

2. PB Cycle

Steps toward PB in Municipalities

How to get started?

[Experiences from Finland]

Steps toward PB in Municipalities

CONTENT

2.1. Developing PB

2.2. Planning implementation (method/model)

2.3. Implementing (pilot)

2.4. Evaluation

2.5. Continuous development

2.6. Resourcing

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2.1. DEVELOPING PB

Developing PB: What?

- PB is a democratic innovation, in which citizens are involved in discussion, planning and decision-making concerning use of public funds
- The origins are in Porto Alegre, Brazil (1989). After that it has evolved as a very popular tool of citizen participation
- Over the 30 years, PB have expanded over 7,000 cities worldwide which makes PB most popular model of participatory democracy at local level.
- There are many ways to conduct a PB process with wide range of possibilities for interaction methods.

Examples of Ways Of Implementing PB

Theme or city division

Inhabitants take part in planning and decision-making regarding a set theme, funds or parts of funding for specific city division.

Area or neighborhood

Inhabitants from a specific area or neighborhood take part in a specific PB-run.

Project

Inhabitants take part in planning and decision-making of a one-time project.

Percentage of budget

A fixed, annual percentage of municipal or divisional budget allocated for PB.

PB Process in General



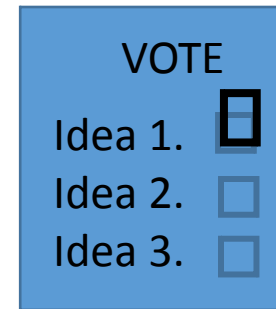
Idea creation

Inhabitants are asked to give out ideas on how to improve their municipality. The theme can be open or limited. An area or target group can also be given or selected.



Co-Creation and Pre check

Ideas are co-created by inhabitants and city experts on online platforms or events to turn the initial ideas into proposals. Some form of pre-check to make sure the proposals could be implemented usually occurs during this phase.



Voting

Voting can take place on an online platform, using an inquiry tool, in paper and pen –format or a combination depending on the resources available. There can be an age limit, area limit or similar.



Implementation

The vote settles the proposals that are then implemented.

1. Developing PB: Why?

Global trends concerning citizen participation activities

- Overall discussion about democracy
- Benchmarking between different countries
- Digital era

Overall discussion concerning direct democracy

- Question of social justice, equality and accessibility
- Lower trust for representative democracy and lower voting turnout in parliamentary and local elections -> need for new channels of participation to include also non-voters.
- Need for local government to renew its course of actions.

Regulation

- Countries may have legislation that obligate local governments to develop methods of participation
- Local governments may also take strategic decisions to obligate organisation to develop certain structures of participation or overall development and change towards the culture of participation.

Developing PB: Why?

Advantages of PB from the viewpoint of government

Education

- Possibility to learn from citizens and their preferences and important issues
- Wider understanding about the current challenges and possibilities for interaction concerning these issues
- Possibilities to inform citizens about government's activities and budget-related issues
- Wider understanding about allocation of public funds

Trust

- Build trust and gain citizens' commitment to local community
- Possibility to gain legitimacy for government's actions

Quality of processes

- Possibility for better policy and implementation and better quality for services
- Helps government to develop its processes more open, transparent and participatory and practice for example methods of co-creation

Sources:

Pihlava, Ritva (2017) Osallistuva budjetointi kunnissa ja maakunnissa. Kuntaliitto.

[osallistuvabudjetointi_ebook.pdf](#)

Irvin, R. A., & Stansbury, J. (2004). Citizen participation in decision making: is it worth the effort?. *Public administration review*, 64(1), 55-65.

Developing PB: Why?

Advantages of PB from the viewpoint of citizens

Education

- Helps to understand the government processes.
- Wider understanding about the current challenges and possible to interact concerning these issues
- Helps to understand the preconditions (concerning budget etc.) of government's actions

Active citizenship

- Enables an access to government's processes
- Produces an experience of active citizenship for participants

Sources:

Pihlava, Ritva (2017) Osallistuva budjetointi kunnissa ja maakunnissa. Kuntaliitto.

Irvin, R. A., & Stansbury, J. (2004). Citizen participation in decision making: is it worth the effort?. *Public administration review*, 64(1), 55-65.



