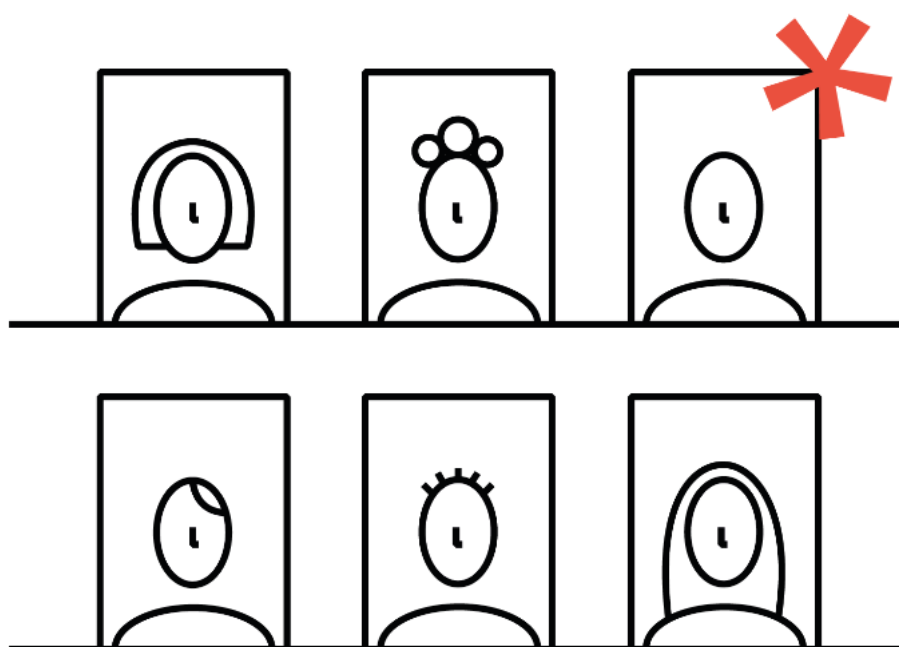


HYBRID DEMOCRACY

How to organise a policy jury? Manual of use for municipalities



This Manual complements the other handbook called *“Hybrid democracy: A manual for combining online participation and policy jury.”* Developed within the Collective intelligence for Democracy workshop at Medialab-Prado, Madrid (Spain), it has been written with the assistance of the newDemocracy Foundation.

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Part 1

A POLICY JURY: WHAT FOR?

What is a policy jury / citizen jury?

A policy jury (also called a citizens' jury or a mini-public) is a **group of randomly selected citizens, demographically representative, who are invited to review and discuss policy proposals for the city.** These juries get training in **critical thinking, background information, and access to subject experts** and advocates for different views. They are intended to help elected representatives, not replace them (Carson, 2003).

Why should we use a policy jury?

When public meetings are dominated by well-organised interest groups, lobbies or by more articulate and highly motivated individuals, the voice of the average citizen is either not heard or excluded, or they themselves do not believe they can add value to public participation processes. Participation processes like policy juries are a way of providing a **transparent process for involving and bringing together experts, ordinary citizens, service providers, interest groups and the decision-makers.** Policy juries also **emphasise deliberation and interaction.** These attributes encourage learning both among participants and between participants and officials (Carson, 2003).

When should we use a policy jury?

The most polarized issues are not usually the best ones, because they need dialogue, not deliberation. Also, a policy jury **should not answer a yes or no question.** Instead it should **address an open-ended question where the citizens can create new ideas and a set of recommendations.** Policy juries are a **good option when politicians have controversial issues that cannot be discussed without lobbies or political parties intervening.** The issue should also be within the competencies of the commissioning institutions. We recommend not to debate questions linked to human rights, at least during the first year(s) of organizing policy juries.

Part 2

BUDGET AND FUNDING

In order to have a successful experience, this process has to be **adequately resourced**.

The budget must consider **staff cost** (third parties working on the process, such as the independent organiser team, facilitators, data analysts); **expert consultancy**; **jurors' incentives**; **other jury expenses** (e.g. covering childcare costs or compensating non-worked hours); **event organisation costs** (venue and catering); **transport**; and **publicity**.

