citizen's Jury somebody must be nominated for applying the emergency-agenda if it is necessary. In this way the last minute rush and delays can be avoided, and



most importantly, the session would not miss its target aim.

*Some unexpected situations and their possible solution:*

#### 1. The expert does not come

We have to ask in advance the written report of his opinion, with details and data. In case the experts fails to show up, somebody can read out his opinion. This material is to be given to all members of the Citizen's Jury and it can be distributed among the audience as well.

#### 2. Some of the members of the Jury do not come

We either operate then with a reduced number or we entrust someone from the audience, who fits into the same criteria of representing opinion to substitute the missing Jury member.

#### 3. Technical failures (projector or computer do not work)

If the projector does not work, we can proceed in the way described above: we distribute the material printed and photocopied in advance. If the computer fails, we may try to get another one in the break or make handwritten records and print them later and make the members sign individually.

#### 4. Unwanted and disturbing people

The moderator has to ask the participants very clearly to sit down and after presenting the rules, he has to make them accepted by the audience (e.g. mutual respect etc). If someone causes disturbance during the session, we have make the persons leave the session. If we learn in advance that some troublemakers are likely to come, it is better to meet them in person before the session and talk about it, in an informal way

and place.

*The conclusions of practical procedures of the session in the four localities*



At all localities we met the following phenomena: for those who did not know the Citizen's Jury methodology seemed hard to understand, why one or two days, or more hours were necessary to discuss a topic. When they became acquainted with the proceeding of the session, they acknowledged that this time was indeed needed to do a valuable work. In the future it will be important to stress already when advertising the session that such duration is essential.

As we mentioned already, the participation and its duration cannot be known in advance, hence a minimum duration of the session must be set and in case only less time would be available, it is better to postpone the Citizen's Jury.

A condition of involvement and of future activity, is to undo and recreate the usual gestures of communication and problem-solving: i. e. the long discussion of those who are in power, the loud and ad hominem arguments, the long deviations from the subject and perceiving the municipality as a caring parents contra self-organized civic initiatives.

As a result of the latter aspect, the communal participation means a responsibility to act as well, after which they cannot blame only the municipality. The moderators often had to recur to facing contrasting opinions, to which it was essential to establish beforehand a trusting and confidential atmosphere.





## Chapter III. Life after the Citizen's Jury



### Follow-up

A Citizen's Jury project naturally does not end with organizing a successful forum, as the long-term aim is the practical execution of the proposals. We hope that the project gives life to a sort of civil solidarity and cooperation that will have a long-lasting impact on the life of the community. Yet even this cooperation and the emerging networks of contact must be strengthened and receive support in the future. We must be prepared that during the execution of the proposals, such question would emerge the solution of which needs further meetings, or even a second Citizen's Jury session.

The most important steps of the follow-up work:

#### *Handing down the proposals to the concerning authorities*

The proposal, created as the result of a consensus-based decision-making is the most important result of the Citizen's Jury. It is to be planned carefully, to whom and in what way we send it. All authorities and bodies, and their directors, who are concerned in the execution process suggested by the proposal, have to receive a description of it. If these organizations did not take in any way part in the work of the Citizen's Jury, we have to describe in a cover letter the circumstances in which the proposals were made, the core of the Citizen's Jury method and if possible, we must hand it over personally, accompanied with a short summary. The proposals have to reach also the participants of the Citizen's Jury session, the local civic organizations and the press as well.

The widest public is important for two reasons:

1. The inhabitants have to know the precise content of the proposals, as only in this way they can regard them as their own and commit themselves to its carrying out.
2. With involving the public we can secure that the decision-makers would not ignore the proposals.

#### *Acknowledgements, celebration*

At successfully terminating our project we should remember to express thank to the participants, all the partners and the representatives of the press. In a project, people often make more than they initially declared or they were asked for, thus acknowledgement has a double importance.