2.2. PLANNING IMPLEMENTATION (METHOD/MODEL)


Choosing a Theme for PB

Examples of PB Themes:

- **No special theme:** Citizens can freely propose ideas. However budget, legislation and municipality's authority may set limits to proposals.
- **Special theme or themes:** There is special theme (s) for PB (e.g. environmental or cultural issues). Proposals have to fit into this theme. Budget, legislation and municipality's authority may set limits to proposals.
- **Prepared proposals:** Municipality gives loose proposals from which citizens can choose.
- **Special target group(s):** PB is indicated to issues that concern certain citizen groups (e.g. children, old people, disabled).
- **Special region/city district:** PB is focused to certain city district.

The budget defines, which of these options (if any) is suitable for the municipality. If the budget or other resources are small, some framing is sensible. Or if the aim is to pay attention to special socio-economical issues or some hard-to-reach groups, it is sensible to frame the target group or for example the city district.

Choosing the theme carefully is important, because it influences on the amount of proposals and the voting turnout. One option is to discuss about the themes with the citizens before decide anything. The themes can be co-created.



2. Finnish Examples: Lahti PB Pilot 2020

Five steps of the #OmaLahti-process:

1. **Idea creation** by inhabitants (spring)
 - Four themes, three from City one from inhabitants
2. **Pre-Check** by City (summer)
3. **Co-Creation** by City and inhabitants (summer/fall)
4. **Voting** open to all inhabitants (fall)
5. **Implementation** by the City (fall--- 2021)

Specialty:

Project Guardians – volunteer inhabitants supporting the pilot externally in their areas

PB Coaches -chosen individuals from the City organization supporting the pilot internally within the city divisions



Pictures: The City of Lahti

Finnish Examples:

Tampere PB pilot 2020

Steps of the "Mun Tampere" -process:

1. **Innovation** by inhabitants (spring)
2. **Preliminary inspection** by City (summer)
3. **Workshops** by City and inhabitants (summer/fall)
4. **Evaluation of costs** (fall)
5. **Voting** open to all inhabitants (fall/winter)
6. **Implementation** by the City (winter--- 2021)

Specialty:

Only one target group and theme – well-being of children and youth



Finnish Examples: OmaStadi

Helsinki PB pilot 2019 – 2020

Five steps of the #OmaStadi-process:

1. **Idea creation** by inhabitants
 - A loose theme “Making the City more functional, cozier and fun”
2. **Pre-Check** and cost calculation by City to be placed on the open Decidim-PB platform
3. **Co-Creation** by City and inhabitants online and at special OmaStadi Raksa co-creation event
4. **Voting** open to all inhabitants over 12 years old, on the platform
5. **Implementation** by the City



Specialty:

“Stadiluotsit” – **City Pilots** – a group of city employees that work on different areas of Helsinki to support the inhabitants with PB as well as support the city organization. Also special Business Pilots.

Picture: The City of Helsinki, Minna Alanko

2. Round is beginning in 2020 after an evaluation of the 1. process. Changes include the process being run every other year instead of the initial ideal of annually. Also more focus is put on the process reaching more and different groups of people (harder to reach groups etc.)

Source:

<https://omastadi.hel.fi/processes/osbu-2019> & presentation by Jarkko Laaksonen City Pilot at OmaStadi (19.5.2020, TtT-online event)

List of possible PB Interaction Methods

- Joint meetings, discussions
- Inhabitant meeting or –panels
- Hearings
- Surveys (live and online)
- Partnership tables
- Workshops
- World cafes
- Open planning events
- Joint preparation
- Work groups
- Consultations
- Meetings between inhabitants and city officials and local politicians
- Co-operation with local media
- Co-operation with local NGOs

Example of Local PB Rules

OmaStadi, Helsinki

Ideas/proposals must:

- Fall under city jurisdiction
- Be implemented with the max. amount of funds allocated for set PB/Area/Theme. Employing permanent staff is not possible.
- Be made in accordance with rules, regulations and the law
- Fall in line with municipal decisions/planning

Ideas/proposals can not:

- Exceed the allocated funds
- Be targeted at for instance private property or violate current zoning
- Be in breach of Finnish law or municipal decision
- Be in breach of City values or strategy

Example of Local PB Rules

OmaLahti, Lahti

Ideas/proposals must:

- Be made in accordance with rules, regulations and the law
- Fall under city jurisdiction
- Be in line with the give themes
- Be implemented with the max. amount of funds allocated for set PB/Area/Theme. (Can also be considered as partial funding for a larger project)
- Not have long-term financial impacts for the city (no permanent staff, large maintenance costs)
- Be non-commercial
- Be non-discriminatory and promote equality
- Be possible to be implemented by the City in 2020 - 2021

Source:

<https://www.lahti.fi/paatoksenteko/osallistujavaikuta/osallistuva-budjetointi>

Example of Local PB Rules

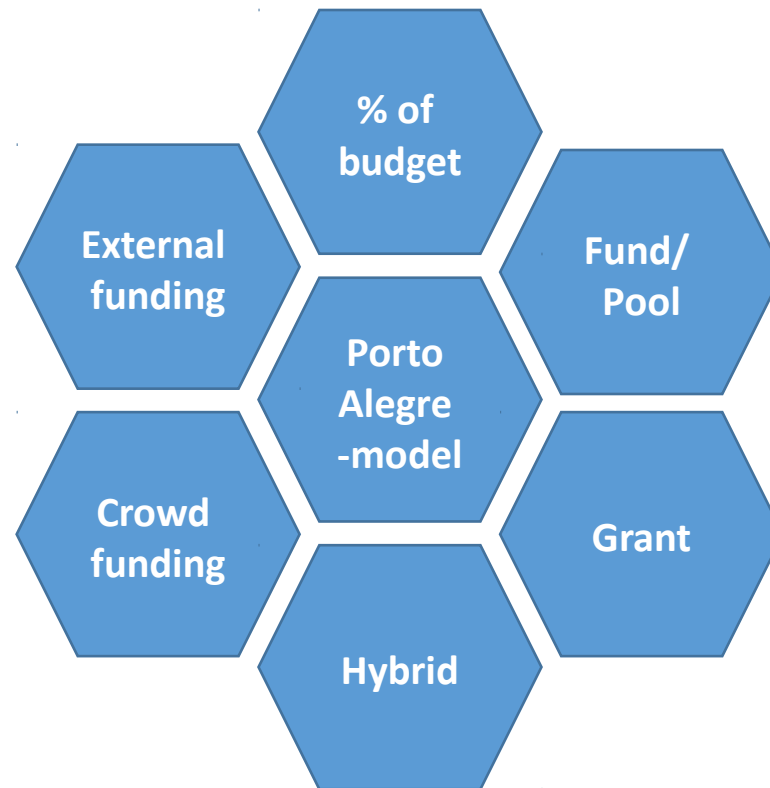
Mun Tampere - Tampere

Ideas/proposals must:

- Be made in accordance with rules, regulations and the law
- Fall under city jurisdiction
- Be implemented with the max. amount of funds allocated for set PB
- Be in line with the give theme
- Be free and free of charge for all
- Be time-limited and experimental

2. PB RESOURCES

Examples of Funding Models



Source: Based on Ahonen & Rask, 2019, P. 5-7.
OSALLISTUVAN BUDJETOINNIN MALLIT JA TRENDIT
SUOMESSA. Available at:
http://shop.kuntaliitto.fi/product_details.php?p=3573

2. Common Characteristics of PB

There is not a single model or method for running a PB, so the implementations vary between local context and when PB is run

International flagship that a commonly benchmarked PBs include Paris, New York and Helsinki

Some common Characteristics include:

- Financial resources at the heart of the process
- An open process
- Repetition of process
- Public discussion on ideas and implementation
- A variety of participatory & interactive methods used
- Implementation for instance at city/regional level, projects around themes
- Responsibility on how to monitor and evaluate implementation of proposals

2. Examples of Co-Creation & Communication Methods

- Unofficial discussions
- Working groups, councils, advisory boards, co-operation groups
- Theme discussions
- Giving the chairmanship in an advisory board
- Official consultations and hearings
- Communication and discussion on webpages, a joint platform or social media
- Communications through media
- Workshops and dialogue events
- Events
- Pilots and experiments, RDI-projects (forming a picture of the situation)
- Surveys and inquiries

2. Co-creation - Principles

1. Enquires equal participation. All stakeholders participate widely from the beginning, become heard and know the effects and results of the participation.
2. The different goals of participants are known. Common themes are sought, and different knowledge and views are brought together.
3. The process moves quickly from small experiments toward large goals
4. Skillful facilitation and carefully selected working methods are used
5. Openness, encouraging mood and the ability to handle different emotions is important

2. Co-Creation – Invitation Process:

Pay special attention to the invitation process as the foundation of successful co-creation is laid at that stage:

- Who will take part? (Target group/groups)
- Why should inhabitants take part? (incentive)
- Is there a common understanding on who would be the “right kind of participant”?
- How could we reach the less motivated to take part?
- Do all inhabitants have the same kind of possibilities to take part and have their say?
- Is the management (city, divisions, PB Team) committed?