The specific cost of the policy jury depends on several factors (who is the Commissioning authority, how many tasks the Commissioning authority can assume, who is the independent organiser, what is the honorarium for jury members, etc.). As an indication, **the average cost of a policy jury is between €35.000 euros at the municipal level and €160.000 at the State level**.

The funding is generally provided by the commissioning authority.

Here is a reference of costs used in Australia by the newDemocracy Foundation:

	SMALLER PROJECT COST	LARGER PROJECT COST
Recruitment – invitations	In a city council, we may invite send 4,000-5,000 invitations at a cost of around \$1 per piece. \$5,000 = 3.250€	For a state project we may send 25,000 invitations as we are spanning a 1m+ population and need larger geographic reach. At \$1 per piece for print and postage. \$25,000 = 16.245€
Facilitator <i>(average price per day in Australia is \$2,000-\$2,500 for a senior practitioner, and \$1,500 for a support staff member)</i>	In a ~26-32 person jury you need one lead and one support. To cost a jury with 5 meeting days you should allow for the same number again at least to allow for facilitator preparation. \$30,000 = 19.500€	In a State context we run on 43 jurors. This requires 2 senior facilitators and one support. (Note how juror numbers have huge budget impact because of this) \$75,000-\$90,000= 48.800€-60.000€
Juror payments (important for diversity: a small payment helps low income, youth and disabled people attend)	Average \$80 per juror per day. 30 people x 5 days x \$80 = \$12,000 = 7.800€	Average \$120 per person per day. 43 x 5 day x \$120 \$26,000 = 17.000€
Venues and staging	Minimal using council facilities \$2,000 = 1.300€	Roving microphones, multiple screens (for presentations). \$12,000 = 7.800€

	SMALLER PROJECT COST	LARGER PROJECT COST
Catering Must feed people well if you want to keep them for all 5 days!	Allow welcome coffee, lunch and two breaks: around \$60 per attendee per day plus staff. 40 x 5 days x 60 \$12,000 = 7.800 €	Same standard, but more people. 50 x 5 days x 60 \$15,000 = 9.800€
Digital tools	Assume we can use existing software subscriptions. \$0	May need staff and customisation. \$8,000
Independent NGO operator (newDemocracy role) Design, recruitment, operations.	Charged on capacity to pay, so greatly reduced for councils. \$20,000 = 13.000€	Six to eight month engagement period. All inclusive. \$55,000=36.00€

The table below may serve as a reference for budget building for our model (digital participation + policy jury):

1. STAFF COST

1.1. Independent Organiser	Managing the whole process
1.2. Data analysts	Digesting and summarising online proposals and comments
1.3. Meeting facilitators (only in the case of Path 2 offline)	4 hours session with similar interest groups for building proposals
1.3. Jury's facilitators	Meetings summing up 40 hours + preparing

2. EXPERTS CONSULTANCY

Independent experts (not stakeholder related)

3. JUROR INCENTIVE

41-57 jurors

4. JURY EXPENSES

Other costs related to supplying jury's needs (e.g. child care)

5. EVENT ORGANIZATION

5.1. Venue	No fee if the Commissioning entity give up a space
5.2. Catering	41-57 jurors + 15 managing team

6. TRANSPORT

For 41-57 jurors

7. PUBLICITY

At the different stages of the process

Part 3

HOW TO ORGANISE A POLICY JURY?

How many people should compose a jury?

We recommend a group of **about 40 people (enough to be representative)** in order to create **more input and diverse ideas** than when you are few but at the same time **more easily controlled** than when you are more. Remember to **divide the people into smaller group** once they start reviewing proposals in order for them to deliberate in an efficient matter.

In the case of Madrid, it could be any odd number around 40, but it could also be 57, which corresponds to the number of politicians that compose the Legislative body of the City Council (el “Pleno”). Symbolically 57 is very attractive, although it has a higher cost than a smaller group.