In a ceremony organized for the partners, we can underline the success of the project, we may

briefly mention the difficulties, but fundamentally the function must serve to celebrate our efforts and results.

In this phase we can propose further cooperation to our partners.

### **The start of the execution of the local projects**

Within two or three months after the Citizen's Jury session, some sort of initiative must be started, what the locals can assign to the successful functioning of the Citizen's Jury – be it even a small step forward (e. g. clearing up together the cemetery).

### **Further trainings and courses for moderators**

In case after the Citizen's Jury session a civic organization or a group from the community accept their further involvement and activity for the realization of the project, they may need training. Such short courses may teach how to obtain sources, how to write applications, create voluntary organizations, how to communicate with the media, and to learn general project management.

In order that the method and execution of the Citizen's Jury may become a public property of the locality, emerges the need for training local moderators as well. During these trainings we may teach them techniques of conflict-resolution, a repertoire for reaching a consensus, and similar skills that we used either during the preparations or at the Citizen's Jury session.

### **Six-months Follow-up**

After half a year, let us make a simple analysis on the short-term impact of the Citizen's Jury and on the long-term expectation it raised. Let us discuss, what precise results and movements can be connected to the Citizen's Jury session and how the municipal leadership handled the proposals formed at the session. To this discussion we should of course invite the representatives of the municipality and of the press, as well as the widest possible public, not only those who worked close around the project.

### **Epilogue**

We would like to thank you, reader, to have

followed with attention our first project for community development. We hope that this practice will be incorporated into other localities' functioning and they try together the ways of problem-solving and future-planning, with us or independently. If you feel inclined to work with the Cromo Foundation, please do not hesitate to contact us.

The success and effective working of a civic organization and that of a community depend on the capacities, skills and knowledge of those who work in it – all of them can be developed.



## References

### 1. Citizens' Jury Meetings

Name of settlement, year	Theme of CJM	Outcomes
Pócsmegyer, 2005 (840 inhabitants)	Green waste management, illegal waste dumps	<ul style="list-style-type: none"> <li>- Assessment and rehabilitation programs for the waste dump fields.</li> <li>- Creating trainband for watching trucks arriving with waste.</li> <li>- Environmental education, information and motivation tools for local citizens.</li> </ul>
Diósd, 2005 (5400 inhabitants)	To sell or not to sell the one and only free field of the village	This was a typical case when it shows best that by using the CJM method we can get down to the core problem, therefore we can find solutions. The need of the village was to get an income for the local government to modernise the infrastructure. The CJM suggested for the local government to apply venruresome techniques in managing the village.
Pilisszentlászló, 2005 (980 inhabitants)	Conflict between residents living in the village for years and newly settled ones; There is no community building	<ul style="list-style-type: none"> <li>- Local citizens should assess needs for cultural and free time activities on the settlement,</li> <li>- There is an out of use sports facility that should be renovated and used as a multifunctional cultural facility.</li> </ul>
Tápiószele, 2005 (6300 inhabitants)	Who's cemetery is it? (Neglected cemeteries in the village)	<ul style="list-style-type: none"> <li>- The aim was to have safe and clean cemeteries.</li> <li>- There was a suggestion for a care taker, opening hours and there were offers from the local citizens to do the necessary volunteer work.</li> <li>- The churches, the citizens and the local government have to cooperate to solve the problem.</li> </ul>
Pócsmegyer, 2007 (845 inhabitants)	How to save the environment of our neighbourhood?	<ul style="list-style-type: none"> <li>- Shift to ecological agricultural food production,</li> <li>- To create eco tourism.</li> </ul>
Budapest, 2007	Climate change – what can an individual do against it?	<ul style="list-style-type: none"> <li>- Complex ideas, suggestions on:</li> <li>- Environmental aspect in the education on all levels,</li> <li>- Changes in legislation: renewable energy, CO2 emission, water management, fees, taxes;</li> <li>- Transportation: empowering the communal transport, developing the railway system and cycling roads,</li> </ul>

- Technological developments: national waste management strategy, supporting green technologies,
- Community development and empowering non-profit organisations: trainings, applying direct democratic techniques, mutual communications among sectors.