2. Commercial Methods for Co-creation

IN ENGLISH

- <https://www.thisisservicedesigndoing.com/methods>
- <https://www.strategyzer.com/canvas>
- Lari Karreinen –model in Freedcamp

IN FINNISH

- <https://agilemobile.fi/>
- <https://innokyla.fi/fi/tyokalut>
- Lari Karreinen, mallipohja Freedcamp (also: <http://www.karreinen.org/2013/11/suosikkikirjoja-osallistavista.html>)



2.3. IMPLEMENTING / PILOT

Steps Towards Lahti Pilot 2020

- It is the vision of The City Of Lahti to be a brave environmental city in 2030
- Their values are: Openly, Responsibly, Together
- Lahti also aims to make it possible for all inhabitants to take part in developing the community
- In 2019, the City of Lahti worked on establishing a current state analysis of their work on participation and PB in co-operation with EmPaci
- There were different types of activities such as a workshop for city employees from different divisions working on participation, benchmark visits to other Finnish municipalities. Also two surveys; internal survey for staff and other for inhabitants on participation.
- Knowledge on PB, running a pilot in Lahti and EmPaci, was also spread at seminars for city employees, local politicians and other interested parties as well as Lahti Science Day and a Conference on Public administration and local government studies.
- The Division of Participation and Wellbeing decided on continuing planning of a PB pilot in August 2019 (Part of the City Project Portfolio (Mayor/management review) and the final political decision on running the pilot came in February 2020.



Background on Why to try PB in Lahti?²⁸

- To follow statute of the law (Municipal Act in Finland)
- To strengthen the well-being of inhabitants (citizen as an active actor, not a passive service-user)
- To build more open, transparent and participatory culture in municipal organizations
- To create new ideas
- To build new connections to inhabitants
- To strengthen the understanding of inhabitants on how and why municipal funds are spent
- To find solutions to things the questions/themes of PB
- To change the way projects are done in Lahti
- To do something fun with inhabitants and stakeholders
- To find new places for making savings together with inhabitants

About Lahti PB Models

- During the process different models were contemplated and researched by the City
- Each model has its own pros and cons that were discussed within the project group and the city organization at seminars, meetings and workshops. Inhabitants or NGOs' at a larger scale didn't take part in these discussions.
- Lahti decided to run the pilot 2020 using the Regional project model as it gives substantial power to the inhabitants and brings the concept of PB closer to all areas of the city. This was important as the inhabitant survey conducted in 2019 with EmPaci showed that the inhabitants are eager to try this method but know little of it at the moment.

About Lahti PB Models

Models that were contemplated during the process:

- City district / Area boards (institutional organ, official status)
- City district / Area council (institutional organ, official status)
- PB – percentage of budget for entire city (platform needed)
- PB-grant / Regional, limited project model (platform needed)
- Project model / Joint funds (platform needed)
- Cooperation groups / Advisory boards
- Neighbourhood and village associations
- Neighbourhood meetings / area panels
- Partnership tables

For further development, these 5 were chosen in late 2019:

- Ideas and voting by inhabitants -model
- Regional project model (*this one was chosen as the pilot for 2020*)
- Project grants
- Area council model
- Regional partnership tables

Lahti Pilot - Communications

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To boost the PB pilot and awareness of the subject the City (supported by EmPaci) has used a multichannel approach:

- Social media (Instagram, Facebook, Twitter)
- Webpages
- Local radios
- Press releases to local press
- Internal releases for city employees, local politicians and management
- Ads in local newspapers
- Posters and flyers distributed by Project Guardians to shops and other “hot spots” at areas
- Intranet (for city employees and LAB employees and students)
- Direct emailing (NGOs and other stakeholders)
- Outdoor advertising in the city center
- Live events and PB Team going to the areas in the city to promote in public and at different facilities (for elderly etc.) were planned but COVID-19 changed the plans



Tips from Finland

What to consider when choosing a platform ?