For more information, please see the Research note about [“Sample size for mini-publics”](#), in the newDemocracy website.

How much time is needed?

Timewise **40 hours** of face to face meetings are typically needed, depending on the topic and method of choosing an issue, though it is important that it is **never in a row as the jurors need time to think between the sessions** and the **organisers need time to locate experts**. Usually **3 months** is a long enough period for the jury to get to know more about the subject, learn about critical thinking, and deliberate.

How should we organise the random selection?

The project manager must choose a **suitable method of random selection**, such as **mail outs** using the **electoral roll** or **telephone listings**, or **randomised phone dialling**. It is important that the participants are representative in terms of demographic profile. For example if most of the elderly women who are invited turn down the invitations, you must not replace them with a different demographic group but recruit more elderly

women. Also, in order to have a representative group, it is important to invite people and let them decide, instead of asking for volunteers and then making the random selection.

The newDemocracy Foundation advises the following steps:

- ∴ **sending invitations**, preferably in form of letters as they are symbols that imply honour and importance, to randomly selected residents (NOT disclosing the topic under discussion);
- ∴ requesting the return and **completion of forms with demographic information by interested citizens** (see the list below);
- ∴ **grouping respondents on primary demographic statistics** such as age, sex, location and occupation type;
- ∴ **making a short list of citizens randomly selected** from these groups which must also be transparent and random (within stratified sub-groups);
- ∴ notifying participants and excluding those with any significant involvement in the issue under discussion; and
- ∴ **drawing up a final list of participants**, with a shadow list in case of last minute withdrawals.

Basic information to be collected from participants should **include**: name; address; sex; age; occupation; ethnicity; rural or urban (if non-metropolitan); and special needs (for instance if assistance is required for people with impaired hearing or a mobility disability — in case they are invited to participate in a focus group or jury/panel at some stage).

At times it may also be **appropriate to collect more information** to help understand and interpret the results of register surveys. For example if a road safety survey is anticipated it may be appropriate to find out whether participants have a driver's licence, ride motorcycles or bicycles. However, **experience has shown that it is unwise to ask for too much information in the early stages of recruitment**. Probing detailed questions tend to put people off.

Important to consider:

- ∴ If using the electoral roll, use another method for attracting people under the age of 18.
- ∴ Train staff to ‘cold call’ people, or use **experienced research companies**.
- ∴ Use a **direct and engaging invitation** which clearly spells out the function of the register, the importance of gaining a representative group, and the process of recruitment.
- ∴ Offer **translation services** to people of non-Spanish speaking background.
- ∴ **Be clear about the size of the register you are aiming** for so as to determine how many calls or invitations by letter you may need to send.

Minorities

When it comes to sortition based on the demographics of the population it could sometimes be a good idea to have an **overrepresentation of minorities**, that way you **avoid the risk of someone feeling like the only outsider in the room** and allowing them to form a “critical mass.” Minorities often have histories of repression which are important not to repeat. This is also an important consideration for the designers and facilitators of jury deliberations.

Incentives for jurors

In order to create an incentive for the participants to participate it is **good to pay an honorarium**. It is a gift to honour their contribution to the city and not a salary. **The honorarium should be paid at the end of the process and could be between €40 and €60 / day / juror¹** (i.e. between €200 and €300 for 5 days juries). It is also **very important to cover obligations people may have** during the days they participate in the jury (child care, home care, elderly care, work,..), and to cover transportation costs.

How do we create a secure environment for participants?