Erdőkertes, 2008 (6024 inhabitants)	Too much litter and waste	<ul style="list-style-type: none"> <li>- Communal litter harvest organised by a civic organisation.</li> <li>- Selective waste management to be introduced on the settlement.</li> </ul>
Tordas, 2008 (1892 inhabitants)	Future planning: How do we want to see our village? Lack of communication between community and the decision makers	<ul style="list-style-type: none"> <li>-The aim is to develop the communication between the local citizens and the government.</li> <li>- There should be round table discussions,</li> <li>- Entrepreneur forum regularly to communicate with the local government,</li> <li>- To have an open debate on the settlement's development plan and to involve the citizen's priorities.</li> </ul>
Csór, 2009. (1780 inhabitants)	Future planning: reduction of the amount of waste, and waste management costs in the villag	<ul style="list-style-type: none"> <li>- Selective waste management to be introduced on the settlement.</li> <li>- Development of "Zero waste emission village" concept</li> </ul>
Gyöngyös, 2009-2010. (33 200 inhabitants)	Citizen involvement: Encouragement of citizen participation in the development of local Climate Protection Strategy	<ol style="list-style-type: none"> <li>1. Series of stakeholder meetings: involvement of industrial, institutional representatives in the strategic planning</li> <li>2. Representative questionnaire survey among the residents of Gyöngyös</li> <li>3. Planning meetings for the representatives of local NGOs</li> </ol>
Adony, 2009-2010. (3840 inhabitants)	Citizen involvement: Clients satisfaction and need analysis about the services of the Mayor's Office for it's organisational development program	<ol style="list-style-type: none"> <li>1. Citizen's Jury meeting for collecting critics and suggestions</li> <li>2. Representative questionnaire survey among the residents of the city</li> <li>3. Planning meetings for the representatives of local NGOs</li> </ol>
Nyergesújfalu, 2009-2010. (7660 inhabitants)	Citizen involvement: Clients satisfaction and need analysis about the services of the Mayor's Office for it's organisational development program	<ol style="list-style-type: none"> <li>1. Citizen's Jury meeting for collecting critics and suggestions</li> <li>2. Representative questionnaire survey among the residents of the city</li> <li>3. Planning meetings for the representatives of local NGOs</li> </ol>
Six small and medium size settlements in Hungary (2010)	Citizen involvement in the development of Local Health Care Strategy, future planning	<ol style="list-style-type: none"> <li>1. Series of planning meetings for institutional stakeholders</li> <li>2. Future planning forums for local citizens</li> <li>3. Training of citizen involvement for local health care experts</li> </ol>
Kővágószőlős, 2010	Future planning of the village	Involvement of the roma community in the future planning and realization
Sásd, 2011. (8340 inhabitants)	How to use the new Community Center?	Needs and suggestions for new programs, citizen initiations of new community activities
Törökszentmiklós,	Series of CJMs about	Citizen suggestions and needs about the new Center of



2011. the new local  
(21 500 inhabitants) developments

Culture, main square, bicycle road infrastructure, thermal bath, involvement of roma community, people with disabilities, and youth.

## 2. Trainings on CJM-method:

Our one-week long international trainings on CJM:

January 2007, Estonia  
October 2007, Romania  
February 2008, Poland  
May 2008, Poland  
August 2009, Poland

Our national trainings on CJM for leaders, employees, and volunteers of Hungarian NGOs:

November, 2005  
April, 2006  
June, 2006  
February 2007  
March 2007  
April 2007  
June, 2008

E-learning program for the leaders of Hungarian youth organisations, 2008

One year long training program for the education of Roma community facilitators in Baranya County, Hungary, 2009-2010

Training program and mentoring service for local Ukrainian non-governmental organisations, Ukraine-Hungary, 2011

## Contacts

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