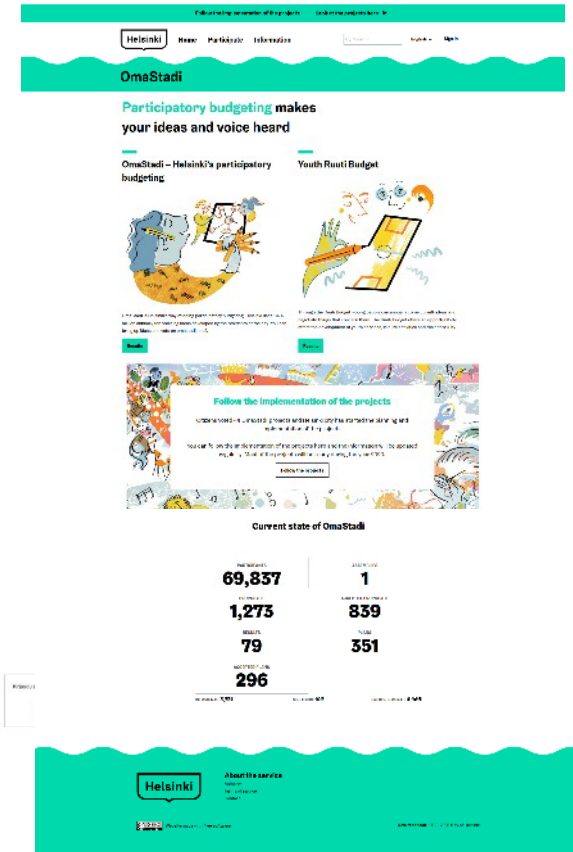
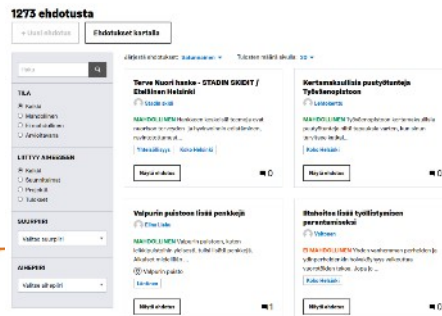
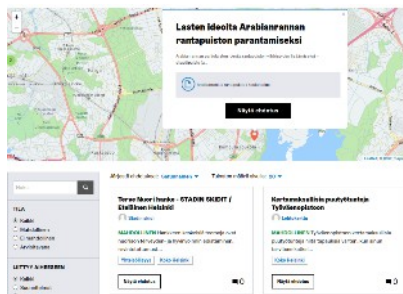
- What do we want to accomplish with PB in our municipality?
- Is there a need for a specific platform or could other systems already in place be used for this as well?
- How do we plan to use our platform: do we want to arrange voting, gather data, use visual tools such as maps and pictures?
- How strong does the identification process need to be? Is it important to gather information about the people taking part (such as age, gender, resident of set community?), or restrict non-residents taking part? Should voting be restricted to only one vote per person?
- What kind of resources do we have in our organization (IT, communications etc.)
- How much modification is needed?

Source: talks with representatives from Finnish municipalities such as Lahti, Helsinki, Tampere, Tuusula about running a PB

Tips from Finland

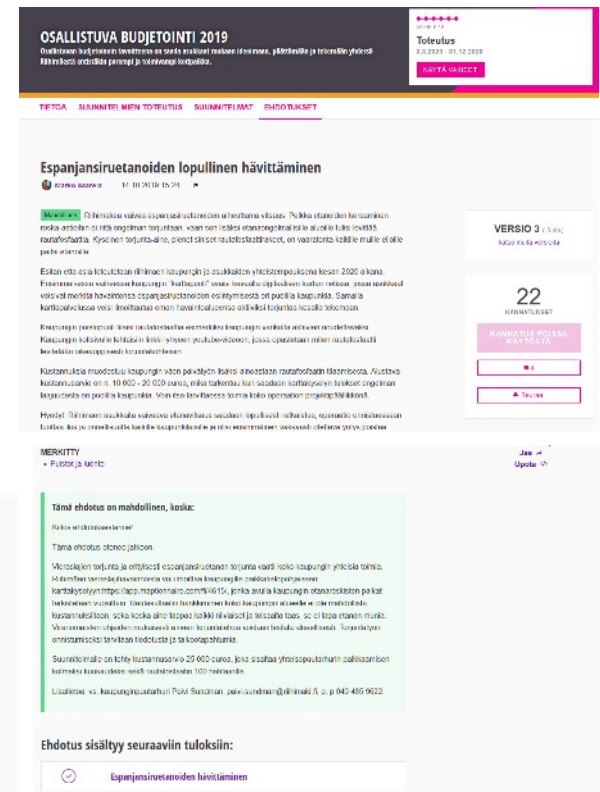
Decidim-based solutions - Helsinki

- Helsinki uses a tailored platform that acts as a hub for all PB activity. It was used from idea creation to voting and at the moment the chosen ideas that are being implemented are on display. This makes it easy and convenient for inhabitants and other stakeholders to participate.