Before meeting:

It is important that the participants are **informed of what is expected of them and the conditions for their participation** in a way that is easily understood by anyone. The more they know about the process, the less likely it is that someone will feel excluded or unhappy. The

¹ In Australia, in juries organised by newDemocracy Foundation, jurors were paid in 2016 between €50 and €64 / day. In Spain, in juries organised in Catalunya between 1999 and 2002, jurors were paid between €30 and €60 / day. In Berlin, in citizen juries organized between 2001 and 2003, jurors were paid €20 / day (the juries would last between 6 and 12 months).

first step is to learn the **needs** of the participants. For example, in terms of accessibility, you have to make sure that the space you are using for the meetings is easy to get to for people with disabilities as well as for people who lack the resources to travel a long way. If someone has children or sick relatives to take care of they might need a relief of that responsibility during meetings or need to meet at specific times during the day. **Language** is also an important aspect which either can be solved by speaking slower and more clearly or by using translators if necessary. If the participants need to read certain documents beforehand it could be good to know if anyone has issues with that so that they can access the information in another way. When it comes to economic resources, participants might need to have their **transportation costs covered**. Do not forget to ask people about allergies or other dietary requirements if you are going to serve food.

During meetings:

Once you have created the best possible environment before the participants arrive to the meeting you have to start working on the work environment during deliberation processes. When we look at participation we can generally find structures that make it easier for some people to be heard and others to be ignored. It can be because of gender power relations, economic resources, education, discrimination based on skin colour, disabilities etc. These structures can affect the amount of time we speak in groups, how much space we take up in a room, how comfortable we feel in public settings and how welcomed we are. Knowing this, **we have to make sure that everyone is actively listened to and included**.

One way could be **to have clocks when people speak in order to divide the time equally**, another could be **to have a list for whose turn it is to speak and to rotate the person responsible for the list**. It is usually **easier to work in smaller groups before discussing with everyone**. Another important step to prevent discrimination is to have **clear guidelines from the beginning which you create together with the group**. The guidelines would be rules for how we should behave towards each other and how to communicate while meeting everyone's needs. When discussions get too heated or directed at one person it is important for the facilitator to stop it and remind everyone of the need for mutual respect. It can be helpful to use more than one facilitator (see below), so that one of them can focus their attention on ensuring an environment where everyone speaks and is treated with equal respect.

It may be helpful to use a **deliberation pledge** as a form of guideline between the participants. For example the jurors could read and sign the following oath:

"I stand here as a citizen of the world. I will treat all participants with respect and listen with an open mind. I agree to delay making any final decision on the matter under consideration until I have heard all of the evidence and arguments. I recognize that some things that I

currently believe to be true may turn out to be wrong, and that other things that I currently do not accept may turn out to be valid. I commit to making a final decision that I genuinely believe is in the best interests of the world.”

By following these steps **you ensure that everyone feels included and safe in participating**, which is important if you want people to take part voluntarily and still being representative of the population, including people who are not used to taking part because they lack trust, resources or normally do not feel included in decisions.

The stakeholders:

It is a good idea to hold a **workshop for the stakeholders in order to assure them that the process will be neutral**. Stakeholders could consist of activists on all sides or companies and organisations affected and invested in the issue, or people in government departments who will have to carry out a decision. **The stakeholders could give recommendations of experts that can be used and alert you to different arguments that will come up during the deliberation**. Decision makers may not want to listen to advocates for a cause, but if you can get the stakeholder to understand that if you cannot convince the citizens then it is not a good argument, it strengthens their ability to be an effective advocate. You could use a steering committee, which is a more organised group of stakeholders that can follow the whole process of the citizen jury, to assure their constituencies that the process is not being stacked against them. However, **if you work for the local government you might not need a committee - it could be enough to have a workshop with the stakeholders**. It is important to remember that they are not process experts or process designers. **You have to be careful so that they do not get involved in the method, since they are not neutral**.

Choosing expert speakers for the policy jury

To be successful in their purpose, the experts must not only be knowledgeable, but also **representative of different viewpoints, respected by the jury members, and able to communicate effectively about their expertise with non-experts** (this includes having good listening skills).

Stakeholders have an important role to play in identifying experts. Citizens themselves have varying degrees of knowledge and are able to contribute their own knowledge to deliberations, **but any evidence that is brought into the room by jurors or experts must be scrupulously interrogated**. Hence, the newDemocracy Foundation has developed **exercises which explore cognitive biases and enhance citizen’s capacity to interrogate their peers as well**

as expert speakers. Then, there is a process of identifying experts that jurors would wish to hear from and prioritizing those experts.

The organiser has to make sure that the experts have intersectional perspectives of gender, anti-racism etc.

Compared with selection of experts by decision makers, these alternative approaches can produce a better balance of views, and avoid public and media suspicion of an unfair selection. **They also give the jurors a voice in selecting the experts they will use.** However there are some pitfalls to be mindful of: citizens may identify “celebrities,” and “confirmation bias” may be activated (our tendency to want experts that confirm what we already think rather than challenge our existing views).

For more information, please see the Research note [“Choosing expert speakers”](#) in newDemocracy website.

Hearing from experts

The participants should **critically and effectively hear and learn from expert witnesses** in a way that ensures they understand the challenges being considered.

newDemocracy contends that a **learner-centred approach is more efficacious; it focuses on critical thinking and questioning that emanates from citizen’s natural curiosity** when they become collectively motivated to solve a problem.

Experts are encouraged to use a language that is not saturated in academic jargon, acronyms, or similar. **Once participants have absorbed introductory information** provided by both the decision maker and nominated speakers, **participants then choose the experts they wish to hear from.**

newDemocracy has also developed **methods to extract useful information from experts, dividing the jury in small groups and making experts rotate from one group to another, answering questions rather than making presentations.**

For more information, please see the Research note [“Hearing from experts”](#) in newDemocracy website.

Enhancing citizen jurors' critical thinking capacity

Critical thinking is an important skill for members of policy juries. None of us are born with it, but we all have the ability to learn it. Before policy juries consider an issue, they are given a **short course in the basic skills of critical thinking**.

For more information, please see the Research note "[Enhancing citizen jurors critical thinking capacity](#)" in newDemocracy website.

Importance of facilitation

The role of the facilitator is of great importance in order **for the deliberation process to work smoothly**. For information about how to create a safe and good environment for participation see "Environment of participation" in the section above.

Other important things to consider are:

- ∴ It can be good to **change the scene of deliberation**, taking the participation out of the room. Sometimes field trips are necessary in order to create new thoughts and ideas.
- ∴ **Co-facilitation could be a good option** as you divide tasks between two or more facilitators. For example, one could be in charge of the task at the hand and the end-result, and the other could monitor the environment and relationships between the participants.
- ∴ The facilitator and the organisers must be prepared for possible overtime and be able to build in additional time, when required.

For more information, please see the Research notes about the "[Importance of facilitation](#)" in newDemocracy website.

Deliberation

Deliberation involves **both dialogue and debate**. The deliberative process is not a natural enterprise. **It requires skilful facilitation** - just enough to allow the group to make its own decisions and find its own way when the going gets rough, and to keep the group working well.

When a group deliberates, it is **consensus seeking**. This does not mean that unanimity must be attained. Indeed, minority reports are always encouraged. What it does mean is that **the group is aiming to establish the extent of agreement and what each person can live with**.

newDemocracy always builds in the **possibility for a final vote that should only occur toward the end of a policy jury**; voting at an earlier stage can be the death knell of consensus because it closes minds before all is known about a topic. **Sometimes, at the end, an 80% vote in support of a recommendation is worth noting**. Should it go to a vote, a **secret ballot is essential**. This is typically done using keypads and the result is projected on a screen.

For more information, please see the Research notes about "[Deliberation](#)" at newDemocracy website.

Transparency and Confidentiality

Complete transparency in:

- ∴ Criteria to select an issue
- ∴ Schedule
- ∴ Criteria to participate in the platform
- ∴ Data used to form communities in Decide Madrid
- ∴ Data used to digest proposals
- ∴ Criteria to select the jury
- ∴ Experts and stakeholders present in the jury
- ∴ Documents shared with the jury members
- ∴ Recordings of the conversations in the plenary meetings
- ∴ The numbers of votes on different issues
- ∴ Set of recommendations proposed by the jury
- ∴ Accountability: always communicate what will be/has been done with those recommendations

Confidentiality in:

- ∴ The conversations in the small "breakout groups"
- ∴ Each individual's vote

Mixed model:

- ∴ Confidentiality: Names and personal data of the jury members to avoid lobbying
- ∴ Transparency: Identities of the jury members once the project has ended

Who are the stakeholders? What should be taken into account when designing a communication strategy?