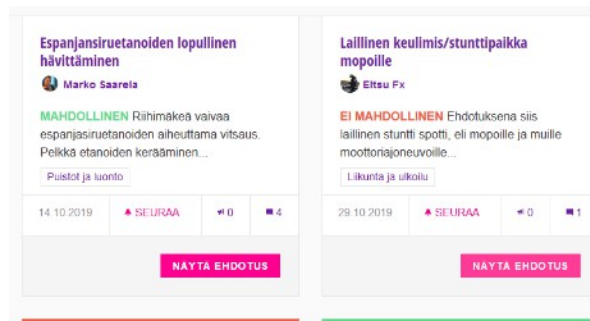
Tips from Finland

Decidim-based solutions - Riihimäki

<https://osallistu.riihimaki.fi/>

Material from Riihimäkis'
Decidim-platform



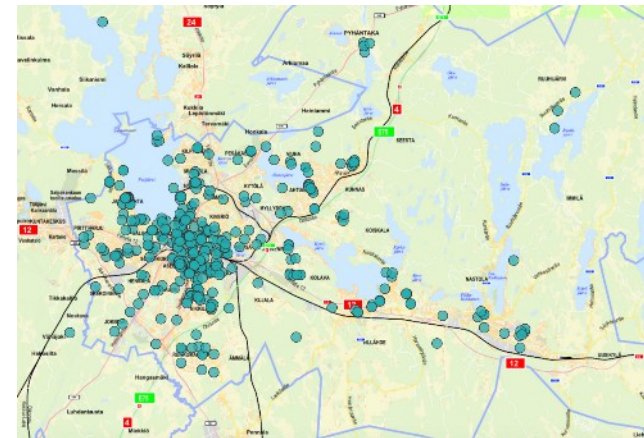
Making use of Existing Programs - Lahti

- The City of Lahti decided to use existing programs for their 2020 PB pilot
- As the process is ongoing there are just preliminary results of some of the following systems.
- They plan on using different tools for different phases of the pilot:

For idea creation phase, Maptionnaire <https://maptionnaire.com/> which could have been tailored for PB use but Lahti used the existing version for budget reasons.

Maptionnaire worked well as an idea gathering tool, good feedback was received from inhabitants

- **Pros:**
- Easy and simple to use
- City organization familiar with the tool
- Cost-effective
- **Cons:**
- It is not possible to use this for voting
- Not able to publish given ideas as they are submitted
- (same ideas submitted multiple times)



Picture from Maptionnaire – ideas gathered in the Lahti 2020 PB pilot

Making use of Existing Programs - Lahti

For co-creation the ideas will be collected as PDF-documents placed on the city website

Readily available so a good alternative

- **Pros:**
- Easy for city organization
- Cost-effective
- Easy and familiar place and tool to access information from inhabitant point of view
- **Cons:**
- Not a platform so no two-way communication for all to see possible
- Ideas less visually displayed

Voting will be done using Webropol or other survey tool the city already uses

A well know tool that is readily available

- **Pros:**
- Easy for city organization
- Cost-effective
- **Cons:**
- Less possibility to limit or supervise voting

What to Consider when Running a PB?

A Check List

- Develop an understanding of what PB actually means in and for your municipality
- Plan carefully (*TIP from Helsinki: “remember that PB is an ongoing project that is constantly evaluated and developed so it can no be “finished” – just try it and improve along the way” K. Verkka, City of Helsinki*)
- Link PB to existing procedures and plans
- Establish common rules
- Make PB interesting for all
- Think in the long term
- Allocate enough resources on implementing PB
- Be openminded
- Communicate in an open and easy to understand way. Make communication ongoing.

3. What to Consider when Running a PB?

A Check List

- **PB method and sum (how is the sum divided)?**
- **The scale and theme of PB**
- **Resources;** personnel, communications, technical solutions, spaces
- **Giving ideas/proposals;** From whom, on which themes, how are they checked?
- **Presenting proposals;** how, where, is there also co-creation?
- **Voting;** Age limit, amount of votes, reaching different groups of inhabitants
- **Implementation** of proposals; How, with whom, how was the money divided?
- **Tracking and evaluation;** what happened afterwards, what was implemented?
- **Communication** through out the project
- **Organizational context:** structures, set of rules, strategies, attitudes within the org. towards participating people;


Tips from Finland

Case Tuusula

The municipality of Tuusula has just finished their third PB run and in the process tripled everything – ideas given as well as number of votes. They have found these things useful:

- Use people with similar background/experience as icebreakers when contacting special needs groups and building trust
- Use the expertise of personnel working with special needs groups
- All material should be in an easy to read and comprehensible language/format
- Remember different language versions (In Tuusula material in Finnish and English)
- Use pictures to assist in building common understanding if there is a language barrier
- In Tuusula, they found it challenging to reach families in peak years (with small children) so they went to family/childrens events, used storycrafting etc.
- A PB supplement in a local inhabitant magazine posted to all homes in the area worked well.
- Members of the youth council were used as spokes persons in schools – this worked well
- Attending a local winter carnewal that was held at the time of the voting was also successfull.

2. Planning Implementation (Method/Model)

- When planning PB, one have to take into account certain issues, for example:
 - Organisational context: structures, set of rules, strategies, organizational culture (e.g. resistance to change, bureaucrazy vs. agility), organizational attitudes towards participating people, size of organization
 - Is there enough organisational and management support to conduct a proper process?
 - Resources: Is there enough resources (money, staff, know-how, it-solutions, communication, time,...) to conduct a proper process
 - How are the citizens, especially the silent groups reached?
 - What is done in other municipalities? (benchmarking)
- 



2.4. EVALUATION

4. Evaluation

Example of Tools

Being able to show results and improvements made on a concrete level has a key role in convincing society of the positive nature of PB and justifying the joint municipal resources that are spent. This calls for easy access tools to enable municipalities to follow their progress.

- One example is a first framework for a specific tool for evaluating participatory processes and methods “Yhteisluomisen tutka” that roughly translated to Co-Creation Radar. It has been developed by Finnish researchers Rask & Ertiö in 2019 and can be used to measure the effectiveness of methods used in PB as well as the actions taken (implementations).

4. EVALUATION: Case OmaStadi, Helsinki

BiBu Mid-Term Review

Recommendations from University of Helsinki's research team
(*researchers Mikko Rask, Titiana Ertiö, Pekka Tuominen, and Veronica Ahonen*):

1. Transparency and dialogue in implementation can be developed through annual planning and improving the OmaStadi platform.
2. Measures for supporting the participation of marginalized groups need to be investigated to a larger extent.
3. The OmaStadi process should be streamlined so that as many ideas as possible advance to the voting stage.

4. EVALUATION: Case OmaStadi, Helsinki

BiBu Mid-Term Review

4. The participate on ecosystem should be developed dynamically and interactively both inside the municipal organization as well as with other stakeholders.
5. The rules for idea submission should be communicated more clearly and targeting the budget for annually changing themes should be considered.
6. Evaluation needs to become a permanent component of the OmaStadi implementation and development.
7. The ideas and proposals submitted by residents should be used in diverse and innovative ways.

4. Evaluation

Indicators for evaluating participation from wide perspective

Goals:

- Democracy,
- Sustainability
- Topicality

Implementation:

- Planning and prognosis
- Quality and effectivity
- Evaluation

Actors:

- Representativity
- Motivation
- learning
- empowerment

Output:

- Skills and expertise
- Decision-making and accountability
- Institutional affects

Tips from Finland

Case Lahti

- Collecting information about the participants during the whole process, helps to gain information for example about which citizen groups participate. This data is a useful tool for further development of PB process to reach different citizen groups.
- For example, in Lahti, following background information was asked in the idea phase:
 - Postal code
 - Gender
 - Marital status
 - Age
 - Persons living in the same household
 - Amount of underaged children
 - Work status
 - Education level
 - Monthly income of the household

Tips from Finland

AO1:Upcoming report on Evaluation of citizen participation


- June 2020 Finnish Association for Local and Regional Authorities (AO1) will publish their report (data to be added)



2.5. CONTINUOUS DEVELOPMENT

5. Continuous development

Making PB a Process, not a Project

- In an ideal case, PB should be a continuous process –a part of ordinary budget planning in municipalities
 - The beginning is often a project that then becomes a process after first pilots have been run and evaluations made
 - CASE: Helsinki 2.0
- 



2.6. RESOURCING


6. Resourcing

Adequacy of PB resourcing

- PB requires multiple types of resources from organization and administration and from citizens

For instance, recent Finnish experiences describes PB as resource intensive process

- PB requires
 - **Timeframe:**
 - Tampere model where planned carefully before the PB pilot starts
 - Lahti model more on the go

 - **Money:**
 - What is distributed? Where the money comes from (Funds? Annual budget?)
 - What is needed to build and run the PB? Staff costs, education & training costs, etc
- 

6. Resourcing

Adequacy of PB resourcing

Process:

Commitment and support from local council and management

Setting up project steering group

Voluntary work, allocated work hours, hiring staff

Internal resourcing: PB Coaches (volunteers, Lahti), Stadiluotsit (hiring, Helsinki)

External resourcing: NGO-involvement, Schools, voluntary citizens (Project Guardians, Lahti)

Organization:

Organizational culture – willingness to open, resistance to change



6. Resourcing

Adequacy of PB resources - risks

"In our City, everyone has the opportunity to participate, influence, meet other people and pursue self-realisation. The City is a platform for active engagement and collaboration by local residents and communities."