Stakeholders	Criticism/Fears	Opportunities	Narratives and Communication strategy
Citizens	<ul style="list-style-type: none"> - Mistrust in other citizens. - Mistrust in politics and parties. - Fear of change, instability: cognitive associations between democracy and failed socialist projects. - Process perceived as very expensive, a waste of public money. - Mistrust in Spanish society. - Strong identification between elections and democracy. 	<ul style="list-style-type: none"> - Delegitimization of parties system. - More trust in experts than in politicians. - Incentives. - Decentralized trust: a process where those who write a proposal don't decide on it. 	<ul style="list-style-type: none"> - Recover trust in other citizens: Comparative with public services: nurseries, school, hospitals... - Empowerment: citizens' decisions will be directly applied. - Recover the meaning of democracy: the Greeks believed that elections were not democratic. - Explain the process in a simple manner. - Communicate the role of experts vs. professional politicians.
Politicians	<ul style="list-style-type: none"> - Loss of power - Mistrust in citizens, based on previous experience - It is an expensive process. - The model seems difficult / Not-applicable / Not -realistic 	<ul style="list-style-type: none"> - This model can reduce mistrust in politicians. - It can make it easier to decide on difficult ("no-win") situations. - Once systematized, it can mean less work. 	<ul style="list-style-type: none"> - Best practices in other countries. - Costs: in the mid-term it will be less expensive. - Opportunity in "no-win" decisions. - This model can reduce mistrust in politicians.
Associations/ Activists	<ul style="list-style-type: none"> - Process perceived as very expensive, a waste of public money (they do it for free) - Loss of power. - Perception that they have better information than regular citizens, and that citizen juries are a mechanism for politicians to directly influence non informed citizens. 	<ul style="list-style-type: none"> - They are open to new models of democracy. - Sensitive to well informed processes. - They may be willing to participate in citizen juries as stakeholders. - They may get a better hearing for their proposals than they do now 	<ul style="list-style-type: none"> - Why is it necessary to pay to the jury? - How can these actors participate in the process? If participating as developers of proposals and experts or stakeholders, they can directly influence in policy making. - Clearly explain why is this a more democratic and representative model? - Explain why citizens will be well informed.
Media	<ul style="list-style-type: none"> - Media is usually in pursuit of controversy, and this is a new model that will not be perfect, especially at the beginning of the process. - In Spain, most of mass media are conservative, and sceptical of changes. - They tend to simplify and treat lightly complex issues. 	<ul style="list-style-type: none"> - Media is also in pursuit of news, so they will be probably willing to cover a new process like this. - Some journalists are open to new models of democracy. 	<ul style="list-style-type: none"> - Be highly transparent from the very beginning of the process with media. - Make them part of the process. - Try to explain it in a simple manner so they won't have to simplify it in a wrong way. - Explain how this process is working in conservative cities/countries. - Enlist support from respected, retired national politicians from opposing political parties, and have them help in talking to the local media.
Lobbies	<ul style="list-style-type: none"> - Loss of power. - More difficult to manipulate. In Spain, Electricity, Banking and Telecom lobbies are very powerful and have direct access to politicians, so this will be the more reluctant group. 	<ul style="list-style-type: none"> - Lobbies have also a very bad image between citizens, so participating in this process could clean it up. 	<ul style="list-style-type: none"> - Make lobbies part of the process. They can participate as proposal developers and stakeholders regarding many issues.

What should be the key aspects in the narrative strategy?

PEDAGOGICAL: As it is a not well known and quite complex model there should be a phase where it is clearly explained.

NEUTRAL/INDEPENDENT: The model should not be associated to any political party or ideological association, so the communication should ideally be “non-branded.”

PROVE ITS VALUE: the cost of the process is very visible, so the organisers should be prepared to justify it.