✓ Participation is the strategy document, but is it in the organization?

"City's participation programme 2018-2020"

✓ Is the participation in the action? Responsible project workers or shared participatory culture

"We have plenty of staff"

✓ Participation and engagement are unrealistic aims without the means to achieve them

"participation.co-ordinator@city.fi"

✓ Resources for participation are inadequate





2.6. SOURCES

Sources

Other interesting sources used:

- Irvin, R. A., & Stansbury, J. (2004). Citizen participation in decision making: is it worth the effort?. *Public administration review*, 64(1), 55-65.
- Pihlava, Ritva 2017. Kuntaliitto: Osallistuva budjetointi kunnissa ja maakunnissa.
- http://shop.kuntaliitto.fi/product_details.php?p=3356
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- Pauliina Lehtonen, 2020. Presentation available at Freedcamp
- Katja Syvärinen, 18.2.2020, TtT-event presentation
- Katja Syvärinen, 18.2.2020, TtT-event presentation, based on Aaltonen ym. 2016
- Democratic Innovations. Direct quote from blog post on OmaStadi PBs' Mid-Term evaluation by BiBu [Read 3.6.2020] Available at: <https://www.democraticinnovations.com/2019/11/20/seven-recommendations-for-participatory-budgeting/>
- Ertiö & Rask, 2019. Yhteisluomisen tutka
- Loipponen & Heinonen, Smart Business Annual Review 2019 based on Rask & Ertiö 2019, Yhteisluomisen tutka – Malli osallisuustoiminnan kokonaisvaltaiseen arviointiin. Available at: https://www.theseus.fi/bitstream/handle/10024/263443/LAMK_2019_53.pdf?sequence=6
- Method, participatory budgeting. <https://participedia.net/method/146>
- LISÄÄ KUNTALIITON UUSI (New publication coming..)

Helsinki, OmaStadi:

- OmaStadi www.omastadi.hel.fi
- OmaStadi <https://omastadi.hel.fi/processes/osbu-2019>
- Jarkko Laaksonen City Pilot at OmaStadi (presentation 19.5.2020, TtT-online event)
- Verkka, Kirsi. Development Manager, City of Helsinki, OmaStadi (talks at benchmarking event 2019)

Lahti, OmaLahti:

- <https://www.lahti.fi/paatoksenteko/osallistujavaijuta/osallistuva-budjetointi>
- Tia Mäkinen and Sanna Virta, PB Team at the City of Lahti
- www.lahti.fi
- Tia Mäkinen, presentation at seminar September 2019, based on Association of Finnish Municipalities and Karreinen, L.

Tampere, Mun Tampere:

- Tampere 2020. <https://mun.tampere.fi/pages/osbu-vaiheet?format=html&locale=en>
- Tampere. <https://mun.tampere.fi/pages/arviointi-lainmukaisuus>

Other municipalities:

- Janakkala. [Cited 17.6.2019] Available at: <https://www.janakkala.fi/osallistu-ja-vaijuta/osallisuusohjelma/osallistuva-budjetointi/?fbclid=IwAR0vkwEVrdRuXVXdjw0-SMC3Rjt1UHFYGNKupMrnJUtC1SBcE97IVxjoykU>
- Talks with representatives from Finnish municipalities such as Lahti, Helsinki, Tampere, Tuusula about running a PB
- <https://osallistu.riihimaki.fi/>
- <https://osallistu.tuusula.fi/>
- Katja Repo, Community Manager, Tuusula. Talks and presentation (TtT-program)

Links:

- <https://www.thisisservice.designdoing.com/methods>
- <https://www.strategyzer.com/canvas>
- Lari Karreinen –model in Freedcamp
- <https://agilemobile.fi/>
- <https://innokyla.fi/fi/tyokalut>
- Lari Karreinen, mallipohja Freedcamp (also: <http://www.karreinen.org/2013/11/suosikkikirjoja-osallistavista.html>)