BEST PRACTICES: In other cities, countries.

HORIZONTAL COMMUNICATION: Local leaders, influencers in each community, politicians should communicate this model to other politicians.

THE SPANISH SITUATION: mistrust, insecurity regarding our own abilities and those of our neighbours. Generate trust.

CHANGE COGNITIVE FRAMES: from closed minds and the goal of defeating other groups, to open minds and the goal of a shared search for “what we can agree on.”

Monitoring the implementation and evaluation

After final deliberations, the jury releases its **findings and recommendations in the digital platform**. The recommendations appear in language that the jurors themselves develop and write. The recommendations are presented to the decision-making body in the form of a report.

Evaluation approaches will vary depending on what is being evaluated and this should be decided early in the planning process. Generally evaluation will be on a ‘micro’ level, looking at the event itself and whether it was fair and unbiased. ‘Macro’ level evaluation (i.e. evaluating the citizens’ jury process itself and issues such as whether or not it influences policy or has a long-term impact on participants) is more complex and a number of researchers have explored the issues involved.

It is vital that project managers clearly and transparently carry out any actions they have agreed to – such as publicly promoting the results of the jury, accurately representing the jury findings to governments, and providing the jury report to appropriate people. A public explanation of what will happen as a result of the jury is an important part of promoting this form of public participation. **The project managers must carry out any follow up and keep the panel informed on the outcomes of its recommendations.**

Part 4

SOME EXAMPLES OF POLICY JURIES

1992. Idiazabal City Council (Gipuzkoa, Spain).

“Núcleo de intervención participativa” (a German version of policy juries) to decide the construction of a football field. 25 jurors during 3 days in July, 8 hours / day. Random selection from the Census + letter + visit to homes + asking permits to companies to allow the participation of workers. Compensation for expenses as well as for lost profits + personnel that replaces them in their functions. Mandatory decision. Independent organiser: CitCon (Hans Harms + Luxio Ugarte).

1997-2002. 10 City Councils in Catalonia (Spain).

“Consejos ciudadanos” to decide about public spaces, environmental action plans, integration of immigrants, urban planning, etc. Between 20 and 93 participants by jury, meeting length between 1, 1,5 and 3,5 days. Random selection from the Census from age 16 + letter + personal interview + management of working permissions. Honorarium: between 30 and 60 euros / day. Cost: some €14.000 / Consejo. Mandatory: not always. Independent organiser: Fundación Jaume Bofill + Indic.

More information: <http://www.fbofill.cat/sites/default/files/381.pdf>

2001-2003. Berlin City Council (Germany).

Citizen juries. Around 30 participants by jury, 51% randomly selected citizens and 49% associations' representatives. 15 sessions / jury during 6 to 12 months (1 to 2 times / month). To decide how to spend €500.000 in each Neighborhood (€8.500.000 in total in 17 neighborhoods) in projects for the neighborhood (⅓ of the projects come from local associations; ⅓ from individuals, mainly artists). Honorarium for jurors: €20 / session. Mandatory decisions. Results: 700 realized projects. Organizer: Neighborhood managers (in charge of relationships between politicians, administration and citizens; they belong in general to Urbanism Agencies or are City council workers).

More information (in French): <https://www.erudit.org/fr/revues/ps/2006-v25-n1-ps1378/013513ar.pdf>

2015-2016. Donostia-San Sebastián European Cultural Capital (Gipuzkoa, Spain). Citizen juries (“Ardora”) to select and fund citizen projects within “Olas de Energía” program, allocating €241.920 in 2015 and €201.600 in 2016, distributed in 121 projects. Juries composed by 25

citizens, that attend 4 working sessions within 3 months (one methodology session and 3 sessions to select the projects, 2h30 each session). Randomly selected every 4 months sending about 300 letters from the City council using the Census. No honorarium, only a gift (e.g. a compass to the first jury), and tickets for events within the Cultural Capital. Organized by workers of the Cultural Capital, with the assistance of an organiser specialized participation processes (Aztiker).

More information: <http://dss2016.eu/es/san-sebastian-2016/olas-de-energia/ardora.html>

2016. City of Greater Geelong (Australia).

In April 2016 the State Government acted on the recommendation of an independent Commission of Inquiry and dismissed the Greater Geelong City Council (216.000 inhabitants), and committed to consult the community about its local governance model before the next council election. Over four months a randomly selected group of 100 people from the City of Greater Geelong convened to deliberate on the remit - "How do we want to be democratically represented by a future council?" Drawing from international and domestic advice and their own choices of expert speakers, the Jury delivered a final report with 13 recommendations, and the Victorian Government agreed to adopt 12 of them.

More información here: <https://www.newdemocracy.com.au/ndf-work/329-local-government-victoria-democracy-in-geelong>

More examples in Australia: <https://www.newdemocracy.com.au/our-work>

Part 5

EXAMPLES OF ISSUES THAT COULD BE DEBATED IN MADRID

Path 1 (Issue decided by politicians):

The first path is triggered by the executive board of the Government when it identifies a complex issue which requires lengthy deliberation. This can be done either by a request of the board members or by the political parties. In this case, the executive board formulates the question together with the independent organiser.

One question here could be about **poverty**: *“How could we ensure that no one in the Municipality lives below the poverty line?”*

Path 2 (Popular initiative):

The second path is triggered by the outcomes of the participation in the digital platform. Once a year, all the contributions (proposals, comments, supports, etc.) coming from the platform within the determined time (e.g. 12 months) are taken into account and analysed in order to bring out the most popular issue(s) that will go through the *digital participation + policy jury* decision process.

In the case of decide.madrid, the theme that gets the most proposals and support is about **cleaning**. The question could be: *“What should be done to ensure the cleaning of the City?”*

Another possibility is taking the most popular proposal in decide.madrid (and not the most proposed theme). In this case, as an example, the question to debate would be linked to housing taxes (IBI) for the Church in Madrid, and the question could be: *“What taxes should be applied to buildings in Madrid?”*

Frequently asked questions about policy juries

You only propose the organisation of policy juries, composed of around 40 people. What about Citizen assemblies, with 150 or more participants?

In terms of representativeness, effectiveness and cost, the policy jury model is the most efficient. However, a Citizen Assembly can help in terms of visibility and impact in media.

Policy juries may work in Australia and other Northern Countries, but can they work in Spain?

There are many international examples (Iceland, Ireland, Mongolia, the USA, India, Poland, Holland, Belgium, France, Germany, Great Britain, etc.), but variations of policy juries (*Núcleos de intervención participativa*, *Foros deliberativos*, etc.) have also been implemented since the 90's in different parts of Spain (Basque Country, Catalonia, Andalucia, etc.), with very good results.

I am involved in an association / I am an activist. I do not get paid and I feel I am not heard by the City Council either. Why should people who do not know anything about an issue be paid, and be part of a group that takes decisions?

The goal of democracy is to make decisions that the public as a whole would make if they had the time, attention, resources and expert information to make fully-informed judgments. The policy jury acts as a judge of policy matters on behalf of the whole citizenry. Those with a special interest in the issue (whether activists or special interest lobbyists) may have interests that are counter to the public interest.

There are important roles for associations like yours in the proposed process - for example, developing proposals, presenting views to the jury, and in some cases, monitoring the process to be sure that it is fair. And in some cases, your association may get a fairer hearing from a jury than from the City Council.

Could this model fail? What if it fails? Who are you going to call?

The best case scenario is for the process to be repeated several times each year, and to be periodically evaluated and improved. That way, a failure in one decision can result in valuable learning for the next decisions.

References

Most of the texts written here are taken from Research notes, Research papers and Handbooks written by the newDemocracy Foundation. For further information please consult: <https://www.newdemocracy.com.au/>

Carson, Lyn (2003). "Consult your community- a handbook: A guide to using citizens' juries". Available at: http://www.activedemocracy.net/articles/cj_handbook.pdf